

ABOUT THE ORGANIZATION

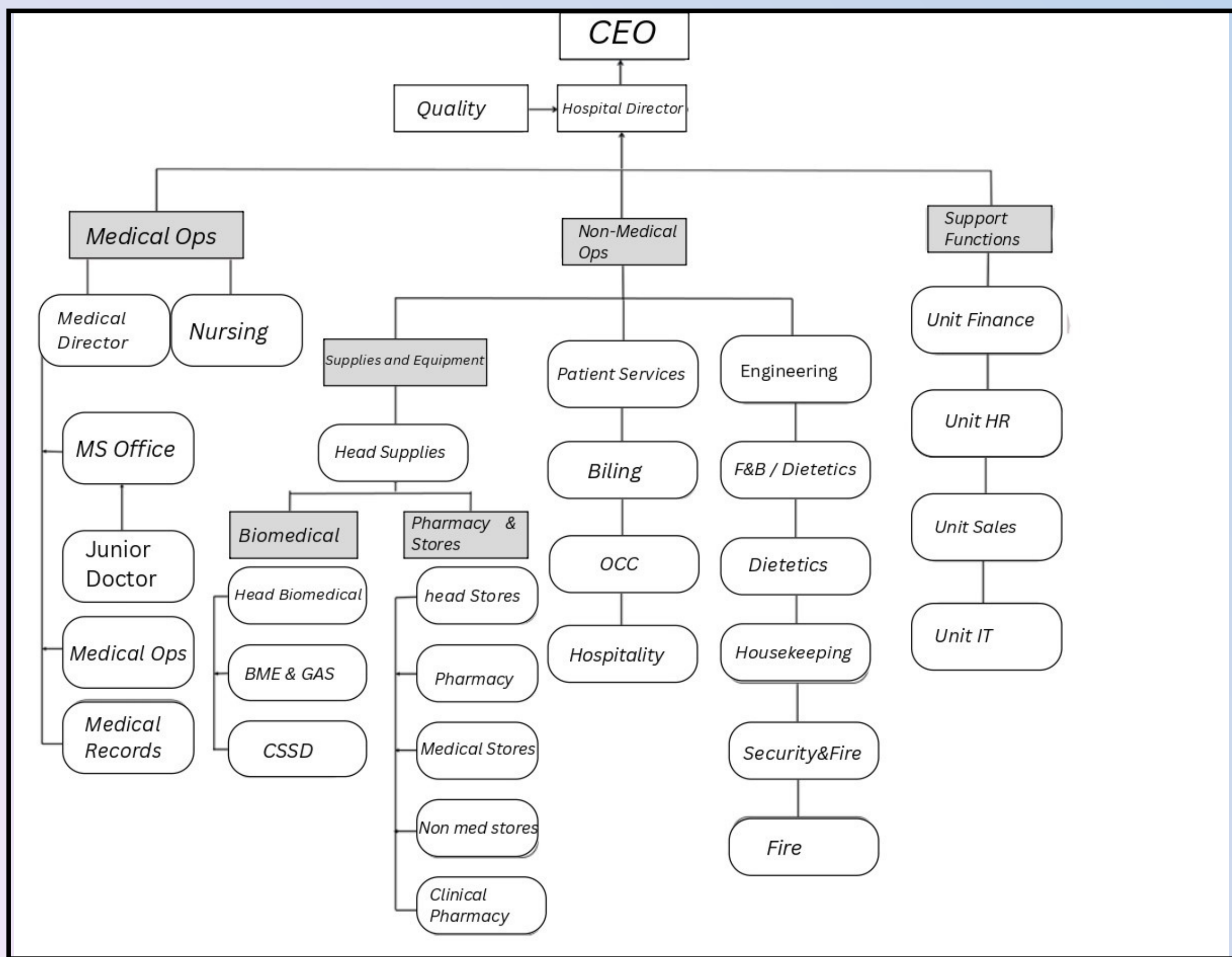


Jay Prabha Medanta Super Specialty Hospital in Patna offers world-class, affordable healthcare with 29 super specialties. Covering 1 million sq. ft., it is equipped with more than 500 beds, over 300 experienced doctors, and 1600+ trained staff. The hospital has significantly transformed healthcare access across Bihar and nearby regions.

