

Summer Internship Report

Identification of work flow and bottlenecks in the OPD that cause higher Turn Around Time

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Motherhood Hospital Indore



Strengths

Location

Brand Name-Professional and strong brand recognition

Highly qualified & experienced doctors

Attractive packages-multiple options to choose from

Quality accreditations

Weakness

High cost

Not available in suburban areas

Not equipped to handle critical case (MICU/Covid)

Heterogenous markets

Opportunities

Non Covid-Safer maternity hospital

Patient's preference as high-end super specialty

Corporate tie-ups

Threats

Competition-coral, dolphine & newer evolving hospitals

Stress of salaries and operating costs

Discontinuation of leases



The OPD is an integral aspect of the hospital's overall operation. It's part of the in-patient services, and it's staffed by consulting physicians and surgeons who also work in the wards.

The OPD of Motherhood Hospital Indore has a registration and billing desk. For registration, they use software 'Insta' which is helpful in admissions, billing, discharges, patient records, etc. For appointments, they use Docpulse which is patient-friendly as well. The OP coordinator makes a daily report and sends it to GRM which in turn goes to the corporate office every day.

The OP coordinator and other OPD staff is efficient but usually, during peak hours waiting time is way too much for few patients.

Business needs

- Improved customer satisfaction
- More business generated by reducing turnaround time

Methods for gathering information about a patient's needs in order to tailor the services offered

1. By analyzing feedback(litmus, google)
2. Holding inter-departmental meetings

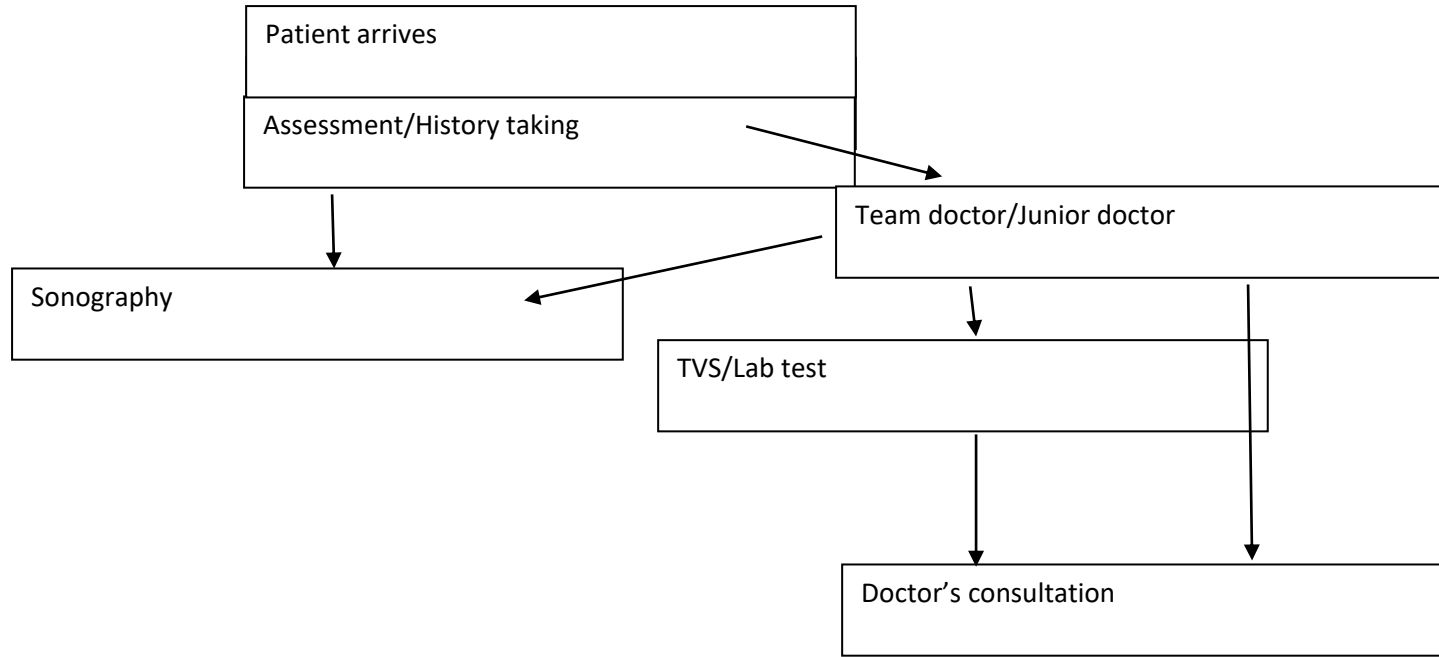
- **Goals of the department**

- 1. To improve the effectiveness and efficiency of quarry management.
- 2. To welcome, direct, and guide the patient.
- 3. Consultation with the doctor
- 4. Create an appropriate medical record for the patient and register them.

