

**Summer Training at
Wockhardt Hospital Limited,
Mumbai**

Discharge Against Medical Advice at 4 Units of Wockhardt Hospital

**By
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**Under the guidance of
Dr. S. D. Gupta**

**MBA Hospital and Health Management
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**The IIHMR University, Jaipur
2016**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that, **Dr. Priyanka Baghel** student of MBA in Hospital and Health Management from The IIHMR University, Jaipur has undergone summer training at **WOCKHARDT HOSPITALS**, from 1st April 2016 to 31st May 2016.

The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific and analytical.

The summer training is in fulfillment of the course requirements.

I wish him all success in all her future endeavors.



Col (Dr) Ashok Kaushik
Dean, Academic and Student Affairs
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Dr. S.D Gupta
President
The IIHMR University, Jaipur

30th June 2016

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Priyanka Baghel** has undergone internship at Corporate Office, Mumbai and has done her summer internship study at our units from **1st April 2016 to 31st May 2016**. She has worked under **Dr. Samhita Desai** and has completed the project as under :

“Study on Discharge against medical advice at four units of Wockhardt Hospitals”

During the tenure we found her to be sincere, dedicated and very hard working.

We wish her success in her future endeavors.

For Wockhardt Hospitals Limited



Amiya Kumar Sahoo

Joint General Manager - Human Resources

Acknowledgment

A summer project is a golden opportunity for learning and self development. I consider myself lucky and honoured to have so many wonderful people lead me through in completion of this project.

I express my sage sense of gratitude and indebtedness to our Director, Dr.S.D.Gupta, IIHMR University, Jaipur. I am greatly indebted him for providing valuable guidance at all stages

I wish to express my indebted gratitude and special thanks to Mr.AnupamVerma, President, Wockhardt Hospitals Ltd., who in spite of being extraordinarily busy with his duties took time out to hear and guide me.

I am extremely thankful and pay my gratitude to Mr. Amiya Kumar Sahoo, Deputy General manager- HR at Wockhardt Hospitals Ltd., for allowing me to carry out my summer training at their esteemed organisation.

“An endeavour over a period can be successful only with the advice and support of a mentor I take this opportunity to express my deepest thanks to Dr.Samhita Desai for taking part in useful decision, giving necessary advices, positive and supportive attitude and continuous encouragement, .I choose this moment to acknowledge her contribution. A humble ‘Thank you maam’.

It’s my pleasure to place on record my best regards, deepest sense of gratitude to Dr.Ravi Hirwani, Dr.Rajesh Gade, Dr.Tushar, Dr.Santosh, Dr.Ravi Maggo, Dr.Chintan, Dr, Kamlesh Kataria, Dr. Mahesh Padwal, and Dr.Dhanendra Bande for their judicious and precious guidance which were extremely valuable for my study.

To place on record, I owe a debt of gratitude to all my teachers for grooming me and my classmates for the inspiration needed to work with dedication and motivation throughout as an Intern at Wockhardt Hospitals Ltd.

I hope that I can build upon the experience and knowledge that I have gained and make a valuable contribution towards the industry in coming future.

Dr. Priyanka Baghel

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Company profile

Wockhardt Hospital's existence is the result of a 40-year tradition of caring and innovation nurtured by Wockhardt Ltd, India's 5th largest Pharmaceutical and Healthcare company with a presence in 20 countries across the globe.

Within a short period since its inception, Wockhardt Hospitals has become a leading health service provider, with its strong presence in the western parts of the country i.e. Mumbai, Nagpur, Rajkot, Nasik, Goa and Surat. This group of 9 hospitals fulfills the need of the community in its chosen field of super specialty like Cardiology, Orthopedics, Neurology, Gastroenterology, Urology, Aesthetics and Minimal Access Surgery.

We follow process driven quality systems that adhere to international standards of clinical care, safe environment, infection control and respect for patient rights & privacy. With state of the art multi-disciplinary capabilities and world-class infrastructure and technology, we enrich the quality of life of every patient in a caring and nurturing environment and greatest respect for human dignity and life.

Many of the Wockhardt group of hospitals has accreditation of the NABH (National Accreditation Board of Hospitals & Healthcare), the highest and the most stringent quality standards institution in India and the National authority in healthcare accreditation. To meet these standards, the hospital needs to have a quality driven approach right from the patient registration, admission, pre-surgery & post-surgery protocols, discharge from the hospitals to follow ups after discharge.

In pursuance of its vision to establish state-of-the-art medical facilities in India along with a high degree of clinical excellence, we have entered into strategic alliances with Partners Medical International, USA, whereby Wockhardt has access to Harvard's expertise and experience in the fields of surgery and other Medicare services.

Partners Medical International (a non-profit organization) serves as a catalyst in bringing together healthcare professionals from around the globe towards improving the delivery of healthcare through education and implementing its vision that every citizen of the world should have access to quality healthcare in their own country. Today, Harvard Medical International has selective collaborations with medical communities, Wockhardt hospitals being one of them.

Wockhardt group of hospitals in India is a preferred destination for patients from Europe, USA, Africa, Middle East and South Asia. Most of the doctors/surgeons have been trained or worked extensively at some of the best medical institutions in US, Europe and other advanced countries.

Mission and Vision

We at Wockhardt Hospitals believe that the core values of excellence, respect, teamwork, integrity and caring are essential for the wellbeing of our staff and our patients and this is evident in the vision and mission of our hospitals.

VISION

"Wockhardt Hospitals will strive with excellence to fulfill the needs of the community in its chosen field of medical treatment"

Because of our emphasis on high teamwork we bring together all the necessary disciplines and skills from the many resources of our organization to serve our patients better and attempt to set the Wockhardt Care in a league of its own.

MISSION

"To serve and enrich the quality of life of patients suffering from diseases, through the efficient deployment of technology and human expertise, in a caring and nurturing environment with the greatest respect for human dignity and life."

Wockhardt Hospitals believe in setting the best practice standards in our services, continuously improving performance and exceeding the expectations of our patients as well as their families. We believe in building and maintaining long-term patient relationships, so as to become an essential resource for their well being. We believe in:

- Training and developing the best human resource as the key to deliver superior patient service.
- Consistently investing in technology and infrastructure to match international benchmarks.
- Leading the development of professional standards in Healthcare Management.
- Continuously educating the community about the prevention of cardiac disorders.

NAGPUR MULTISPECIALITY HOSPITAL

Wockhardt Super Specialty Hospital, Nagpur was founded in 2007 on the basis of two decades of experience in high-end Super Specialty care, Wockhardt Super Specialty Hospital, Nagpur was established as fitting symbol of befitting the trust of the people of Central India, which has ensured that the already existent cardiac hospital at Nagpur crosses expectations thereby facilitating accreditation with NABH.

The citizens of Central India can now avail of Super Specialty medical care in the areas of Neurology, Neurosurgery, Orthopedics, Minimal Access Surgery and Critical Care, along with the services in the fields of Urology, Nephrology, Surgical Oncology, Endocrinology, Gynecology, Pediatrics, Emergency Care and Preventive Healthcare already available in Nagpur.

Wockhardt Super Specialty Hospital, Nagpur is the preferred healthcare destination for patients in areas such as Akola, Amravati and from the neighboring states of Chhattisgarh and Madhya Pradesh.

Wockhardt Heart Hospital, Nagpur

Wockhardt Heart Hospital, Nagpur inaugurated in 2004, has the privilege of being the first hospital in the city to perform Angiography by the Radial method. It has a full-time expert team of cardiologists and cardio-surgeons to drive its cardiac services. A round-the-clock ICU ensures timely care in cardiac emergencies. It is supported by skilled and qualified nurses and advanced technology. Geared with 50 beds, two Cardiothoracic Operation Theatres, a Cardiac Catheterization Lab and a Dedicated Cardiac Ambulance, it also has a 24-Hour Emergency Heart line. All these services are supported strongly by advanced technology. The Lab comprises of the Philips Integris HM2000 with C-arm geometry, HF generators, High Resolution II/TV system, Digital Imaging System, and a CD recording system. The system is very well-suited for high resolution angiographies. With its heavy-duty tube, it is a work horse for angioplasties stenting procedures and other interventional vascular procedures.

Wockhardt Heart Hospital, Nagpur is the preferred healthcare destination for patients in areas such as Akola, Amravati and from the neighboring states of Chhattisgarh and Madhya Pradesh.

Wockhardt Super Specialty Hospital, Nashik

Wockhardt Super Specialty Hospital, Nashik, founded in 2008, is the first corporate hospital in North Maharashtra. It is a dedicated super-specialty hospital offering comprehensive, end-to-end care in Cardiology, Cardiac Surgery, Neurology, Neuro Surgery, Orthopedics and Joint Replacement Surgery. Apart from these, it also offers Minimal Access Surgery, Nephrology, Urology, Critical Care, Medical and Surgical Oncology and Emergency Services and a Trauma Line.

The ethos of Wockhardt Hospital, Nashik is its belief in the credo of its triad of core values namely Clinical Excellence; Patient Centricity and Ethical Practices and this has enabled Wockhardt Hospitals to extend quality and affordable healthcare. What makes the hospital stand out is the presence of hi-tech diagnostic equipment and services like 2D ECHO, MRI & CT Scan, Digital X-ray, Pathology services, latest surgical techniques, patient centric post-operative care, physiotherapy and rehabilitation besides professional nursing and paramedic talent.

To provide comprehensive care, Wockhardt Hospitals, Nashik has an eminent team of consultants, nursing staff and paramedics, along with the best in life support systems and ultra-modern technology.

Wockhardt Hospital, Nashik acts as a Regional Referral Centre for pathological investigations. It caters mainly to the North Maharashtra region including towns such as Dhule and Jalgaon.

N M Virani Wockhardt Hospital, Rajkot

N M Virani Wockhardt Hospital, Rajkot, founded in 2006, is a renowned center for healthcare services - a super specialty hospital in the Saurashtra region offering comprehensive medical treatment. Situated in the heart of the city and well connected by road, rail and air, the hospital has good infrastructure with great outcomes. N M Virani Wockhardt Hospital, Rajkot has the distinction of being the only NABH Accredited hospital in the region.

It offers services ranging across a variety of disciplines such as Cardiology, Cardiac surgery, Neurology, Neurosurgery, Orthopedics, Joint Replacement and Minimal Access Surgery. Also it offers specialties such as Urology, Nephrology, Medical and Surgical Oncology, Endocrinology, Gynecology, Pediatrics, Critical care, Emergency Care and Preventive Healthcare. The Hospital has a separate Dialysis unit with 5 Dialysis machines, Comprehensive Cardiac and Neuro diagnostics, fully fledged accredited Laboratory and Radiology unit capable of comprehensive diagnostic services.

Wockhardt Hospital, Rajkot is preferred healthcare destination for people at adjoining areas like Bhavnagar, Jamnagar, Junagadh & Amreli visit hospital for their healthcare needs.

Wockhardt Super Specialty Hospital, Mira Road

Wockhardt Super Specialty Hospital, Mira Road, inaugurated in 2014, has been envisioned as a healthcare destination where patients receive care in a truly restorative environment. Staff at Wockhardt Hospitals, Mira Road delivers hi-end clinical care across major medical specialties through comprehensive solutions including consultancy, diagnostics and therapy. It is a 14 storied and 350 bedded Multi-specialty tertiary care hospital. It offers hi-end clinical care in Cardiology, Neurology, Neurosurgery, Orthopedics and Joint Replacement Surgery.

Other key specialties include Minimal access surgery, Internal Medicine, Nephrology, Urology, Critical care, Cosmetology, Obstetrics &Gynecology, Medical and Surgical Oncology along with Emergency & Trauma Services.

Introduction:

TITLE: Study on Discharge against medical advice in 4 units of Wockhardt Hospitals.

Purpose of Study:

1. Indicator of Perception.
2. Perceived quality of services.
3. Analysis of the procedures being followed at different units to handle the cases of LAMA and DAMA.

TERMS OF REFERENCE:

1. Analysis of Reasons of taking discharge against medical advice.
2. Analysis of reasons of not getting admitted in the first place.
3. Analysis of the systems currently in place to deal with situations or influence.

METHODOLOGY OF THE STUDY:

Two terms are being used for the purpose of references i.e. DAMA and LAMA. The patients who were admitted initially in the hospital and on later date took discharge are termed as the DAMA Cases i.e. Discharge against medical advice. The patients who managed on emergency bases at emergency department but refuse to get admitted at the first place are termed as LAMA Cases I.e. Leave against medical advice.

The study is both Retrospective and prospective, retrospective in terms data collection from Hospital Information system, in terms of contacting people who have already taken DAMA/LAMA, Prospective in terms of observation of the systems currently in place to deal with the patients who are taking DAMA/LAMA discharges.

For the purpose of study patients admitted at the Nagpur Heart Hospital (N1) and the Multispecialty Hospital (N2) and have opted for a DAMA during the period 1st April 2015 to 31st March 2016 (as per the data provided by the HIS) were contacted for telephonic interviews. Attempts were made to reach all the patients who opted for DAMA i.e. 25 and 410 patients at N1 and N2 respectively, though only 20(80%) and 310(76%) patients responded and for the study of LAMA in Nagpur (N2) out of 103, 70 patients (70%) have responded study period was April'15 to March'16.

In Nashik unit study period for LAMA was Dec'15 to April'16 77% i.e. 59 out of 77 patients responded and for DAMA patients sample size was 273 out of which 207(76%) patients responded for which the study period was April'15 to April'16.

In Rajkot unit Study period for study of DAMA was April'15 to April'16 total sample size for DAMA was 583 out of which 458 i.e. 78% people could be reached and out of 106 LAMA patients 87 i.e. 82% people could be reached for which study period was from 1st December 2015 to 30th April 2016.