MISSION AND VISION

The mission is to deliver world-class health care services by creating an institute of excellence through integrated medical care, teaching, and research. We aspire to create an ethical and safe environment to treat all with respect and dignity. The institute is governed under the guiding principles of providing affordable medical services to patients with care, compassion, and commitment.

ORGANOGRAM



NEED FOR STUDY

Identify the root cause of the delay after clearance so that the necessary interventions can be carried out to optimize delays.

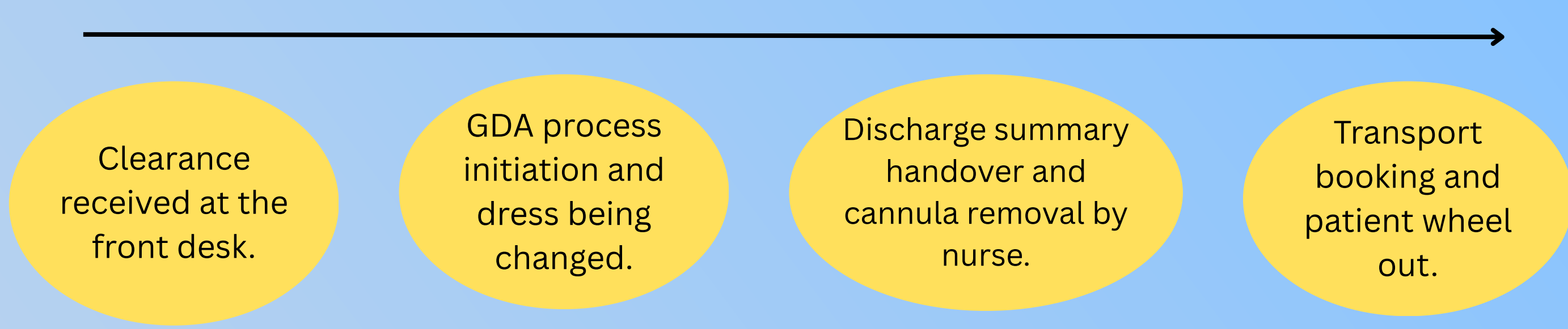
OBJECTIVE

To measure the average discharge turnaround time (TAT) after clearance, identify the key factors causing delays, and implement interventions to improve discharge efficiency.

