

Optimizing the Patient Discharge Process using Lean Methodology

A Case Study at CKS Hospital, Jaipur

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Introduction

- Patient discharge delays impact satisfaction and hospital efficiency.
- Study conducted on 140 patients from IPD at CKS Hospital.
- Delays assessed: summary preparation, pharmacy clearance, billing, nursing execution.
- Objective: Identify causes and optimize discharge time using lean methods.

Objectives

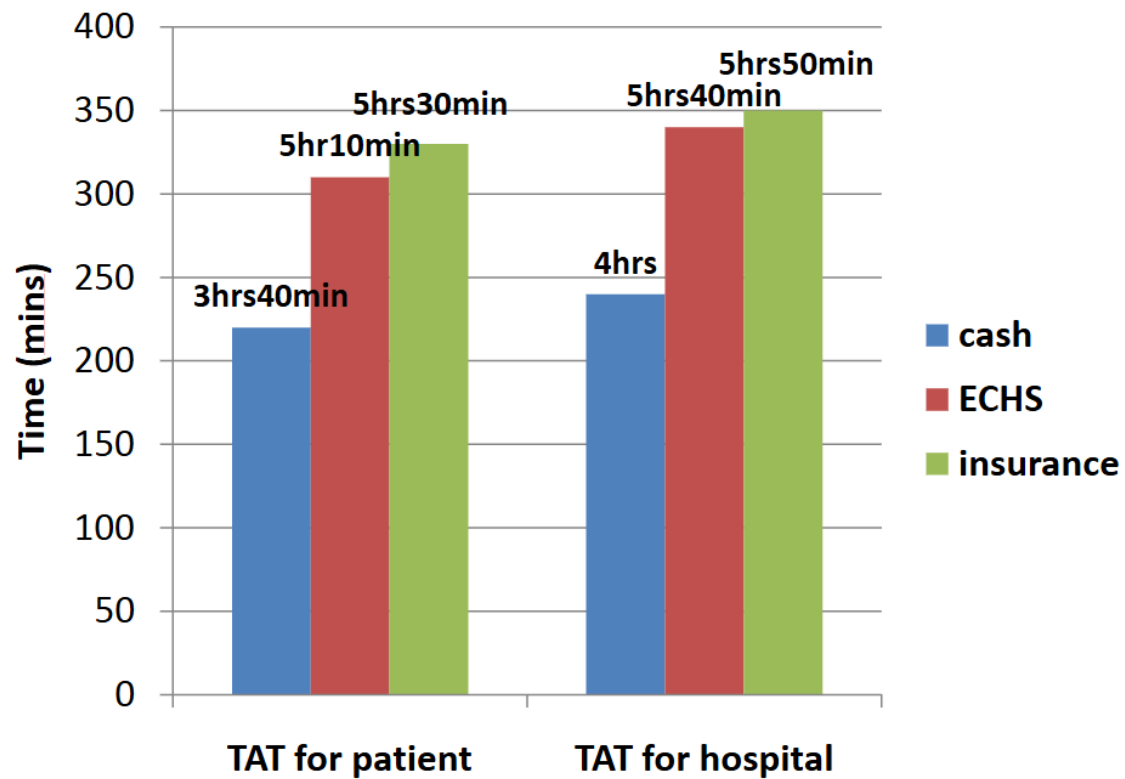
- Study IPD and discharge process flows.