In NOBO unit study duration was December'15 to April'16 and April'15 to April'16 for LAMA and DAMA respectively compliance of 76% could be achieved in study of LAMA i.e., 61 could be reached out of total 80 patients and for DAMA compliance was 76% i.e., 173 could be reached out of 228.

Up to 3 attempts were made to reach every patient for telephonic interview. Patient/Relative not responding the calls in the 3 attempts considered “not reachable” and excluded from the study.

During the telephonic interviews, the patients were quizzed in a semi-structured manner to understand the reasons for their DAMA and LAMA and also the further course of action taken by the patients and their relatives wherever possible.

Observational study done to understand such situations of LAMA/DAMA in all 4 units of Wockhardt Hospitals, wherever possible.

Observation and Analysis:

1. Nagpur Unit

Leave against medical advice reasons, Wockhardt multispecialty hospital

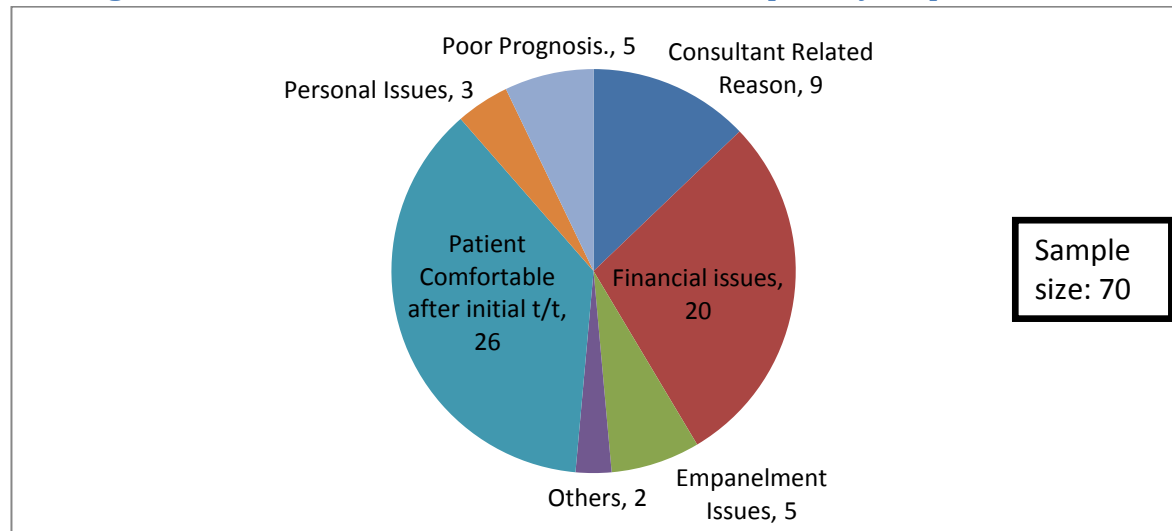


Figure 1- Show representation for reasons of Leave against medical advice from Wockhardt multispecialty hospital, Nagpur

The reasons of leave against medical advice from the emergency department of Nagpur Multispecialty are 26 patients started feeling comfortable after the initial treatment at emergency department and does not feel the need of admission, 20 patients had financial issues, 9 patients were dissatisfied with the medical services, 5 patients did not get admitted because they were empanelment of insurance company is not available at the Wockhardt hospital, 3 patients had some personal issues and 5 patients were declared as poor prognosis, remaining 2 patients left because of some other reasons.

Consultant Related Reasons: Includes instances when the Consultant was not available (6 patients), patient was not satisfied with the treatment part (1 patient), Dr. Ankur Jain has advised one patient to get admitted next morning and he got admitted the next morning, patient not satisfied with the counselling part (1 patient.).

Financial Issues: In case of financial issues, patient said that they could not afford the treatment (19 patients), and one patient left due to the reason that he could not arrange for the money at night as his ATM was blocked at that particular time.

Empanelment issues: 4 patients had empanelment of CGHS and one police plan which were not empanelled with the hospital.

After initial treatment at emergency 26 patients were comfortable and they did not feel the need to get admitted and other patients who were declared as poor prognosis (6 patients) left for the same reason. Others patients took LAMA because of no bed occupancy (1 patients) and one patient wanted to shift to other hospital.

Discharge against medical advice reasons, Wockhardt heart hospital

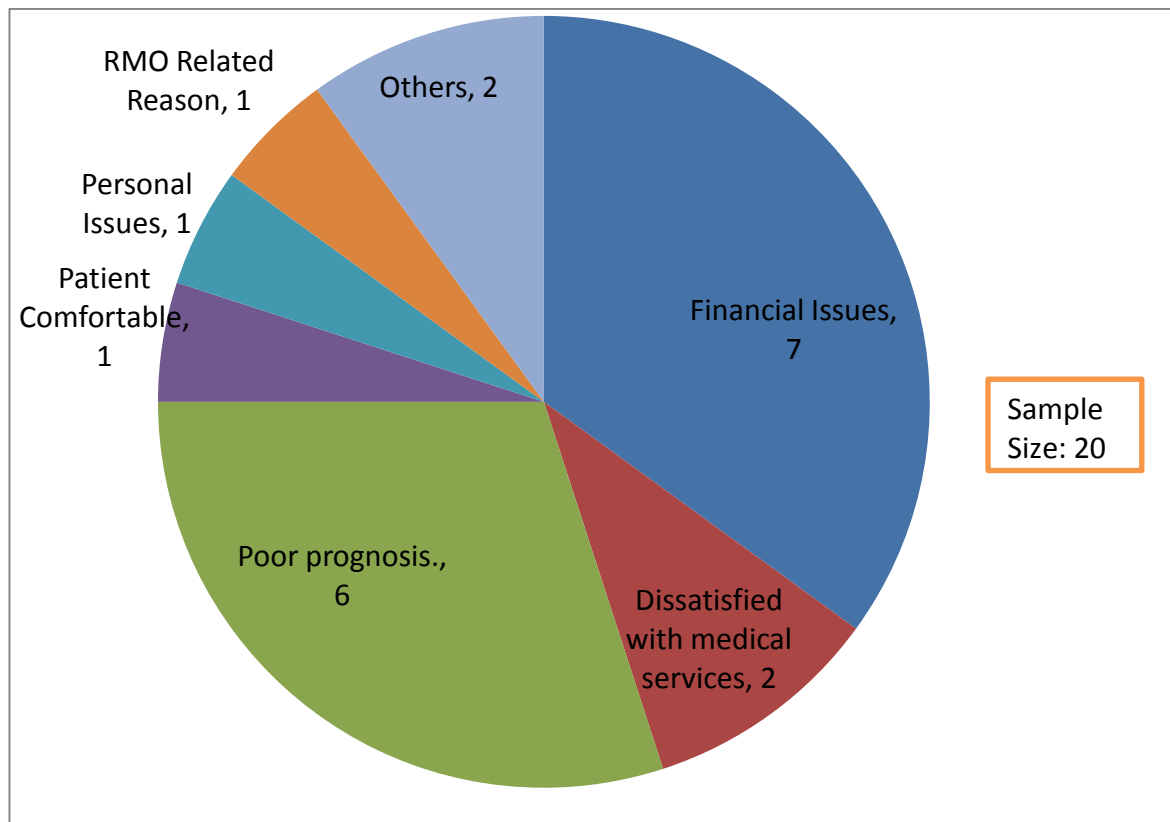


Figure 2- Show representation for reasons of Discharge against medical advice from Wockhardt heart hospital, Nagpur

In Wockhardt heart hospital 7 patients could not afford the treatment, other reasons include Dissatisfaction with the treatment (1 patient) and another patient wanted to consult other consultant at Wockhardt Multispecialty Hospital.

Poor prognosis 1 patient was comfortable after initial treatment (1 patient), according to relatives wrongly diagnosed case by R.M.O (1 patient), shifted to home town Delhi (1 patient) and not willing for the further procedure being the other reasons to take DAMA by the patients.

Outcome of N1 DAMA

1. Financial Issues (7patients)

Outcome	Patient
Private hospital-within city	1
Private hospital-outside	2
Government within city	1
Ayurvedic hospital	1
Home	2

Table 1-Show tabular presentation for outcome of N1 DAMA patient (Financial reasons)

Patient after taking discharge because of financial issues got admitted at Private Hospitals (3 patients), some took admission in Government Hospital, Nagpur (1 patient), Ayurvedic Hospital (1 patient), and others did not get admit anywhere (2 patients)

2. Dissatisfied with medical services (2patient.)

Outcome	Patient
Wockhardt multispecialty hospital	1
Home	1

Table 2-Show tabular presentation for outcome of N1 DAMA patient (consultant related reasons)

Out of the 2 patients who opted for DAMA due to dissatisfaction with Medical services as the reason, 1 patient got admitted to Wockhardt Multispecialty Hospital and 1 patient stayed at home.

3. Patient comfortable after initial treatment. (1patient)

Patient was comfortable after initial treatment so the patient went home (1patient)

4. Poor prognosis (6patients)

Outcome	Patient
Govt-within city	1
Govt-outside	1
Home	4

Table 3-Show tabular presentation for outcome of N1 DAMA patient (Poor prognosis reasons)

Patient with poor prognosis got admitted at Government Hospitals and 4 patient stayed at home after DAMA.

5. **R.M.O related reason** (1 patient)

Patient got discharged because of R.M.O related reasons and went Home (1 patient)

6. **Personal Reasons** (1 patient)

Patient who took discharge because of personal reasons got admitted at Private Hospital, Delhi

7. **Others** (2patients)

Patient took discharge because of other reasons later got admitted at Private Hospital, Nagpur (1 patient) and a patient went Home (1 patient)

Nagpur Multispecialty HIS Data for DAMA

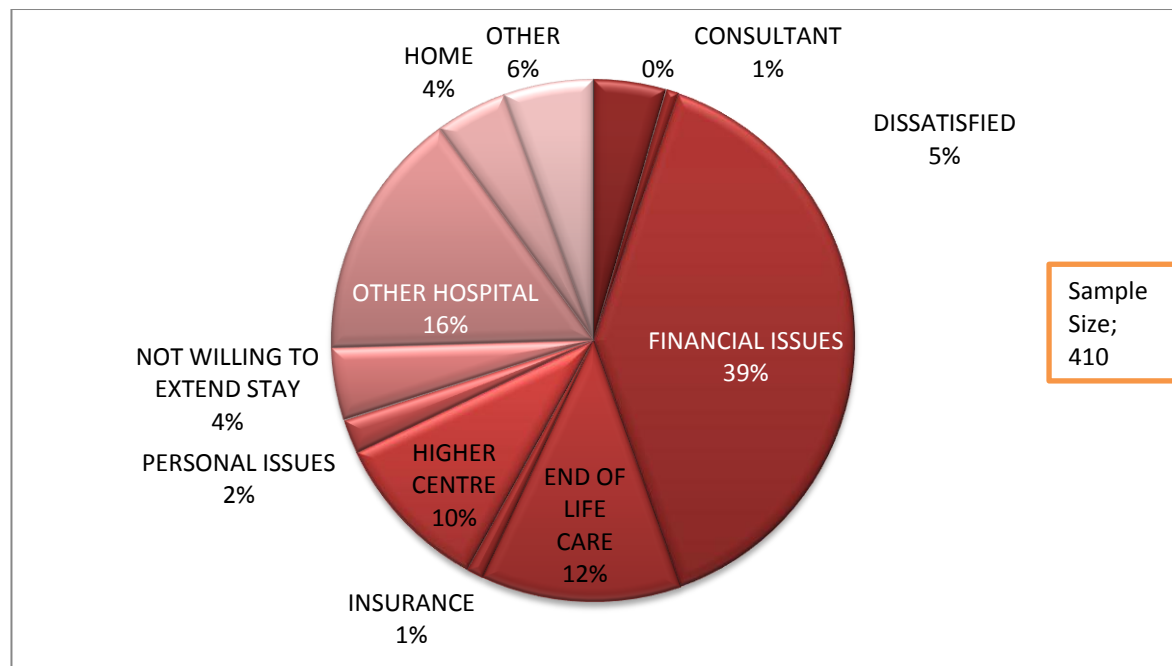


Figure 3 Show representation for HIS reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Nagpur

This is the data captured from the hospital information system; it shows the reasons mentioned by the patient for DAMA.

Financial Issues being the most common reason for DAMAs (150 patients) followed by patient shifted to other hospitals (59 patients) other reasons includes, not willing to stay (46 patients), Dissatisfied with medical services (3 patients), end of life care (47 patients), insurance related issues (4 patients), shifted to higher centre (38 patients), personal issues (8 patients), shifted to home (17 patients) and other reasons (21 patients).

