

ABOUT THE ORGANISATION

Fortis Hospital Mohali, founded in 2001 by Mr. Malvinder and Mr. Shivinder Mohan Singh, is a top multispecialty hospital in Northern India known for cardiology, orthopedics, neurosciences, and oncology. It is accredited by NABH and JCI(2007), excelling in patient care and clinical standards through innovative practices and community health programs.

VISION

To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.

MISSION

To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care.

Organisational Chart



THEORETICAL EXPOSURE

- Studied about process mapping
- Quality tools
- Principles of management
- Research methods
- Statistics and data analysis.
- Learned about patient relations management

PRACTICAL EXPOSURE

- Organisational behaviour- communication
- Digital health- HIS
- Applied Fishbone diagram
- Learnt about various aspects of insurance department by working in the TPA department
- Importance of patient experience and satisfaction in healthcare marketing.
- Process flow of different departments.

USEFULNESS

- Practical application of theoretical knowledge
- Skill development-Communication,data analysis,problem solving
- Industry exposure
- Professional network
- Personal growth-Adaptability,confidence

LEARNINGS

- Understanding hospital operations
- Team Dynamics: Understood the importance of teamwork and collaboration
- Data interpretation
- Information management
- Process mapping , streamlining workflow
- Professionalism

CHALLENGES FACED

- Adjusting to the hospital's organizational culture and working dynamics during the initial phase.
- Understanding the complexity of different processes.
- Restricted access to some departments .



SWOT ANALYSIS

STRENGTHS

- Advanced medical technology
- Strong brand reputation
- Specialized services(robotic)
- Accreditations- NABH, JCI
- Operational efficiency
- Experienced medical staff

WEAKNESS

- High operational costs
- High staff turnover
- Capacity issues during peak times
- Communication gaps
- Electronic medical records are not used.

OPPORTUNITIES

- Medical tourism
- Partnerships with other organizations
- Technological advancements

THREATS

- Staff non compliance
- Intense competition from leading hospitals in the region
- Regulatory changes

TIME MOTION STUDY OF DISCHARGE PROCESS

AIM

To analyze the discharge process by calculating and comparing the Turn Around Time (TAT) for cash patients and TPA patients against the defined TAT, and identifying the causes of delays in discharge.

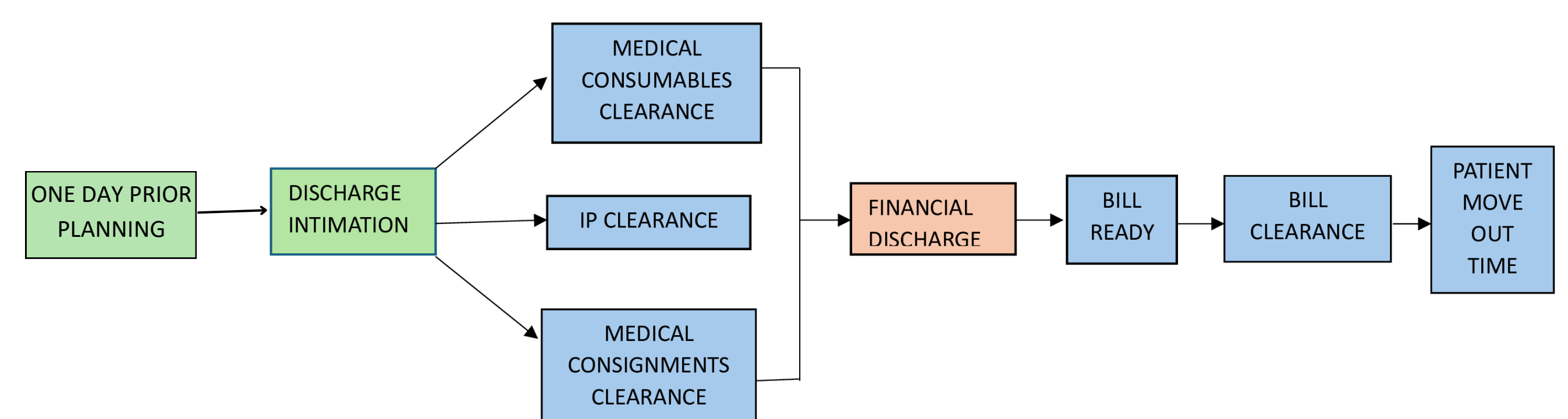
OBJECTIVES

- To study the process of discharge.
- To calculate the TAT(Turn around time) for different categories of patients in comparison to the defined TAT.
- To identify the causes of delays in discharge .

