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Unveiling Healthcare Provider Challenges in discharge process: A Stakeholder Analysis at a multi speciality hospital in Gurugram

INTRODUCTION:

In modern healthcare systems, the discharge process serves as a pivotal moment where patients transition from hospital care to continued recovery or management outside the clinical setting. This critical juncture not only impacts patient well-being but also significantly influences the efficiency and effectiveness of healthcare delivery within hospital settings. The discharge process encompasses a multifaceted array of tasks, involving various stakeholders such as physicians, nurses, administrative staff, patients, caregivers, and external healthcare providers.

However, healthcare providers often encounter numerous challenges in this process, leading to delays, inefficiencies, and potential negative outcomes for patients. This study aims to explore the challenges faced by various stakeholders involved in the discharge process at Fortis Hospital and propose solutions to enhance efficiency.

LITERATURE REVIEW:

S. No.	AUTHOR	YEAR	TITLE	FINDINGS
1.	Pethybridge, J.	2004	How team working influences discharge planning from hospital: a study of four multi-disciplinary teams in an acute hospital in England.	This study highlights the significance of collaborative efforts among healthcare professionals, such as doctors, nurses, social workers, and therapists, in creating comprehensive and effective discharge plans. Key findings indicate that efficient team dynamics lead to improved patient outcomes and operational efficiency. However, challenges such as communication barriers and role ambiguities can impede the process. The study recommends clear communication channels, defined roles, and regular team training to address these issues. Ultimately, Pethybridge emphasizes the need for structured teamwork to enhance patient care and streamline hospital discharge processes.

2.	Joanne Goldman, Scott Reeves, Robert Wu, Ivan Silver, Kathleen MacMillan, Simon Kitto	2015	Medical Residents and Interprofessional Interactions in Discharge: An Ethnographic Exploration of Factors That Affect Negotiation	This study investigates how medical residents negotiate patient discharge. It finds that residents struggle with role ambiguity and communication barriers within interprofessional teams. Hierarchical structures can also hinder their negotiation process. However, opportunities for interprofessional education show promise in enhancing residents' negotiation skills. Overall, fostering collaborative teamwork is crucial for successful patient discharge negotiation.
3.	Joanne Goldman, Scott Reeves, Robert Wu, Ivan Silver, Kathleen MacMillan & Simon Kitto	2016	A sociological exploration of the tensions related to interprofessional collaboration in acute-care discharge planning.	This study investigates the sociological tensions associated with interprofessional collaboration in acute-care discharge planning. The research delves into the complexities and conflicts that arise when various healthcare professionals, including physicians, nurses, and social workers, work together to plan patient discharges. The study identifies key challenges such as differing professional perspectives, power dynamics, and communication barriers that can hinder effective collaboration. The authors suggest that addressing these tensions requires improved communication strategies, mutual respect among team members, and a better understanding of each professional's role. By highlighting these issues, the study provides valuable insights into enhancing interprofessional collaboration to improve discharge planning and patient outcomes.
4.	Vincent Pinelli, Heather L Stuckey, Jed D Gonzalo	2017	Exploring challenges in the patient's discharge process from the internal medicine service: A qualitative study of patients' and providers' perceptions	This qualitative study on patient discharge from internal medicine services reveals key challenges. Patients face confusion with discharge instructions and lack information about medications, while providers contend with time constraints and communication issues. Interprofessional collaboration is vital for addressing these challenges, facilitating comprehensive care coordination. Additionally, emphasizing patient-centered care, including clear communication and