METHODOLOGY

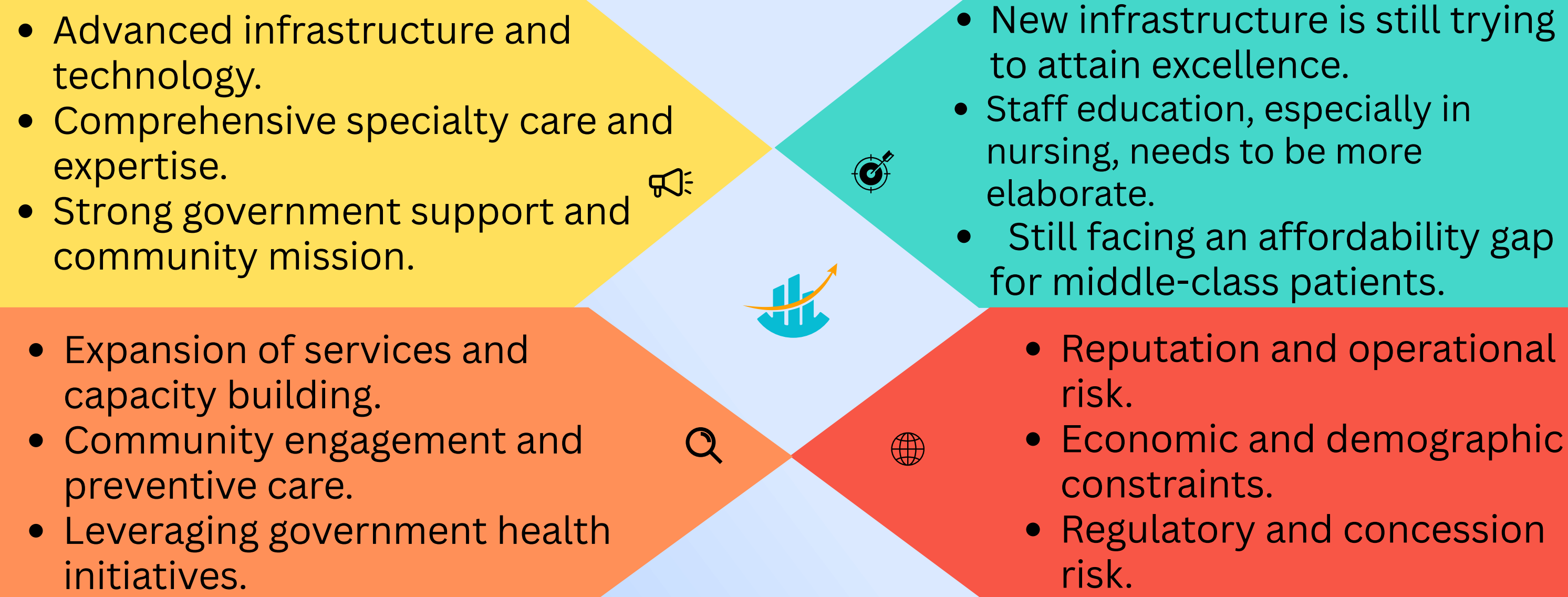
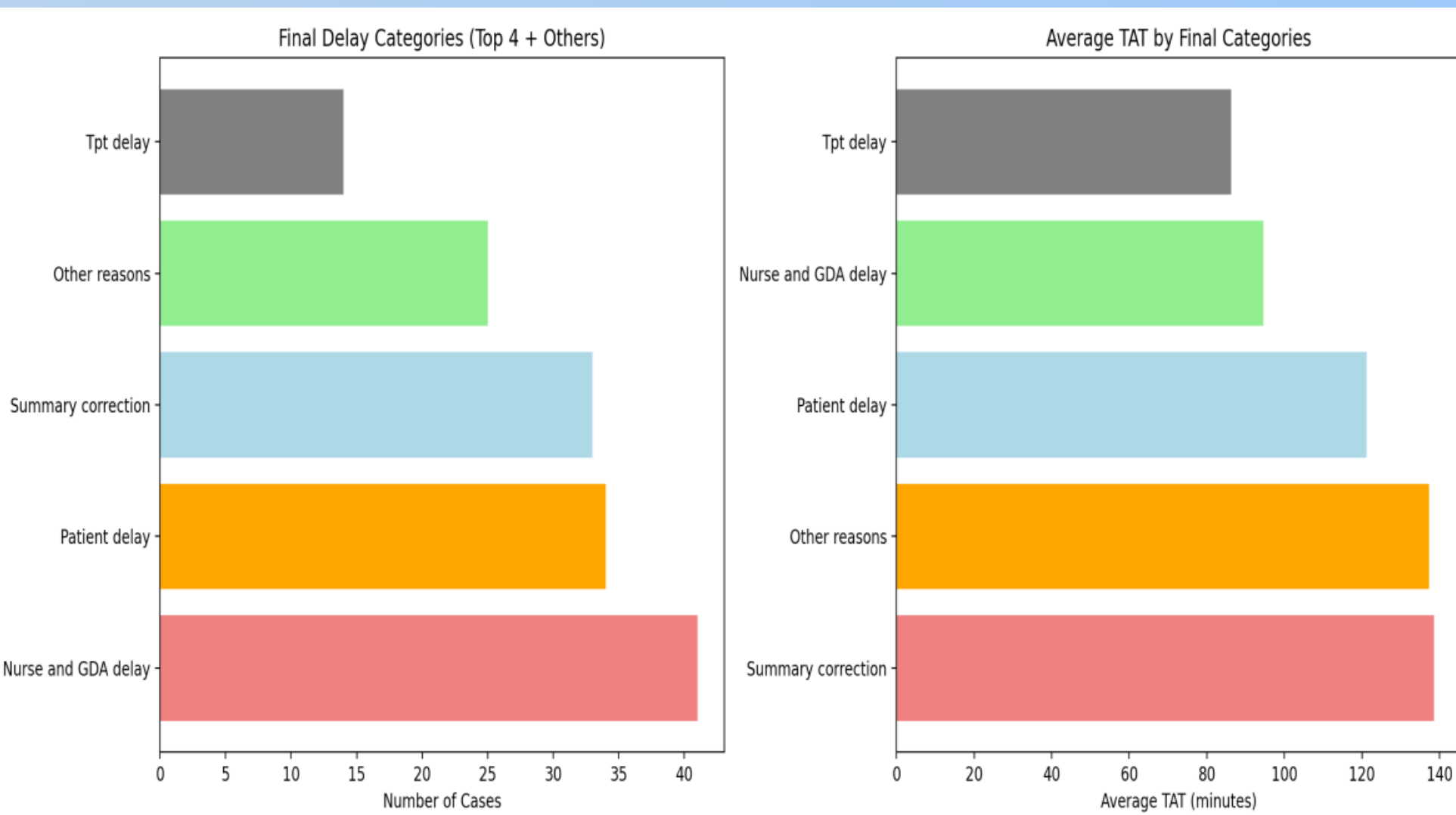
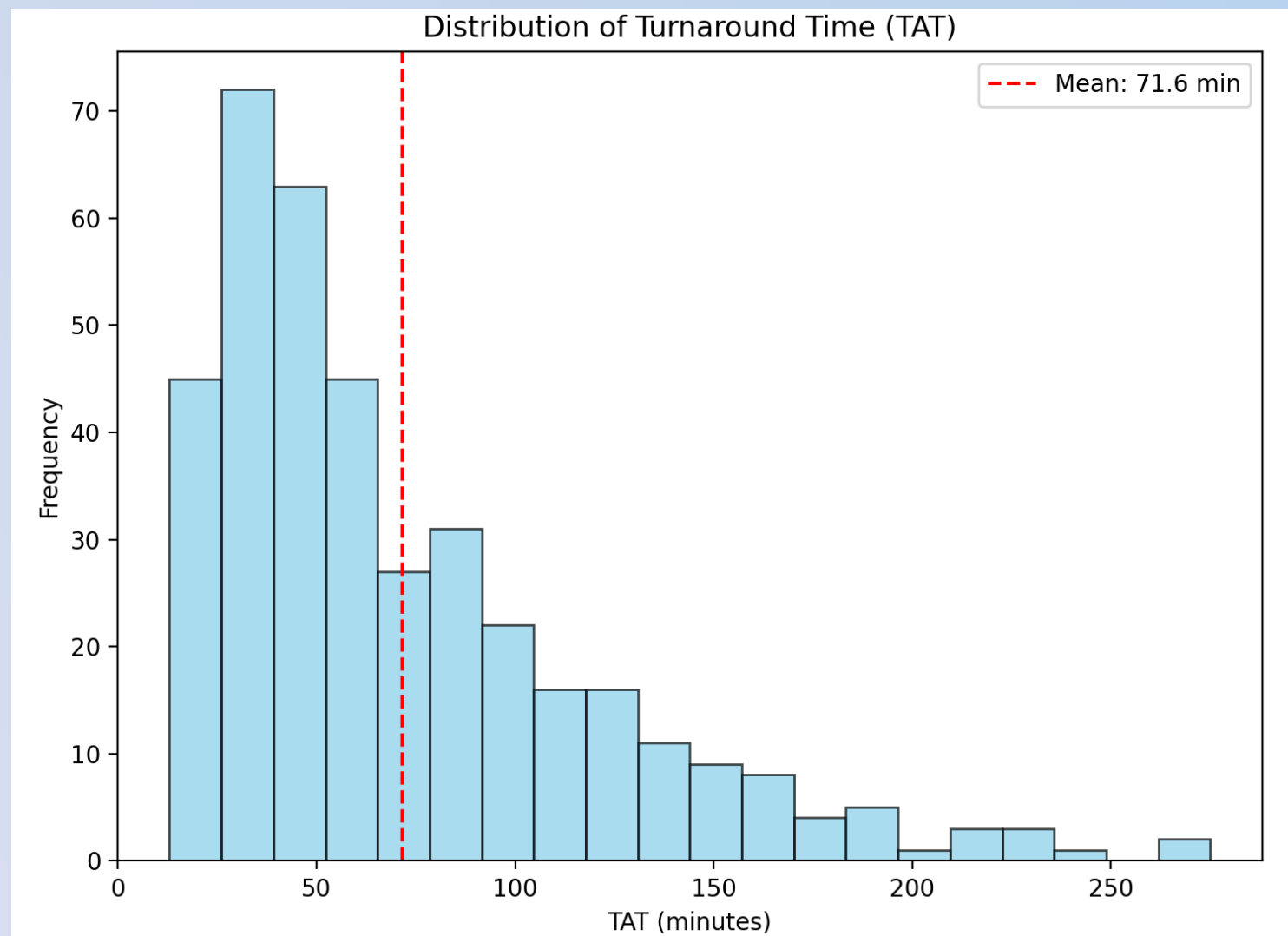
Study Type: Observational and descriptive.
Data collection: 384 samples of discharge.
Duration of data collection: 20 May 2025 to 15 July 2025.
Data analysis: Used MS Excel tools to calculate.