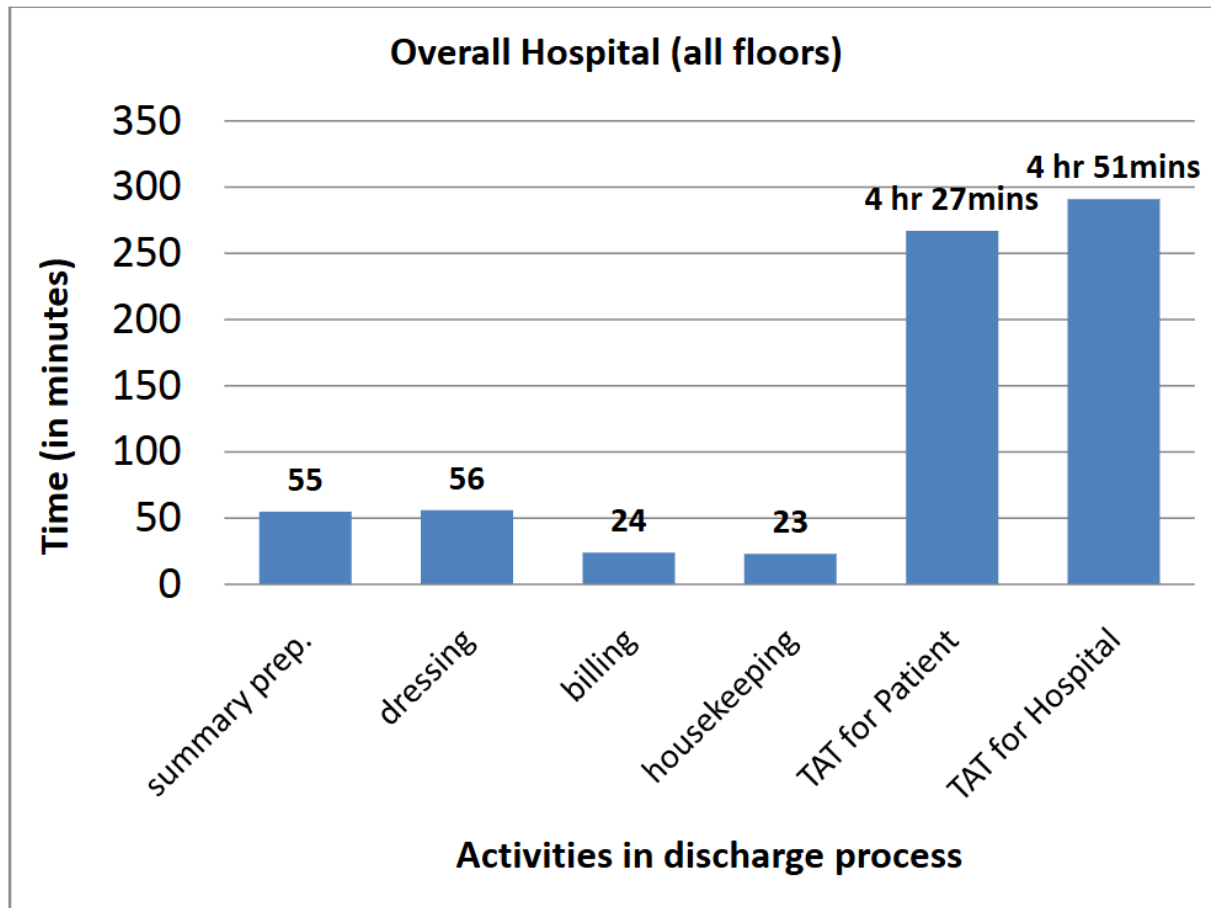
- Identify causes of delay.

