



SUMMER INTERNSHIP PROGRAM IIHMR UNIVERSITY, JAIPUR

“PATIENT DISCHARGE TURN AROUND TIME ANALYSIS
ARTEMIS HOSPITALS, GURUGRAM”



PROFILE OF ORGANISATION

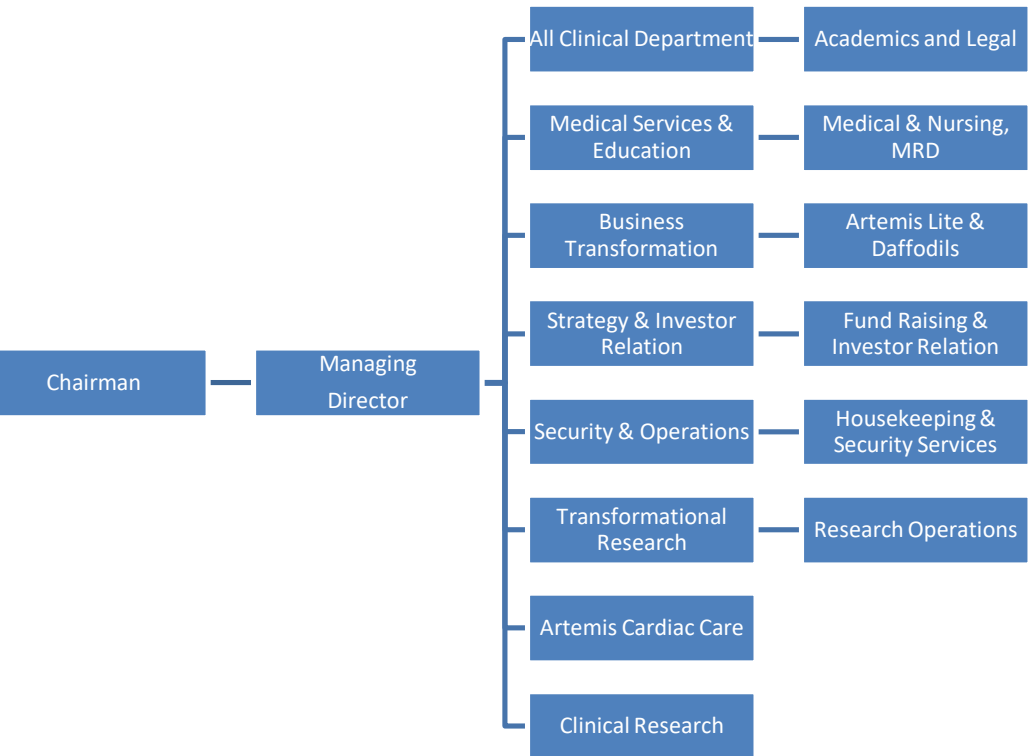
1. BRIEF HISTORY

Established in 2007, Artemis is a 550+ bed, super-specialty hospital in Gurugram. First hospital in Gurgaon to receive JCI (2013) and NABH (2010) accreditation. Recognized by Government of India's QCI with the Kayakalp Award for hygiene & infection control in 2019 .Noteworthy programs include Project Little Heartlings : free OPDs and philanthropic pediatric cardiac surgeries for underprivileged children in January 2024.

2. VISION & MISSION

“Create an integrated, world-class healthcare system that delivers specialized, compassionate, and affordable patient care through leading medical practices, advanced research and education, cutting-edge technology, and strong community partnerships—driven by the innovations of top scientific minds and sustained by unwavering commitment to quality, empathy, and service excellence.”

3. ORGANISATIONAL STRUCTURE



LEARNINGS AND VALUE ADDITIONS

4. THEORETICAL UNDERSTANDING V/S PRACTICAL EXPOSURE

- Learnt day to day micro level operations and management of it practically.
- Theoretical work helped understands why one technique is useful while the other fails.
- Improved basic knowledge practically on managerial aspect of the hospital
- Practical task is best exposure of learnings with own experiences

