

Internship Training

at

**eExpedise Healthcare Pvt Ltd.**

**To study the Turnaround time of Discharge Patients and identifying the contributing factors in delay at eExpedise Healthcare.**

by

**Dr. Nisha Malik**

**PG/21/067**

Under the guidance of

**Dr. Altaf Yousuf Mir**

**Assistant Professor**

PGDM (Hospital & Health Management)

2021-23



**International Institute of Health Management Research**

**New Delhi**

Internship Training

at

**eExpedise Healthcare Pvt Ltd.**

**To study the Turnaround time of Discharge Patients and identifying the contributing factors in delay at eExpedise Healthcare.**

by

**Dr. Nisha Malik**

**PG/21/067**

Under the guidance of

**Dr. Altaf Yousuf Mir**

**Assistant Professor**

PGDM (Hospital & Health Management)

2021-23



**International Institute of Health Management Research**

**New Delhi**

**The certificate is awarded to**

**Dr. Nisha Malik**

in recognition of having successfully completed her

Internship in the department of

**Medical Queries and Networking Associate:**

and has successfully completed her project on

**“To study the Turnaround time of Discharge Patients and identifying the contributing factors in delay at eExpedise Healthcare.**

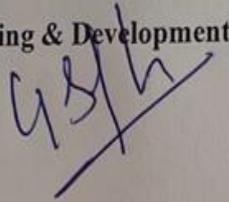
**Feb,2023-April, 2023**

**eExpedise Healthcare Pvt Ltd, Gurugram**

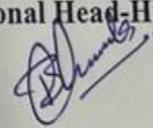
She comes across as a committed, sincere & diligent person who has  
a strong drive & zeal for learning.

We wish her all the best for future endeavours.

**Training & Development**



**Zonal Head-Human**



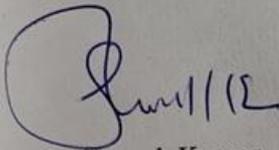
**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Dr. Nisha Malik** student of PGDM (Hospital & Health

Management) from International Institute of Health Management

Research, New Delhi has undergone internship training at eExpedise Healthcare Pvt Ltd from 23<sup>rd</sup> January 2023 to 24<sup>th</sup> April 2023.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific, and analytical. The internship is in fulfilment of the course requirements. I wish her all success in all her future endeavours.



Dr. Sumesh Kumar

Associate Dean, Academic and Student Affairs

IIHMR, New Delhi



Mentor

IIHMR, New Delhi

### Certificate of Approval

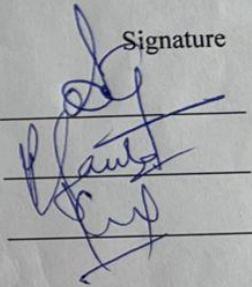
The following dissertation titled "TURNAROUND TIME OF DISCHARGE OF PATIENTS AND IDENTIFY THE CONTRIBUTING FACTORS IN DELAY" at "eEXPEDISE HEALTHCARE PVT. LTD." is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of PGDM (Hospital & Health Management) for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name

Dr Altaf Yousuf  
Dr. Ratika Samtani  
Dr Kalpana Goyal

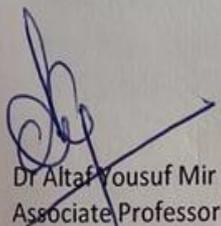
Signature



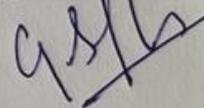
### **Certificate from Dissertation Advisory Committee**

This is to certify that **Dr. Nisha Malik**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. He is submitting this dissertation titled to **study the Turnaround time of Discharge of Patients and identifying the contributing factors in delay at eExpedise Healthcare at eExpedise Healthcare Pvt Ltd, INDIA** in partial fulfilment of the requirements for the award of the **PGDM (Hospital & Health Management)**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

  
Dr Altaf Yousof Mir  
Associate Professor  
IIHMR, Delhi

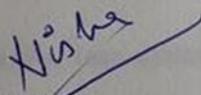
Mr Vijay Singh  
Associate Vice President  
eExpedise Healthcare.



**INTERNATIONAL INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH, NEW DELHI**

**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled **To study the Turnaround time of Discharge of Patients and identifying the contributing factors in delay at eExpedise Healthcare** and submitted by **Dr Nisha Malik** Enrolment No. PG/21/67 under the supervision of **Dr Altaf Yousuf** Associate Professor for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from to embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

  
Signature

ABSTRACT

**FEEDBACK FORM**

Name of the Student: DY NISHA MALIK

Name of the Organization in Which Dissertation Has Been Completed: eXpedise  
Healthcare Pvt Ltd.

Area of Dissertation: Networking Associate and Medical Queries

Attendance: 3 months

Objectives achieved: To estimate delay in  
Turnaround time of discharge patients

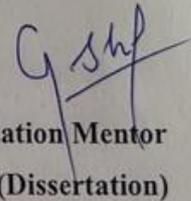
Deliverables:

Strengths: Confident, punctual, hardworking.

Suggestions for Improvement: No need of improvement

Suggestions for Institute (course curriculum, industry interaction,  
placement, alumni):

Signature of the Officer-in-Charge/ Organization Mentor  
(Dissertation)



Date: 29/4/2023

Place: Gurgaon

## Table of Contents

Abstract.....	10
Acknowledgment.....	12
1. Dissertation training.....	14
1.1. Introduction.....	15
1.2. Observation and Learning.....	18
1.3. Overview of Responsibility.....	19
1.4. Background (Company Profile) .....	20
1.5. Core Values.....	21
2. Dissertation Report.....	24
2.1 Introduction.....	25
2.2 Literature Review.....	27
2.3 Objective.....	29
2.4 Methodology.....	30
2.5 Results.....	33
2.6 Analysis.....	38
2.7 Discussion.....	41
2.8 Suggestion.....	43
2.9 Conclusion.....	44
2.10 Bibliography.....	46

## **Preface**

### **ABSTRACT**

Efficient patient discharge is a crucial aspect of healthcare delivery, as it not only affects patient satisfaction but also impacts the availability of hospital beds and overall operational efficiency. This report presents a case study conducted at eExpedise Healthcare to study the turnaround time of patient discharge and identify the contributing factors leading to delays.

