

OT DELAY AND RESCHEDULING ANALYSIS AT RAINBOW CHILDREN HOSPITAL

University Mentor: Dr.Varsha Tanu
Organization Mentor: Ms .Ranjini Nair

Presented BY : Dr.K Hema Kumar(1982)
MBA-HHM 29,IHMRUniversity,jaipur



ABOUT THE ORGANIZATION

Rainbow Children’s Hospital, founded in 1999 in Hyderabad, is a leading pediatric and maternal healthcare network with over 19 hospitals across India. Known for specialty-based tertiary care, it holds NABH, NABL, and JCI accreditations, ensuring global standards in clinical quality, patient safety, and diagnostic excellence for children and women.

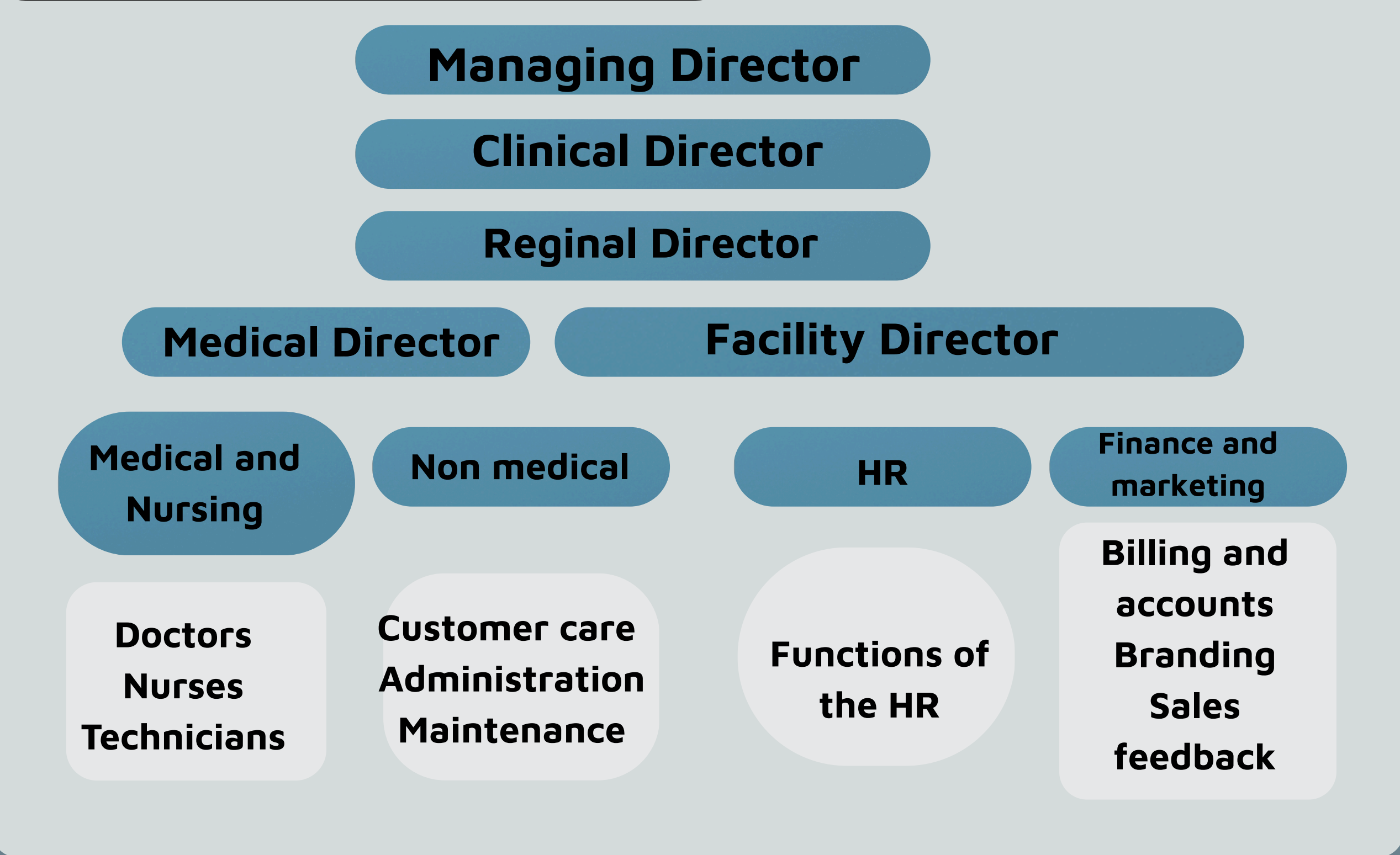
Vision :