DAMA Reasons as per Telephonic interview at Nagpur Multi-specialty Hospital

Reasons of N2 Discharge against medical advice

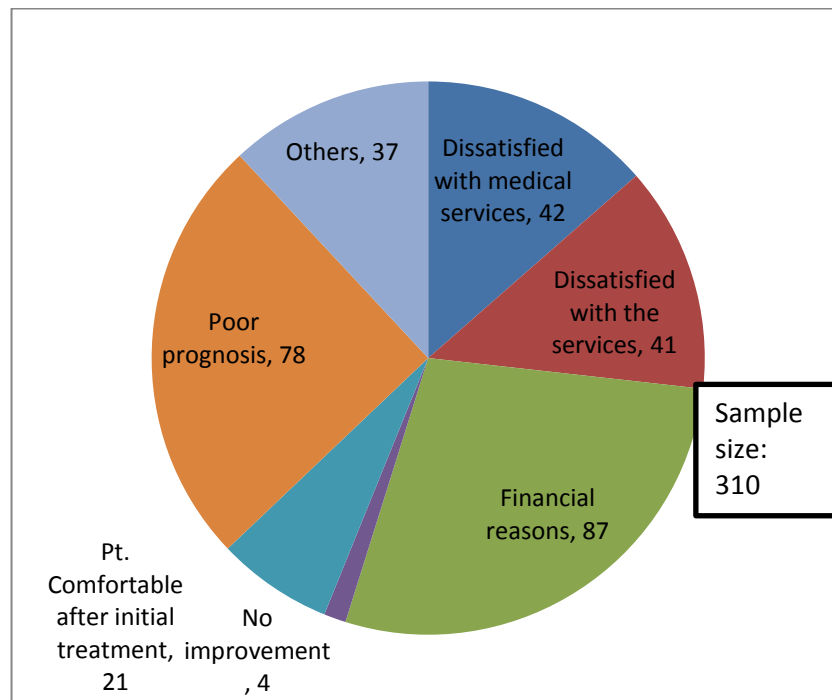


Figure 4 Show representation for Telephonic interview- reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Nagpur

Dissatisfaction with medical services (42patients):

This included instances where relatives said they were displeased by the behaviour of the consultant (1 patient), relatives dissatisfied with the treatment (16 patients), relatives said that consultant doesn't come on time (6 patient.), according to relatives the reports provided were wrong (1 patient), consultant was not available (1 patient.), relatives were not satisfied with the counselling (10 patient.), other reasons (7 patients)

Financial Constraints (87patients):

This included instances where relative could not arrange for money at night (1 patient.), could not afford the treatment (73 patients), dissatisfied with bill/ felt charges are very high (13 patients).

Cases also includes patient comfortable after initial treatment (21 patients), Relatives felt no improvement in condition of the patient (4 patients)

Dissatisfied with the overall services (41patients) which includes poor nursing care, prolong time for investigation, behaviour issues of staff etc, poor prognosis (78patients), others. (37patients)

Nagpur N2 Discharge against medical Advice-Outcomes

Dissatisfied with medical services

Outcome	No. of Patient
Private-Nagpur	17
Private-Delhi	1
Private-Mumbai	1
Private-outside	2
Medical college-outside	2
Govt-Nagpur	2
Govt-Delhi	1
Govt-outside	1
Home	8
Not known	7

Table 4-Show tabular presentation for outcome of N2 DAMA patient (consultant related reasons)

After taking discharge against medical advice from the wockhardt hospital, 17 patient got admitted at a private hospital of Nagpur,1 patient at a private Hospital at Delhi,1 patient at a private hospital of Mumbai,2 patients at private hospital, outside the city,2 patients at the medical college outside the city, 2 patients at government hospital, Nagpur, 1 patient at government hospital-Delhi, 1 patient government hospital-outside, 8 patients did not get admit in any of the hospital and 17 patients have not revealed the reason.

Dissatisfied with the services

Outcome	No. of Patient
Private-Hyderabad	1
Private-Mumbai	2
Private-Nagpur	8
Private-outside	8
Wockhardt heart hospital	1
GMC-Nagpur	1
Home	12
Not known	8

Table 5-Show tabular presentation for outcome of N2 DAMA patient (Dissatisfied with services related reasons)

After taking discharge against medical advice from the hospital reason being dissatisfied with the services patients got admitted at private Hospital-Hyderabad (1 patient), private hospital-Mumbai (2 patient), private hospital-Nagpur (8 patient), Wockhardt heart hospital (1 patient), government hospital-Nagpur (1 patient), home (12 patient) and (8 patient) patients did not reveal the reason

Financial Reasons.

Outcome	No. of Patient
Private-Mumbai	1
Private-Nagpur	21
Private-Outside	13
Medical college-pvt	5
Govt-Nagpur	6
Govt-outside	4
Home	29
Not known	8

Table 6-Show tabular presentation for outcome of N2 DAMA patient (Financial issues related reasons)

Patient who took DAMA because of the financial reason later got admitted at private Hospital-Mumbai (1 patient), Private hospital-Nagpur (21 patient), Private hospital-outside (13 patient), medical college-private (5 patient), Government hospital-Nagpur (6 patient), Government hospital-outside (4 patient), home (29 patient), 8 patient were unwilling to disclose the reason

Patient comfortable

Outcome	No. of Patient
Private-Nagpur	1
Private-outside	1
Home	19

Table 7-Show tabular presentation for outcome of N2 DAMA patient (Patient comfortable)

About 21 patients opted for DAMA as they felt comfortable. Of these 21 patients, 2 patients got admitted at private hospitals within and outside Nagpur respectively, while the remaining 19 patients stayed at home.

No improvement in medical condition

Outcome	No. of Patient
Home	2
Private-Nagpur	1
Not known	1

Table 8-Show tabular presentation for outcome of N2 DAMA patient (No improvement in medical condition)

Patients who were not satisfied with the progress of medical condition of the patient at the hospital were later get admitted at private Hospital-Nagpur (1 patient), two of them did not get admitted in any hospital and one has not revealed the reason.

Poor prognosis

Outcome	No. of Patients
Private-Nagpur	4
Private-outside	9
Govt-Nagpur	3
Govt-Outside	1
Home	53
Medical college-pvt	1
Not known	7

Table 9-Show tabular presentation for outcome of N2 DAMA patient (Poor prognosis)

Patient with poor prognosis got admitted at the private Hospital-Nagpur (4 patient), private hospitals-outside (9 patient), Government hospital-Nagpur(3 patient), government hospital-outside (1 patient), medical college (1 patient), did not get admitted at any hospital (53 patients), patient had not reveal the reason (7 patient).

Outcome	No. of Patients
Died	54
Critical	2
Survived	5
Not known	17

Table 10-Show tabular presentation for outcome of N2 DAMA patient (Poor prognosis outcome)

Out of 78 patients of poor prognosis, 54 died. 2 patients were critical, 5 patients survived and status of 17 patients is not known.

➤ **Other Reasons of DAMA from N2**

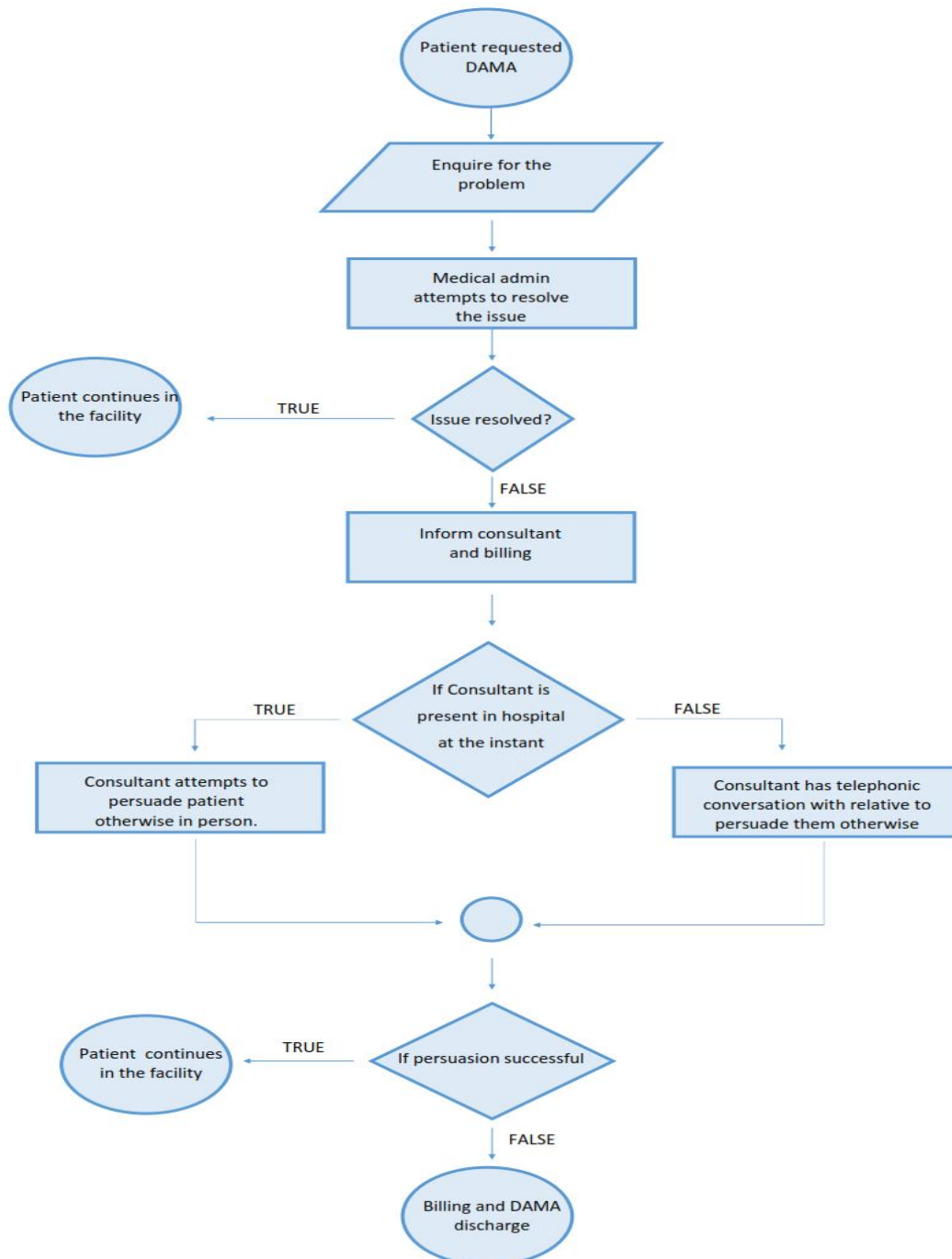
Outcome	No. of Patient
Private-Nagpur	9
Private-Mumbai	1
Private-Hyderabad	2
Private-outside	3
Medical college-outside	1
Home	13
Ayurvedic hospital	1
Not known	7

Table 11-Show tabular presentation for outcome of N2 DAMA patient (Other reasons)

Out of the 37 patients who opted for DAMA for other issues got admitted at private Hospital-Nagpur (9 patients) Private hospital-Mumbai (1 patient), Private hospital-Hyderabad (2 Patients), Private hospital-outside (3 Patients), Medical college-outside (1 patient), Ayurvedic hospital (1 Patient), did not get admitted anywhere (13 Patients), some of them did not reveal the reason (7 patients).

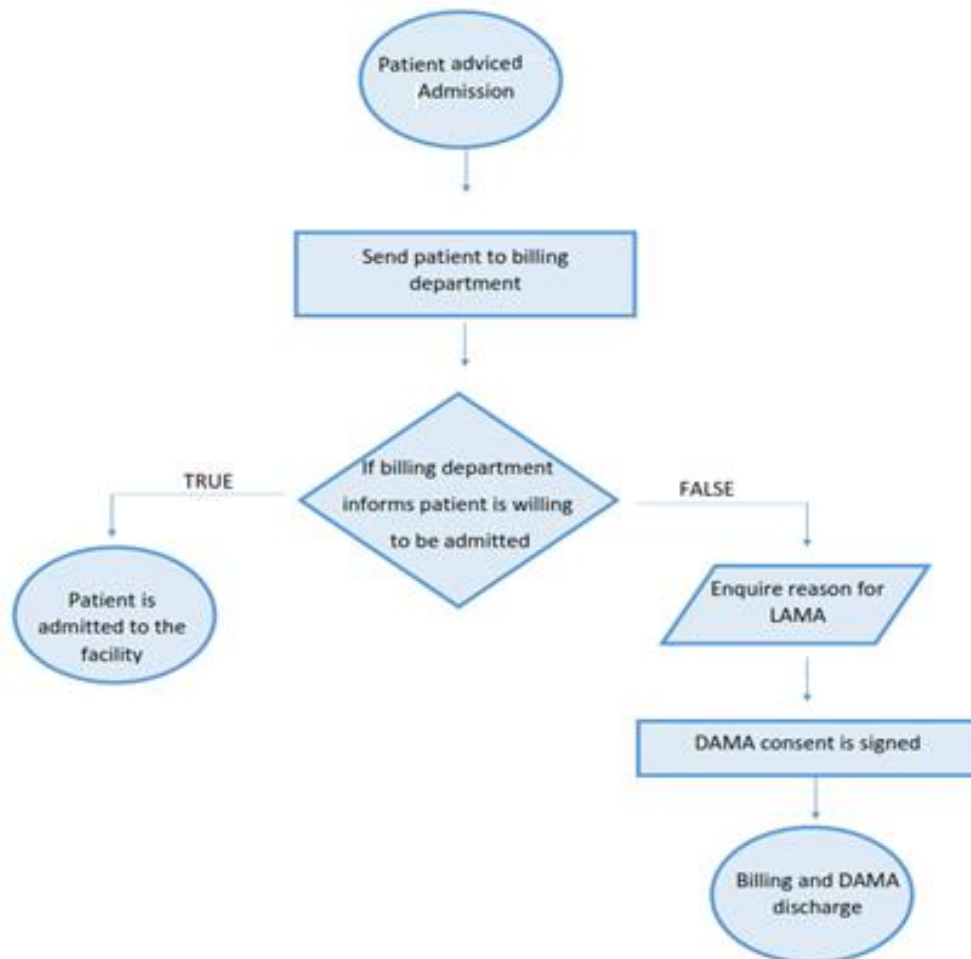
Mapping of process of LAMA and DAMA at Nagpur Unit.