The objectives of this study were to analyse the average turnaround time of patient discharge, identify the factors causing delays, and propose recommendations to minimize discharge delays and improve overall patient flow.

Data was collected from the electronic health records system and administrative records of eExpedise Healthcare over a three-month period. Statistical analysis was performed to determine the average turnaround time and identify any significant variations based on patient demographics, medical conditions, and other relevant factors.

The result of the study showed that turnaround time for patient discharge at eExpedise Healthcare was longer than desired, leading to bed occupancy issues and suboptimal patient flow. Several factors contributing to delays were identified, including inefficient discharge planning, inadequate coordination among healthcare teams, delayed availability of diagnostic reports, and challenges related to patient transportation.

Based on the analysis, recommendations were formulated to address these issues and optimize the discharge process. These recommendations included streamlining discharge planning procedures, improving communication and collaboration among healthcare teams, enhancing the availability and timeliness of diagnostic reports, and establishing efficient patient transportation mechanisms.

Implementing these recommendations has the potential to reduce the average turnaround time of patient discharge at eExpedise Healthcare, resulting in improved patient flow, increased bed availability, enhanced patient satisfaction, and overall operational efficiency.

This study contributes to the existing body of knowledge regarding patient discharge processes and provides valuable insights for healthcare organizations aiming to optimize their discharge procedures. Future research can focus on evaluating the effectiveness of the proposed recommendations and exploring additional factors that may impact discharge delays.

## ACKNOWLEDGEMENT

I would like to acknowledge all those who guided me throughout this report on studying the turnaround time of patient discharge and identifying contributing factors in delays at eExpedise Healthcare.

First and foremost, I want to extend my appreciation to the management team at eExpedise Healthcare **Mr Gaurav Singh (Manager), Mr Vijay (Associate Vice President)** for their support and cooperation. His continuous support and assistance during the project was a blessing for me.

I would like to thank the healthcare professionals, administrators, who participated in interviews and provided essential information regarding the discharge process. Their willingness to share their expertise and experiences was crucial in understanding the intricacies and challenges associated with patient discharge at eExpedise Healthcare. I would also like to acknowledge the patients and their families who were involved in this study. Their cooperation and willingness to provide feedback and insights about their discharge experiences were pivotal in capturing a comprehensive view of the factors affecting turnaround time.

It is my gratitude and special thankyou to **Dr. Sutapa Bandyopadhyay Neogi (Director, IIHMR Delhi)** and my mentor **Dr. Altaf Yousuf Mir**

**(Assistant Professor, IIHMR Delhi)**, for their careful and precious guidance, for this report without their guidance it was not possible to complete the final report.

I would like to give my special thanks to my friends and employees for all the help, guidance, and support that made this dissertation smoothly possible.

Sincerely,

Dr Nisha Malik

# **1. DISSERTATION TRAINING**

## **1.1 INTRODUCTION**

Efficient patient discharge processes are essential for healthcare organizations to ensure the timely release of patients, optimize bed utilization, and provide effective care transitions. The ability to discharge patients promptly not only improves patient satisfaction but also facilitates the efficient allocation of healthcare resources. However, delays in patient discharge can disrupt the healthcare system, leading to increased costs, overcrowding, and decreased patient flow.

This report focuses on studying the turnaround time of patient discharge at eExpedise Healthcare, a leading healthcare organization committed to providing high-quality care to its patients. The primary objective is to identify the contributing factors that lead to delays in patient discharge and propose recommendations to enhance the discharge process.

Understanding the factors that contribute to delays in patient discharge is crucial for healthcare organizations. By identifying these factors, healthcare professionals can implement targeted interventions to streamline the discharge process, reduce bottlenecks, and improve overall operational efficiency.

The study will utilize a mixed-methods approach, incorporating data collection and analysis, as well as interviews with key stakeholders involved in the discharge process at eExpedise Healthcare. The data collection process

will involve reviewing patient records, tracking discharge times, and analysing relevant performance metrics. Additionally, interviews will be conducted with healthcare professionals, including physicians, nurses, administrators, and support staff, to gain insights into their perspectives and experiences regarding discharge delays.

The results of this study will contribute to the existing body of apprehension regarding patient discharge processes and their associated delays. Moreover, they will provide valuable insights to eExpedise Healthcare, enabling the organization to identify areas for improvement and implement targeted interventions. By

Optimizing the discharge process, eExpedise Healthcare can enhance patient care, reduce healthcare costs, and improve overall operational efficiency.

The subsequent sections of this report will delve into the methodology used, present the findings, discuss the contributing factors to delays in patient discharge, and propose recommendations to mitigate these delays. Ultimately, the aim is to support eExpedise Healthcare in enhancing their discharge processes and delivering improved patient outcomes.

## **GUIDE-LEADERS**

Mr Vijay Singh

(Assistant Vice President)

Mr Gaurav Singh

(Senior Manager)

Miss Diksha Singh

(Assistant Manager)

## **1.2 OBSERVATIONS AND LEARNINGS**

eExpedise Healthcare Pvt Ltd was a roller coaster journey with fabulous learning. I want to share my enriching experience during my internship period. This internship not only provided me learning but also groomed my personality in a professional way.

eExpedise Healthcare provided me exposure of claims department, networking and medical queries department with different hospital globally as well as internationally.

Helped me to improve essential skills and gain practical insights. Overall working in eExpedise was a brilliant learning involving responsibility of patient feedbacks, cost of the patient for the treatment etc.