				tailored education, is essential for overcoming discharge obstacles. Overall, the study underscores the need for effective communication, collaboration, and patient-centered approaches to improve the discharge process and post-discharge outcomes.
5.	Janne Agerholm, Natasja Koitzsch Jensen, Ann Liljas	2023	Healthcare professionals' perception of barriers and facilitators for care coordination of older adults with complex care needs being discharged from hospital: A qualitative comparative study of two Nordic capitals	This qualitative study examines healthcare professionals' views on care coordination for older adults with complex needs discharged from hospitals in two Nordic capitals. Barriers identified include fragmented systems and communication gaps, while facilitators include clear communication and collaboration. Contextual factors are crucial, and the findings suggest implications for practice and policy to improve care coordination for this vulnerable group.
6.	Lauren Cadel, Jane Sandercock, Michelle Marcinow, Sara J T Guilcher, Kerry Kuluski	2022	A qualitative study exploring hospital-based team dynamics in discharge planning for patients experiencing delayed care transitions in Ontario, Canada	This qualitative study uncovers key insights into the challenges and facilitators of discharge planning, including issues related to communication among team members, coordination of care, resource availability, and patient engagement. Understanding these dynamics is crucial for improving discharge processes and ensuring smooth transitions for patients, particularly those at risk of delayed transitions. The study may suggest implications for enhancing teamwork, communication strategies, and resource allocation to optimize discharge planning in hospital settings.

7.	Okoniewska, B., Santana, M. J., Groshaus, H., Stajkovic, S., Cowles, J., Chakrovorty, D., & Ghali, W. A.	2015	Barriers to discharge in an acute care medical teaching unit: a qualitative analysis of health providers' perceptions.	The research identifies several key obstacles, including communication breakdowns, inadequate discharge planning resources, and administrative inefficiencies. The study emphasizes the impact of these barriers on patient flow and hospital efficiency. The authors highlight the need for better coordination among healthcare teams, enhanced communication strategies, and improved resource allocation to address these issues effectively. This study offers valuable insights into the systemic challenges faced in discharge planning and proposes practical solutions to improve discharge processes and patient outcomes.
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RESEARCH QUESTION:

What are the primary challenges faced by healthcare providers in the discharge process at Fortis Hospital, and how can these challenges be addressed to improve efficiency?

OBJECTIVES:

- To study the discharge process of in-patients.
- To identify and categorize the primary stakeholders and quantify their task durations integral to the discharge process.
- To examine the challenges encountered by each stakeholder in the discharge process.
- To propose optimum and efficient solutions to address the identified challenges.

MATERIAL AND METHODS:

1. Study Design: A mixed methods approach is utilized, including observational study on length of discharge data from hospital information system, as well as cross-sectional study through observations and online questionnaire to capture perspectives of those included in discharge process like physicians, nurses and admin staff, to understand their perspectives on the root causes of delayed discharges.
2. Setting: The study is conducted at Fortis Memorial Research Institute, Gurugram
3. Study Tools: A discharge process map will be developed to understand the patient flow by conducting direct observations. Observation will be done length of discharge data to find out most time consuming stages in discharge process. Then an online

questionnaire survey will be designed for healthcare providers which can gather qualitative data on their experiences, and perceived challenges related to discharge procedures.

4. Study Population: The study population for this study are healthcare providers who have direct involvement with the discharge process at the hospital. These include Nursing staff as well as administrative staff who are the key stakeholders.
5. Duration Of Study: The duration of study is three months, i.e., from 1st April to 30th June, 2024
6. Sample Size: 48 healthcare providers who are the key stakeholders in discharge process in FMRI, Gurugram.
7. Sampling Technique: A convenient sampling technique is employed to select participants who have direct involvement with the discharge process at the hospital. This includes healthcare providers as well as administrative staff. Such a sampling is appropriate to gather comprehensive data from various stakeholders involved in the discharge process.
8. Data Collection Procedure: Methods of data collection are: Retrospective analysis of hospital records, prospective determination of challenges faced by healthcare providers through survey, analysis of this data and finding optimum solutions.

ETHICAL CONSIDERATIONS:

- Ensuring the confidentiality of patient information throughout the research process.
- Obtaining informed consent from participants involved in interviews or surveys.
- Striving to maintain objectivity and avoid bias in data collection and analysis.
- Respecting the perspectives and opinions of all stakeholders involved in the research.
- Ensuring the reporting the results of individual studies in the researchers' own words and citing appropriately to give credit to the original sources.

CONCLUSION:

By identifying and addressing the challenges faced by healthcare providers in the discharge process at Fortis Memorial Research Institute, Gurugram, this study aims to contribute to the enhancement of overall efficiency and quality of care.

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