DISCHARGE AGAINST MEDICAL ADVICE (NAGPUR)



Flowchart 1-Represents Process of Discharge against medical advice (Nagpur unit)

LEFT AGAINST MEDICAL ADVICE (NAGPUR)



Flowchart 2-Represents process of Leave against medical advice. (Nagpur unit)

NASHIK UNIT

Reasons for Leave against medical advice-As per Telephonic Interview

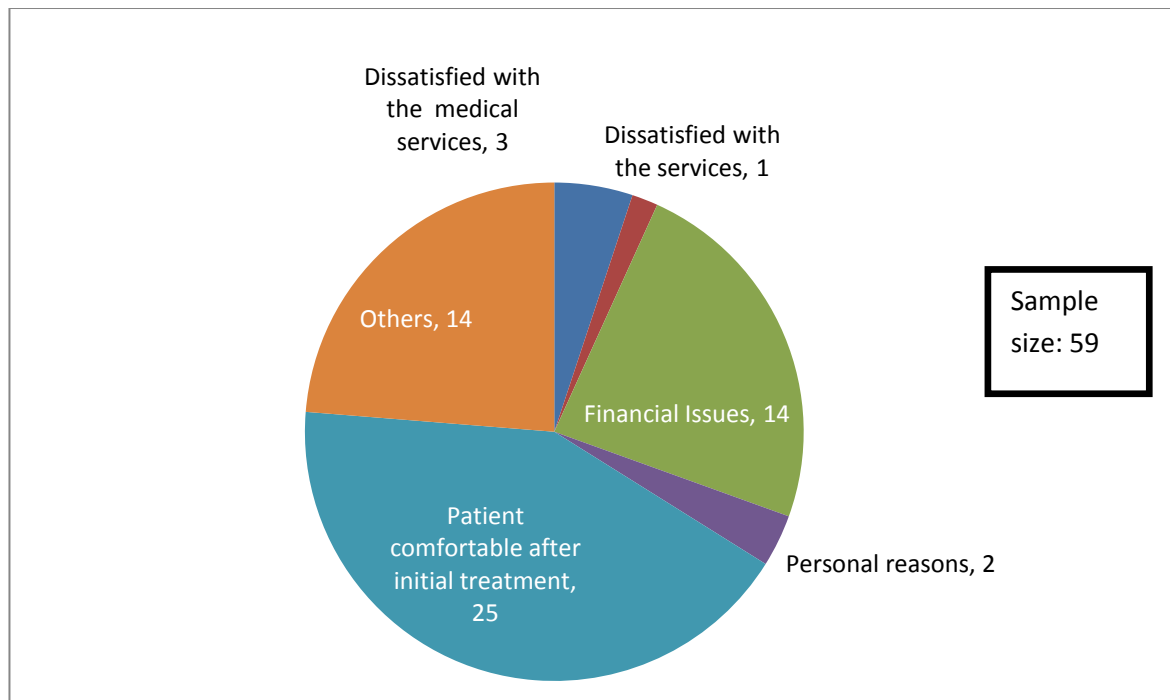


Figure 5-show representation for Telephonic interview- reasons of leave against medical advice from Wockhardt multispecialty hospital, Nashik

Dissatisfied with medical services included instances when consultant not available (2 patients) and in once case the patient felt that consultant couldn't diagnose correctly.

Dissatisfied with services included a case when patient was dissatisfied with the fact that Air conditioner was not working (1 patient),

Financial issues included 14 patients, who couldn't afford the treatment and hence refused admission,

Admission was refused by 2 patients because of personal issues while 25 patients refused admissions as they felt comfortable after initial treatment.

Other reasons for LAMA discharge being behaviour issues of the staff (2 patients), shifted to home town (3 patients), empanelment issues (6 patients), one patient was an old patient of Hinduja hospital and patients were not willing to extend stay in 2 instances.

Leave against medical advice-Outcome

1. Dissatisfied with the medical services:

Outcome	No. of Patients
Govt- within city	1
Private- within city	2

Table 12-Show tabular presentation for outcome of Nashik LAMA Patient (Consultant related reasons)

Patient got admitted at Private hospital-within city (2patients) and government hospital-within city (1 patient).

2. Financial Issues:

Outcome	No. of Patients
Private hospital-within city	9
Govt hospital-within city	1
Readmitted at wockhardt	1
Home	3

Table 13-Show tabular presentation for outcome of Nashik LAMA Patient (Financial reasons)

Patient after taking discharge went to Private hospital-within city (9 patients), government hospital-within city (1 patient), Re-admitted at Wockhardt (1 patient) and some did not get admitted and went home (3 patients).

3. Personal Issues

Outcome	No. of Patients
Home	2

Table 14-Show tabular presentation for outcome of Nashik LAMA Patient (Personal reasons)

All patients who opted for refusal of admissions citing personal reasons stayed at home

4. Patient felt comfortable

Outcome	No. of Patients
Private hospital-within city	1
Home	24

Table 15-Show tabular presentation for outcome of Nashik LAMA Patient (Patient feel comfortable)

Out of the 25 patients who refused admission because they felt comfortable after the initial treatment stayed at home, 24 patients stayed at home and 1 got admitted to another private hospital within the city.

5.Dissatisfied with the services

Outcome	No. of Patient
Trust hospital-outside city	1

Table 16-Show tabular presentation for outcome of Nashik LAMA Patient (Dissatisfied with the services)

Patient dissatisfied with the services got admitted at a Trust hospital outside the city.

6. Others

Outcome	No. of Patient
Private-within city	8
Private-Mumbai	1
Private-Outcome	1
Air force hospital-within city	1
Trust hospital, Shirdi	1
Home	1
Not known	1

Table 17-Show tabular presentation for outcome of Nashik LAMA Patient (Others)

Patient who took discharge from other reasons got admitted at some other private hospital 10 patients, others went to air force hospital-within city (1 patient), Trust hospital-Shirdi (1 patient), home (1 patient), and patient has not disclosed (1 patient).

➤ **Reasons of Discharge against medical advice as per telephonic interview**

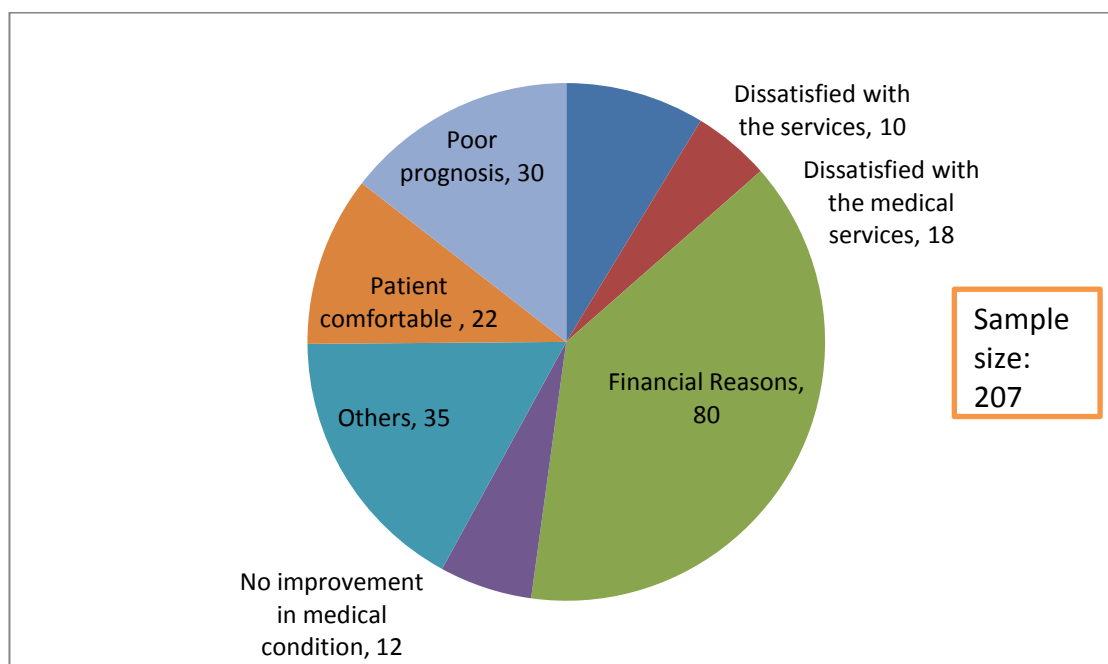


Figure 6-Show representation for Telephonic interview- reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Nashik

Dissatisfied with Medical Services included instances when patients took discharge because they were dissatisfied with the treatment (11 patient), wanted to take a 2nd opinion (3 patient), consultant not available (1 patient), relatives feel that consultant could not diagnose the condition (2 patient), consultant did not come on time (1 patient).

Financial reasons include non-affordability (76 patients), billing details not available (1 patient), and charges more compared to other corporate setup and difference in charges of Intensive critical care unit/wards/rooms (1 patient).

10 patients opted for DAMA as they were dissatisfied with the services. Relatives of 12 patients perceived no improvement in the medical condition and hence opted for DAMA while 22 patients felt comfortable and felt there was no need of further hospitalisation hence DAMA. Patient declared as poor prognosis by the consultants took discharge for the same reason (30 patients).

Other reasons of DAMA included being shifted to home town (19patient), facility not available (03 patient), relatives referred patient to other hospital (02 patient), not willing for further management (01 patient) and misc. reasons (10 patients)

Discharge against medical Advice-Outcome

1. Dissatisfied with the medical services

Outcome	No. of Patients
Private-within city	10
Private-outside city	1
Govt- within city	2
Private-Mumbai	2
Trust- Mumbai	1
Home	2

Table 18-Show tabular presentation for outcome of Nashik DAMA patient (Consultant related reasons)

In case of consultant related reasons 11 patient moved to other private hospitals,2 patients moved to other government and trust hospitals and 2 patients did not get admit in any hospital.

2. Financial reasons-outcome

Outcome	No. of Patients
Private-within city	40
Private-outside city	13
Private-Mumbai	2
Govt-within city	10
Govt-outside city	3
Govt-Mumbai	2
Charitable-Nashik	1
Home	9

Table 19-Show tabular presentation for outcome of Nashik DAMA patient (Financial reason)

In case of financial issues 55 patients moved to other private setups, 6 patients moved to some government and charitable hospital and 9 patients did not get admitted in any hospital and went home.

3. Patient comfortable-outcome

All patients i.e. 22 were at home and not admitted at any other institute

4. Poor Prognosis-Outcome

Outcome	No. of Patients
Private-within city	1
Private-outside city	3
Govt-within city	2
Home	23
Unknown	1

Table 20-Show tabular presentation for outcome of Nashik DAMA patient (Poor prognosis)

In case of poor prognosis 4 patients got admitted at the private hospitals, 2 patients at government hospitals, 23 did not take any treatment and went home.

Condition of patient	No. of Patients
Survived	1
Died	29

Table 21-Show tabular presentation for outcome of Nashik DAMA patient (Poor prognosis)

From the category of patients declared as poor prognosis 24 patients died and 01 patient survived.

5. Other reason outcome

Outcome	No. of Patients
Private-within city	6
Private-outside city	11
Private-Mumbai	8
Govt-within city	2
Govt-outside city	1
Home	5
Unknown	2

Table 22-Show tabular presentation for outcome of Nashik DAMA patient (Other reasons)

From other reasons 25 patients got admitted at private hospitals, 3 at government hospitals, 5 patients did not get admitted in any hospital

6. Dissatisfied with service-outcome

Outcomes	No. of Patients
Private- within city	4
Private- outside city	1
Private-Mumbai	3
Not known	2

Table 23-Show tabular presentation for outcome of Nashik DAMA patient (Other reasons)

In case of patients dissatisfied with service, 8 patients shifted to private hospitals, 2 patients did not disclose the name of the hospital.

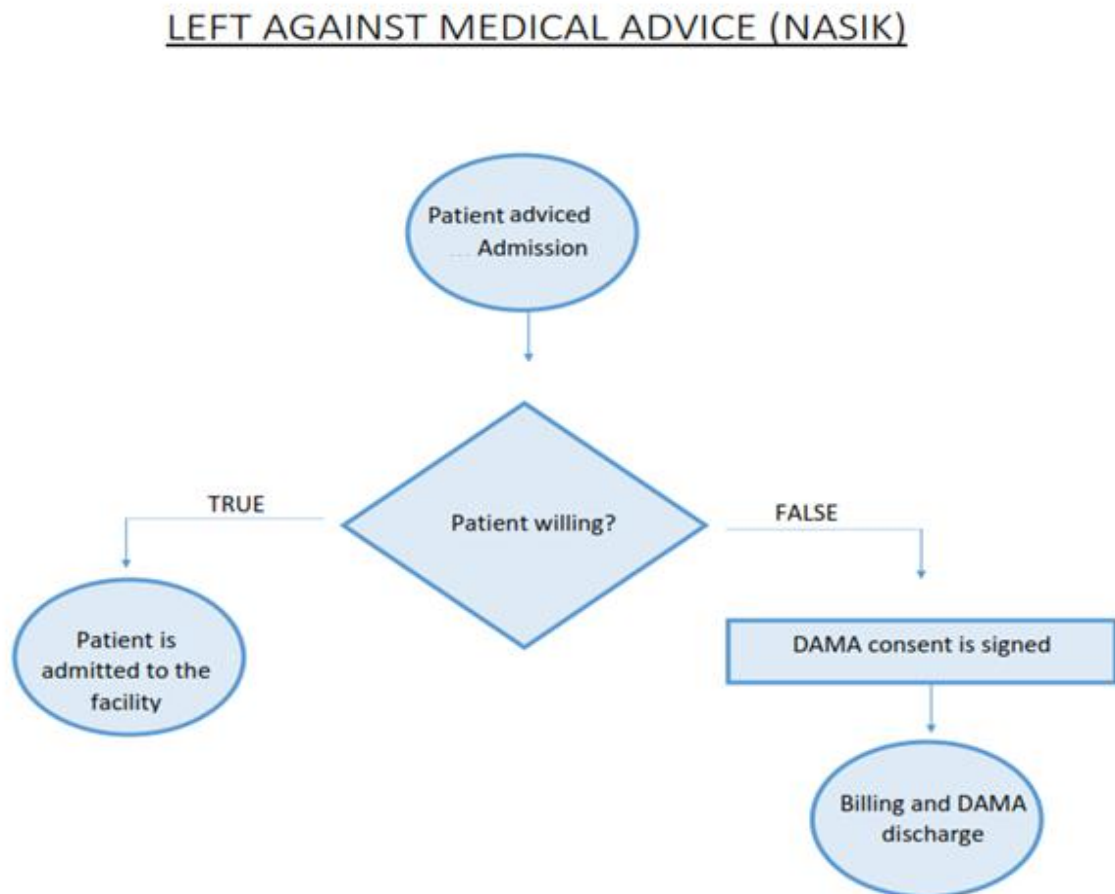
7. No improvement-outcome

Outcome	No. of Patients
Private-within city	6
Private-outside city	3
Govt-Nashik	1
Govt-Mumbai	1
Home	1