### **1.3 Overview of responsibilities:**

Throughout my internship, which commenced in January 2023, I was actively involved in the Networking and medical Queries Department at eExpedise Healthcare Pvt Ltd Gurgaon. Under the guidance of Mr Gaurav Singh (Senior manager), I got the opportunity to contribute in various aspects and departments i.e., networking and empanelment with different hospitals globally and internationally, discharge process, claims management, and contributed to the queries department for cost estimates.

### **1.4 Interpersonal Skills and Management Skills**

Working at eExpedise Healthcare Pvt Ltd Gurgaon provided me with numerous opportunities to interact with a diverse range of patients, doctors, nurses, patient attendants. From empanelment with different hospitals so that we can provide treatment through insurance companies. I learned the significance of effective communication and relationship building in a professional setting. These interactions helped me to develop strong interpersonal skills, advanced Microsoft Excel as all the data and reports were stored over the excel only and foster positive connections.

## 1.4 Background

### Line of Business

- Medical Treatment Management
- Claim Adjudication Outsourcing
- Treatment Abroad Management
- Corporate Wellness
- Preventive Care – Disease Risk management / Health Check up
- Information Technology
- Technology Consultancy
- Health & Wellness Consultancy

### **eExpedise Healthcare Pvt Ltd is present globally in following:**

- Offices in over 9 countries.
- Presence in over 18 countries with over 5500 Service Providers.
- Association with 18 Insurance companies and TPA worldwide.
- Serviced over 10000 Customers.

### **In India:**

- Office in Mumbai, Delhi, Gurgaon.
- Representative offices in over 8 Cities.
- Over 5200 Service providers spread in 300 cities.

### **Healthcare Services:**

Quality and Accredited handpicked Healthcare Service providers offerings complete range of Quality Healthcare Treatment at affordable Price in various department as follows:

- Cardiology
- Neurology
- Plastic Surgery
- ENT
- Dentistry
- Pulmonology
- Nephrology
- Neurosurgery etc.

### **1.5 Core Values: -**

- 1. Respect:** Upholding the dignity of each individual.
- 2. Integrity:** Adhering to an ethical code of conduct in all actions.
- 3. Commitment:** Fulfilling our duties and social responsibilities.
- 4. Excellence:** Setting high performance standards and being accountable to them.

### **Value Added Services:**

- Dedicated Relationship Manager & Personalized Assistance Service.
- Treatment Plan & Cost comparison from multiple Providers.
- Appointment Booking.
- Personalized Support at the time of Hospitalization & Discharge.
- Pre & Post Hospitalization Care.
- Complete Travel assistance including VISA, travel tickets and accommodations.
- Interpreter Service. .

### **Baseline Assessment:**

The Baseline Assessment has 2 Components.

1. Hospital Survey.
2. Qualitative and Quantitative Method.

### **Hospital Survey:**

**Main objective:** To analyse data related to patient discharge times, hospital admission and discharge processes.

The hospital survey would have a structured, close ended, questionnaire-based interview involving eligible respondents at the population level.

The major indicators involve different age groups males and females according to the speciality in which the patient is admitted. A sample of 50 patients has been selected.

It will also involve examining key performance indicators such as average discharge time, discharge time distribution.

**Qualitative Method:**

Qualitative research methods, such as interviews or surveys, will provide a deeper understanding of the specific factors contributing to delays. Interviews with Patients and patient attendants/families' perspectives on their discharge experiences and any obstacles they encountered.

**Quantitative Method:**

Quantitative data analysis will provide insights into the overall discharge times and the distribution of discharge delays. It will help identify any patterns or trends that may indicate common contributing factors.

The baseline assessment will serve as a foundation for identifying key contributing factors to discharge delays at eExpedise Healthcare. It will give a understanding of the current state of the discharge process, highlight areas of concern, and help guide the development of strategies and interventions to improve efficiency.

**Sample Size:**

Sample size of 50 patients included males' females according to the age group divided into 3 parts:

1. Under 18 age years
2. Between 18-35 years
3. Above 35 years

**Sample Selection:**

Sample was selected from 5 departments of the hospital where patients were admitted that is Pulmonology, Cardiology, General Surgery, Internal medicine, Neurology.

**Data Collection:**

Data Collection was done from 23rd January 2023 to 24th April 2023.

## **2.DISSERTATION REPORT**

## 2.1 INTRODUCTION

The efficient and timely discharge of patients is a critical aspect of healthcare delivery, as it not only impacts patient satisfaction but also plays a significant role in the overall operational efficiency of a healthcare facility. Understanding the factors that contribute to delays in the discharge process is essential for identifying opportunities for improvement and optimizing patient flow.

This study aims to investigate the turnaround time of patient discharge at eExpedise Healthcare and identify the contributing factors that lead to delays. By conducting a comprehensive analysis of these factors, the study seeks to provide insights and recommendations for enhancing the discharge process and reducing the overall length of stay for patients.

Efficient patient discharge is crucial for several reasons. Firstly, it ensures that patients receive appropriate and timely care in a setting that best suits their needs. Delayed discharge can result in increased healthcare costs, unnecessary utilization of resources, and potential disruptions in the continuity of care. Secondly, prompt discharge of patients contributes to the effective management of bed availability, allowing healthcare facilities to accommodate new admissions and emergencies more efficiently.

The contributing factors to delays in patient discharge are multifaceted and can vary from administrative challenges to operational inefficiencies. Factors such as billing issues, pharmacy delays, insurance complications, payment processing from cash, and documentation inefficiencies are known to impact the discharge

process. Understanding these factors and their underlying causes is essential for implementing targeted interventions and streamlining the discharge workflow.

By analysing the turnaround time of patient discharge and identifying the specific factors that contribute to delays, eExpedise Healthcare can make informed decisions and implement strategies to improve the efficiency of the discharge process. This study will provide valuable insights that can guide quality improvement initiatives, enhance patient satisfaction, and optimize resource utilization within the organization.

