



R.N. Tagore Hospital is a unit of Narayana Health, founded by Dr. Devi Shetty. Established in 2000, it began as a cardiac care hospital and evolved into a leading multispecialty tertiary care center in Eastern India.

2000 – Cardiac Care Set Up

2003 – Multispecialty Expansion

2008 – NABH & NABL Accredited

2011 – JCI Accreditation

2015 – Organ Transplant Started

2020+ – Telemedicine & Outreach

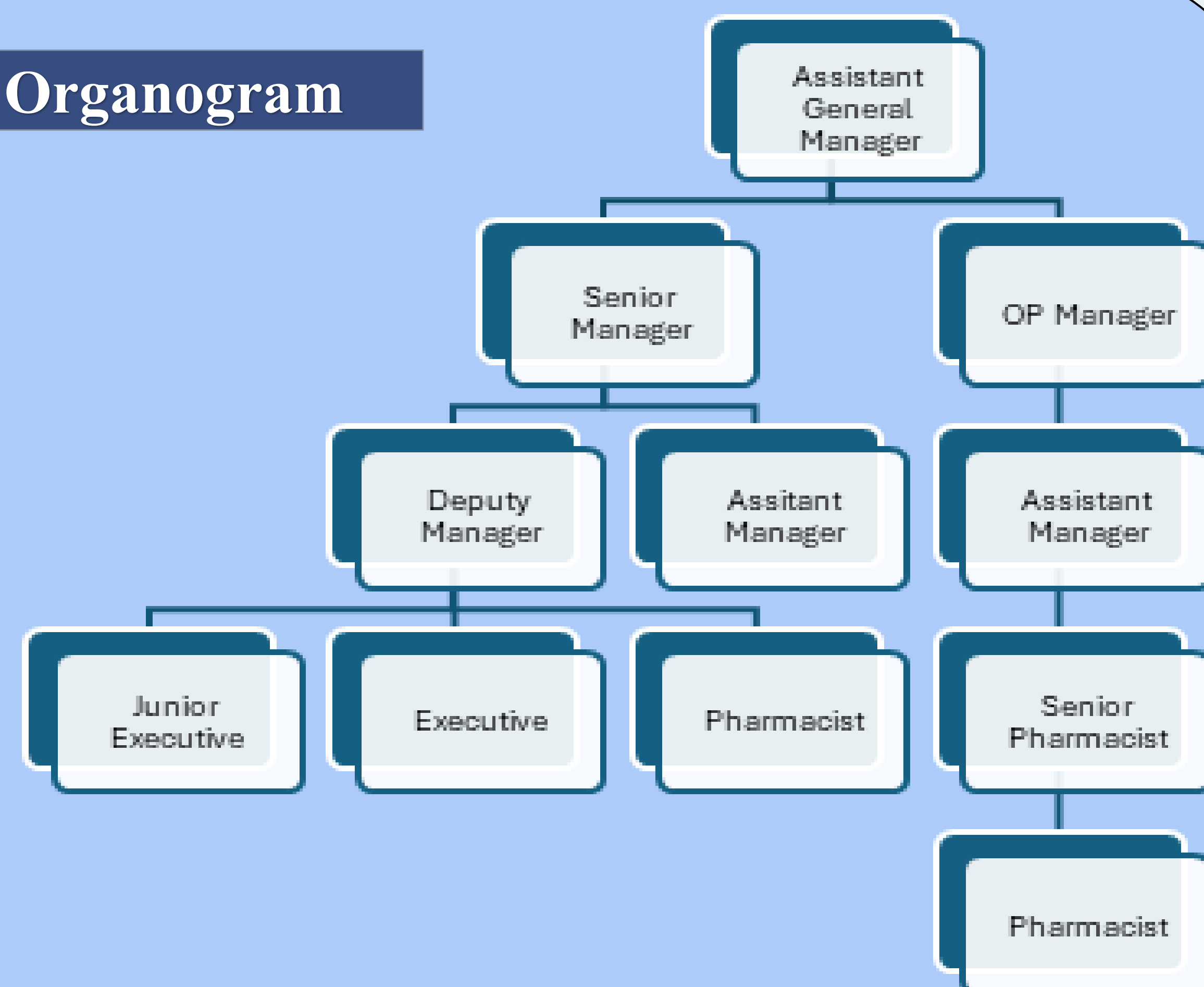
Vision

Our Vision is to provide high quality healthcare, with care and compassion, at an affordable cost, on a large scale