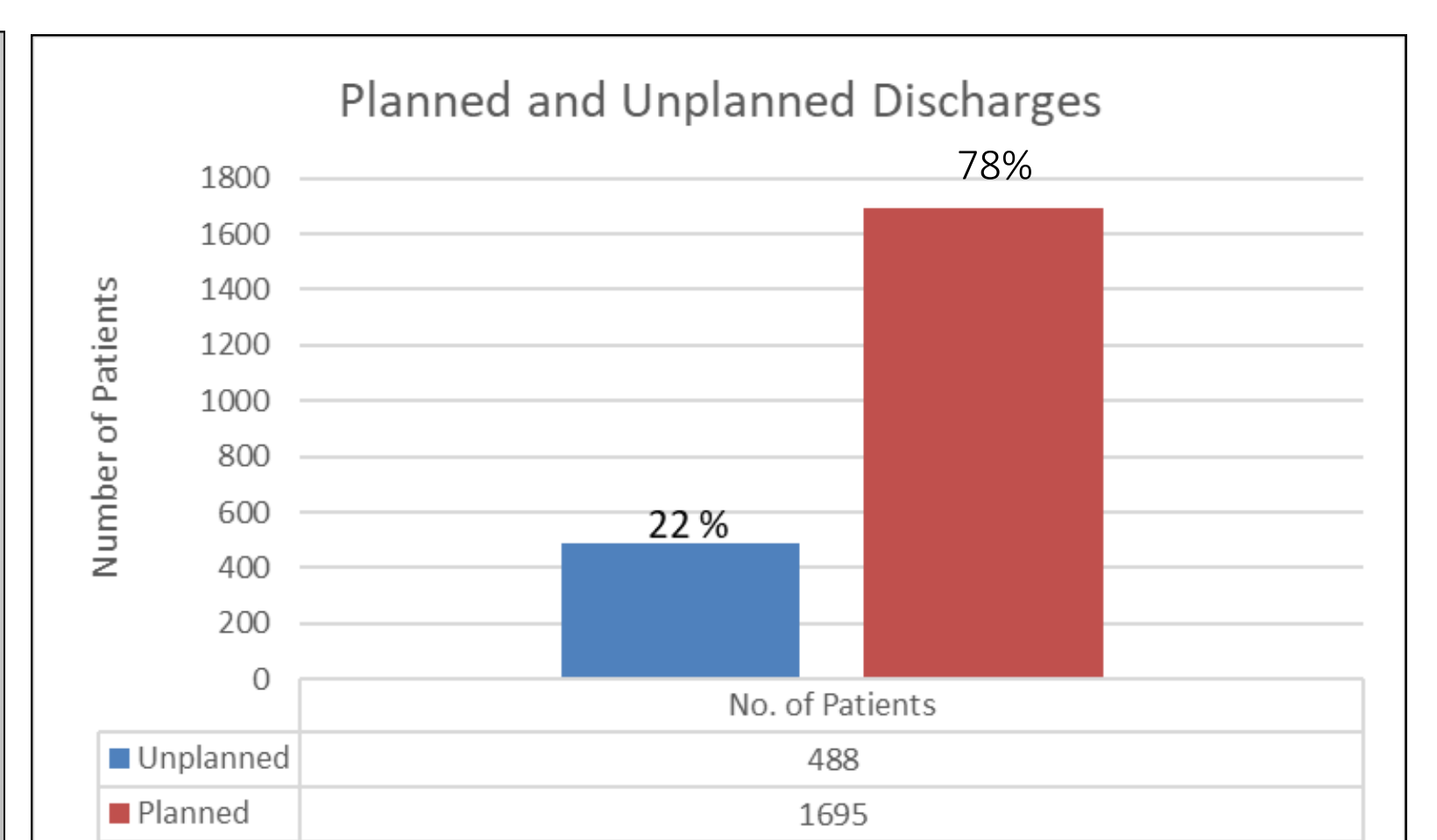
