

Private Hospital Patients' Discharge Efficiency and its Organizational Performance Towards Service Improvement Plan

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Abstract—This study assessed the discharge efficiency of a private hospital in Laguna and its relationship with organizational performance, serving as the basis for a service improvement plan. Discharge efficiency was measured in terms of responsiveness, reliability, assurance, empathy, and tangibles, while organizational performance was evaluated through patient satisfaction, turnaround time, and reduction of congestion. A descriptive-correlational design was employed, with data gathered from hospital staff and patients using a validated survey instrument. Statistical analyses, including correlation and regression, revealed a significant positive relationship between discharge efficiency and organizational performance, with responsiveness identified as the strongest predictor of patient satisfaction and operational effectiveness. Findings highlighted areas for improvement such as interdepartmental coordination, communication clarity, and timeliness of discharge services. The study concludes that efficient discharge processes enhance patient experiences and optimize hospital resources, recommending structured staff huddles, monitoring response times, patient feedback mechanisms, and teamwork to strengthen hospital performance.

Index Terms—Discharge Efficiency, Organizational Performance, Patient Satisfaction, Service Quality, Hospital Management, Improvement Plan.

1. Introduction

Hospital discharge efficiency is a critical determinant of patient satisfaction and organizational performance. Inefficient discharge processes often result in extended hospital stays, increased costs, and diminished patient trust. This study

investigates the relationship between discharge efficiency and organizational performance in a private hospital in Laguna, focusing on how responsiveness, reliability, assurance, empathy, and tangibles influence patient satisfaction, turnaround time, and reduction of congestion.

2. Methodology

The study employed a descriptive-correlational design. Respondents included hospital staff and patients who experienced the discharge process. A structured, validated survey instrument measured discharge efficiency (responsiveness, reliability, assurance, empathy, tangibles) and

organizational performance (patient satisfaction, turnaround time, reduction of congestion). Reliability was confirmed through Cronbach's Alpha. Data were analyzed using correlation and regression techniques to determine relationships and predictors. The study was limited to private hospitals in Laguna, focusing on operational and patient-centered outcomes. Ethical clearance was obtained, and informed consent was secured from all participants.

The findings in Table 1 (Responsiveness) revealed that patients consistently rated this dimension Very High. This underscores the hospital staff's ability to promptly attend to patient needs during discharge, minimizing waiting times and ensuring smooth transitions. Responsiveness emerged as the strongest driver of discharge efficiency, showing that attentiveness and immediate action are critical in shaping

Table 1
Level of discharge efficiency in terms of responsiveness

Indicator	Weighted Mean	Interpretation
Staff respond promptly to patient needs	3.45	Very High
Coordination between departments	3.32	Very High
Clear communication during discharge	3.28	Very High
Overall Mean	3.35	Very High

Table 2
Level of discharge efficiency in terms of reliability

Indicator	Weighted Mean	Interpretation
Consistency of discharge instructions	3.40	Very High
Accuracy of billing and documentation	3.36	Very High
Availability of discharge staff	3.30	Very High
Overall Mean	3.35	Very High

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Table 3
Level of discharge efficiency in terms of assurance

Indicator	Weighted Mean	Interpretation
Staff competence during discharge	3.38	Very High
Confidence in discharge instructions	3.34	Very High
Patient trust in staff	3.31	Very High
Overall Mean	3.34	Very High

Table 4
Level of discharge efficiency in terms of empathy

Indicator	Weighted Mean	Interpretation
Staff show concern for patient needs	3.42	Very High
Emotional support during discharge	3.37	Very High
Respect for patient preferences	3.33	Very High
Overall Mean	3.37	Very High

Table 5
Level of discharge efficiency in terms of tangibles

Indicator	Weighted Mean	Interpretation
Availability of discharge facilities	3.39	Very High
Completeness of discharge materials	3.35	Very High
Accessibility of hospital services	3.32	Very High
Overall Mean	3.35	Very High

Table 7
Level of organizational performance in terms of patient satisfaction

Indicator	Weighted Mean	Interpretation
Patients satisfied with discharge process	3.42	Very High
Patients feel supported during transition	3.38	Very High
Patients trust hospital staff	3.36	Very High
Overall Mean	3.39	Very High

patient trust and satisfaction.

In Table 2 (Reliability), results showed that reliability was also rated Very High. Patients perceived the discharge process as dependable and consistent, with staff delivering services as promised. This reflects the hospital's ability to maintain accuracy and consistency in discharge procedures, which strengthens patient confidence and ensures continuity of care.

The results in Table 3 (Assurance) demonstrated that assurance was rated Very High. Patients expressed confidence in the competence and courtesy of hospital staff, highlighting that professional discharge practices contribute to a sense of security and reinforce the hospital's credibility. Assurance validates that patients feel safe and supported during the transition from hospital to home.

In Table 4 (Empathy), empathy was rated Very High, reflecting patients' appreciation of the concern and understanding shown by staff during discharge. This dimension emphasizes the human side of hospital care, where compassion complements efficiency and reduces patient stress. Empathy ensures that patients feel valued, which enhances satisfaction and strengthens the hospital's patient centered culture.

The findings in Table 5 (Tangibles) indicated that tangibles, including facilities, equipment, and discharge materials, were rated Very High. Patients valued the clean, organized, and supportive environment, which reinforced satisfaction with the physical aspects of care. Tangibles reflect the hospital's commitment to maintaining quality standards and ensuring that the discharge environment supports recovery.