Mission

Our Mission is to deliver high quality affordable healthcare services to the broader population by leveraging our economies of scale, skilled doctors, and an efficient business model

Organogram



Objective

- To measure the average time taken by patients to receive medicines after submitting their prescription at the OPD pharmacy in Narayana Hospital.
- To analyse and compare patient wait times across different time slots (morning, afternoon, and evening).
- To identify common factors causing delays in the medicine dispensing process.
- To suggest practical recommendations for improving workflow efficiency and reducing patient waiting time in the OPD pharmacy.

Methodology

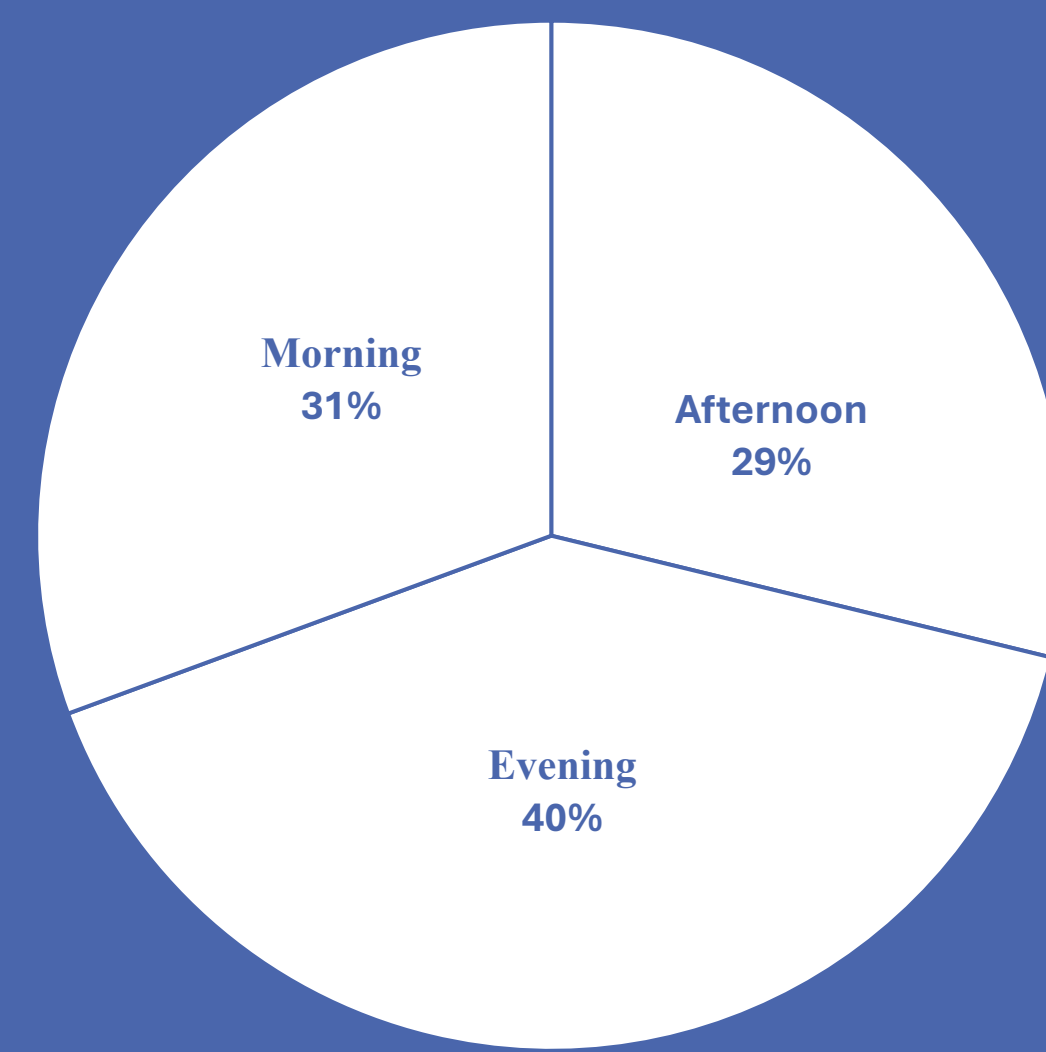
- Study area - OPD Pharmacy of R N Tagore, Narayana, hospital in Kolkata.
- Study design - Cross-sectional Analytical Observational Study
- Study Period – 28 days (except Sundays)
- Sample Size – 250 prescriptions, including discharge and outpatient
- Type of Data – Primary Data
- Data Collection Procedure -Time was recorded from prescription receiving to medicine dispensing time in 3 slots.
- Data Collection Tool – MS Excel Sheet
- Data Analysis Tool – MS Excel