- **Service scope and complexity**

- Welcoming patient/visitors
- Handling patient appointments
- Handling registration activities
- Handling OPD feedback
- Providing IP related information

Work flow of OPD



- **Objectives**

- To map the OPD flow and identify inefficient pathways
- To identify factors causing increase in TAT and delay in consultation & radiology scans
- To provide suggestions for a smooth OPD flow with lesser waiting time

- **Problem justification**

- Inappropriate time scheduling of consultations.
- Off record patients get separately appointed by doctors.
- 10 mins slot for sonography isn't enough, it takes longer than that.
- Video consultation- often delayed which increases patient's apprehension
- Patients who are aware of waiting time, deliberately come late
- Patients' confusion regarding their time.
- Patient arriving early or late for their appointment.
- No demarcation between walkin and appointed patients.

- **Methodology**

- Method of data collection:

- The information was gathered from both primary and secondary sources.

- Primary sources- Observing the patient flow

- -interviewing the patients

- Secondary sources- Docpulse (software used for appointments)

- -Insta (internal software)

- **Sampling Technique**

- The convenience sampling technique will be utilized to conduct the study, since a sample of respondents will be chosen based on their convenience.

- Sample size- 150 patients

- Sample tools- MS EXCEL, MS-WORD

- **Research question**

- What are the variables that are causing the OPD turnaround time to increase?

- **Rationale**

- Any hospital's outpatient department is regarded as a shop window. The most crucial service is an OPD. It acts as a point of contact between a hospital and the community, and it provides services to a large number of patients at a reasonable cost. Successful and efficient hospital management can reduce the load on patients' words.

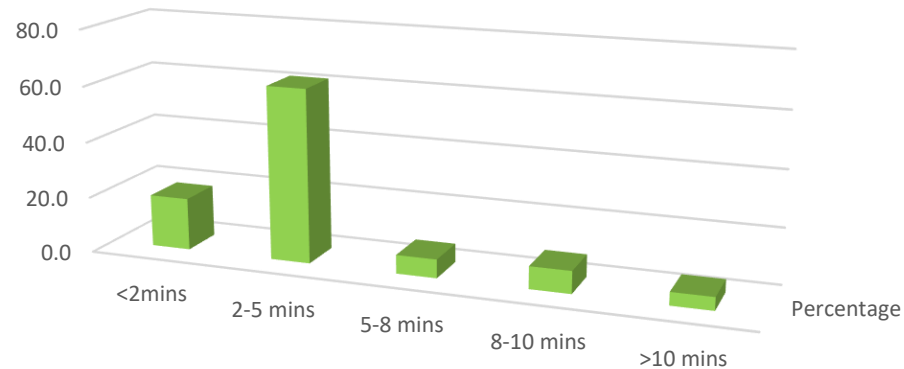
Analysis & Interpretation

The surveys were conducted with the study's aims in mind, and the following conclusions were drawn:

1) Time spent waiting for registration at reception.

Criteria	Frequency	Percentage
<2mins	28	18.7
2-5 mins	93	62.0
5-8 mins	10	6.7
8-10 mins	12	8.0
>10 mins	7	4.7

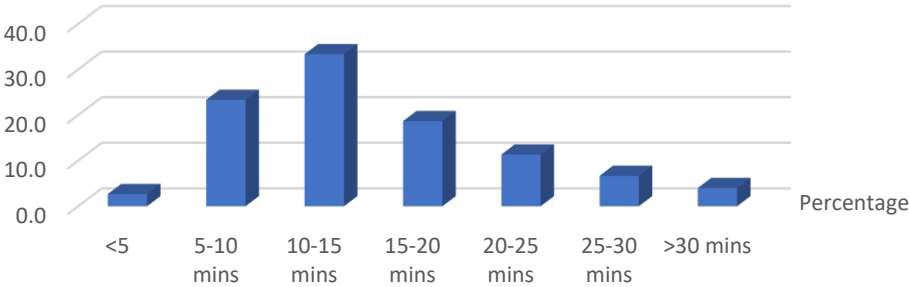
Waiting time for registration



2) Waiting time for Pre consultation workup/history record.