Table 24-Show tabular presentation for outcome of Nashik DAMA patient (No improvement)

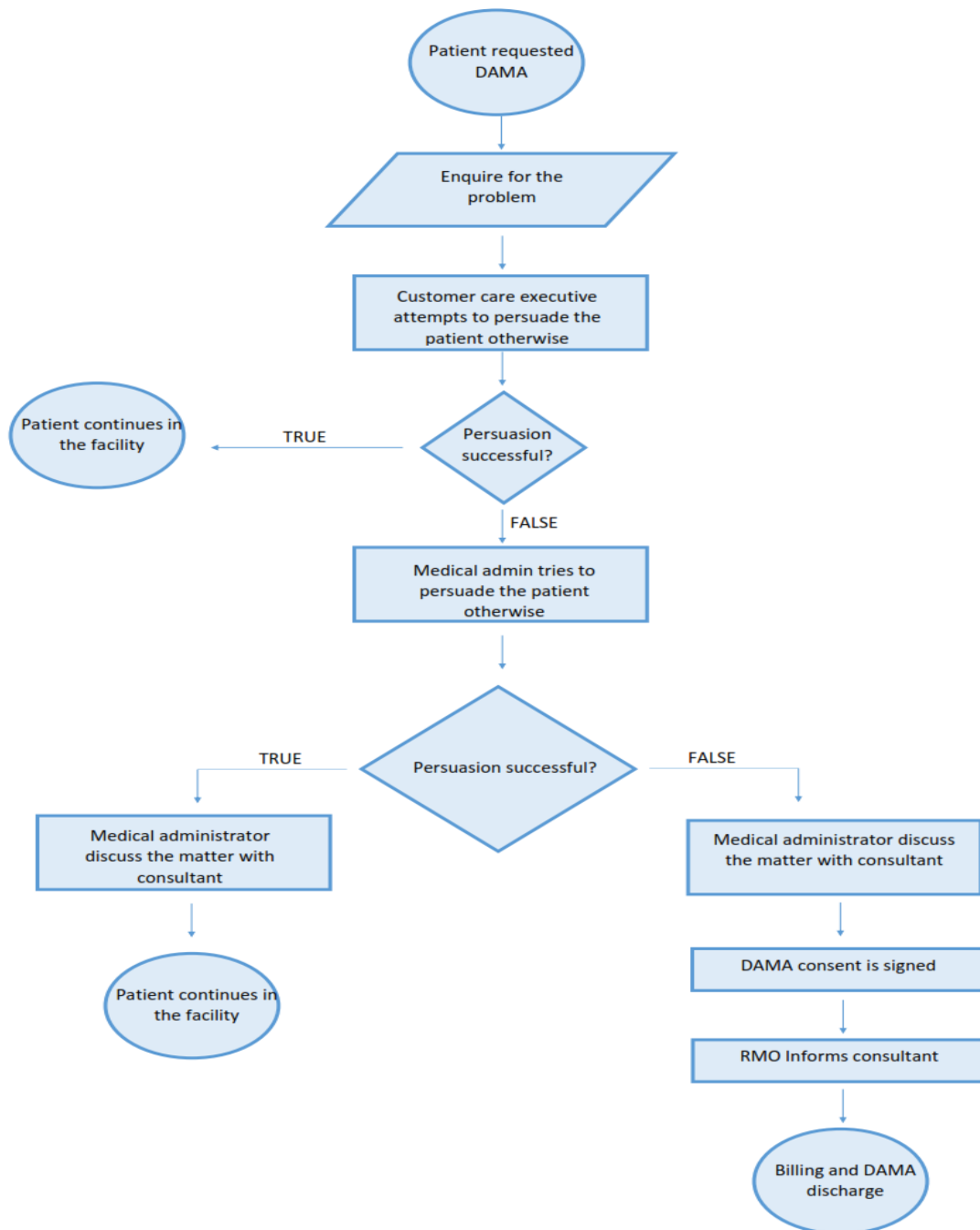
In case where the relatives felt that the condition of patient is not improving 9 patients get shifted to the other private setup, 2 patients to government setup, and 1 patient did not get admit anywhere but went home.

Process mapping of Leave against medical advice and Discharge against medical advice.



Flowchart 3- Represents Process of Discharge against medical advice. (Nashik unit)

DISCHARGE AGAINST MEDICAL ADVICE (NASIK)



Flowchart 4- Represents Process of Leave against medical advice. (Nashik unit)

RAJKOT

Reasons of Leave against medical advice

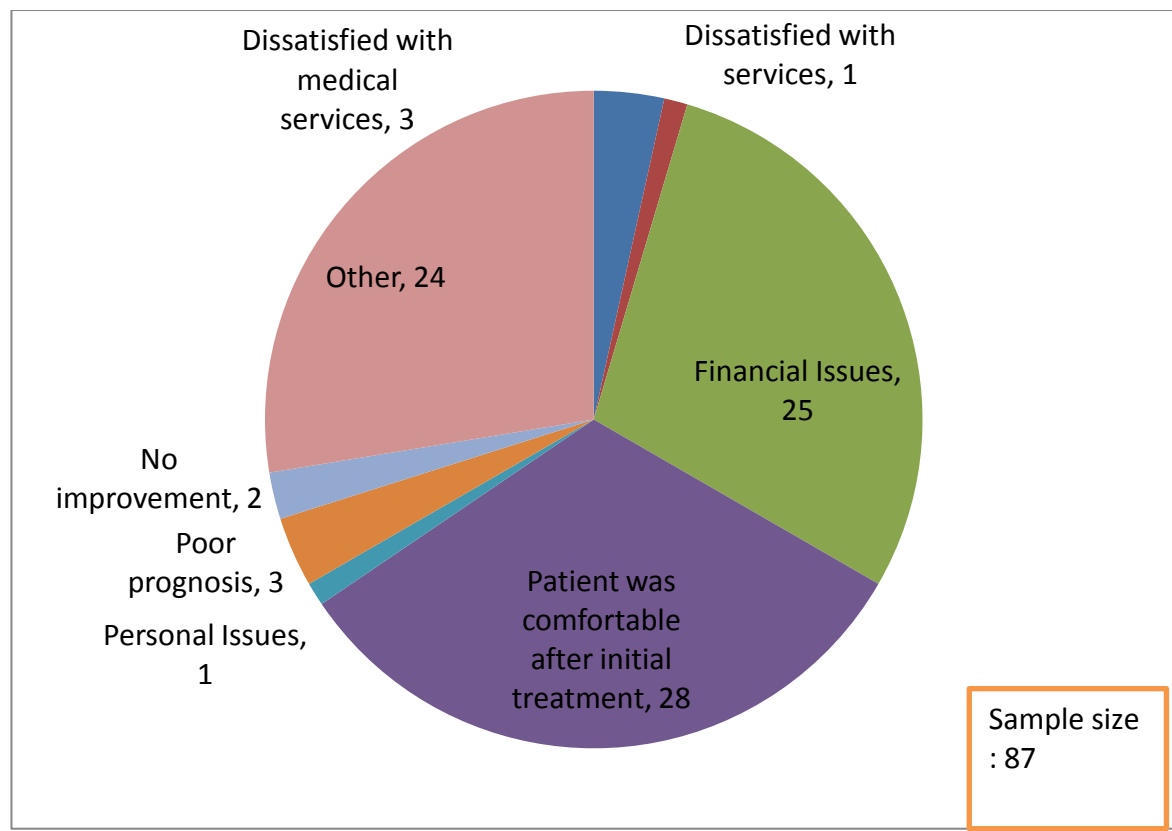


Figure 7-show representation for Telephonic interview- reasons of leave against medical advice from Wockhardt multispecialty hospital, Rajkot.

Dissatisfied with medical services which includes consultant was not available (3 patients).

Financial Reason(25 patients) includes patient was not having money at that point of time to deposit.(1 patient) and remaining patient could not afford the treatment(24 patients).

Other reasons included Comfortable after initial treatment (28 patients), Personal Reasons (1 patient), Poor Prognosis, (3 patients), Dissatisfied with services (1 patient) includes delay in CAG, no improvement (2 patients).

Others(24 patients) includes not willing for further management(2 patients),Patient came for Investigation only.(6 patients),Relatives referred to some other Hospital.(5 patients),Shifted to Home Town(6patients),Empanelment Issues (1 patient),Poor Brand Image(1 patient),R.M.O Issues(2 patients), Shifted near Home(1 patient).

Leave against medical Advice-Outcome:

1. Dissatisfied with Medical Services

Outcome	No. of Patient
Private hospital-within city	1
Govt-within city	1
Home	1

Table 25-Show tabular presentation for outcome of Rajkot LAMA Patient (consultant related reasons)

After taking LAMA, patient who were dissatisfied with the consultants has got admitted at some government and private hospitals within the city.

2. Financial Issues

Outcome	No. of Patient
Private hospital-within city	16
Govt Hospital-within city	8
Home	1

Table 26-Show tabular presentation for outcome of Rajkot LAMA Patient (Financial reasons)

Patient who took LAMA because of the financial reasons later got admitted at Private Hospital-within city (16 patients), government hospital-within city (8 patients), and some did not get admit in any hospital (1 patient).

3. Personal Issues

Outcome	No. of Patients
Home	1

Table 27-Show tabular presentation for outcome of Rajkot LAMA Patient (Personal reasons)

The patient who took discharge because of the personal issues did not get admit in any hospital.

4. Patient comfortable

Outcome	No. of Patients
Private hospital-within city	1
Home	27

Table 28-Show tabular presentation for outcome of Rajkot LAMA Patient (Patient comfortable)

The patient who took discharge because they were feeling comfortable 27 of them did not get admit in any hospital only one patient went for private hospital within the city.

5. Poor prognosis

Outcome	No. of Patients
Private-within city	1
Home	2

Table 29-Show tabular presentation for outcome of Rajkot LAMA Patient (Poor prognosis)

The patient who were declared as poor prognosis 1 patient got admitted at private hospital within city other 2 did not get admit in any hospital.

6. Others outcome:

Outcome	No. of Patients
Private-within city	14
Private-outside city	5
Govt-within city	1
Argentina	1
Home	3

Table 30-Show tabular presentation for outcome of Rajkot LAMA Patient (Other reasons)

In case of patients who took DAMA because of other reasons 14patients admitted in private hospital-within the city, 5 patient's private hospital outside city, others shifted to government hospital, foreign country and (3 patients) did get admit in any hospital.

7. No improvement in the condition of patient

Outcome	Patients
Private-within city	2

Table 31-Show tabular presentation for outcome of Rajkot LAMA Patient (No improvement in condition)

All the patients have shifted to the private setup within the city.

8. Dissatisfied with services:

Outcome	Patients
Home	2

Table 32-Show tabular presentation for outcome of Rajkot LAMA Patient (Dissatisfied with services)

Patients took discharge reason being dissatisfied with the services did not get admit in any hospital, they went ho

DAMA HIS Reasons

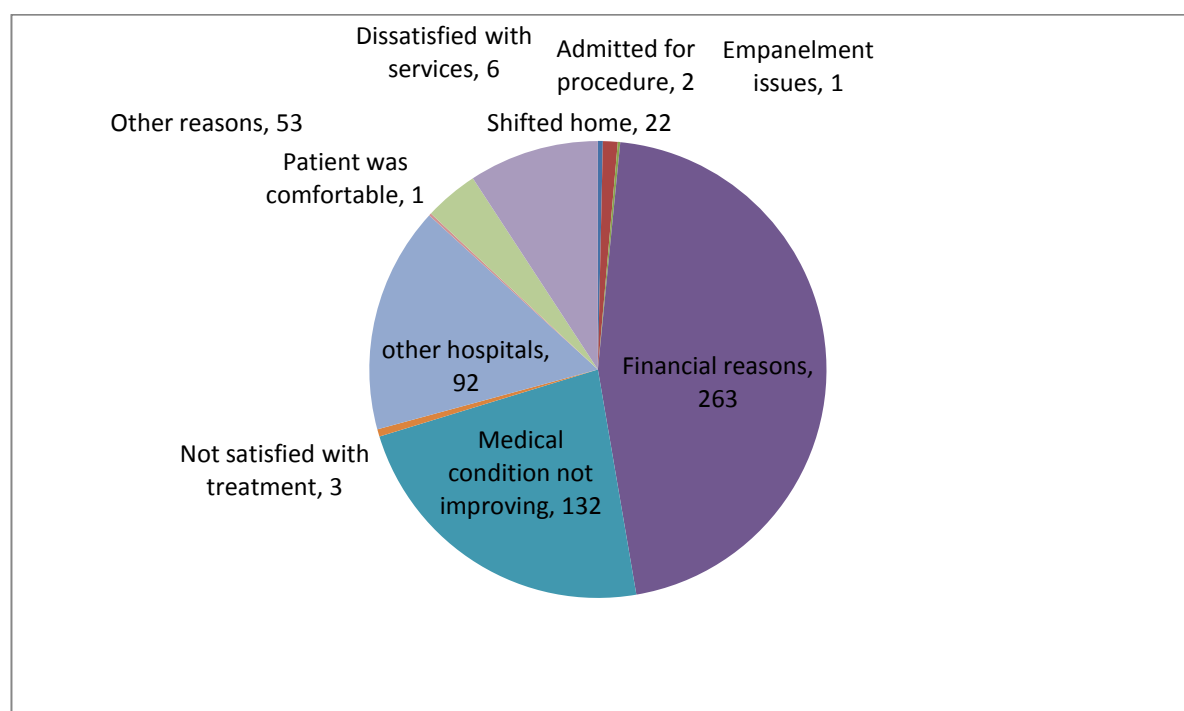


Figure 8-Show representation for HIS- reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Rajkot.