Through a combination of data analysis, process mapping, and stakeholder interviews, this study aims to provide a comprehensive understanding of the discharge process at eExpedise Healthcare and offer practical recommendations for reducing delays and improving overall operational efficiency. The findings of this study will contribute to the body of apprehension on discharge processes in healthcare and provide actionable insights for healthcare professionals and administrators seeking to optimize patient flow and enhance the overall quality of care.

## **2.2 Literature Review**

### **1. The nursing role in preventing delay in patient discharge: Macleod**

**A.Nurs Stand. 2006 Sep 13-19;21(1):43-8. Doi**

**10.7748/ns2006.09.21.1.43.c6406.PMID: 17016987**

This article examines interdisciplinary discharge planning using a case scenario of a delayed patient discharge. The importance of patient power, choice, participation, and control is underlined.

### **2. Delay in hospital discharge of trauma patients in a University Hospital in Egypt: A prospective observational study: Islam El-Abbassy, Wafaa Mohamed, Hazem Mohamed El-Hariri**

This study is a quality improvement project aimed at identifying and addressing the variables related with discharge delays at a single centre in Egypt. All trauma patients hospitalized at an Egyptian university hospital were enrolled in a prospective observational study.

### **3. A survey of the delayed discharge of elderly people from hospitals in an inner-London health district: C R Victor**

According to the findings, only a small number of elderly persons were improperly occupying acute beds. Furthermore, bed blocking is not something patients deliberately choose to do; rather, it shows a lack of services to respond adequately to such patients' needs.

**4. Delays in discharge in a tertiary care pediatric hospital**

**Rajendu Srivastava<sup>1</sup>, Bryan L Stone, Raza Patel, Matthew Swenson:**

Delays have a significant impact on LOS and expenses. Interventions will need to address variances in physician discharge criteria, more efficient discharge planning, and prompt consultation and diagnostic testing scheduling.

### **2.3 Objectives:**

1. To analyse turnaround time of the discharge patient at eExpedise Healthcare.
2. To identify the factors that cause delays in the discharge process.

## **2.4 Methodology**

- 1. Study Design:** A descriptive cross-sectional study was employed to investigate the turnaround time of patient discharge and identify contributing factors in delay at eExpedise Healthcare. This design allows for the collection of data at a single point of time and provides a snapshot of the discharge process and associated factors.
- 2. Study Setting:** The study was conducted at eExpedise Healthcare Pvt Ltd. Utilized their healthcare facility as their research setting. This enabled a specific focused examination of the discharge processes within the specific context of eExpedise Healthcare.
- 3. Study Period:** The study was conducted over a period of 3 months. Sufficient time was allocated to gather data from a representative sample of the patients and to capture variation in the discharge processes.
- 4. Sample Size and Sampling Technique:** A sample size of 50 patients was selected using a convenience sampling method. The technique involved selecting patients (males, females and children) who have received services from the eExpedise Healthcare during the study period and meet the inclusion criteria. Exclusion criteria involved critically ill patients, patients on long stay, doctors and nursing staff.
- 5. Data Collection Technique:** Primary data collection was employed for the study. The following technique was used:
  - **Check list (Patient Discharge Checklist):** A structured checklist was developed to collect data on various aspects of discharge process, included

patient details, speciality, demographic data of the patient and reasons of delay in discharge room. The checklist was used to gather information directly from patient records and observation during discharge process.

- **Interviews:** Individual interviews were conducted with the selected patients to gain a deeper understanding of their experiences and perspectives regarding the discharge process. These interviews have provided qualitative data and allow for in-depth explorations of factors contributing to the delay.
- **Group discussion with patients and attendants:** Group discussions was conducted with a subset of patients and their attendants through zoom calls to encourage interaction and exchange of experiences related to the discharge process. That qualitative technique provided additional insights and perspectives.
- **Data Analysis:** The data was entered and organized by using Microsoft excel. Quantitative data from the checklist was analysed using descriptive statistics to calculate the frequencies, percentage and average turnaround times. Qualitative data from interviews and group discussions was transcribed and subjected to thematic analysis to identify common themes and patterns related to factors contributing to the delay.
- **Ethical Considerations:** Ethical approval was obtained from the relevant ethics committee to ensure protection of participants rights and confidentiality. Informed constants were obtained from all the participants prior to data collection.

The methodology outlined above aims to provide a comprehensive understanding of the turnaround time of the patients discharge and the

factors contributing to delays at eExpedise Healthcare Pvt Ltd. By utilizing a combination of qualitative and quantitative data collection techniques this study intends to catch both subjective experiences of patients and the objective measurements of the discharge process, enabling a more holistic analysis.

S.n	Patient Name	Gender	Age	Admission	Doctors Name	Department	Dis TAT	Reasons of Delay

## 2.5 Results

### Patients Admitted in different Departments.

After Evaluating 50 patients it was found that:

- 36% of cases were reported in the Neurology department.
- 20% of cases were reported in the cardiology department.
- 18% of cases were reported in the Pulmonology department.
- 14% of cases were reported in the General Surgery.
- 12% of cases were reported in the Internal Medicine.