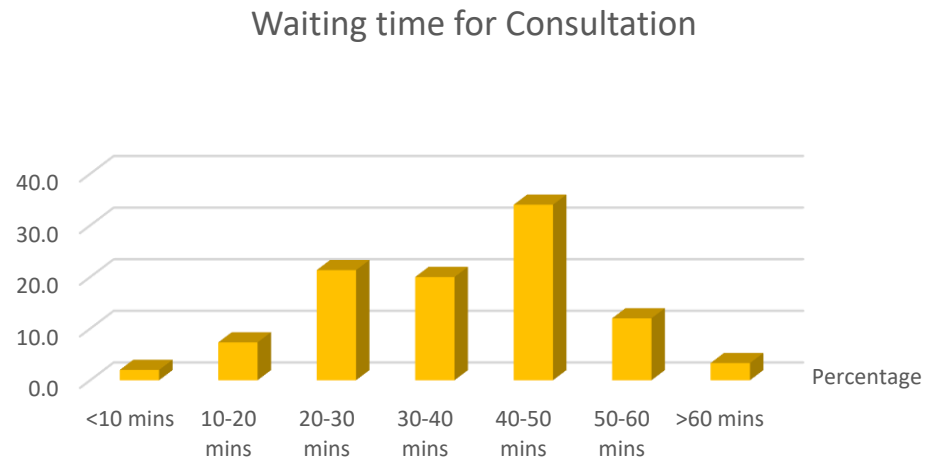
Criteria	Frequency	Percentage
<5	4	2.7
5-10 mins	35	23.3
10-15 mins	50	33.3
15-20 mins	28	18.7
20-25 mins	17	11.3
25-30 mins	10	6.7
>30 mins	6	4.0

Waiting time for Pre consultation workup/history record



3) Waiting time for Consultation (from Pre consultation workup/history record)

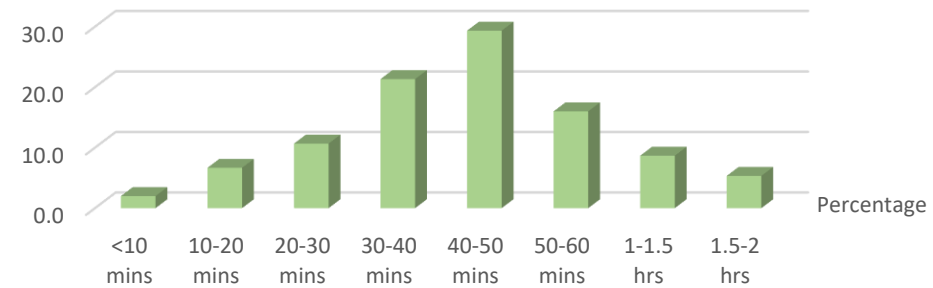
Criteria	Frequency	Percentage
<10 mins	3	2.0
10-20 mins	11	7.3
20-30 mins	32	21.3
30-40 mins	30	20.0
40-50 mins	51	34.0
50-60 mins	18	12.0
>60 mins	5	3.3



4) Waiting time for Sonography/Scan

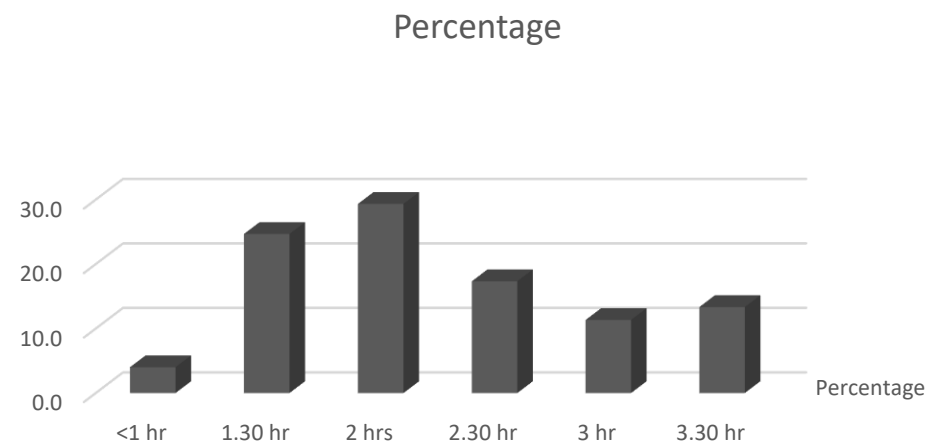
Criteria	Frequency	Percentage
<10 mins	3	2.0
10-20 mins	10	6.7
20-30 mins	16	10.7
30-40 mins	32	21.3
40-50 mins	44	29.3
50-60 mins	24	16.0
1-1.5 hrs	13	8.7
1.5-2 hrs	8	5.3