Process Flow



FINDINGS

- Average TAT: 71.6 minutes (1 hr 11 mins). In 384 sample data taken between May and July out of which 147 cases are delayed more than 1 hour.
- Main reason for delay: nurse and GDA delay (41 cases with 94.5 mins avg TAT).
- The main billing category is cash at 78.4%.
- Summary correction had taken the most waiting time (avg. TAT 138.5 min.)
- A 28.3% reduction is recorded in the 3-month performance trend from May (86.1 min.) to June (66.1 min.) to July (61.8 min.).



THEORY

- Discharge happens in a fixed step-by-step process and in a simple sequence.
- Read in the OB module about human and employee behavior, coordination, and theories.
- Read in various modules about how timeliness can meet the SOP easily.

PRACTICAL

- It includes efforts of various departments; every case is unique with the patient as well as system-driven variations.
- The behavior pattern includes various complexities within a person, and it's difficult to predict one's action. Also, coordination requires a deep understanding and efforts within staff.
- In reality, even SOPs are not enough; delays can happen due to various other factors.

MAJOR LEARNINGS

Importance of interdepartmental coordination during the discharge process by each staff member.

Studying and tracking the data can help us find the root cause of delay, which can help to generate actionable insights to make operational improvements.

Daily monitoring and process mapping help to make long-term improvements

SUGGESTIONS FOR IMPROVEMENT

- Requires collaborative efforts of staff and management personnel to make sure things will escalate quickly after the clearance slip is received.
- Advance planning for patient transport by GDA/nurse to prevent delay.
- We can assign one nurse per shift just to focus on discharge-related tasks; no extra hiring, just providing role clarity during peak hours of received clearance.
- If the main doctor of the patient is busy on other tasks, we can find any alternative arrangements to ensure the timeliness.

CHALLENGES FACED

- Absence of a designated nurse sometimes to perform further settings after clearance is received.
- Lack of coordination between the nurse and team leader to book transport when the patient is ready.
- Delay in summary corrections due to the doctor's busy schedule.
- An attendant being busy purchasing medicines or not being present in the ward after post-clearance leads to waiting time.
- Report medications and procedures being left even after clearance is received, leading to delay.