

SURGICAL CANCELLATIONS AND DELAYS
– A CASE STUDY OF
JEHANGIR HOSPITAL

Dissertation Submitted to



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by

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Introduction

Surgical cancellations and delays occur when scheduled surgical procedures are postponed or canceled. These disruptions can have significant implications for patients, healthcare providers, and healthcare systems. They can be caused by various factors such as emergencies, medical issues, equipment or resource limitations, patient-related factors, and administrative or logistical issues. The impact of surgical cancellations and delays can be significant. Patients may experience increased anxiety, inconvenience, and prolonged suffering while waiting for their procedures. Healthcare providers may face challenges in managing their schedules and resources, leading to decreased efficiency and increased costs. Healthcare systems may experience backlogs and strains on resources, affecting overall patient care.

Efforts are made to minimize surgical cancellations and delays. These include improved patient education, better coordination among healthcare teams, enhanced communication between patients and healthcare providers, and effective resource management to optimize surgical schedules. It's important to recognize that policies and protocols regarding surgical cancellations and delays may vary among healthcare institutions and regions, influenced by local regulations, organizational guidelines, and individual patient needs.

About the hospital



<https://commons.wikimedia.org/w/index.php?curid=78078232>

Jehangir Hospital, located in the city of Pune, Maharashtra, is an example of superior medical care and patient-centred care. One of India's leading healthcare facilities, Jehangir Hospital has a long history spanning more than seven decades and has consistently been at the forefront of medical innovation, cutting-edge therapies, and compassionate care.

The hospital was first built as a modest 70-bed facility in 1946 by the visionary philanthropist Sir Cowasji Jehangir with the goal of provide top-notch healthcare services to the neighbourhood. Jehangir Hospital has experienced exponential growth over the years, evolving into a cutting-edge, multi-specialty facility with over 350 beds and a wide range of medical, surgical, and diagnostic services. The hospital has also achieved accreditations of NABH, NABL and NABH-Nursing excellence.

Surgical cancellations and delay

The terms "surgical cancellations" and "surgical delays" describe circumstances in which a scheduled surgical treatment cannot be completed as first anticipated or is delayed over the originally scheduled time. These occurrences can be caused by a variety of factors and can have a big impact on patients, healthcare professionals, and healthcare systems. Here is a description and categorization of surgical postponements and cancellations:

Surgery postponements: Surgical cancellations take place when a planned surgical procedure is postponed or abandoned and doesn't happen as planned.

Surgical delays are when a planned surgical procedure is pushed back or rescheduled to a later time or date than initially anticipated

- **Types of delays and cancellations**

- **Patient-related**
- **Surgeon or healthcare provider-related**
- **Operating room or resource-related**
- **System-related**



Data collection method

Data of patients is being collected from the medical records of the patient undergone or undergoing Scheduled surgical process

Checked Medical records of the Patients who had already undergone or is undergoing scheduled surgeries and also checked OT files such as: patient in-out, surgery start-surgery end.

Objectives and methodology

OBJECTIVES:

- To Identify and classify the root causes of planned surgical delays and cancellations.
- To examine the frequency and occurrence of planned surgical cancellations and delays
- To examine current procedures, policies, and practices related to preoperative preparation, surgical planning, and communication with OT staff