Summarizing these dimensions, Table 6 (Overall Discharge Efficiency) confirmed that discharge efficiency was consistently rated Very High. This demonstrates that the hospital's processes are both systematic and patient centered,

achieving efficiency without compromising quality. The integration of responsiveness, reliability, assurance, empathy, and tangibles shows that the hospital has established effective practices across all dimensions.

Table 6
Overall level of discharge efficiency

Dimension	Weighted Mean	Interpretation
Responsiveness	3.35	Very High
Reliability	3.35	Very High
Assurance	3.34	Very High
Empathy	3.37	Very High
Tangibles	3.35	Very High
Overall Mean	3.35	Very High

Turning to organizational performance, Table 7 (Patient Satisfaction) revealed that patients consistently rated their satisfaction with the discharge process as Very High. Responsiveness emerged as the most influential factor, showing that attentiveness and clear communication are central to positive patient experiences. Patients reported feeling supported during their transition, trusted the hospital staff, and expressed confidence in the overall discharge process.

Table 8
Level of organizational performance in terms of turnaround time

Indicator	Weighted Mean	Interpretation
Timeliness of discharge	3.33	Very High
Speed of documentation	3.31	Very High
Efficiency of staff coordination	3.29	Very High
Overall Mean	3.31	Very High

In Table 8 (Turnaround Time), timeliness of discharge, speed of documentation, and staff coordination were all rated Very High. This demonstrates that operational efficiency is a key

Table 11
Test of relationship between discharge efficiency and organizational performance

Variable	Correlation Coefficient	p-value	Interpretation
Responsiveness vs. Patient Satisfaction	0.612	0.000	Significant
Reliability vs. Turnaround Time	0.487	0.001	Significant
Assurance vs. Reduction of Congestion	0.452	0.002	Significant

strength of the hospital. Patients appreciated the prompt completion of billing and documentation, which reduced stress and allowed them to leave the hospital without unnecessary delays. The findings highlight that effective interdepartmental collaboration and integration of digital systems are essential in maintaining quick turnaround times.

Table 9

Level of organizational performance in terms of reduction of congestion		
Indicator	Weighted Mean	Interpretation
Faster bed turnover	3.35	Very High
Reduced waiting time for new patients	3.32	Very High
Improved patient flow	3.30	Very High
Overall Mean	3.32	Very High

The results in Table 9 (Reduction of Congestion) confirmed that efficient discharge processes contributed to faster bed turnover and reduced waiting times, with patients rating these indicators Very High. This shows that discharge efficiency directly supports hospital capacity management, ensuring that resources are maximized and congestion is minimized. Patients benefited from shorter waiting times, while the hospital gained operational flexibility to accommodate new admissions.

Table 10

Overall level of organizational performance		
Dimension	Weighted Mean	Interpretation
Patient Satisfaction	3.39	Very High
Turnaround Time	3.31	Very High
Reduction of Congestion	3.32	Very High
Overall Mean	3.34	Very High

The summary in Table 10 (Overall Organizational Performance) revealed that patient satisfaction, turnaround time, and reduction of congestion were all significantly influenced by discharge efficiency. This validates that efficiency is a multidimensional construct that directly improves hospital operations and service delivery. The hospital’s ability to align operational efficiency with patient centered outcomes demonstrates its commitment to value based healthcare.

Supporting these results, Table 11 (Correlation Analysis) revealed significant relationships between discharge efficiency dimensions and organizational performance. This statistical evidence strengthens the claim that responsiveness and timeliness are predictors of hospital success. The correlations confirm that improvements in discharge efficiency directly translate into higher patient satisfaction, faster turnaround times, and reduced congestion.

Finally, Table 12 (Regression Analysis) identified responsiveness as the strongest predictor of organizational performance. This underscores the importance of staff attentiveness and communication in shaping patient outcomes and ensuring hospital sustainability. The regression results

highlight that while all dimensions of discharge efficiency contribute to organizational performance, responsiveness carries the greatest weight.

Table 12
Impact of discharge efficiency on organizational performance (Regression Analysis)

Predictor	Beta	t-value	p-value	Interpretation
Responsiveness	0.521	6.12	0.000	Significant
Reliability	0.312	4.87	0.001	Significant
Assurance	0.298	4.52	0.002	Significant
Empathy	0.276	4.33	0.003	Significant
Tangibles	0.265	4.21	0.004	Significant

Taken together, the results across Tables 1–12 highlight that discharge efficiency is a multidimensional construct that directly influences organizational performance. Each dimension, responsiveness, reliability, assurance, empathy, and tangibles, contributes uniquely to patient satisfaction, turnaround time, and reduction of congestion. The consistency of Very High ratings indicates that the hospital has established effective practices, but it also underscores the importance of continuous monitoring, innovation, and policy alignment to sustain these outcomes in the long term.

3. Conclusion

The study concludes that discharge efficiency in the private hospital in Laguna was consistently rated *Very High* across all dimensions, responsiveness, reliability, assurance, empathy, and tangibles, demonstrating that the hospital has established effective practices that are both systematic and patient-centered. Responsiveness emerged as the strongest predictor of organizational performance, underscoring the importance of staff attentiveness and clear communication in shaping patient outcomes and satisfaction. Furthermore, organizational performance indicators such as patient satisfaction, turnaround time, and reduction of congestion were all significantly influenced by discharge efficiency, validating that efficiency directly improves hospital operations and service delivery. The correlation analysis confirmed significant relationships between discharge efficiency dimensions and organizational performance, while regression analysis identified responsiveness as the most influential factor, highlighting the critical role of staff attentiveness and communication in ensuring hospital sustainability.

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