Challenges Faced

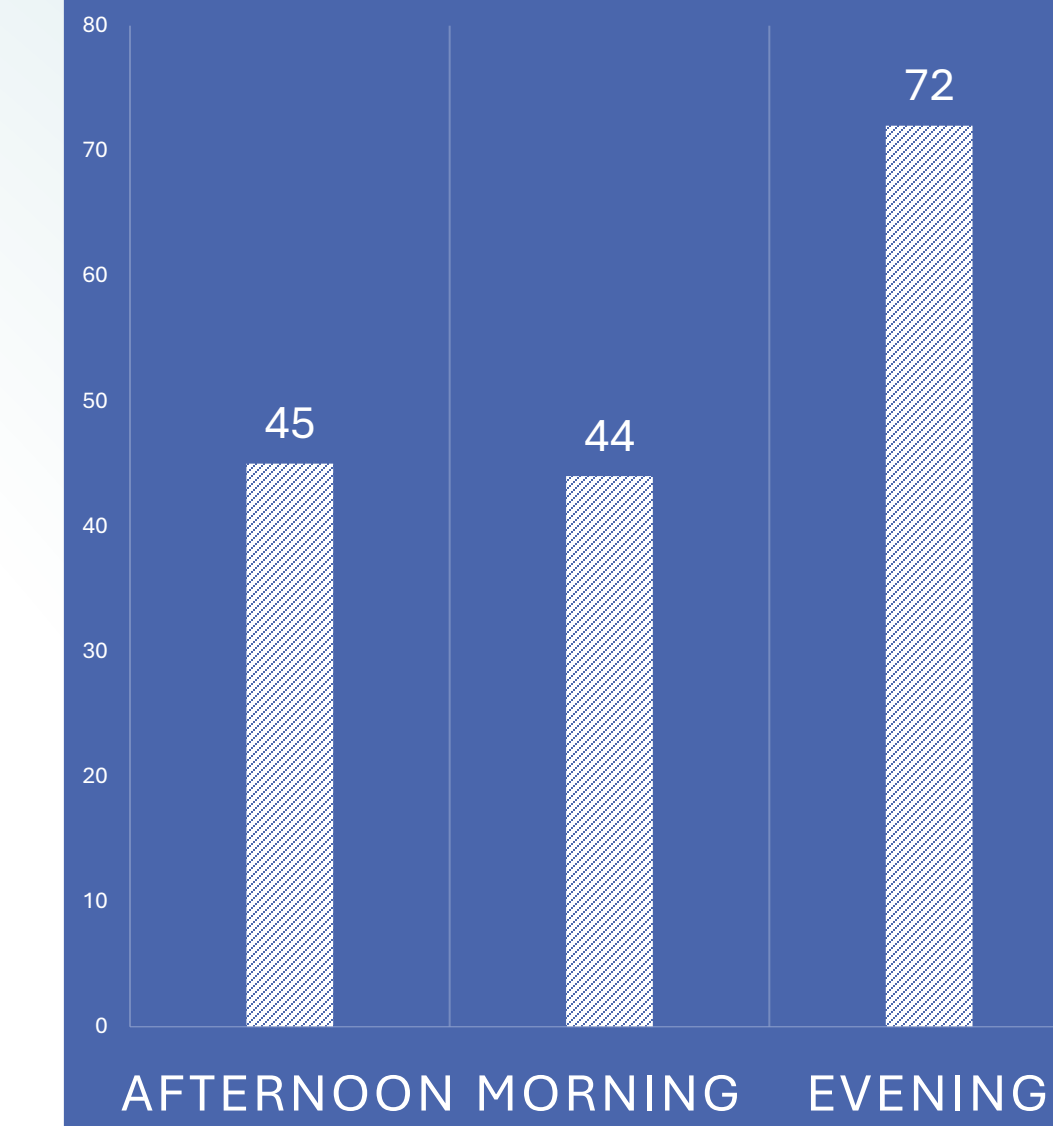
- Handling prescription interpretation with unclear handwriting or abbreviations.
- Facing challenges in time management during rush hours