5. LEARNINGS DURING INTERNSHIP

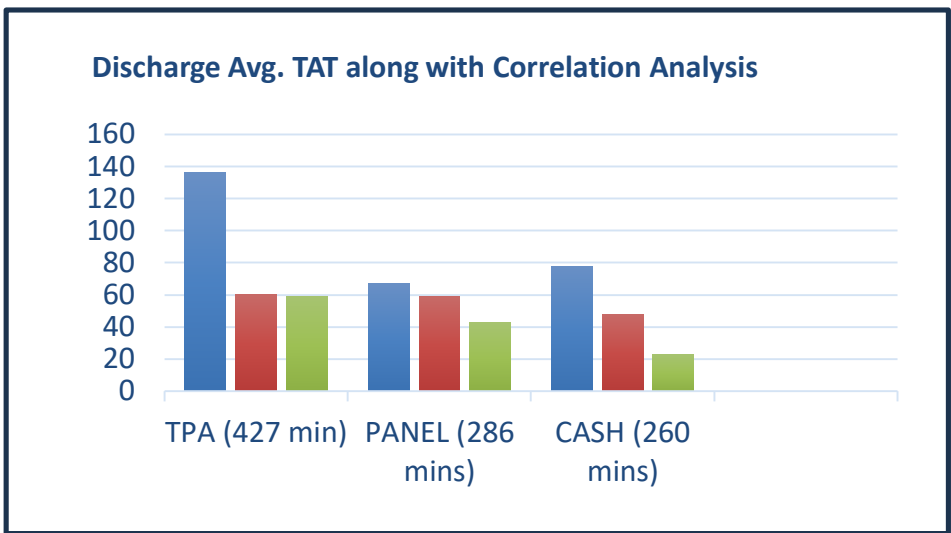
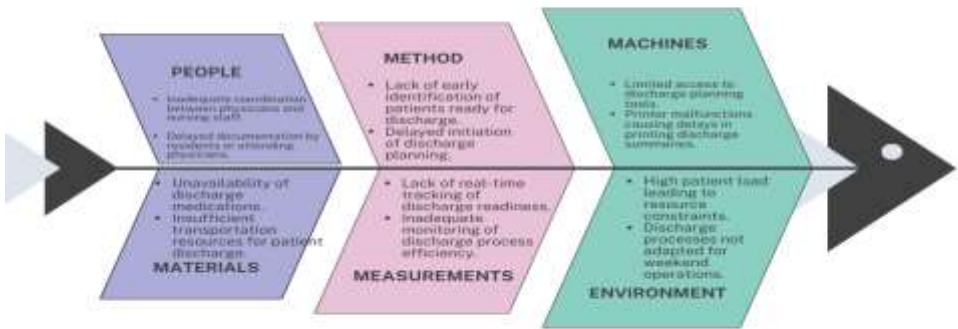
- Understood the discharge process flow from announcement to actual checkout.
- Identified bottlenecks and delays in the discharge workflow.
- Gained hands-on exposure to pharmacy coordination, billing delays, TPA issues, and inter-department communication.

6. OBJECTIVES

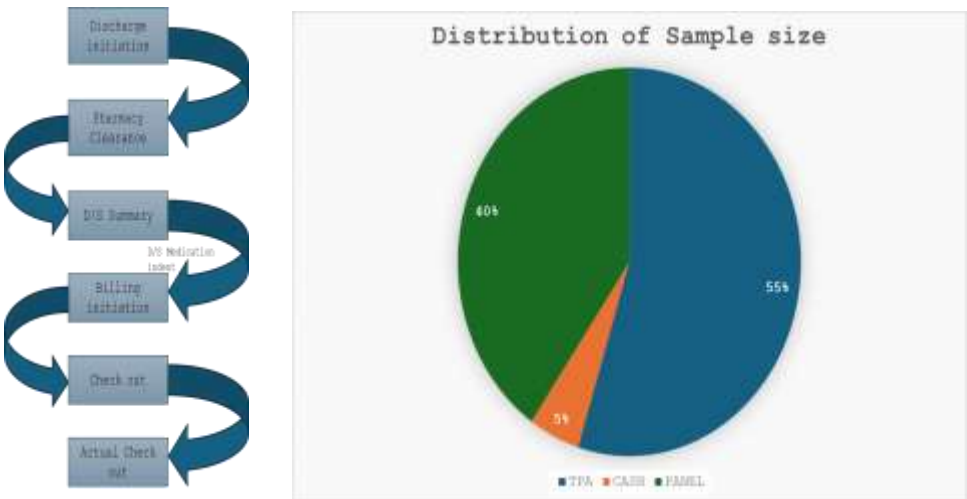
- To analyze the Discharge patient process flow.
- To identify reasons for delays in each step of discharge.
- To provide recommendation to improve the Discharge process and reducing the delay in discharge leading to more patient satisfaction.

METHODOLOGY

Study Designs	Observational study
Sample Size	129 Patients
Study Tool	Fish bone analysis, DMAIC, bar chart and MS excel
Sample Technique	Non-Probability Convenience sampling



Artemis Hospital Discharge Turn Around Time (Based on sample size of 129 patients).



CONCLUSION

- Discharge delays often linked to delayed medication clearance, TPA approvals, and pending doctor orders.
- Inconsistent communication between pharmacy, billing, and nursing staff.
- Delay from billing desk to check out patient even after receiving clearance.

7. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Excellent medical professionals Greatest involvement of healthcare professional Big Brand Name Well defined clinical pathways and ser- vice protocols	The rising costs of healthcare de- livery makes it expensive for a normal middle-class family.
OPPORTUNITIES	THREATS
Minimizing services Turn Around Time Expansion to underserved areas	The migration of skilled nursing personnel to developed countries Rising Competitors

CHALLENGES FACED DURING INTERNSHIP

- Less allowance of work at the beginning.
- Difficulty to cope up with the organization culture.
- Hesitated in asking questions.
- Difficult to manage things and adapt the work initially.

USEFULNESS OF INTERNSHIP

- Chance to work in professional environment.
- Understand work-culture, leadership, teamwork and time management.
- Building professional relationships and connecting with different staffs and faculties.
- Gaining valuable experiences in the organization

SUGGESTIONS

- Provide staff training to improve workflow efficiency.
- Conduct early doctor rounds to finalize planned discharges.
- Availability of GDAs with wheelchairs for patients at the time of physical moveout (if required).
- Upgrade the Hospital Information System (HIS) to:- Notify nurses immediately when discharge summaries are published by doctors.
- Implement queue management for No Dues clearance, using a manual labeling system to track and verify each step systematically.
- Set clear SLAs with TPAs/ECHS to respond within a fixed time window.
- Pharmacy roster need to be implemented on floor as well as GDA activity register.