Our aim at Rainbow Children’s Hospitals is to provide high standards of care for the mother, fetus, newborn and children so that none of them is deprived of a tertiary care facility

Mission :

The measure of our success is in the number of smiling faces

Organization Structure:



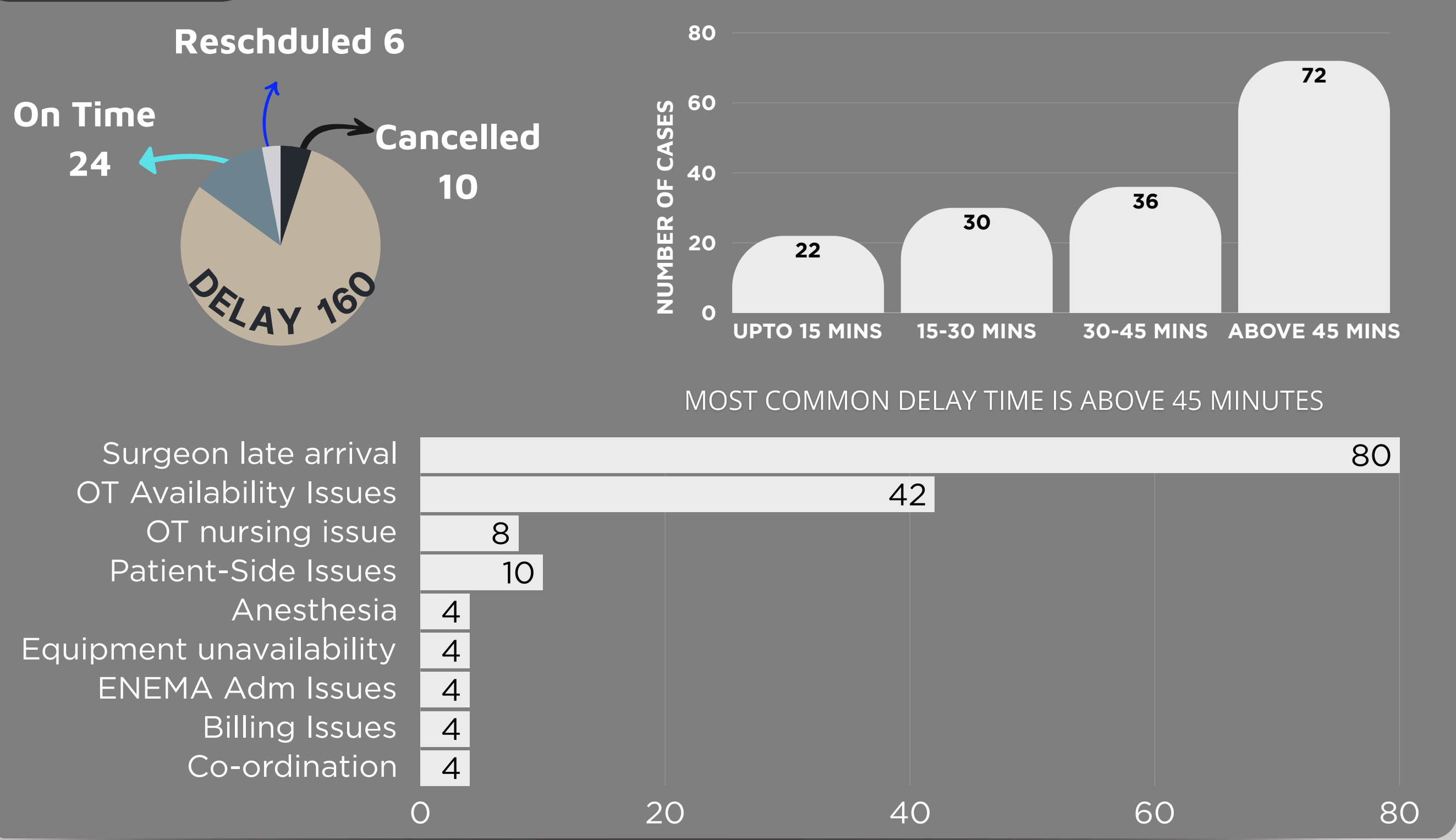
Objective

- To analyze the frequency and reasons behind OT rescheduling, delays and cancellations.
- To identify key contributing factors and suggest practical interventions to minimize disruptions.

Methodology

- Study design: Time Motion study
- Study Location: OT complex, Rainbow children hospital, Banjara Hills, Hyderabad.
- Sample size: 200
- Sampling Technique : Convenient sampling
- Data Sources
- OT schedules, Daily surgery logs, HIMS, Staff Openions and observations
- Inclusive Criteria : elective surgeries
- Exclusive Criteria: Emergency patients, Procedures Done post 6 pm