DISPENSING DRUGS IN DIFFERENT SHIFTS



DELAY TIMING



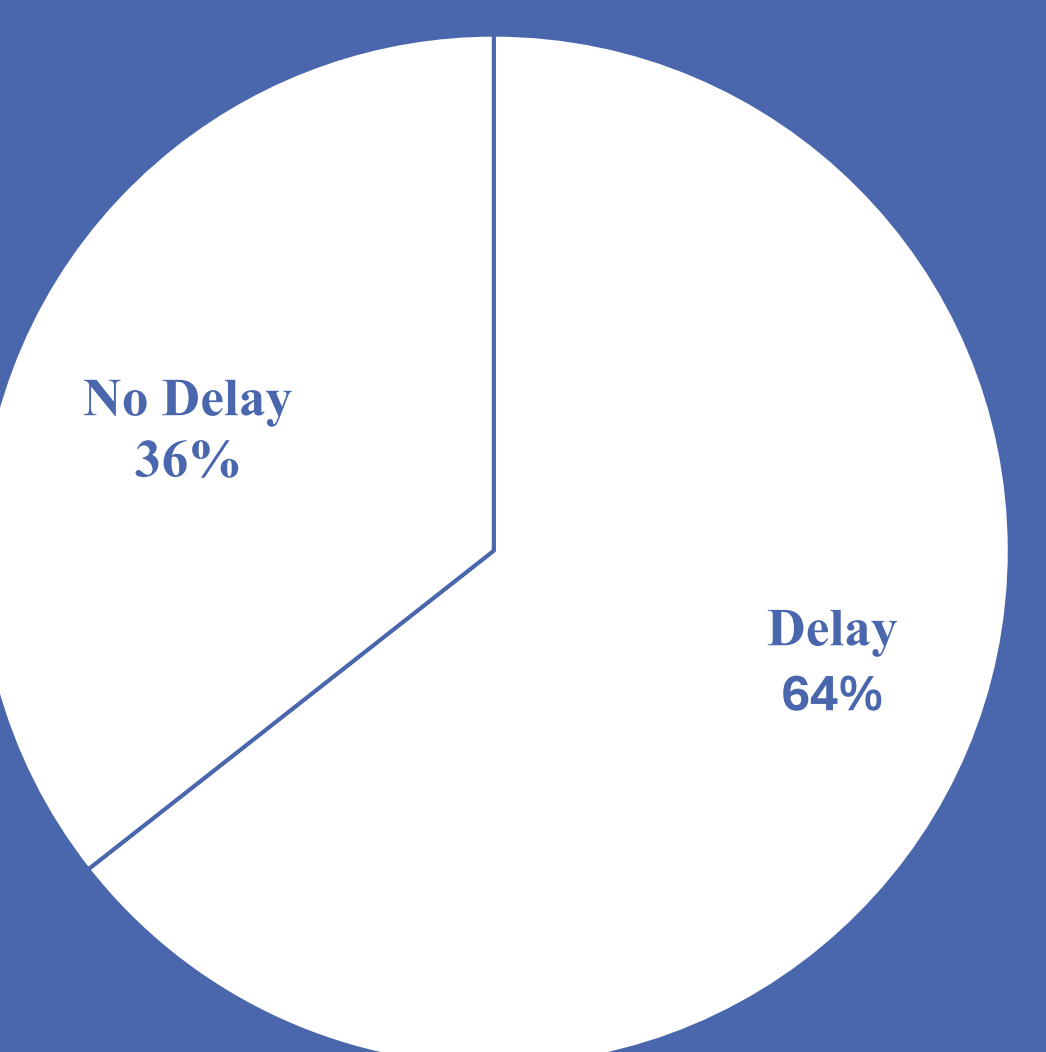
Theoretical Learning

- Gained understanding of hospital hierarchy and organizational structure in essential of hospital services.
- Importance of leadership, organization behavior and proper communication learn in Principle of Management.
- Understood the importance of timely documentation and register maintenance