In the hospital information system, the reasons for DAMA are financial issues being highest (263 patients), followed by medical condition not improving (132 patients) others being shifted to other hospital (92 patients), admitted for a procedure only (2 patients), dissatisfied with the services (6 patients), empanelment issues (1 patient), not satisfied with the treatment (3 patients), shifted to other hospitals (92 patient), patient was comfortable (1 patient), shifted home (22 patients), (53 patients).

DAMA Reasons telephonic interview

Reasons of Discharge against medical advice

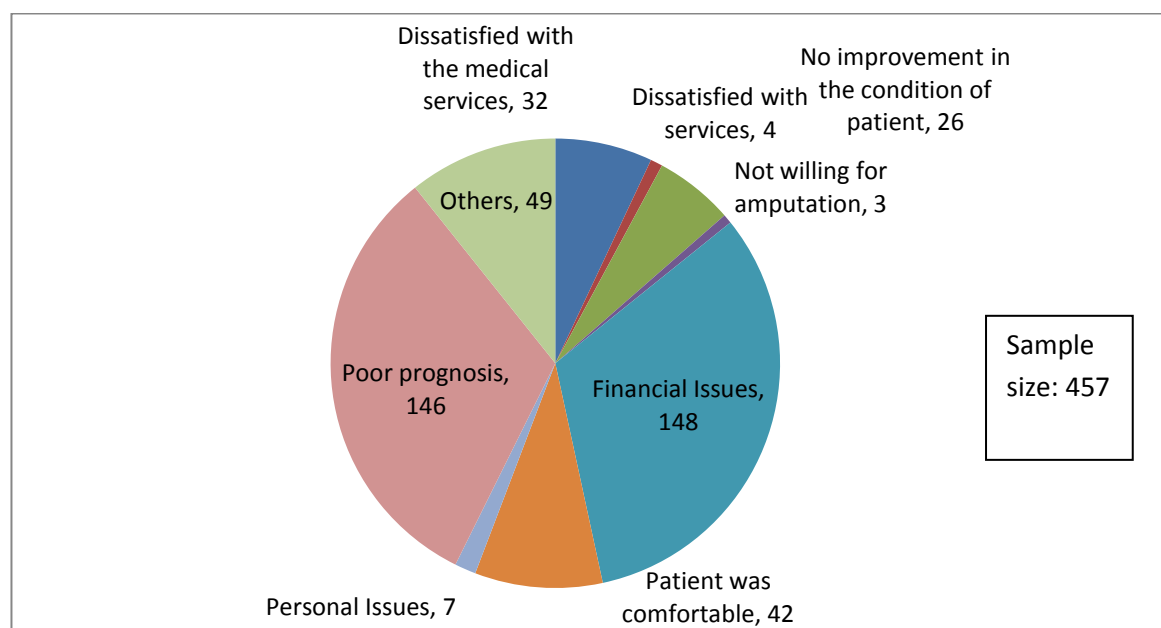


Figure 9-show representation for Telephonic interview- reasons of leave against medical advice from Wockhardt multispecialty hospital, Rajkot.

The reasons for DAMA from Wockhardt hospital, Rajkot according to the telephonic interview includes,

Dissatisfied with the medical services which includes counselling related issues(2 patient),patient felt that consultant could not diagnose(1 patient),relatives were not satisfied with the treatment(22 patient),wanted to consult other consultants(1 patient), other reasons being communication gap(1 patient) in this issue Dr. Tejas Bhai, was on holiday and nobody in the hospital was knowing to whom he has given charge of the patient's treatment, consultant has not visited to the patient(1 Patient),difference in opinion between two consultants(2 patient), consultant not available(2 patient) i.e. Dentist and Surgeon.

Financial Reasons (148 patient) includes patient could not afford the treatment.

Dissatisfied with the services (4patient.) which includes dissatisfaction from nursing staff (1 patient), delay in investigation (1patient), and delay in O.T. (1patient).

Medical condition of the patient was not improving (26patients), Patient/relative not willing for the amputation (3patients), patient was comfortable (42patients), Poor Prognosis (146patients), personal Issues (7patients).

Other (49 patients) reasons were patient not willing for further management(15patients), shifted to home town(15),relatives referred to other hospital(6patients),empanelment Issues(6patients),not fit for surgery(1patient),shifted in other Hospital(2patients),facility not available(1patient),old patient of other Hospital(3patient).

Discharge against medical Advice-Outcome

1. Consultant related outcome

Outcome	No. of Patients
Private hospital-within city	12
Private hospital-outside city	12
Govt-outside city	3
Mumbai	1
Home	4

Table 33-Show tabular presentation for outcome of Rajkot DAMA patient (Consultant related reasons)

Patient who took discharge because of the consultant related reasons 24 patients were shifted to the other private hospitals,1 patient shifted to Mumbai,3 patients shifted to the government hospital,4 patients did not get admit to any hospital.

2. Financial reasons outcome

Outcome	No. of Patients
Private-within city	74
Private-outside city	24
Govt-within city	11
Govt-outside city	17
Mumbai	1
Home	21

Table 34-Show tabular presentation for outcome of Rajkot DAMA patient (Financial reasons)

The patient who had taken DAMA due to financial issues had got admitted at private hospital-with city (74 patients), private hospital-outside city (24 patients), government hospital (28 patients), shifted to Mumbai (1 patient)and some did not get admit in any hospital (21 patients).

3. Dissatisfied with services-outcome

Outcome	No. of Patients
Private-within city	2
Private-outside city	2

Table 35-Show tabular presentation for outcome of Rajkot DAMA patient (Dissatisfied with services)

Patients dissatisfied with the services took admission in private hospitals within and outside Rajkot

4. Patient felt comfortable

Outcome	No. of Patient
Home	42

Table 36-Show tabular presentation for outcome of Rajkot DAMA patient (Patient was comfortable)

Patients who were comfortable after initial treatment went home.

5. Poor prognosis-outcome

Outcome	No. of Patients
Private-within city	6
Private-outside city	12
Govt-within city	4
Govt-outside city	6
NOBO	1
Home	117

Table 37-Show tabular presentation for outcome of Rajkot DAMA patient (Poor prognosis)

The patients with poor prognosis have got admitted at private hospitals (18 patients), government hospital (10 patients), readmitted at NOBO (1 patient) and others (117 patients) did not get admit in any hospital.

6. No improvement-outcome

Outcome	No. of Patient
Private-within city	7
Private-outside city	11
Govt-within city	1
Private-Mumbai	1
Wockhardt-vashi	1
Home	5

Table 38-Show tabular presentation for outcome of Rajkot DAMA patient (No improvement outcome)

The patients who took discharge because they were not satisfied with the improvement in medical condition, 18 patients from them got admitted at some private hospital, 1 patient each shifted to government hospital-within city, private-Mumbai and Wockhardt hospital, vashi and 5 patients did not get admit in any hospital.

7. Not willing for amputation-outcome

Outcome	No. of Patient
Private –within city	2
Govt-within city	1

Table 39-Show tabular presentation for outcome of Rajkot DAMA patient (Not willing for amputation)

Patient who were not willing for the amputation, 2 patients from them admitted at private hospital-with city and 1 patient at government hospital-within city.

8. Personal issues outcome

Outcome	No. of Patient
Home	7

Table 40-Show tabular presentation for outcome of Rajkot DAMA patient (Personal issues)

All the cases of personal issues shifted to home.

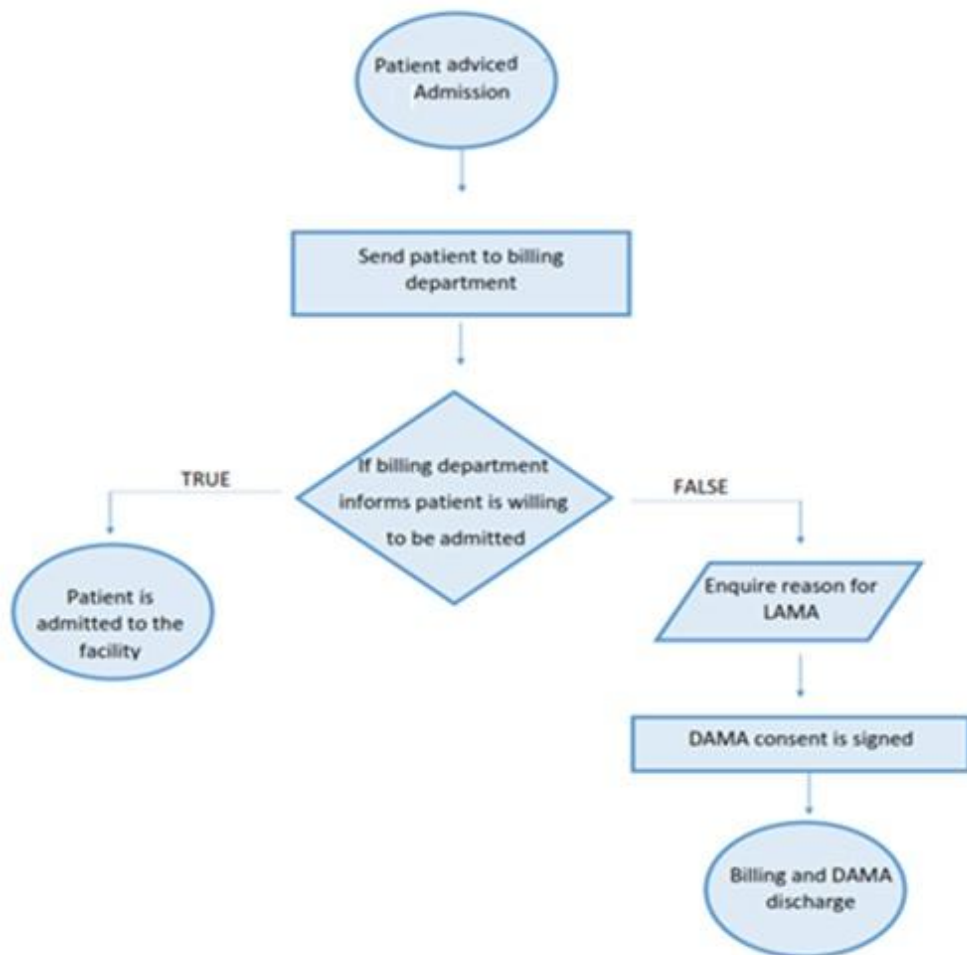
9. Others-outcome

Outcome	No. of Patients
Private-within city	16
Private-outside city	19
Govt-within city	1
Govt-outside city	1
Private hospital Mumbai	1
Home	11

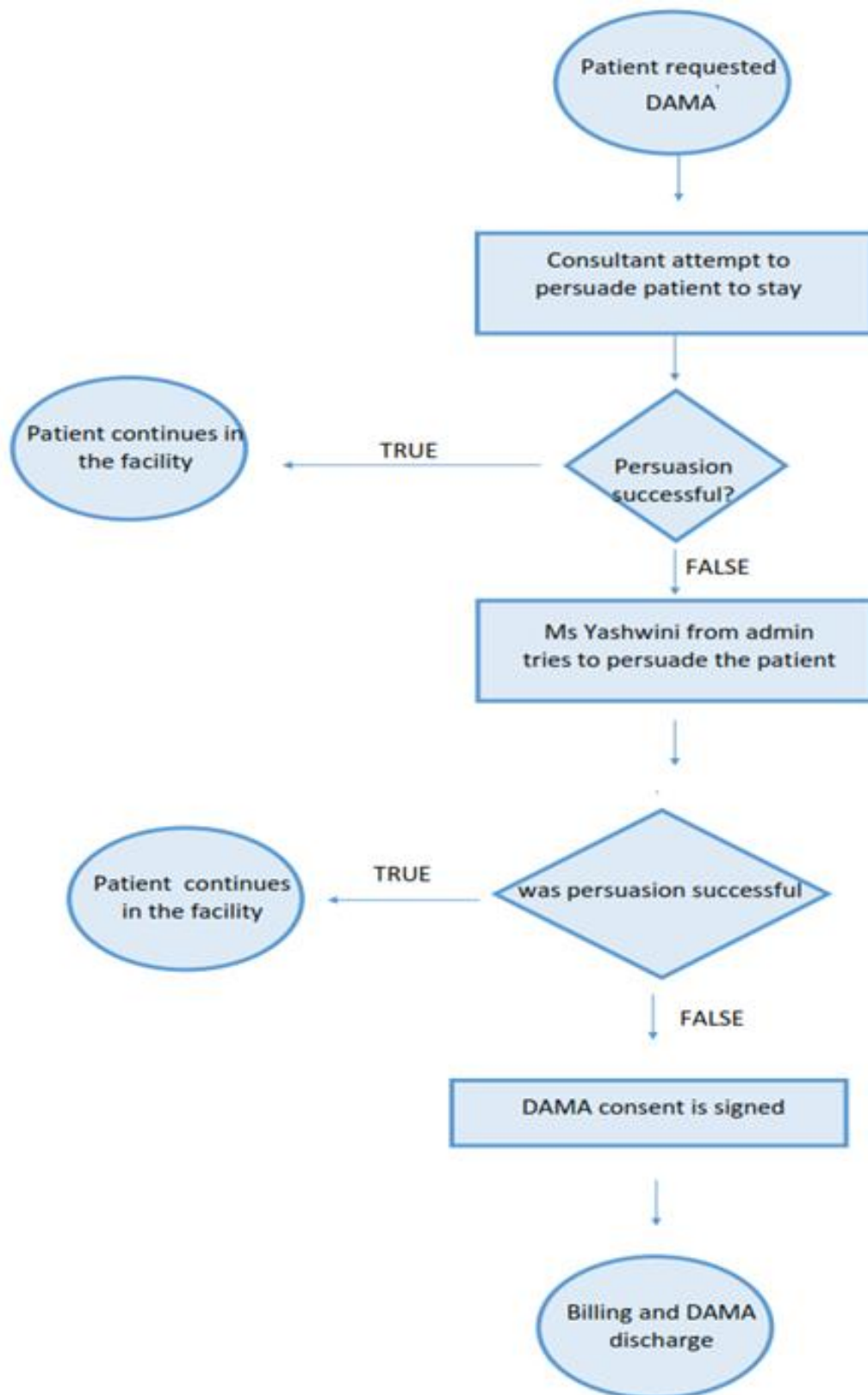
Table 41-Show tabular presentation for outcome of Rajkot DAMA patient (Personal issues)

Patients took DAMA because of other reasons, 35 patients of them shifted to some private hospital, 2 patients to government hospital, and 11 patients went home.

