

Admission, Discharge and Transfer (ADT) Focus on Reducing Average Length of Stay (ALOS) at Narayana Multispeciality Hospital , Jaipur

INTRODUCTION

Hospital length of stay is an important performance indicator for hospital management and a key measure of efficiency in healthcare. Reducing the ALOS will release capacity in system, including bed and staff time and requires proactive planning of whole care process.

AIM

The Aim of the project is to study and analyze how to optimize the stay of the patient towards improving ALOS further.

OBJECTIVES

- To study the factors contributing towards the prolonged stay of patients
- To provide suitable recommendations to reduce the subsequent length of stay of patients.

METHOD AND STUDY DESIGN

METHODOLOGY AND STUDY DESIGN

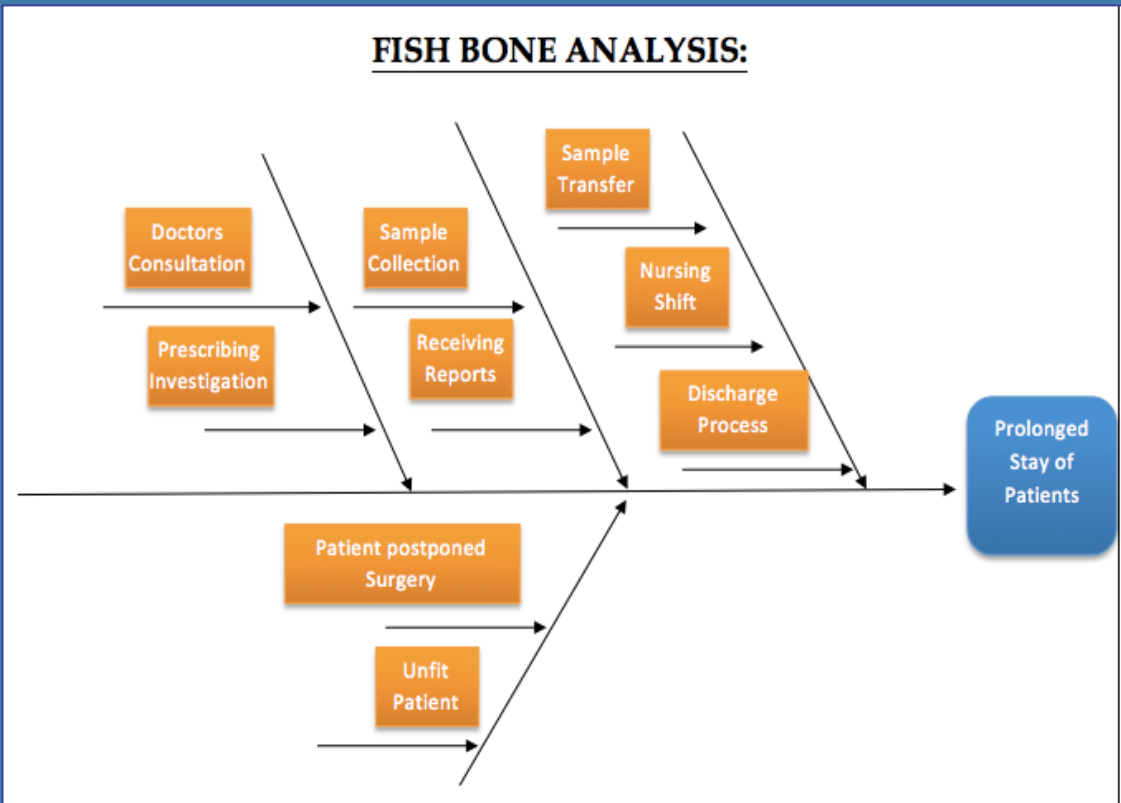
Methodology	Research study design: Prospective cross sectional and analytical - Place of study: NH Hospital, Jaipur - Period of study: 20th April, 2016 to 20th May, 2016
Sampling Technique	Multistage sampling procedure: - Cluster Sampling - Purposive Sampling
Sample Size	Out of five wards, each ward is considered as a cluster. Total discharged patients from these wards is 443 (target population) Therefore Sample size is approximately 25% of monthly footfall in this area of the hospital, that is 100.
Data Collection Method	- Tools: Observation, ward wise patient list - Techniques: Survey (done with nursing staff, paramedics and relatives of patients)