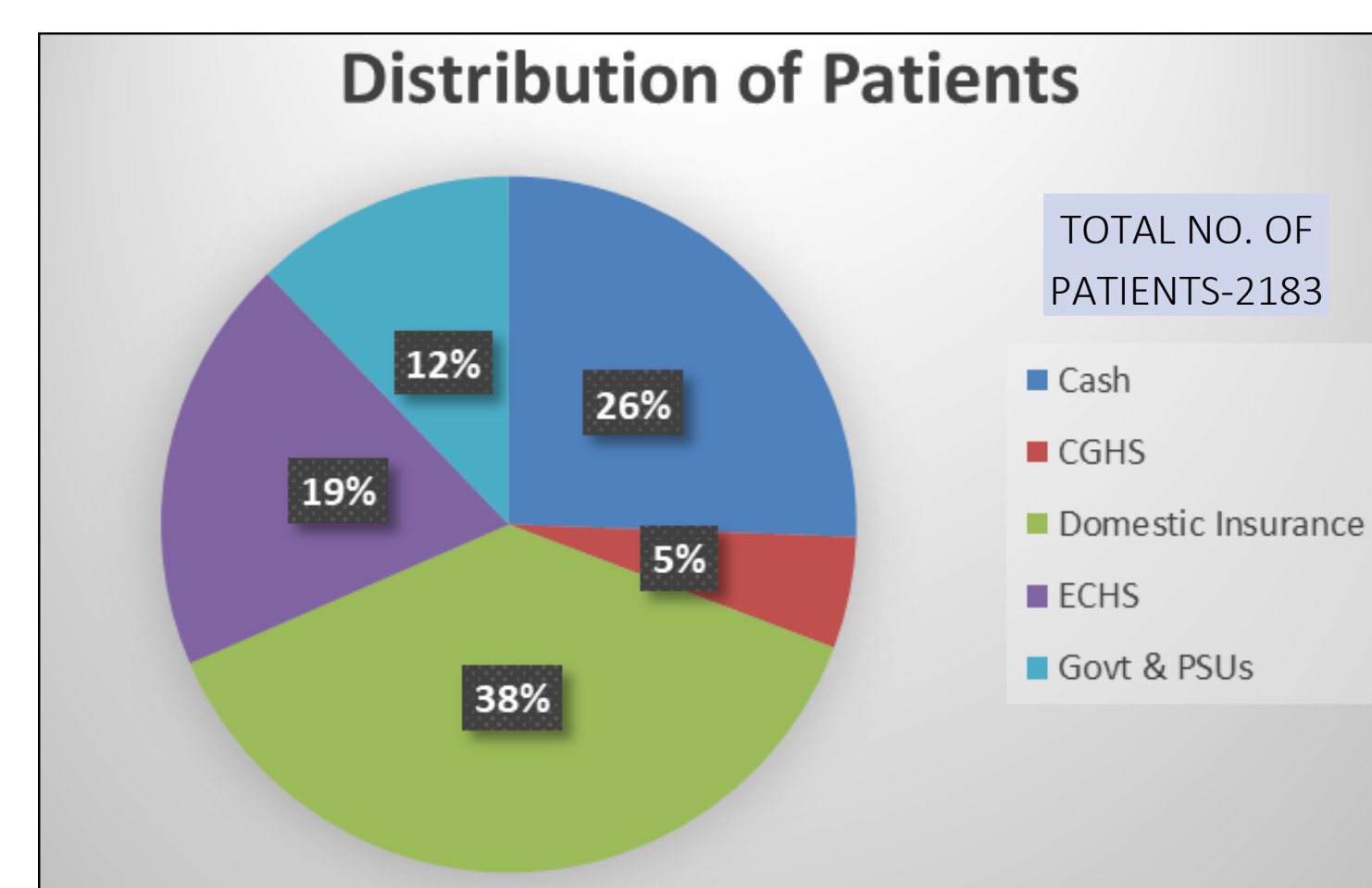
METHODOLOGY

