

SYNOPSIS

Title: A Time Motion Study to Optimize the Patient Discharge Process in Operations Department at CKS Hospital, Jaipur

Name of the Candidate: Mr. Adarsh Anand

Enrollment No: IIHMRU/01/1663

Course: MBA in Hospital and Health Management

Guide: Dr. Sanjay Gupta, Dean and Professor, IIHMR University, Jaipur

1. Introduction

The discharge process is a crucial operational workflow in hospitals, significantly impacting patient satisfaction, bed turnover, and resource utilization. This study, conducted at CKS Hospital, Jaipur, explores delays in the discharge process using Time Motion Study (TMS) to optimize turnaround time and improve hospital operations.

2. Problem Statement

Despite modernization, hospitals face delays in discharging patients due to interdepartmental coordination failures, manual documentation, and lack of standardized procedures. This leads to extended patient stays and reduced hospital efficiency.

3. Objectives

- To map the discharge process and time each step.
- To identify bottlenecks and delays.
- To propose solutions to optimize the discharge process.
- To improve patient satisfaction and hospital throughput.

4. Methodology

Descriptive and observational study using Time Motion Study (TMS). Conducted over 2 months with 100 patients from different wards. Data collected through checklists, staff questionnaires, and direct timing observations.

5. Results and Key Findings

Govt. scheme patients had the longest discharge time (~5.5 hrs), followed by TPA (~3.5 hrs) and self-pay patients (~2.8 hrs). Major delays were due to discharge summary preparation,

pharmacy clearance, and billing. Coordination issues and manual steps were identified as core problems.

6. Recommendations

Implement early morning discharge planning, digitize discharge workflow, improve interdepartmental communication, and train staff to improve efficiency.

7. Conclusion

Optimizing the discharge process through TMS can enhance hospital efficiency, reduce patient wait time, and support accreditation goals. This model can be adapted by other medium-sized hospitals in India.