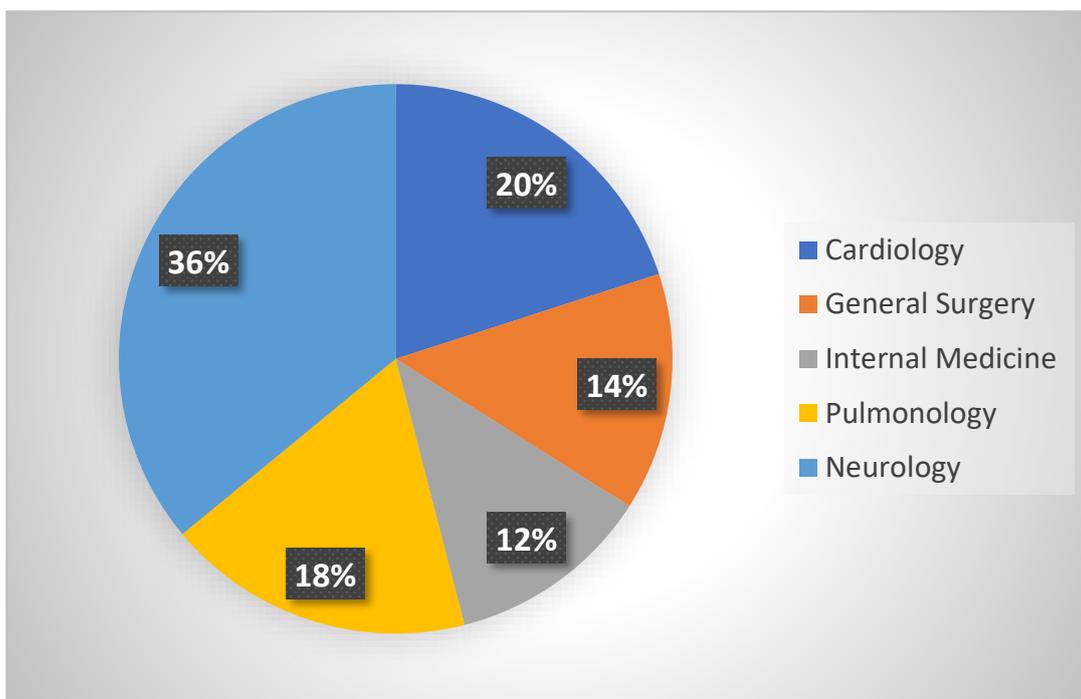
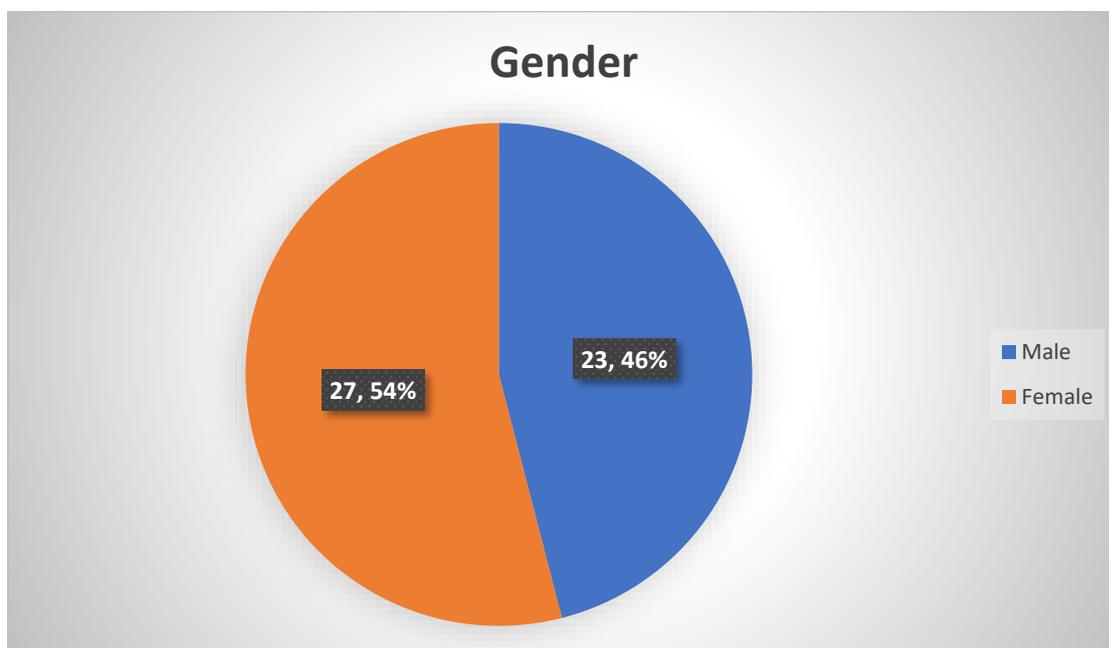


Fig: Results after evaluating department wise patients.

**Gender wise demographic data report:**

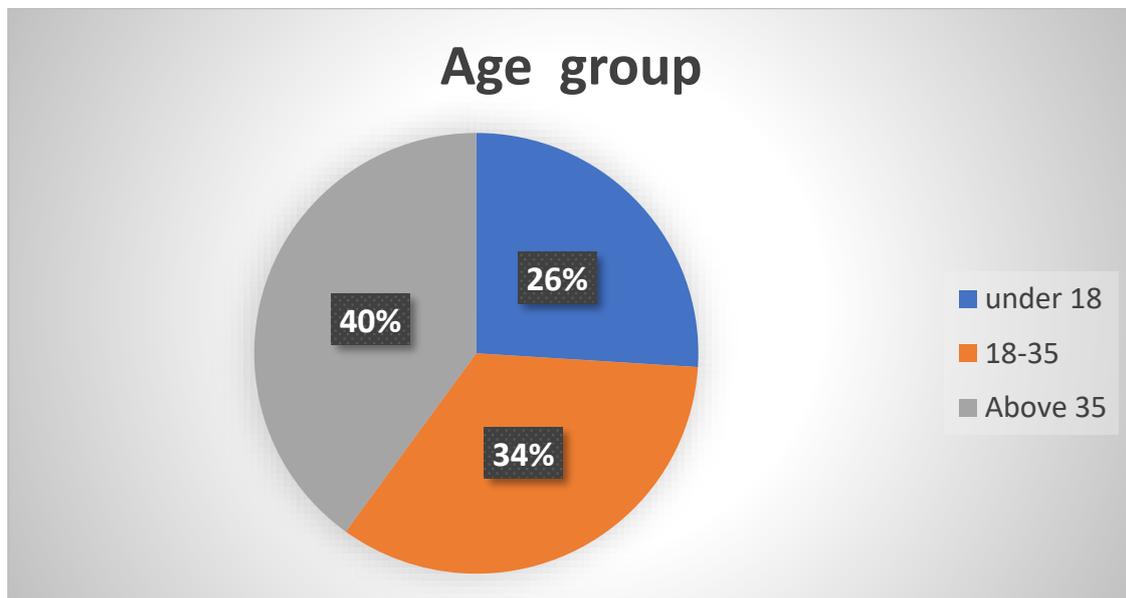
- Total Patients Admitted: 50
- Out of 50 patients' males: 23 (46%)
- Out of 50 patients' females: 27 (54%)



Results after evaluating Gender wise patients.