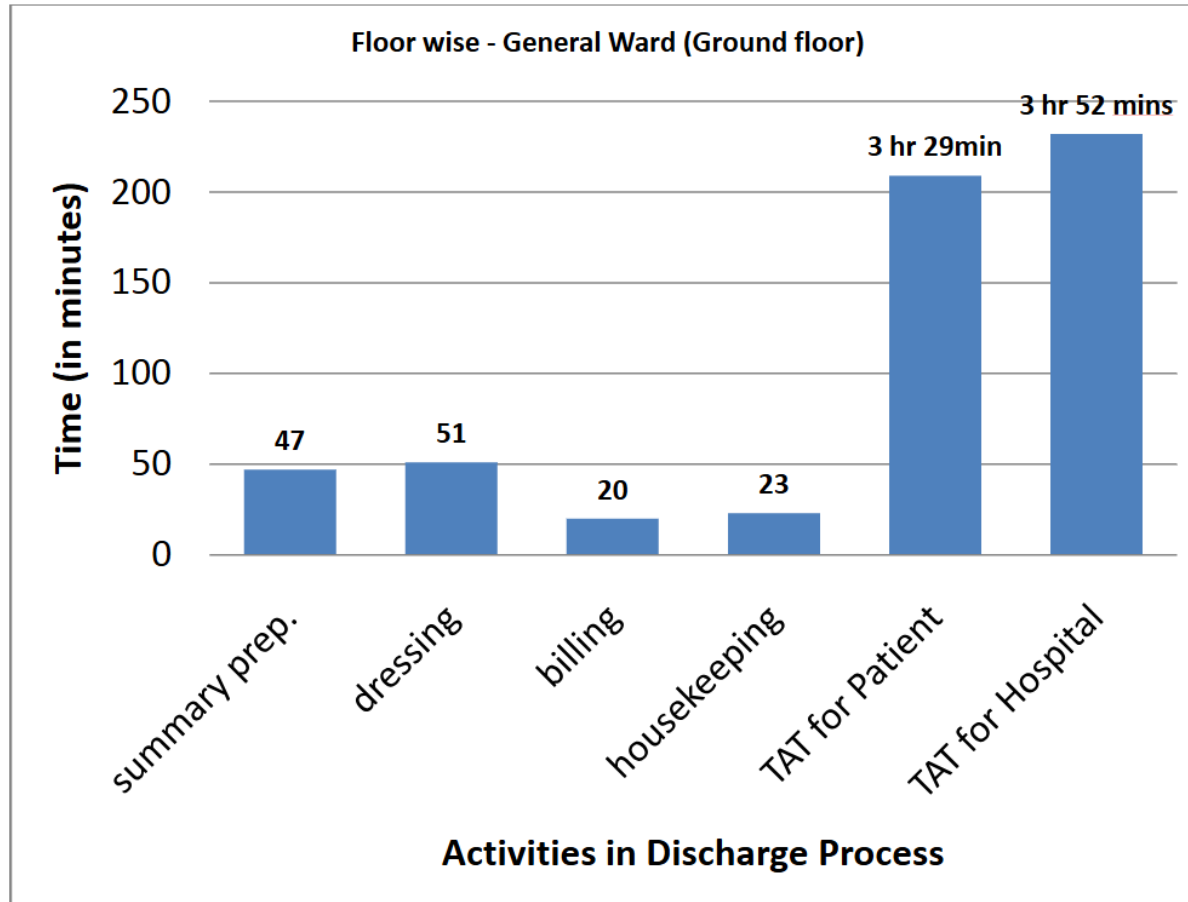
- Streamline discharge process to reduce turnaround time (TAT).

Methodology

- Study Type: Cross-sectional, prospective.
- Area: CKS Hospital, Jaipur
- Duration: 3 months |
Sample Size: 140 patients
- Tools: Observation, time studies, MS Excel analysis.







Lean Tools Used

- Value Stream Mapping – Eliminate non-value steps.

- Poka-Yoke – Error-proofing discharge summary.

- PDCA Cycle – Problem solving and process improvement.

- 5S – Maintain workplace organization.

Key Findings

- Avg TAT: 3.5–5.5 hrs depending on patient category.

- Dressing time (esp. deluxe ward) & summary preparation were major delays.

- Physical layout (ward–pharmacy–dressing room distance) caused inefficiency.

Conclusion

Optimizing the discharge process using lean tools can significantly

enhance patient satisfaction, reduce delays, and improve operational efficiency.

Organizational focus on layout, staffing, communication,

and digital tools is crucial for sustainable improvements.

Recommendations

- Relocate dressing room nearer to wards.
- Store linen at bedside, install nurse call bells.
- Implement discharge software & daily billing updates.
- Assign GDA for pharmacy clearance.
- Bilingual feedback forms & visible discharge summary timestamps.