Presented By:
Dr. Ankita Mandwe
MBA-HM20: 0256

Guided By:
Dr. Nirmal Gurbani
(IIHMR)
Mr. Subhashish
Bhattacharya
(NH Hospital)

OBSERVATION DURING STUDY OF ALOS

During the study period in the hospital, there were various clinical and non-clinical reasons which can be attributed to the prolonged stay of patients. This Fish Bone analysis depicts those contributing factors.



DISCUSSION

Various factors resulting in Prolonged Stay of patients can be categorized into:

TREATMENT

- Delay in Doctors' Consultation
- Delay In Prescribing Reports

INVESTIGATIONS

- Delay In Receiving Reports
- Delay In Sample Collection and Transfer to the Lab

MANAGEMENT

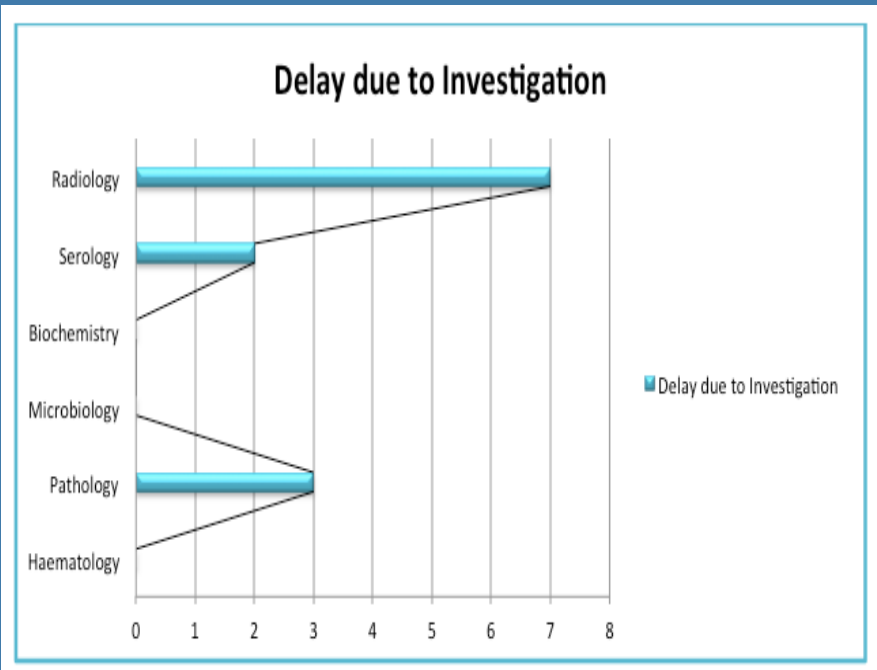
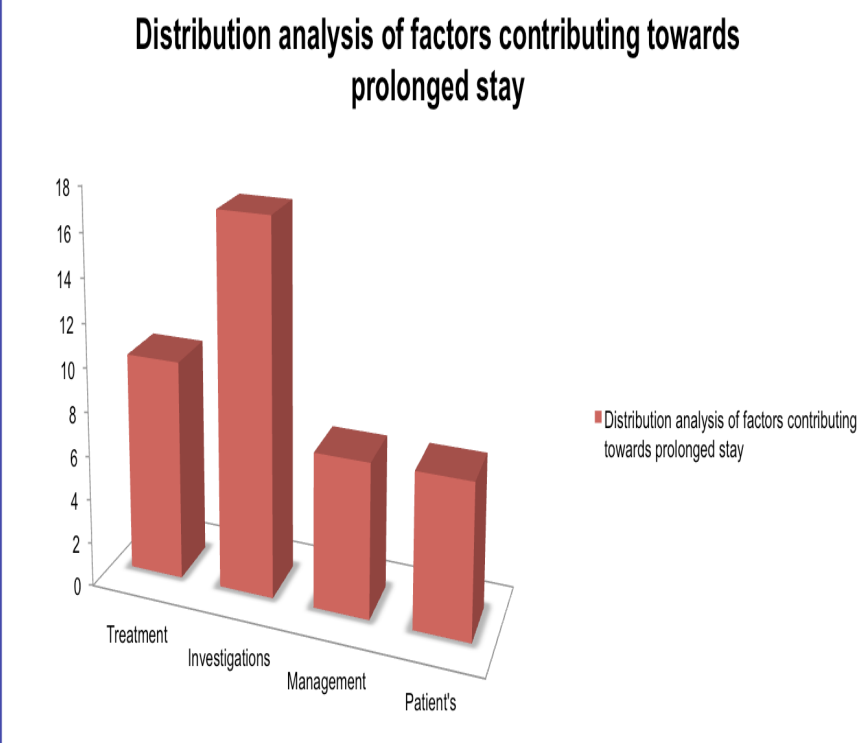
- Delay due to Discharge Process
- Nursing Shift Exchanges