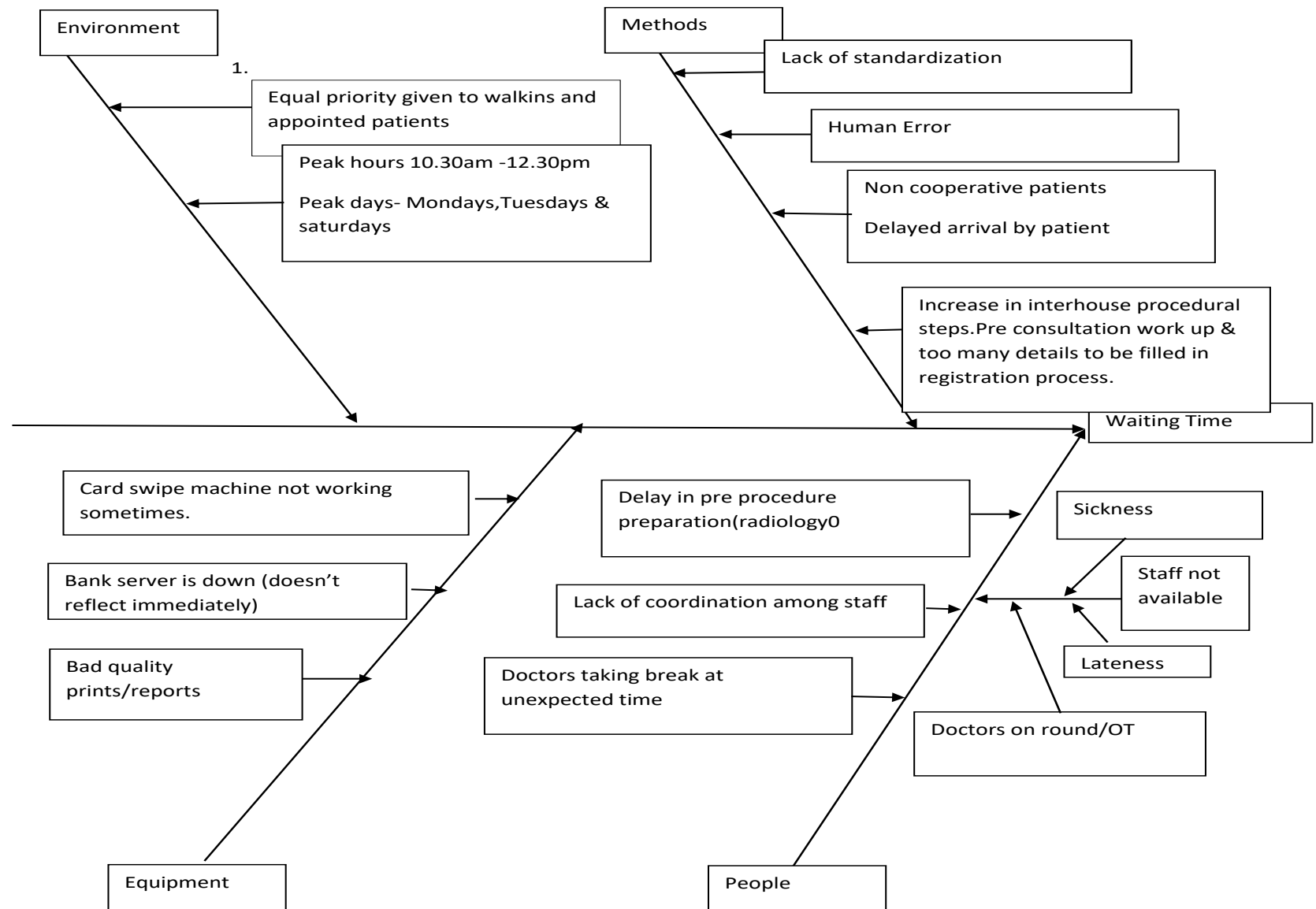
Waiting time for Sonography



5) Cumulative waiting time for patients who come for consultation and scan the same day.