Process mapping of Leave against medical advice and Discharge against medical advice



Flowchart 5-Represents process of Discharge against medical advice. (Rajkot unit)



Flowchart 6-Represents Process of Discharge against medical advice. (Rajkot unit)

NOBO UNIT

Reasons of Leave against medical advice

Telephonic Interview

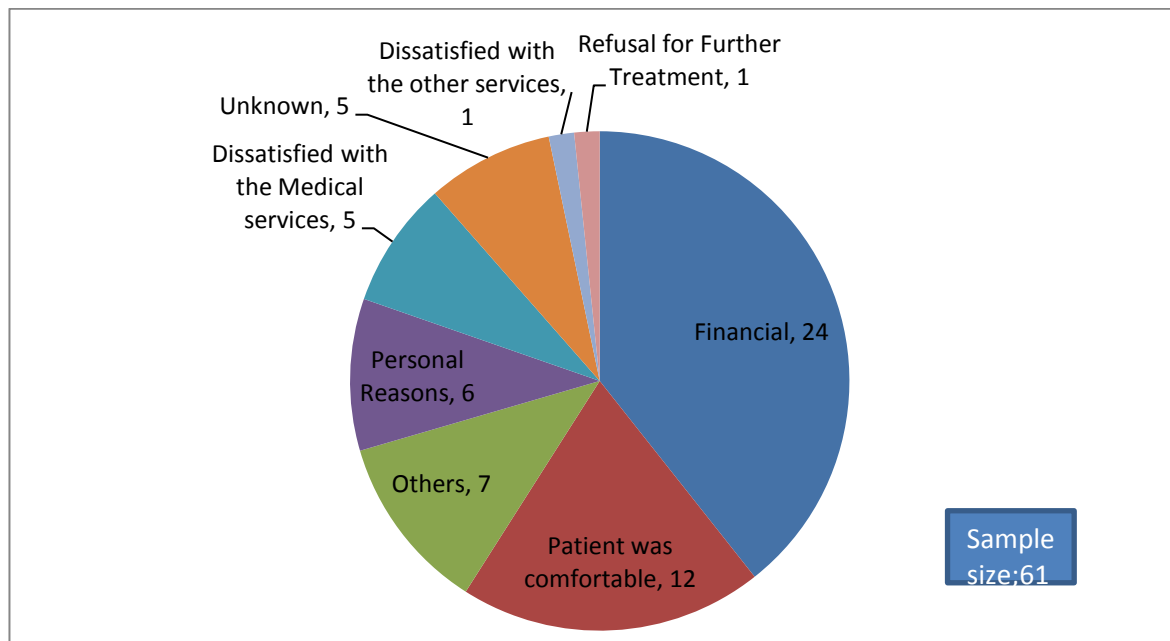


Figure 10 Show representation for Telephonic interview- reasons of leave against medical advice from Wockhardt multispecialty hospital, Mira Road, Mumbai

Detail Reasons of LAMA

Refusal of admission due to Dissatisfaction with Medical Services at NOBO unit included instances of difference in opinion of two consultants (1 Patient) and 2 patient felt that admission was unnecessary (2 patients). Financial Reasons included 21 Patients refused admission because they couldn't afford the treatment and one 1 Patient felt that the deposit amount expected was not justified to the ailment he was suffering. Patients citing Personal Reasons as the reason for refusal of admissions included patient who wanted to shift to his Home Town (1 patient), patient had nobody to take care at home (3 patients), one patient wanted to get admitted at a hospital close to their home (1 patient) and one patient had some pre-planned air-travel commencing within few hours (1 patient). One patient could

not remember the reason (1patient) and 14 patients were comfortable after initial treatment at emergency department.

Leave against medical Advice-Outcome

1. Dissatisfied with medical services

Outcome	No. of Patient
Private-within city	3
Home	1
Not known	1

Table 42-Show tabular presentation for outcome of Wockhardt, Mira Road LAMA patient (Doctors related reasons)

3 patients shifted to Private Hospital, Mumbai, 1 patient went home and the status of 1 patient is not known.

2.Financial Reasons

Outcome	No. Of Patients
Govt-Mumbai	3
Pvt-Mumbai	14
Home	6
Not known	1

Table 43-Show tabular presentation for outcome of Wockhardt, Mira Road LAMA patient (Financial reasons)

Patient left against medical advice from wockhardt because of financial reasons later shifted to Private Hospital, Mumbai (14 patients), Government hospital, Mumbai (3 patients), home (6 patients), status of a patient is not known (1 patient)

3. Others

Outcome	No. Of Patients
Pvt- Mumbai	6

Table 44-Show tabular presentation for outcome of Wockhardt, Mira Road LAMA patient (Doctors related reasons)

Patient shifted to private hospital, Mumbai (6 patient).

4. Patient was comfortable

Outcomes	No. ofPatients
Home	12

Table 45--Show tabular presentation for outcome of Wockhardt, Mira Road LAMA patient (Patient was comfortable)

11 Patients did not get admit in any hospital and 2 of them went for private Hospital, Mumbai.

5. Personal Reasons

Outcome	Patient
Home	4
Pvt-outside	1
Pvt-within city	1

Table 46-Show tabular presentation for outcome of Wockhardt, Mira Road LAMA patient (Personal reasons)

Patient who could not extend stay because of personal issues were shifted to other Private hospitals (66%) and some of them did not get admit in any of the hospital (33%).

6. Dissatisfied with Services

- Patient felt the staff at emergency was not co-operative(1 Patient)

7. Refusal for Further Treatment

- Not willing for further surgical management(1 Patient)

8. Unknown

- Reasons were not elaborated by the patient(5 Patients)

DAMA NOBO

DAMA Reasons HIS

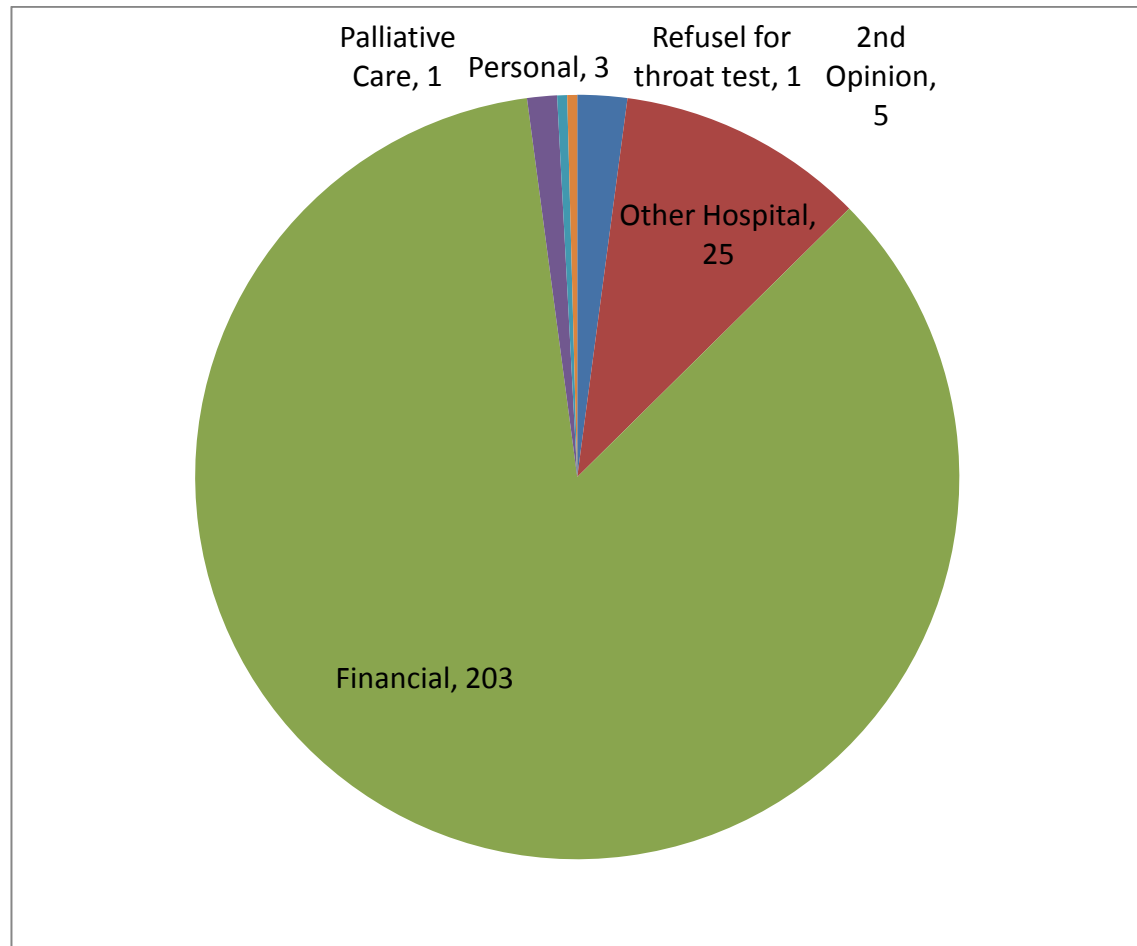


Figure 11-Show representation for HIS- reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Mira road, Mumbai.

According to the HIS data of the DAMA reasons of NOBO unit, 203 patient took DAMA because of the financial issues, 25 patient got shifted to some other hospital, 5 patients wanted to take 2nd opinion, 1 patient left because of personal issues, and 1 patient each left to take palliative and for the reason refusal for throat test.

Reasons of Discharge against medical against medical advice.

Telephonic interview

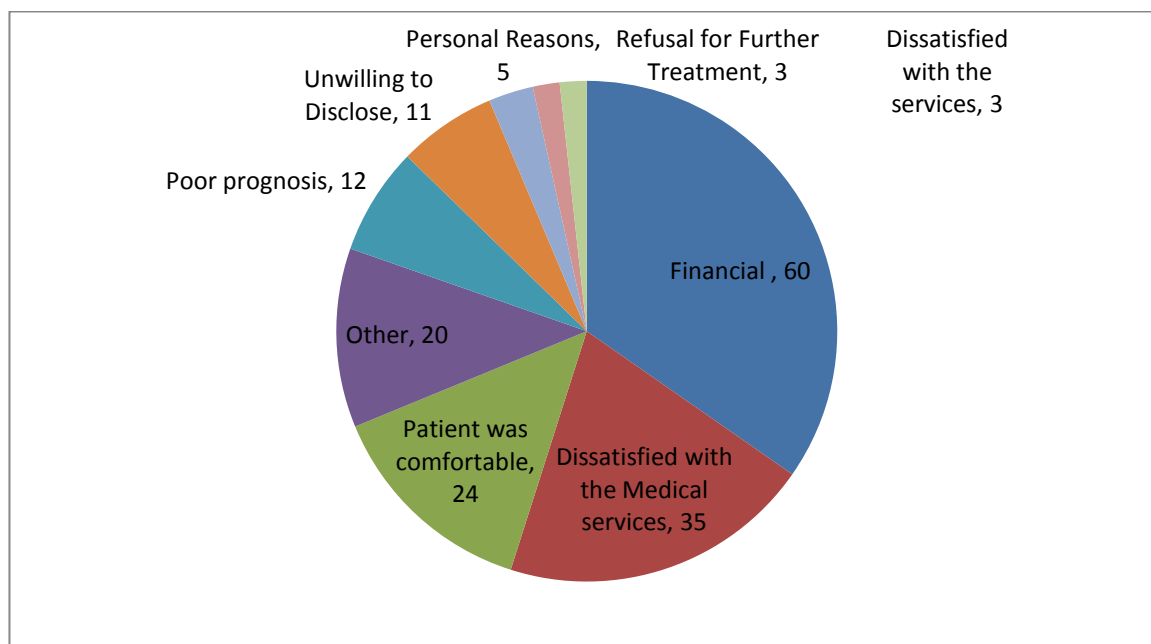


Figure 12-show representation Telephonic interview- reasons of Discharge against medical advice from Wockhardt multispecialty hospital, Mira road, Mumbai.

In case of Financial reasons 60 out of 173 patients who were telephonic interviewed opted for DAMA due to financial constraints. Difference in the estimate and the actual bill was the explanation provided by 1 patient.

Dissatisfaction with services (3 patients) includes reasons such as unavailability of pediatric ICCU leading to worsening of condition (1 patient), dissatisfaction with overall experience (1 patient), unwilling to share (1 patient)

Dissatisfied with medical services (35 patients), 23 patients were unhappy with the clinical treatment or felt no improvement in the condition was one of the reasons for DAMA, 8 patients felt the communication with the patient and counseling was not proper and another 1 complained of unavailability of the consultant, Other reasons includes patient was comfortable, reported by 24 patients in the study.

Other reasons (20 patients) includes patients referred by relatives or GPs to other hospitals (4 patient), second opinion (1 patient), old patient for other hospital (2 patient), wanted to go to higher centre (1 patient).