- Study Period : Data collected in the month of may and june
- Data Analysis : Microsoft Excel

Results:



Findings:

- A striking 80% of cases experienced delays, indicating systemic inefficiencies in surgical scheduling and pre-operative preparedness.
- Surgeon delays accounted for 50% of all delayed cases, making it the most critical contributor to turnaround time breaches.
- OT slot unavailability led to delays in 21 cases, suggesting the need for improved scheduling protocols and dynamic OT utilization tracking.
- Over 45% of delayed cases had wait times exceeding 45 minutes, pointing to persistent downstream process bottlenecks.

CHALLENGES FACED:

- Diffuclult to track the patient moment and capture the data during heavy workload
- Difficult to capture the arrival timing of surgeon during busy days

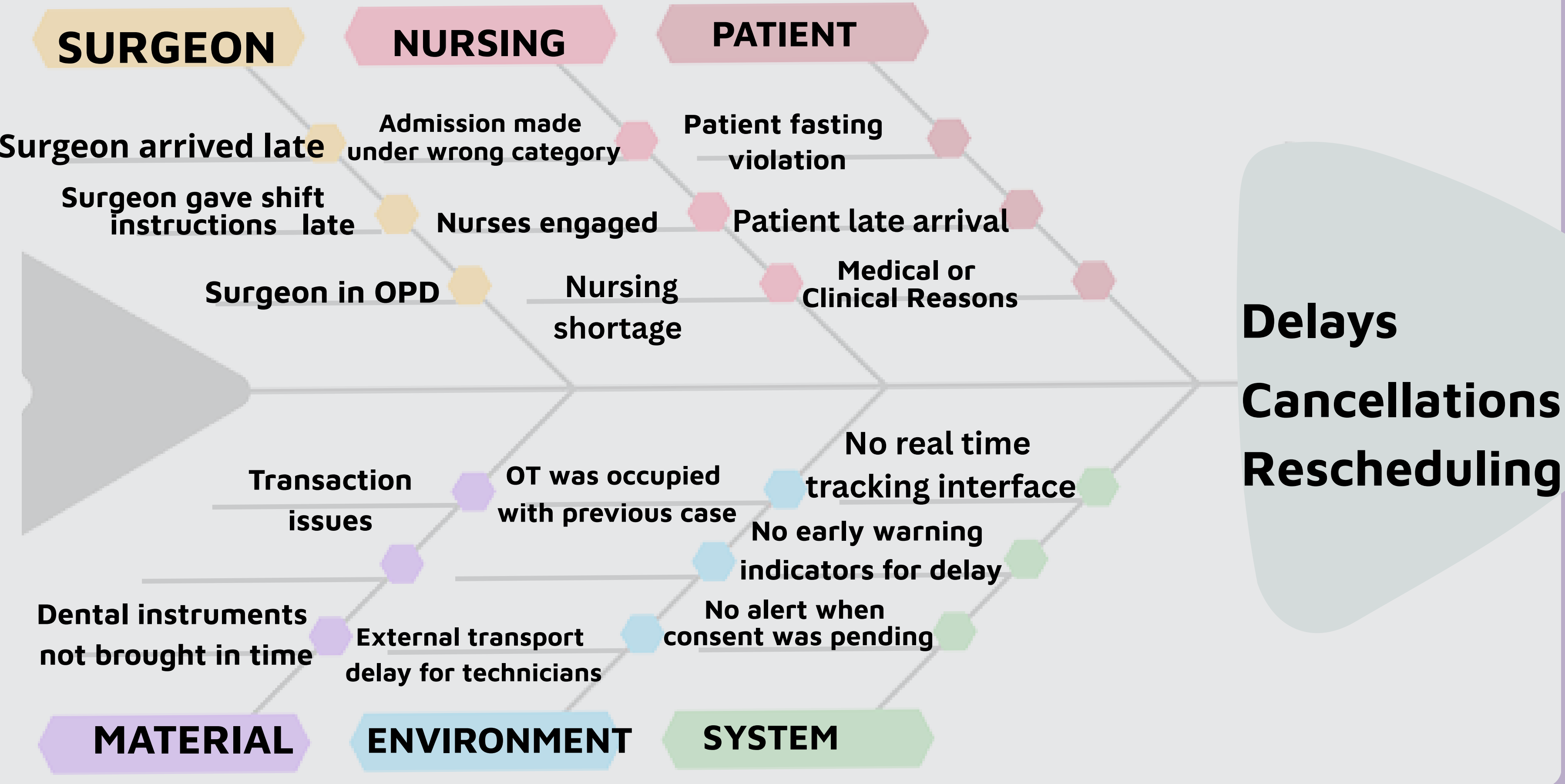
USEFULNESS OF THE INTERNSHIP:

- Helped to understand the different aspects of administration in a hospital
- I have learned to apply theoretical knowledge in practical situations
- It gave me confidence in decision-making and analysis

Learnings:

- Learnt about the importance of time management in the hospital settings.
- Learn about the importance communication while dealing with patients and doctors and other technical staff.
- Learnt about the importance of each and every staff to deliver health services.
- Learnt about how complicated it was to deal with children.
- Learnt about importance of financial counselling
- Learnt about importance of patient feedback and their reviews
- Got to know about various department’s structure and functioning.
- Got comprehensive exposure to workflows of Operation theatre, diagnostic services.

Fish bone /Ishikawa Diagram:



Strengths

- Skilled and Experienced Surgical Team
- Advanced Equipment & Technology
- Specialized Pediatric Focus
- Dedicated OT Coordination Staff

Weaknesses

- More Number of delays Impact Operational efficiency
- More number of Reschedulings impact Hospital Functioning

SWOT ANALYSIS

Opportunities

- Training & Awareness: Conducting short sessions for staff on pre-op readiness, communication
- Buffer Slot Integration: Adding strategic time buffers to reduce cascade delays
- Automation: Adoption of OT management software

Threats

- Unpredictable Pediatric Cases
- Operational Bottlenecks
- Patient Dissatisfaction
- Staff Burnouts

Recommendations:

- Automate Reminders: SMS/app alerts for surgeons and patients to improve punctuality, Preparedness
- Incentivize Timeliness: Recognize punctual doctors (e.g., “On-Time Champion”) and track it as a KPI.
- Early Financial Clearance: Ensure billing and consent are completed during pre-anesthesia checks.
- Staff Coordination: Conduct morning OT briefings and define clear roles with escalation paths.
- Smart Scheduling: Use buffer slots for complex cases and allocate OT time based on surgeon history.
- Real-Time Monitoring: Implement OT dashboards and automated delay alerts to relevant stakeholders.
- Data-Driven Review: Log and review delay reasons monthly to drive continuous process improvement.

Conclusion

- with this project , i was able to identify the varios factors contributing to delay and rescheduling of the surgeries that are planned
- OT delays and rescheduling significantly impact patient experience, staff efficiency, and hospital resources
- Practical interventions—like reminder systems, better communication, buffer planning, and real-time dashboards—can drastically reduce delays.
- Reducing the delays and rescheduling improves operational efficiency and resource optimization