Criteria	Frequency	Percentage
<1 hr	6	4.0
1.30 hr	37	24.7
2 hrs	44	29.3
2.30 hr	26	17.3
3 hr	17	11.3
3.30 hr	20	13.3





ROOT CAUSE ANALYSIS FOR WAITING TIME

Interpretation

- Tables and graphs depicting the number of patients, waiting time, and their respective percentages were utilized to analyze the data, and percentage bar diagrams were used to explain the results.
- The results suggest that the average number of walk-in patients visiting the OPD each day is lower than the number of appointment patients.
- The study found that when there are a large number of patients, the time spent waiting in reception for registration is substantially less than when there are a small number of patients who have to wait more than 30 minutes. This reflects the effectiveness of the OPD's registration process.
- According to the study, the average waiting time for a consultation in the OPD is 42 minutes, and the time spent in consultation is 20-30 minutes, indicating that the hospital's OPD is functioning satisfactorily..
- It has been discovered that the time spent on investigations, such as laboratory and radiology, is longer than the time spent on pharmacy. More patients are content with the time spent in the laboratory, but not with the radiology test, and the pharmacy's services are most popular. Patients had to wait a lengthy time in the sonography/scan queue.

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- According to the study, billing and cash payment take 2-4 minutes, which provides patients with satisfaction.
 - According to the report, the majority of patients are unsatisfied with the punctuality with which the personnel attends to their demands.
 - The administrative staff is really attentive about the expectations of the patients. They welcome patient recommendations via numerous portals and make every effort to react to them satisfactorily. Internal feedback system used in Motherhood hospital is Litmus and patients often asked to put google reviews as well, which is open in public domain.
 - • To reduce waiting times at the OPD for consultations and diagnostics(radiology, lab etc), a queueing system is used.
 - According to the study, the OPD always starts on time, and the majority of the doctors arrive on time. Patients may arrive at their given appointment time, but they may be late. Few patients arrive late on purpose, knowing that they will have to wait.
 - Appointed patients are always given priority for consultations, and Docpulse (patient appointment software) keeps track of patient arrivals, departures, and waiting times..
 - The hospital intends to update its outpatient department infrastructure in the future to give better services to its patients..

- **SUGGESTIONS (RECOMMENDATIONS)**

- Number of staff should be increased in the radiology dept.
- Segregation of billing and registration counter should be there.
- The number of registration counters should be increased since during peak hours, patients may have a poor impression of the institution.
- In case patient wants to consult the doctor and get scans done the same day, there should be separate appointment system.
- Dedicated area for counseling / video counselling if required
- Measures should be taken to improve video consultations.
- Soft skill training for GRES
- Not changing the sequence of patient's file (not to disturb the queuing)
- Making the patient waiting sequencing more transparent, patient would be prepared for their turn for consultation. Live appointment display if possible.
- Separate information counters for answering queries
- List of FAQs in open domain
- Regular maintenance of the smart card machine and computer.
- Displaying testimonials and offering refreshments in OPD to make the waiting time fruitful.
- Biometric attendance for everyone, including doctors and senior staff to inculcate more punctuality.
- Organized and appropriate appointment slots for consultation and radiology. Target scan and doppler takes longer than other scans so the appointment slot should be adjusted accordingly.

- **Conclusion**

- Patients who visit a hospital are responsible for promoting the facility's positive image, hence patient happiness is equally vital to hospital management.
- The OPD was monitored in order to have a better understanding of the process. The employees appeared to be dedicated to their work and to the patient, however there was a lack of coordination in the patient flow.
- The personnel was not well-trained in dealing with patient complaints, and the OPD was disorganized.
- In addition, new patients in the OPD were observed through each step of the process to determine their TAT, which averaged 42 minutes. Many patients have spent 3-4 minutes in the reception area.
- OPD peak hours are 10.45am to 1.30pm. Maximum footfall was observed on Mondays and Saturdays.
- Many a times doctor's take unexpected breaks which leads to increased waiting time and create a bottleneck.
- Patients showing up before 10.30am and after 12.45pm had to face lesser waiting time compared to patients arriving in peak hours.
- Many a times the patient is accompanied by more than 1 attendant, which gives a false impression of overcrowding.
- The majority of patients had to wait more than an hour for a doctor visit, with an average consultation time of 20 minutes.
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THANK YOU