Poor prognosis (12 patients), personal reasons (5 patients), refusal for treatment (3 patients).

Discharge against medical advice- Outcome

1. Dissatisfied with medical services

Outcome	No. of Patients
Pvt-within city	25
Govt-within city	5
Charitable-within city	5

Table 47-Show tabular presentation for outcome of Wockhardt, Mira Road DAMA patient (Consultant related reasons)

The patients who left because of reason dissatisfaction with medical services, 25 of them got admitted at the private hospital-within city, 5 patients at government and charitable hospitals-within city.

2. Financial issues

Outcome	No. of Patients
Private-within city	16
Govt-within city	18
Home	9

Table 48-Show tabular presentation for outcome of Wockhardt, Mira Road DAMA patient (Financial reasons)

Outcome of DAMA due to financial reasons was, 18 patients shifted to government hospital-within city, 16 patients shifted to the private hospital-within city, 9 patients went home.

3. Dissatisfied with the service outcome

Institution of Care approached after DAMA: Hinduja Hospital (1), Home (1), and Unknown (1)

4. Other reason outcome

Outcome	No. of Patients
Private-within city	2
Government-within city	18

Table 49-Show tabular presentation for outcome of Wockhardt, Mira Road DAMA patient (Financial reasons)

Patient took DAMA because of other reasons 18 patients got admitted at government hospital-within city and 2 patients to private hospital-within city.

5. Patient was comfortable

Outcome	No. of Patients
Home	24

Table 50-Show tabular presentation for outcome of Wockhardt, Mira Road DAMA patient (Financial reasons)

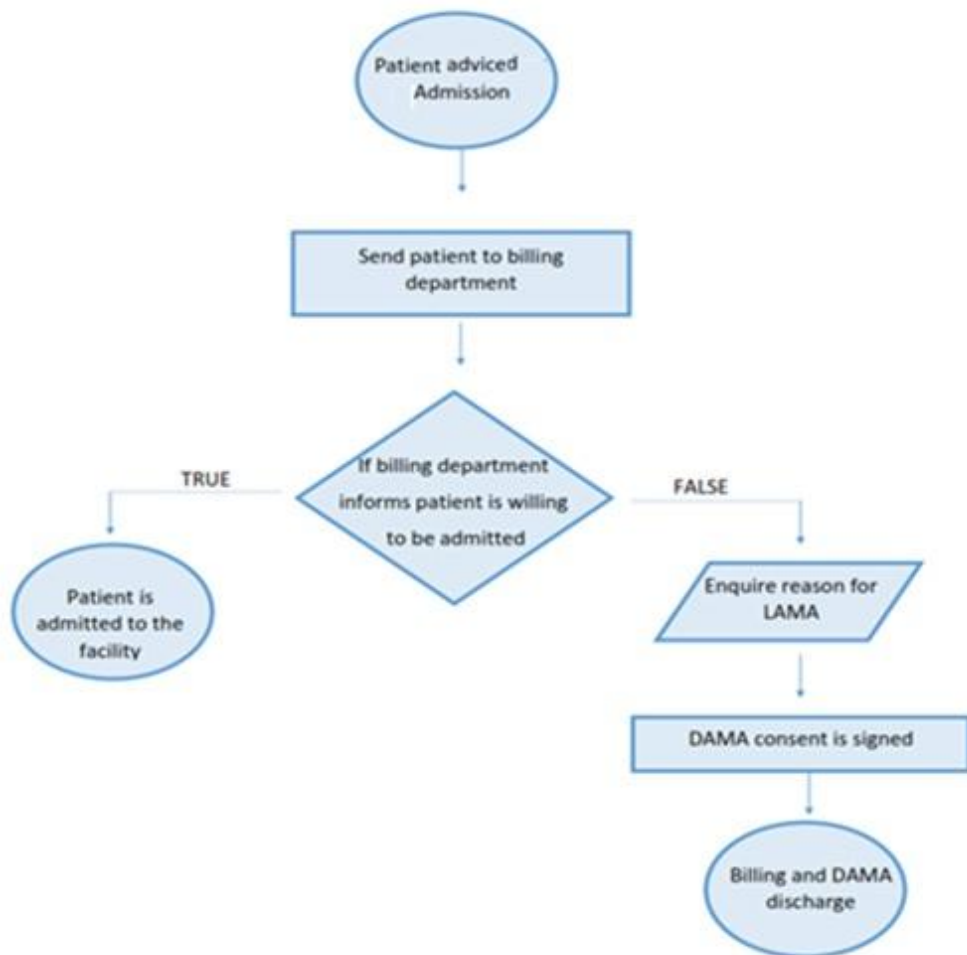
Patient who were feeling comfortable after initial treatment at Wockhardt later did not get admit in any of the hospital (24 patients).

All the patient of dissatisfied with services (3), poor prognosis (12) and personal issues (5) went to Government hospital, Mumbai

6. Poor Prognosis (12 Patients):

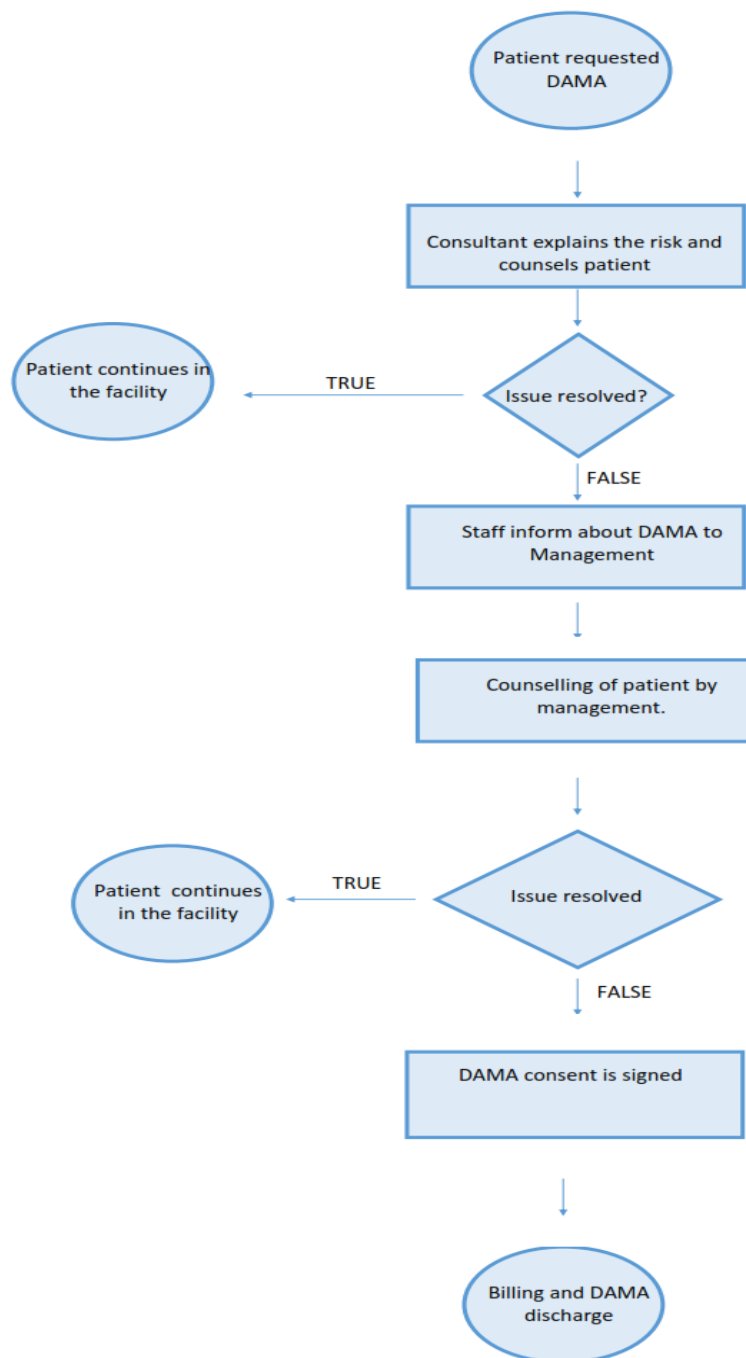
Institution of Care approached after DAMA: Patients who moved to home (7), Other private hospitals (3), Govt./ Trust Hospitals(2)

Process mapping of Leave against medical advice and Discharge against medical advice.



Flowchart 7-Represents process of Leave against medical advice. (NOBO unit)

DISCHARGE AGAINST MEDICAL ADVICE (NOBO)



Flowchart 8-Represents process of Discharge against medical advice. (NOBO unit)

Conclusion

In an attempt to study the reasons for Leave against medical advice amongst patient who did not get admit at the first place and refuse admission after the initial treatment in emergency department and the In-patients who takes discharge after getting admitted, it has been observed that the reasons told by the patients at the time of DAMA/LAMA were somewhat different from the telephonic interview, although there were various reasons for LAMA/DAMA, important reasons for the same could be categorised and studied.

Units	Financial	Consultant related	Not satisfied (services/staff)	Patient comfortable	Others
Nagpur unit	29%	13%	-	37%	21%
Nashik unit	23%	5%	2%	42%	28%
Rajkot unit	29%	3%	1%	32%	35%
Mumbai unit(NOBO)	36%	2%	2%	22%	38%

Table 51- Represents the reasons of Leave against medical advice at 4 units of Wockhardt hospitals.

The incidences of Leave against medical advice due to financial reasons at unit: Wockhardt multispecialty hospital, Mira road is 36%; Wockhardt hospital Rajkot 29%; Wockhart Nagpur unit is 29%, Wockhardt hospital, Nashik is 23%.

The incidences of Leave against medical advice due to consultant related grievances at unit: Wockhardt multispecialty hospital, Nagpur is 13%; Wockhardt hospital Nashik 5%; Wockhart Rajkot unit is 03%, Wockhardt hospital, Mira Road is 02%.

The incidences of Leave against medical advice due to dissatisfaction with staff/RMO at unit: Wockhardt multispecialty hospital, Nashik is 02%; Wockhart Rajkot unit is 01%, Wockhardt hospital, Mira Road is 02%.

The incidences of Leave against medical advice due to patient was comfortable reason at unit: Wockhardt multispecialty hospital, Nashik is 2%;; Wockhart Rajkot unit is 32% ,Wockhardt hospital, Mira Road is 22% and Wockhardt multispecialty hospital, Nagpur 37%.

The incidences of Discharge against medical advice due to other miscellaneous reasons at unit: Wockhardt multispecialty hospital, Nashik is 28%; Wockhart Rajkot unit is 35%, Wockhardt hospital, Mira Road is 38% and Wockhardt multispecialty hospital, Nagpur 21%.

The processes of DAMA/LAMA are studied at all 4 units of wockhardt hospitals and the process is mapped.

Units	Financial	Consultant Related	Poor prognosis	Dissatisfied with staff/Rmo/services	Others
Heart hospital, Nagpur	35%	10%	30%	5%	20%
Multispecialty, Nagpur	28%	14%	25%	13%	20%
Nashik unit	45%	10%	14%	6%	25%
Rajkot unit	32%	7%	31%	1%	29%
Mumbai(NOBO) Unit	33%	24%	7%	2%	34%

Table 52-- Represents the reasons of Discharge against medical advice at 4 units of Wockhardt hospitals.

The incidences of Discharge against medical advice due to financial reason at Wockhardt multispecialty hospital, Nashik is 45%, Wockhardt heart hospital Nagpur 35%, Wockhardt Rajkot 32%, Wockhardt hospital, Mira Road 33% and Wockhardt multispecialty hospital, Nagpur 28%.

The incidences of Discharge against medical advice due to consultant related grievances at unit: Wockhardt multispecialty hospital, Nashik is 10%; Wockhardt heart hospital Nagpur 10%; Wockhardt Rajkot unit is 07%, Wockhardt hospital, Mira Road is 24% and Wockhardt multispecialty hospital, Nagpur 14%.

The incidences of Discharge against medical advice due to Poor prognosis at unit: Wockhardt multispecialty hospital, Nashik is 14%; Wockhardt heart hospital Nagpur 30%; Wockhardt Rajkot unit is 31%, Wockhardt hospital, Mira Road is 07% and Wockhardt multispecialty hospital, Nagpur 25%.

The incidences of Discharge against medical advice due to dissatisfaction with staff/RMO at unit: Wockhardt multispecialty hospital, Nashik is 06%; Wockhardt heart hospital Nagpur 05%; Wockhardt Rajkot unit is 01%, Wockhardt hospital, Mira Road is 02% and Wockhardt multispecialty hospital, Nagpur 13%.

The incidences of Discharge against medical advice due to other miscellaneous reasons at unit: Wockhardt multispecialty hospital, Nashik is 25%; Wockhardt heart hospital Nagpur 20%; Wockhardt Rajkot unit is 29%, Wockhardt hospital, Mira Road is 34% and Wockhardt multispecialty hospital, Nagpur 20%.

Recommendations

- ❖ It has been observed that patients faced difficulties, arranging cash at wee hours, facilities like card swipe and online payment must be available and promoted hence
- ❖ Training sessions for billing and medical staff could be arranged, allowing them to handle billing dissatisfaction or medical counselling related issues, as it has been observed in number of cases that the patient were not satisfied with the counselling part of the same
- ❖ Patients, who are not happy with the treatment / prognosis of the condition, could be given option to shift in higher centres of wockhardt. The suggestion is based on the observation: Number of patients leaving the facility, went to metropolitans in search for better medical management
- ❖ Doctors should be sensitised about the negative feedbacks
- ❖ Staff should be made aware that that their loose talks/ behaviour affects the patient
- ❖ Communication training must be provided to people at billing desk. So as to enable them to explain every detail of the billing to the patient clearly
- ❖ Doctors and medical staff should be made aware of general complaints against them, and be trained to remedy them accordingly