

BRIEF HISTORY OF ORGANIZATION

- Apollo Hospital Indraprastha, located in New Delhi, is a premier healthcare institution renowned for its state-of-the-art facilities and comprehensive medical services. Established in 1983 by Dr. Prathap C Reddy, Apollo Hospitals is celebrated as the architect of modern healthcare in India, initiating the country's private healthcare revolution.
- Accredited by the Joint Commission International (JCI)
- Indraprastha Apollo Hospitals is a multi-specialty tertiary acute care hospital with 710 beds

VISSION AND MISSION

- To 'Touch a Billion Lives'.
- To bring healthcare of International standards within the reach of every individual



Optimizing Hospital Operations Through identifying bottlenecks by Time Process Mapping

OBJECTIVE

Enhance hospital workflow by effectively identifying and mitigating bottlenecks using time process mapping (tpm).

METHODOLOGY

Method used – Observational study

Sample size – 60

Departments under study – Orthopaedics, Internal medicine, gynecology.

Data Collection method

Primary data through direct observations and interviews with staff was conducted.

Observation type - used is non participant observation

Inclusion criteria - Patients visiting the Orthopaedics, Gynecology and Internal medicine OPD and medical staff directly involved in the patient care.

Exclusion criteria - Patient not visiting the orthopaedic, gynecology, internal medicine OPD.

Data analysis : Quantitative data like average process time, average wait time, average footsteps was used.

Strengths:

Comprehensive data-driven approach
Potential for significant efficiency gains

Weaknesses:

Resistance to change among staff.
Resource-intensive process.
Unoptimized workflows.

SWOT

Opportunities:

Enhanced Patient Care
Reduced costs through

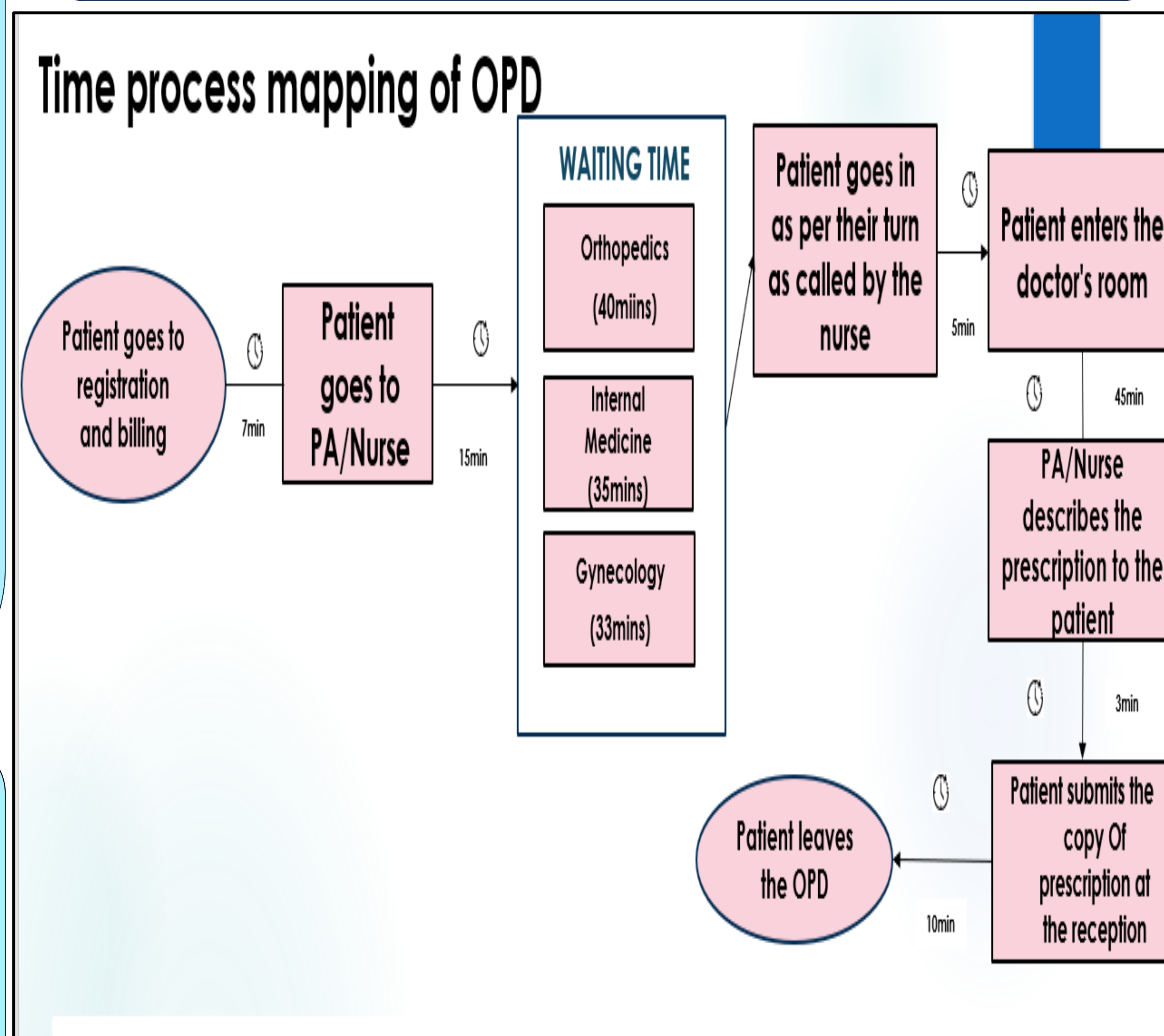
Threats:

Operational disruptions
Data accuracy challenges.

OBSERVATIONS

- Average footsteps - 125
- Average process time (arrival to departure)- 3 hour
- Average waiting time- 145mins
- Touch points - 7 to 9
- Average billing time - 10 mins
- Registration and billing on same counter so creates long queue and chaos.

Time process mapping of OPD



SUGGESTIONS

- Implement continuous monitoring of processes to sustain improvements.
- Establish a feedback system for staff to provide insights and suggestions for improving processes.

THEORITICAL VS PRACTICAL UNDERSTANDING

- Understanding time process mapping (TPM) theoretically through classroom modules provides foundational knowledge of process analysis and improvement strategies.
- Applying TPM practically in hospital settings allows for hands-on experience in identifying bottlenecks, implementing solutions, and adapting strategies to enhance operational efficiency and patient care outcomes.

LEARNINGS DURING INTERNSHIP

- Enhanced understanding of workflow dynamics and operational inefficiencies.
- Improvement in communication skills through interactions with healthcare professionals and patients
- Improved ability to identify bottlenecks and areas for process improvement.

CHALLENGES DURING INTERNSHIP

- Adapting a new work environment and culture
- Working with diverse teams and personalities.
- Managing time amidst varied responsibilities.

USEFULNESS OF INTERNSHIP

- Developing skills in data analysis and process improvement.
- Enhancing communication and teamwork abilities.
- Practical application of process mapping techniques to real-world healthcare challenges.