PATIENT

- Unstable Patients Condition
- Postponing Of Surgery/Procedures

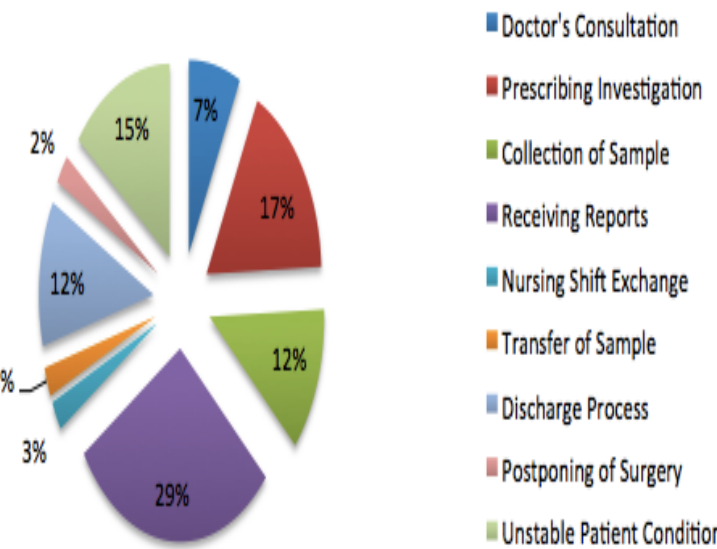
Amongst whole sample of data, it was found that the stay of maximum patients were prolonged mainly due to delay in Investigations during the period of study.

- On further assessment of different investigation departments, it was found that high number of cases were delayed cause of the Radiology Department followed by Department of Pathology and Serology respectively.



RESULTS

Major reason behind prolonged stay of patients



All these reasons lead to increased LOS leading to high bed occupancy and low bed turnover rate which ultimately results in decrease in the ARPOB (Average Revenue per Occupied Bed) of the Hospital.

RECOMMENDATIONS

Investigations: Performing investigations in OPD or in Day Care level prior to patient's admission can decrease length of stay.

Process Flow: Monitoring the process flow for timely doctor's consultation and prescription of investigations and decreasing TAT during discharge especially for TPA patients can considerably reduce the LOS.

CONCLUSION

The average bed occupancy rate in NH is 60-70% for non-critical patients and 70-80% for critical patients. This leads to low bed turnover rate, higher bed occupancy present in the hospital and unnecessary long waiting hours by the patients for the admission to the inpatient department.

Hospital can easily deal with this problem by implementing few interventions like:

- improving TAT for pre/post-op investigations
- Escalating the discharge process, which will ultimately have an impact on Average Revenue per Occupied Bed of the hospital.