**Age Wise demographic data report:**

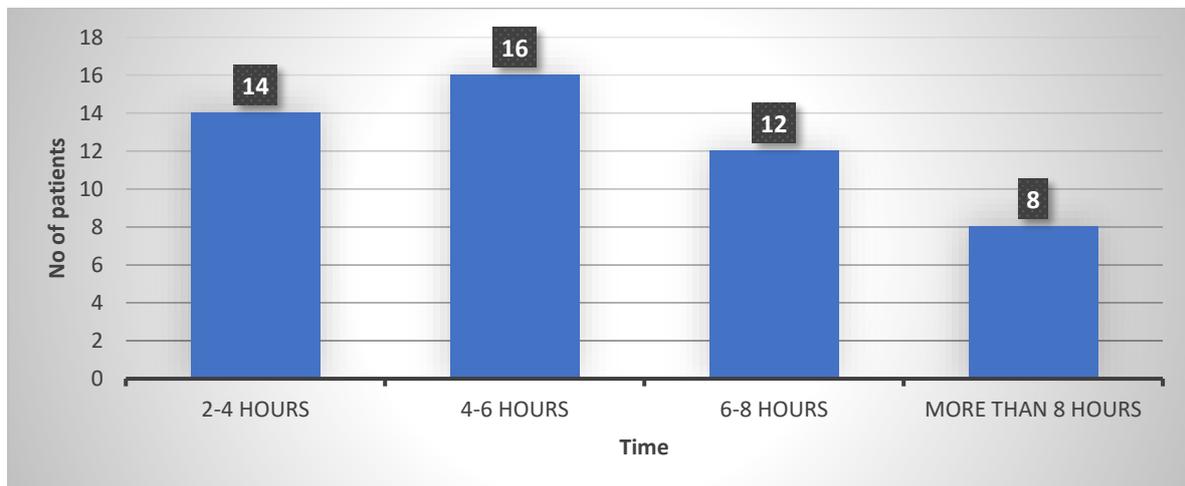
- Total patients admitted: 50.
- Patients admitted under 18 age group: 13.
- Patients admitted between 18-35 age group: 17.
- Patients admitted above 35 age group: 20.



Results after evaluating age wise distribution.

Total time taken for the discharge of the patient:

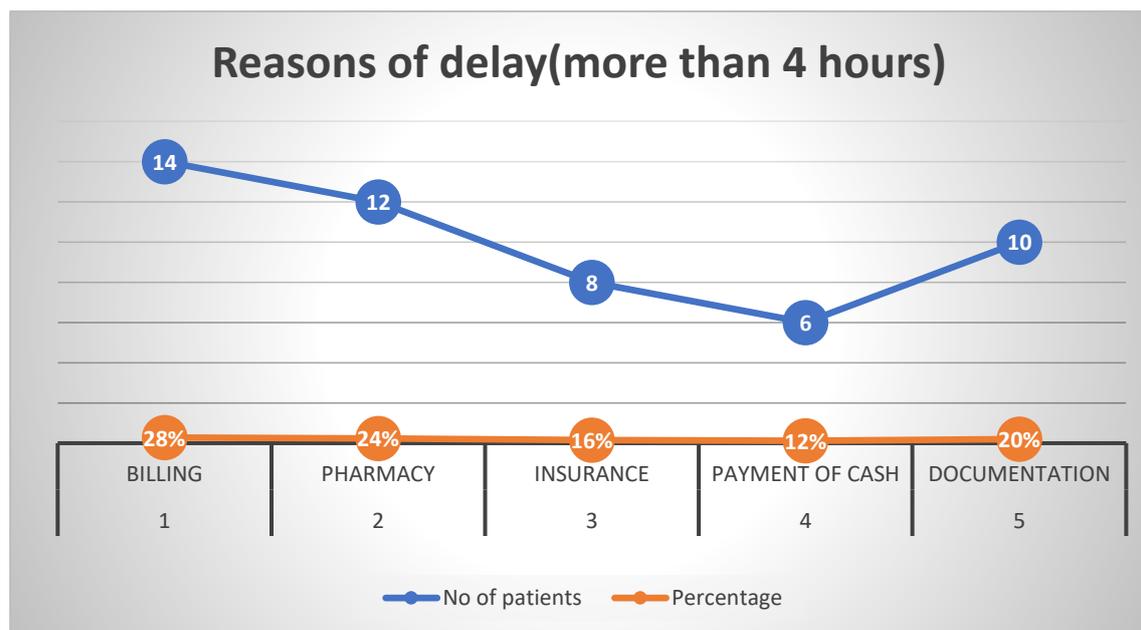
- Total patients admitted: 50.
- Patient discharged within the time 2-4 hours: 14.
- Patients discharged within 4-6 hours: 16.
- Patients discharged within 6-8 hours: 12.
- Patients discharged in more than 8 hours: 8.