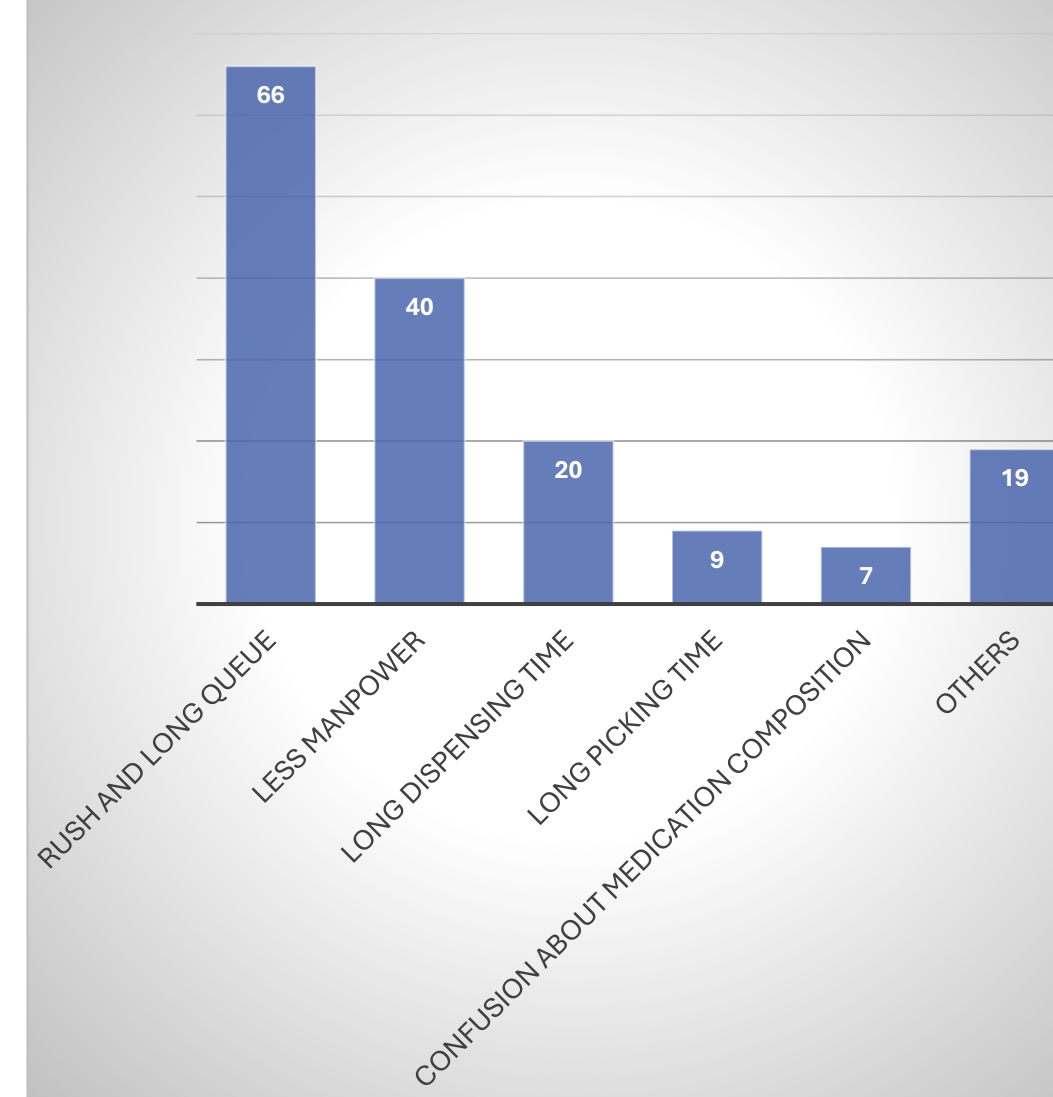
Practical Learning

- Observed real-time workflow across OPD, wards, pharmacy, and billing
- Participated in problem-solving situations, adapting to patient and staff needs
- Witnessed the importance of accurate documentation and register maintenance

DISTRIBUTION OF DELAY



Reasons of delay



STRENGTHS

- RTIICS is part of Narayana Health—one of India's largest healthcare networks with 40+ hospitals across major cities like Bengaluru, Mumbai, Kolkata, Jaipur.
- RTIICS holds JCI Enterprise Accreditation along with NABH and NABL certifications.
- Serves patients from neighboring countries like Bangladesh, Bhutan, Nepal, and African nations.
- Specialized Cardiac Expertise for adult and pediatric cardiac surgeries, interventional cardiology, and heart transplants

WEEKNESS

- Advanced procedures and infrastructure may lead to elevated treatment expenses for some patients.
- Staff Shortages.
- Long waiting time.

SWOT Analysis

Findings

- Most medicines were dispensed during the Evening shift (40%), followed by Morning (31%) and Afternoon (29%).
- 64% of cases experienced a delay, while 36% had no delay.
- The Evening shift showed the highest delay count (72), compared to Afternoon (45) and Morning (44).
- Top reasons for delays are –rush and long queue (66 cases), less manpower (40 cases), long dispensing time (20 cases) and other reasons, including long picking Time, Confusion about medication, and Others.

Learnings

- Gained knowledge of medication storage, expiry tracking, and cold chain maintenance
- Exposure to hospital billing systems and pharmacy software (e.g., ATHMA)
- Learned the importance of temperature and hazardous registers, along with the role of LASA labeling and high-alert medication stickers to maintain protocols.
- Learned the application of FIFO (First In, First Out) and LIFO (Last In, First Out) methods in pharmacy inventory management.

OPPORTUNITIES

- Growing demand for quality affordable healthcare.
- Expanding specialties like oncology, robotic surgery, and geriatric care
- Growth in telemedicine and home care for remote patient.
- Advanced digital Health and Ai in diagnostics

THREATS

- Rising healthcare competition in private sector.
- Manual register maintenance may cause delays, errors, or data loss if not digitized properly
- Unaffordable for middle income and lower income group.
- Policy changes affecting government-funded schemes

Suggestion

- As delays peak in the evening, allocate more manpower during that time to reduce wait time.
- Implement a digital queue or token system to handle the high patient load efficiently, especially during rush hours.