

STUDY OF GAPS AND ADMINISTRATION OF STANDARD OPERATING PROCEDURES FOR HOSPITAL DEPARTMENTS

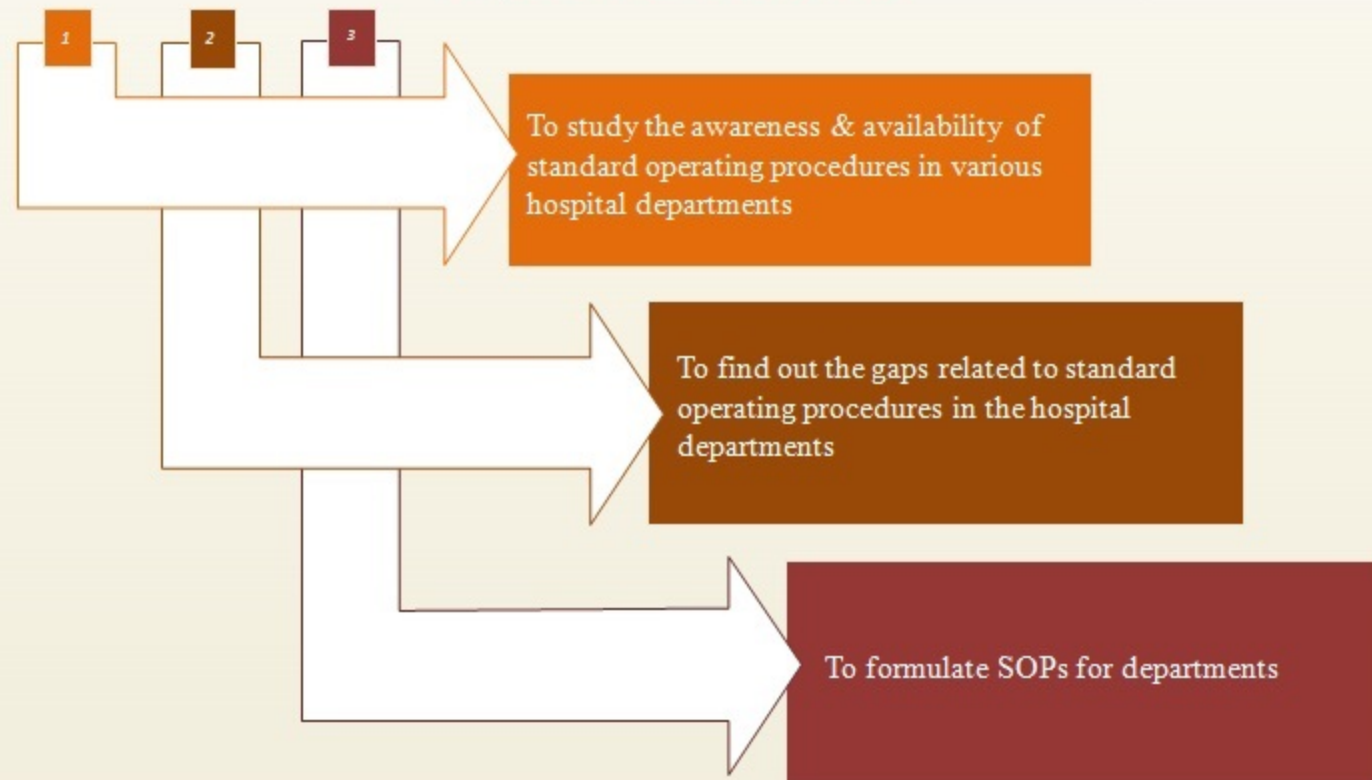
ABOUT PwC

- PricewaterhouseCoopers, one of the largest providers of consulting & advisory services in India with a team of more than 6000 professionals of various segments of industries
- Healthcare vertical spread across three locations in Delhi, Mumbai & Bangalore
- Engaged with 3,000 healthcare organizations representing entire healthcare delivery system
- Multiple clients cadre : Provider, Payers, Government, Pharma, Medtech, Diagnostic Centers, IT Companies

Briefing of Project Organization

- Study institute is a medical college and teaching hospital funded by National Foundation
- Shared facilities between university & medical college hospital created ambiguity in dissemination of services & clear understanding of job roles
- Firm was engaged to improve functional effectiveness by providing customized SOP for the hospital

OBJECTIVES



RESEARCH METHODOLOGY

□Research Design

Descriptive study design

□Study Setting

The study was conducted amongst the various Departments in a 400 bedded trust funded hospital in Delhi

□Sampling

Purposive & snowball sampling technique

□Sample

Inclusion Criteria: Department heads, Doctors, Managers and the allied departmental staff of IPD, OPD, Emergency and Medical Records Department were included in the study

Exclusion Criteria: Patients were not included in the study

□Study Tool

For data collection, Unstructured In-Depth interviews of selected participants were conducted, which were followed up by discussions regarding the process flow in their respective departments.

RECOMMENDATIONS

IN PATIENT DEPARTMENT

- Dispatch of information regarding availability of beds at the admission counter
- Specified time schedule for persons visiting the patient with limited number of visitors
- Complete discontinuance of outside eatables
- Indenting of medications at the nursing station & their administration to patient under the supervision of staff
- Maintenance of daily census register
- Dispatch of a complete discharge summary along with an attached copy of all lab reports
- Availability of adequate nursing staff in wards to handle the patient load as per the standards

MEDICAL RECORDS DEPARTMENT

- For ensuring data safety & reliability manual record keeping to be transformed to usage of data management system
- Separate colour coding for Medico Legal Cases from regular patient record files
- Appropriate staff employment for equal distribution of departmental work

OUT PATIENT DEPARTMENT

- A separate counter for each of the registration, admissions & prescribed investigations billing process
- Information management system for managing the appointments for specific physicians
- Allotment of an assistant & attendant to Doctors and for patient management respectively
- Deployment of a supervisor to coordinate & monitor working of front office staff
- Optimal usage of the information management system at front office
- Placement of signage at appropriate locations

EMERGENCY DEPARTMENT

- Colour coding of triage area as per the standard guidelines
- Ensuring awareness of responsibilities amongst security guards to perform their duties in sync with the emergency department staff

INPATIENT DEPARTMENT

- Medications are being procured & administered by patient's attendant
- No regulations on patient visitors (number & timings) in the ward
- No check on bed availability at the admission counter
- Allowance of outside eatables in the IPD
- Daily census registered not maintained in the department
- Copy of lab reports not given to the patients at the time of discharge
- Invariably high patient load due to lack of sufficient staff
- Billing services uncoordinated at the time of clearance of dues during patient discharge

OUT PATIENT DEPARTMENT

- No separate counter for registration, admission, & billing for investigations prescribed for OPD patients
- No advance appointment system available for registration with a particular physician for a particular date and time
- Unavailability of attendant & assistants in OPD for patients and doctors respectively
- Absence of a front office staff supervisor
- Patient's records data entry system unavailable
- Absence of proper signage for the direction to patients

MEDICAL RECORDS DEPARTMENT

- For medico legal cases no separate colour coding of files
- Excessive workload due to insufficient staff
- Over reliance on manual record keeping instead of information management system

EMERGENCY DEPARTMENT

- Security guards are not able to coordinate with emergency staff at the time of patient admission and exchange of duties
- Triage area not demarcated through separate colour coding method