Results of time taken for the discharge of the patients

Reasons for delay in discharge of the patients:

- Total number of patients: 50
- Number of patients delayed from Billing: 14 (28%)
- Number of patients delayed from pharmacy: 12 (24%)
- Number of patients delayed from Insurance: 8 (16%)
- Number of patients delayed from Cash counter: 6 (12%)
- Number of patients delayed from Documentation part: 10 (20%)



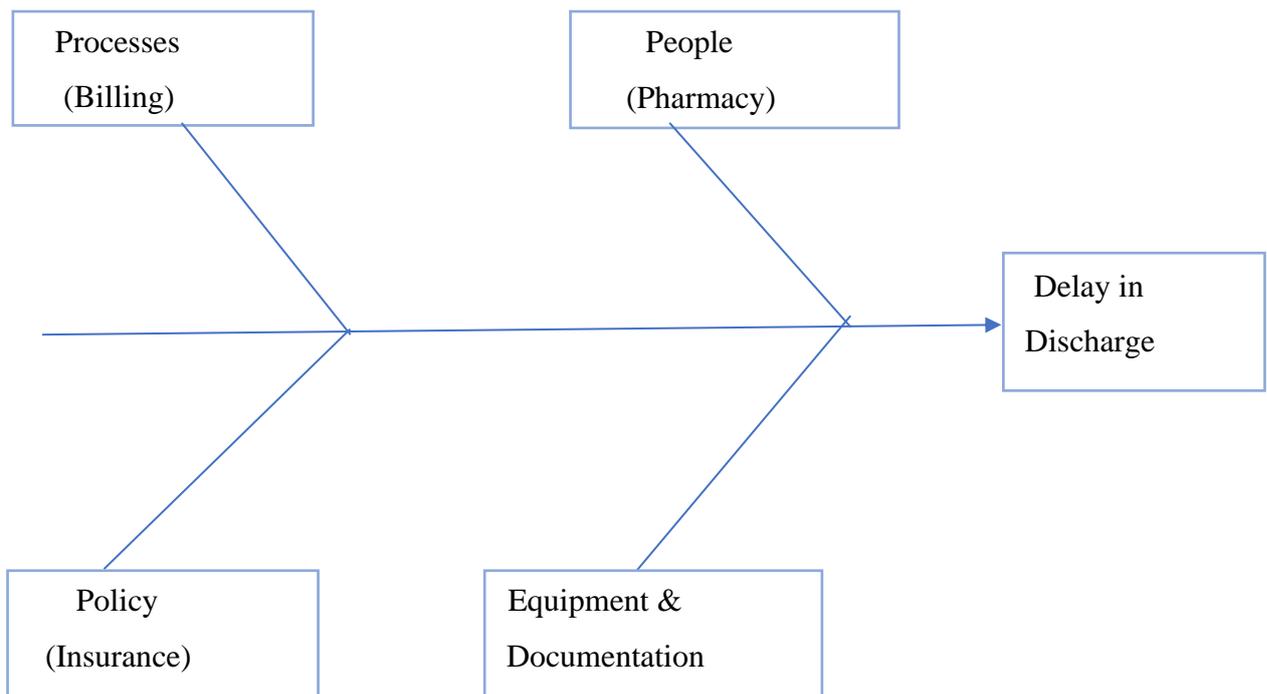
Results after evaluating reasons of delay.

## 2.6 Analysis:

Fish Bone Analysis:

A fishbone Analysis, also known as a cause-and-effect diagram or Ishikawa diagram, I have used a fishbone analysis to find the potential source of delay in patient discharge at eExpedise Healthcare. Here's how the analysis can be structured.

1. Problem Statement: Delays in patient discharge at eExpedise Healthcare.
  
2. Main Categories:
  - a) People: Factors related to individuals involved in the discharge process (e.g. patients, family members, pharmacy).
  
  - b) Processes: Factors related to the specific steps and procedures involved in patient discharge.
  
  - c) Equipment: Factors related to the tools, technology, and equipment used during the discharge process.
  
  - d) Environment: Factors related to the physical or organizational environment that may impact patient discharge.
  
  - e) Policies: Factors related to the policies, guidelines, or regulations that govern the discharge process.



a) People:

Inadequate Staff.

Lack of coordination or communication among staff members.

Inefficient training or lack of knowledge among staff members.

Patients or family members' decisions causing delay.

b) Processes:

Inefficient discharge planning and coordination.

Ineffective utilization of resources.

Poor handoff or communication between staff.

c) Equipment & Documentation:

Malfunctioning or outdated equipment.

Inadequate availability of medicines and medical supplies.

Technical difficulties with electronic systems or software.

d) Policies:

Inefficient policies and procedures.

Complex or lengthy insurance verification and approval process.

## **2.7 Discussion:**

1. Delays in patient discharge can be caused by multiple factors, including billing issues, pharmacy delays, insurance complications, payment processing from cash, and documentation challenges.
2. Inefficient discharge planning and coordination, delays in completing necessary medical procedures or tests, and poor handoff or communication between departments are process-related factors that can cause delays.
3. Inadequate staffing levels, lack of communication or coordination among staff members, and inefficient training can contribute to delays in patient discharge.
4. Malfunctioning or outdated equipment, inadequate availability of medical supplies or medications, and technical difficulties with electronic systems can also contribute to delays.
5. The physical layout or design of the facility, inefficient workflow or organization of patient information, and overcrowding or lack of available beds or rooms can impact the efficiency of patient discharge.

6. Complex insurance verification and approval processes, incomplete or ambiguous documentation requirements, and inefficient policies and procedures can further contribute to delays.
7. Involve pharmacists in medication reconciliation to ensure accurate and timely medication information. Enhance pharmacy services, such as improving medication dispensing and delivery processes.
8. Explore digital solutions for discharge-related paperwork and documentation to improve efficiency. Implement electronic prescribing systems to streamline medication ordering and reduce delays.
9. Implement electronic documentation systems to reduce paperwork and streamline administrative tasks. Automate insurance verification and billing processes to expedite administrative workflows.
10. Factors within the hospital itself can contribute to discharge delays. Limited bed availability, insufficient staffing, or inefficient workflow processes may prolong the discharge process and result in patients waiting longer than necessary.