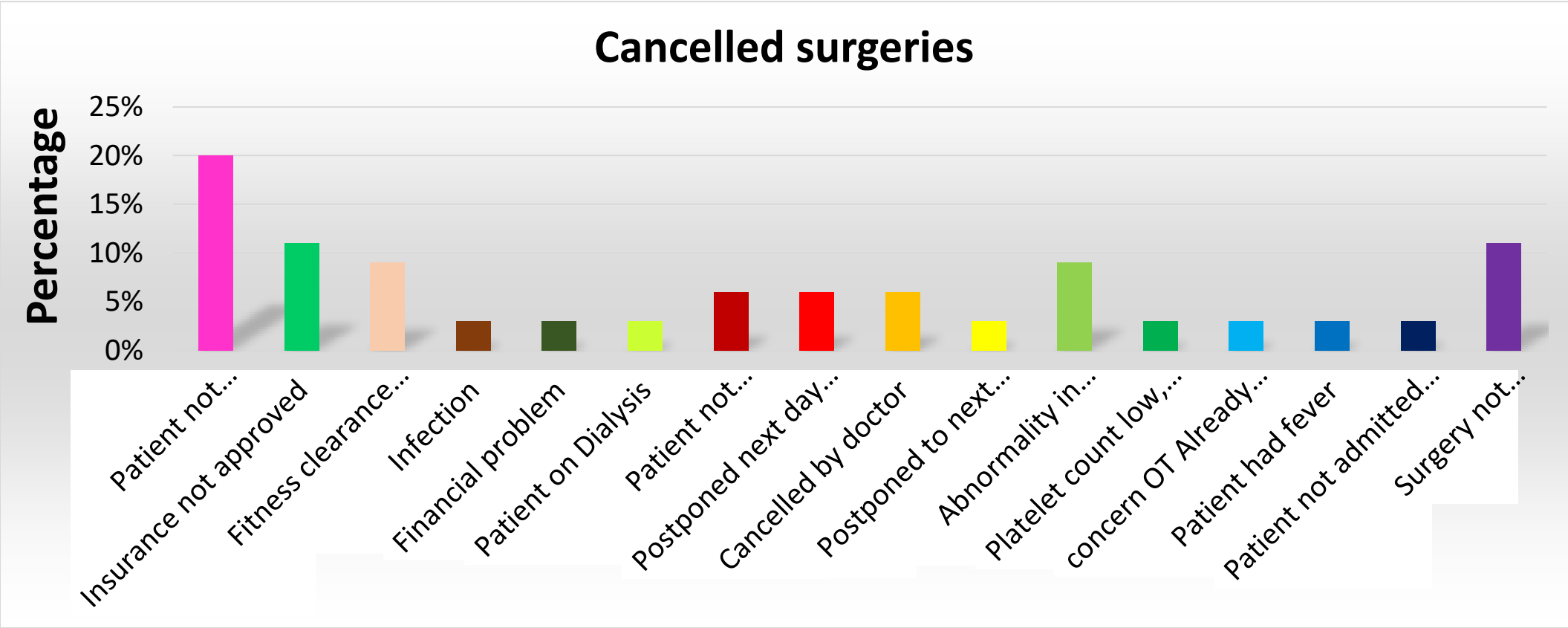
Methodology:

- Observe the process of surgeries in operation theatre
- Review the in/out timing of surgeries conducted and find the gap in delay of any surgeries
- Recommendation of the process and ideas developed after the detailed study of several reasons for delayed surgeries.

Observation and findings

- With the help of convenience sampling technique **191** surgeries are being studied through which delays and cancellations of surgeries are being identified as follows:

❖ Cancelled Surgeries

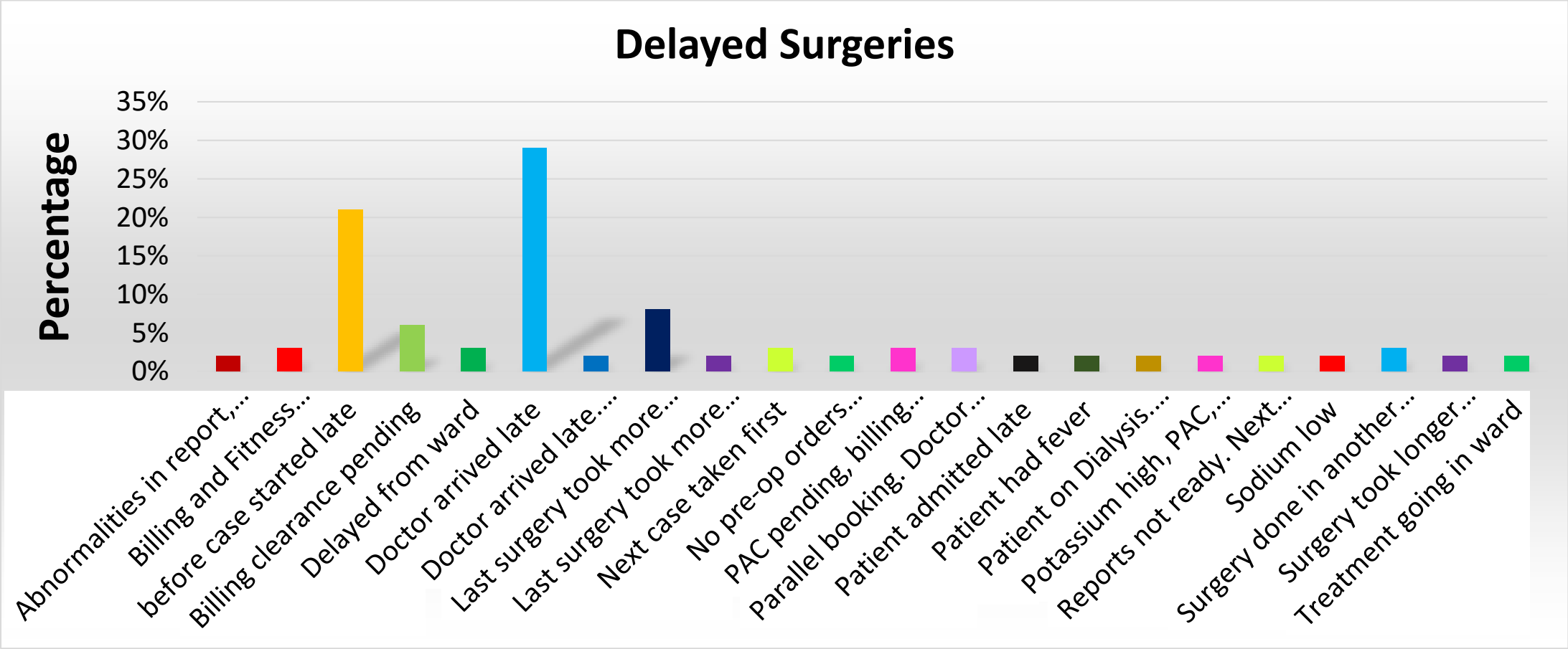


Interpretation

- From the graph, it is seen that maximum cancellations are due to- patient not admitted, insurance not approved, surgery not scheduled for the day, postponed to next day by surgeon, abnormality in diagnostic reports, fitness clearance pending and cancelled by surgeon
- Patient not admitted can be due to- Insurance not approved, financial issues, personal issues, patient not mentally prepared for surgery etc.

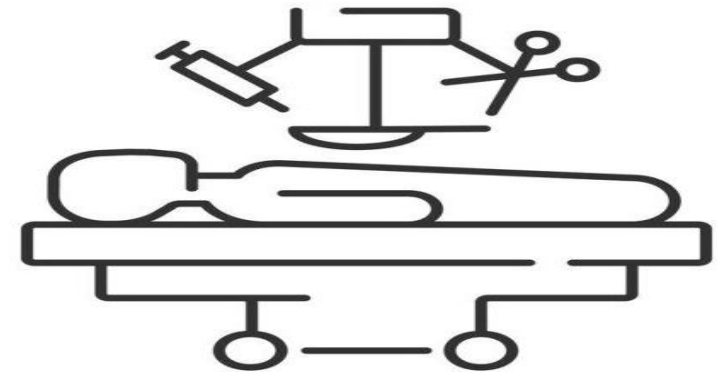


Delayed Surgeries



Interpretation

- From the graph, it is seen that maximum delays are due to- doctor arrived late, before case started late, billing clearance pending, prediction error (last surgery took more time)
- As the first case in each OT starts at 6am, most of the surgeons arrive late due to which the surgery gets delayed and subsequently the later cases also get delayed
- Prediction error is the extra time taken for the surgery. For e.g. - the surgery was scheduled for 3 hours, whereas it took 4 hours to complete.



Discussion

- Criteria for booking is developed to avoid last moment cancellations of booking. The criteria include Name, UHID, Diagnosis, Surgery, Date & Time, PAC, Consent, Pre-op investigations, Patient who is not registered with the hospital is not eligible for booking. For booking, advance deposit has to be paid. Guideline for advance deposit & refund is prepared. Such a booking system avoids delays and cancellations. the patient should be fit to undergo surgery. The patient must also get financial clearance by billing department which ensures that the patient is capable to clear the hospital bills. It ensures the coverage of the patient by any law or insurance or TPA etc.
- All the implants, consumables, CSSD packs, linen, medicines etc. which are essential for the particular surgery should be kept ready before starting the surgery to avoid delays.
- One of the factors that has had a significant impact on peri-operative delays is the delay in starting the first case of the day. The first case start depends on the measure 'wheels in', that is, when the patient is wheeled into the OT and the operative process begins with anaesthesia. Considering that induction of and recovery from anaesthesia are as important as the surgery itself, the time utilized for this should not be considered as irrelevant. Starting on time can also increase the capacity of a hospital to undertake more elective surgery.

Recommendations

For cancellation of surgery

- The patient should be called and asked whether he/she will be coming for the surgery. If they don't confirm, their name shouldn't be updated in the scheduled surgery list. The patient should be requested to get admitted a day prior to clear the PAC, fitness test
- If the surgeon cancels/postpones the surgery, OT executives should be informed a day prior so that they don't update the names
- All the diagnostic tests should be done a day prior so that no cancellations are done on the day of surgery

For delay of surgery

- A reminder can be sent to the surgeons about the timings of surgery. If the first case starts on time, gradually the next cases will start on time
- All the diagnostic tests should be done a day prior so that no delays are done during the surgery
- Prediction error can be eliminated by ensuring accuracy of procedure/surgery timings based on historical data

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Thank
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