- No. of patients.-2183 patients
- Study period- 45 days
- Type of Study-Descriptive
- Inclusion criteria- Patients from all wards
- Exclusion criteria- International patients
- Type of Data- Qualitative and quantitative
- Benchmark TAT
Cash Patients- 90 minutes
TPA Patients- 240 minutes

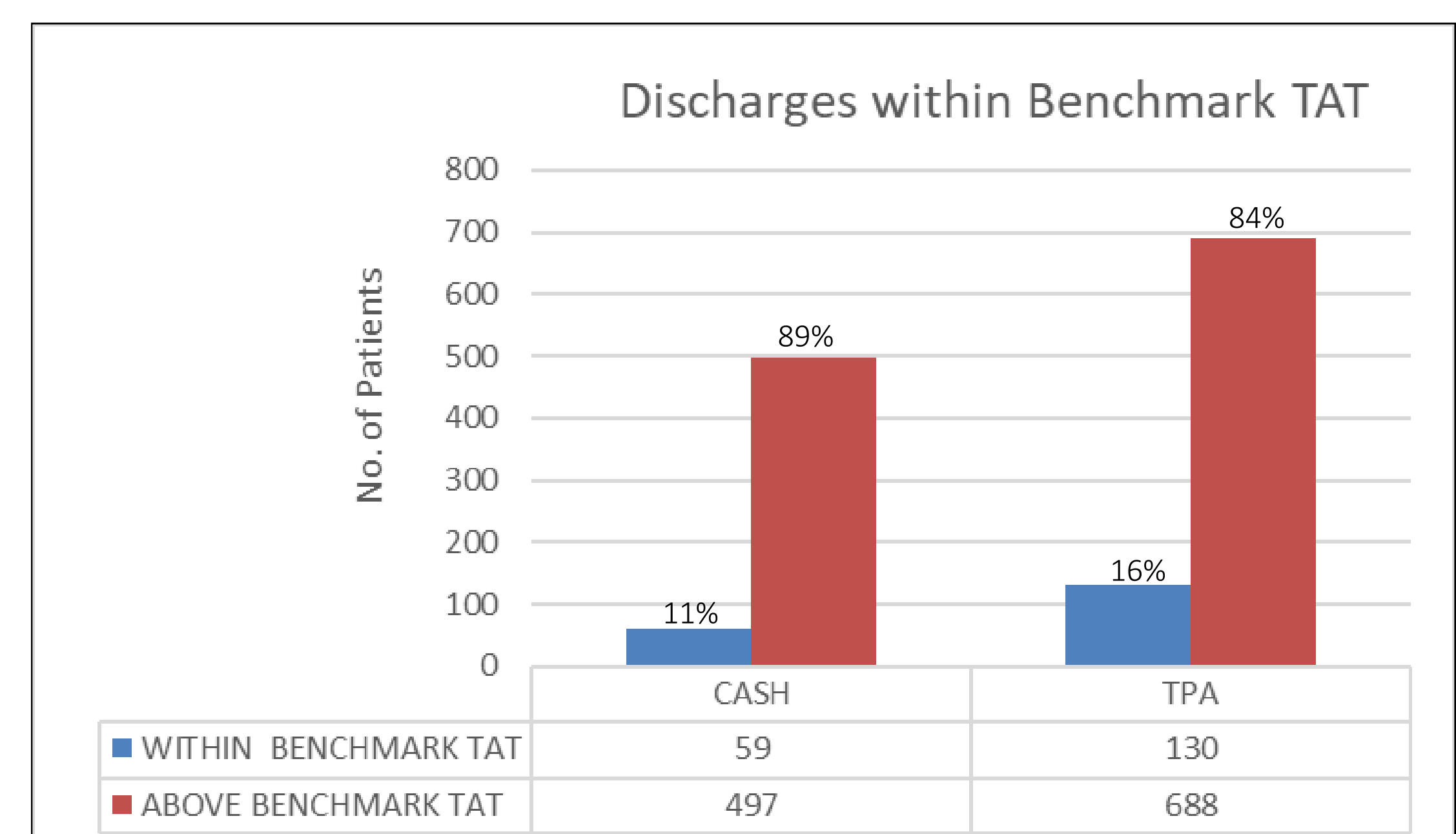
Discharge Process



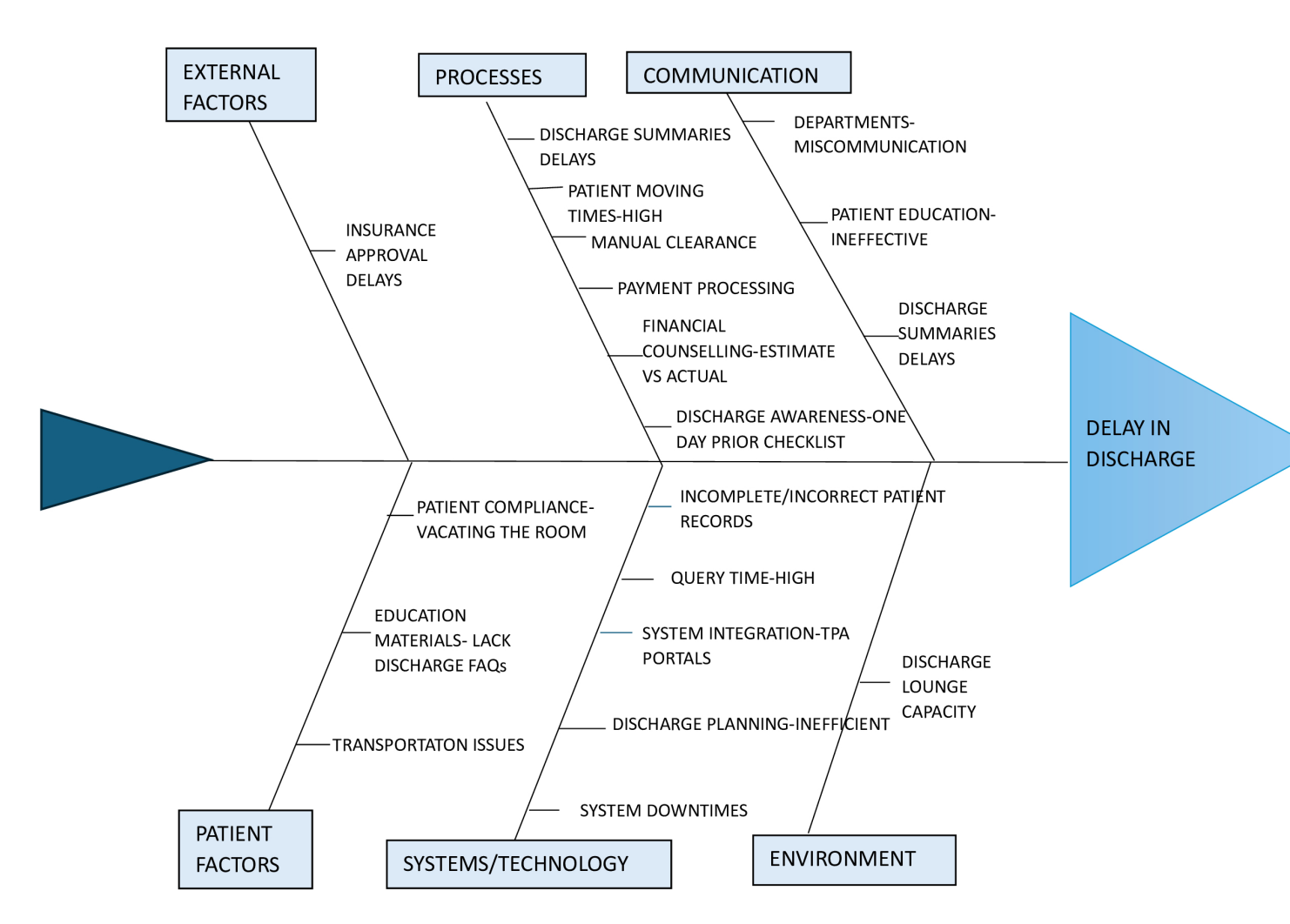
DATA ANALYSIS



Type of Patients	TAT 1(Intimation to IP,MCS,MC)	TAT-2 Bill Making	TAT-3 (Bill Making to Clearance)	TAT-4(Clearance to PMO)	TAT-5(LOD)
Cash	0:08:55	0:48:11	0:57:55	0:58:39	3:27:23
TPA	0:10:51	1:19:41	0:33:03	0:42:52	6:00:54



FISHBONE ANALYSIS



SUGGESTIONS

- Patient portal where they can track the progress. Can be projected on a screen
- Planned discharges should be actively followed by: Draft summary preparation for discharge and Pharmacy issue return.
- One day prior checklist should be maintained.
- Keep at least two people at the front desk after 5 :30 pm.
- Set up automated alerts for critical steps in the billing process such as delayed claims, approvals, urgent queries
- Other suggestions which could help in reducing discharge time are-
Increase the capacity of discharge lounge
Improve the ambulance services.
Use of EHR/EMR.

- Mundodan JM, Sarala KS, Narendranath V. A Study to Assess the Factors Contributing to Delay in Discharge Process in a Teaching Hospital. Int J Res Found Hosp Healthc Adm. 2019;7(2):63-66