## 2.8 Suggestion:

1. **Improve Staffing:** Evaluate the staffing levels in different departments involved in the discharge process and ensure adequate coverage. Consider workload distribution and identify areas where additional resources or support may be needed.
2. **Implement effective communication channels and protocols** to ensure seamless coordination among healthcare professionals involved in the discharge process. This includes regular meetings, clear handoff procedures, and streamlined communication systems.
3. **Develop clear and concise documentation guidelines and provide training to staff members** to ensure accurate and complete documentation. This will facilitate smoother transitions and minimize delays caused by incomplete or ambiguous documentation.
4. **Establish a system for monitoring and evaluating discharge processes regularly.** Collect feedback from patients, staff members, and other stakeholders to identify areas for improvement and implement necessary changes.
5. **Educate patients and their families about the discharge process, expectations, and their roles.** Involve them in discussions and decision-making to ensure their readiness and cooperation, which can help expedite the discharge process.

## 2.9 Conclusion:

The analysis of the turnaround time of patient discharge and the identification of contributing factors in delays at eExpedise Healthcare highlights the complexity of the issue and the need for multifaceted solutions. Delays in patient discharge can arise from various factors, including billing challenges, pharmacy issues, insurance complications, payment processing from cash, and documentation inefficiencies.

To address these delays, several suggestions were provided, including improving staffing levels, enhancing communication and coordination, optimizing discharge planning and processes, upgrading equipment and resources, streamlining insurance processes, enhancing documentation practices, optimizing facility design and workflow, and implementing technology integration. Patient education and engagement were also emphasized.

However, it is important to acknowledge the limitations of the analysis and the potential challenges in implementing the suggested solutions. These limitations include the specificity of the findings to eExpedise Healthcare, resource constraints, complex external factors, resistance to change, unforeseen consequences, evolving regulations, and patient variability.

Despite these limitations, by carefully considering the unique context and challenges faced by eExpedise Healthcare, continuously monitoring and evaluating the impact of implemented solutions, and remaining adaptable to changes, the organization can make strides in reducing delays in patient discharge and improving overall efficiency and patient satisfaction

## 2.10 Bibliography:

- Shahnawaz Hamid, Farooq A Jan, Haroon Rashid, Humera Irshad, Tufail Ahmad July (2018). “Study of discharge process of patients admitted in inpatient department of a tertiary care hospital of north India with a special focus on reducing the waiting time” published in International Journal of Medical and Health Research. ISSN:2454-9142.
- Shahnawaz Hamid, Farooq A Jan, Haroon Rashid, Susan Jalali August (2018). “Study of Hospital Discharge Process Viz Prescribed NABH Standards” published in International Journal Of Contemporary Medical Research ISSN:2454-7379.
- Dr. Niloy Sarkar, Ms. Tatini Nath August (2016). “Analysis Of Patient Waiting Time for Hospital Admission And Discharge Process” published in the International Journal Of Medical Research ISSN: 2320-5407.
- Roopjot Kochar Dec (2016). “Role of Discharge Summary in Delayed Discharge Process” published in Galore International Journal Of Health Sciences And Research. ISSN-2456-9321



INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR)  
 Plot No. 3, Sector 18A, Phase- II, Dwarka, New Delhi- 110075  
 Ph. +91-11-30418900, [www.iihmrdelhi.edu.in](http://www.iihmrdelhi.edu.in)

**CERTIFICATE ON PLAGIARISM CHECK**

Name of Student (In block letter)	Dr/Mr./Ms.: Nisha Malik		
Enrolment/Roll No.	PG/21/067	Batch Year	2021-2023
Course Specialization (Choose one)	Hospital Management	Health Management	Healthcare IT
Name of Guide/Supervisor	Dr/ Prof.: Altaf Yousuf Mir		
Title of the Dissertation/Summer Assignment	To study the Turnaround time of Discharge Patients and identifying the contributing factors in delay at eExpodise Healthcare		
Plagiarism detects software used	"TURNITIN"		
Similar contents acceptable (%)	Up to 15 Percent as per policy		
Total words and % of similar contents identified	14%		
Date of validation (DD/MM/YYYY)	05/07/2023		

Guide/Supervisor

Name: Dr. Altaf Yousuf Mir

Signature:

Report checked by

Institute Librarian

Signature:

Date:

Library Seal



Student

Name: Dr. Nisha Malik

Signature:

Dean (Academics and Student Affairs)

Signature:

Date:

[Seal]

## Nisha Malik D

### ORIGINALITY REPORT

14%

SIMILARITY INDEX

11%

INTERNET SOURCES

2%

PUBLICATIONS

11%

STUDENT PAPERS

### PRIMARY SOURCES

1	Submitted to IIHMR Delhi Student Paper	7%
2	pubmed.ncbi.nlm.nih.gov Internet Source	2%
3	Submitted to IIHMR University Student Paper	1%
4	Christina R. Victor. "A survey of the delayed discharge of elderly people from hospitals in an inner-London health district", Archives of Gerontology and Geriatrics, 1990 Publication	1%
5	ip.com Internet Source	<1%
6	Submitted to Saint Margaret Mary's College Student Paper	<1%
7	www.ymcatoledo.org Internet Source	<1%
8	aura.alfred.edu Internet Source	<1%

9	<a href="https://journals.indexcopernicus.com">journals.indexcopernicus.com</a> Internet Source	<1 %
10	<a href="https://ugspace.ug.edu.gh">ugspace.ug.edu.gh</a> Internet Source	<1 %
11	<a href="https://archive.nnl.gov.np">archive.nnl.gov.np</a> Internet Source	<1 %
12	<a href="https://pdfs.semanticscholar.org">pdfs.semanticscholar.org</a> Internet Source	<1 %
13	<a href="https://repository-tnmgrmu.ac.in">repository-tnmgrmu.ac.in</a> Internet Source	<1 %
14	<a href="https://vtechworks.lib.vt.edu">vtechworks.lib.vt.edu</a> Internet Source	<1 %
15	Islam El-Abbassy, Wafaa Mohamed, Hazem Mohamed El-Hariri, Maged El-Setouhy, Jon Mark Hirshon, Mohamed El-Shinawi. "Delay in hospital discharge of trauma patients in a University Hospital in Egypt: A prospective observational study", African Journal of Emergency Medicine, 2021 Publication	<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography On