Internship

at

Shalby hospital, Jaipur

By

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MBA Health and Hospital Management

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INTRODUCTION

As an integral part of the **MBA course**, the internship helps us in understanding the overall functioning of the hospitals from a managerial point of view. Keeping this factor in view, I tried to visit different hospital departments of **SHALBY HOSPITAL. JAIPUR** with a special focus on understanding the various process of the hospital. I visited different departments, met the department In-charge and interacted with the doctors, nurses and other staff.

The **Aim** of the Internship was:

"To study the key parameters of Quality department at Shalby Hospital Jiapur" with special reference to the different areas / departments of the Hospital".

Goals of the Internship

The **Goals** of Internship were:

- To learn the daily quality management of the Organization and its various areas.
- To study the salient features about the functioning of these areas.
- To identify issues associated with some of the specific areas and provide recommendations.
- To undertake the projects and tasks assigned to us.

ABOUT SHALBY HOSPITALS

Shalby Hospitals (Shalby Limited), established by Dr. Vikram I. Shah in 1994 in Ahmedabad, Gujarat, operates a chain of multispecialty hospitals across India, holding an aggregate bed capacity of over 2000 hospital beds. Shalby's recognition as a multispecialty tertiary hospital chain in the Indian healthcare industry was envisioned by its founder Dr.Vikram Shah – CMD, who has been felicitated by Ethicon India for the development of the 'OS Needle'. Shalby Hospital is the global leader in Knee Replacement. Shalby is one of the world's best and renowned knee replacement hospitals with **highly qualified knee replacement surgeons** and a trail of success stories in knee replacement surgery.

Approach to Healthcare-

Patient centric care through professional and ethical approach is the hallmark of Shalby Hospitals.

Modest Beginning & Thundering Success

Shalby Hospitals is a world-renowned Joint Replacement Centre today establishing many records. Since 2007, we have successfully performed thousands of joint replacement surgeries, and the number is on the rise day by day. The transformation of Shalby into a chain of multispecialty hospitals in about 24 years speaks volumes for our credibility and passion for Healthcare Excellence.

A True Multispecialty Hospital Chain

Shalby's Centres of Excellence encompass a large range of specialties: Joint Replacement Surgery, Critical Care & Trauma, Spine Surgery, Neurology and Neuro Surgery, Ortho-Oncology Surgery, Cardiology & Minimal Invasive Cardiac Surgery, Sports Injury, Kidney Transplant, Liver Transplant Counseling, Hepato-biliary Surgery, Pediatrics, Medical Oncology & Onco Surgery, Dental Cosmetics & Implantology,

Ophthalmology, Plastic & Reconstructive Surgery, Rheumatology, Cosmetics & Dermatology, Homecare, Bariatric Surgery, Gynecology, IVF & Surrogacy Counselling, Homecare etc.Specialty clinics for Stroke, Epilepsy, Acidity, Snore & Sinus, Glaucoma, Sleep Study, Diabetes, Liver, Kidney, Asthma, Fertility, Obesity, Hypertension, Radio Therapy and Radio surgery etc. are other avenues of treatment at Shalby. Shalby's multi-specialty corporate hospital concept has been constantly getting appreciation from patients who get holistic expert healthcare solutions under one roof.

Expanding Wingspan

The fact that Shalby has four different multispecialty hospitals in its city of origin Ahmedabad, located at S.G. Road, Ghuma, Bopal, Vijay Crossroads, and Naroda;

speaks volumes for its popularity and 'healthcare at doorstep' philosophy. Other operational Shalby hospitals are- Shalby Vapi, Shalby Surat, Shalby Jabalpur, Shalby Indore, Shalby Mohali, Shalby Jaipur and Zynova Shalby in Mumbai. Shalby is well connected with the community through its robust OPD Centres situated across India and Kenya, Tanzania, and Uganda in the African continent. Shalby also has tie-ups with RAK hospital in Ras- al Khaimah and Saudi Germal Hospital in Dubai for extending expert healthcare to the people of United Arab Emirates.

HISTORY

The hospital, located in Ahmedabad, was established in 1994 as a small six-bed single specialty unit that offered total knee replacement (TKR) surgery. By 2007, it had become a 200-bed multi-specialty hospital. It would later offer care in over 40 medical disciplines ranging from cardiology, cardiothoracic surgery, dental care, oncology and trauma to ENT. The hospital was certified by National Accreditation Board for Hospitals & Healthcare Providers (NABH) in March 2010, six months after applying for accreditation. In 2011 it acquired a 55 per cent stake in the Vrundavan Hospital in Goa, which had 120 beds across two units. In 2012 Shalby acquired Krishna Hospital for an estimated Rs 75 crore, to become the biggest private corporate hospital in Ahmedabad. By 2012 the company had 450 beds in Ahmedabad.

In 2013, Shah claimed the hospital in Ahmedabad completed an average of 30 joint replacement surgeries a day, at which point they had 705 employees.[9] By the end of 2013, the organisation had treated 975 patients from abroad during that year.

During the period 1994–2009, the joint replacement team performed more than 20,000 TKR procedures. The length of surgical time in the hospital had been dramatically reduced from 1 hour, 20 mins per TKR to around 10–12 minutes using the "ZERO Technique" invented by Dr. Vikram Shah.Over the years, Shalby has performed over 1,00,000 Joint Replacement Surgeries. In 2011 Shalby received the Diplomat in National Board (DNB) certificate in Orthopaedics. At the time, it was the only hospital in Gujarat to have this.

MISSION

Shalby hospital "Leveraging global leadership in Joint replacement to establish multi-specialty care across geographies."

VISION

"Exceeding expectation from health."

VALUES

Shalby Hospital value each and every human life placed in our hands and constantly work towards meeting the expectations of our customers and stakeholders by raising the standards of our service deliveries, every time.

SHALBY MULTI-SPECIALTY HOSPITALS, JAIPUR

Shalby Hospitals, Jaipur is located at Chitrakoot, Vaishali Nagar Jaipur. This Hospital spread over a plot area of **42,033 Sq. ft with built up area of 192550 Sq. ft.** is one of the fully equipped multi-speciality hospitals situated in the Western part of Jaipur. It is one of its kind multi-specialty hospital having **237 beds with 23 operational Critical Care beds** for medical, surgical & neonatal care.

Shalby Jaipur offers multi–specialty care across spectrum-

Arthroscopy, Sports Medicine & Orthopaedics, joint Replacements, Cardiology, Cardiothoracic & Vascular surgery, Oncology(Cancer Care), Cosmetic, Plastic, & Reconstructive surgery, Dental Cosmetics, Dental Implants and Dental surgery, Emergency, Casualty & Trauma, Medical & Surgical Gastroenterology and

Endoscopy, Pulmonology Minimal Invasive & Endoscopic Spine surgery, Neuro surgery and Neurology, Obstetrics & Gynaecology, High risk Pregnancy, Ophthalmology, ENT and all minor specialties, Paediatrics & Neonatology.

SHALBY HOSPITAL, JAIPUR IS EQUIPPED WITH:

- 225 patient beds (44 for Critical Care)
- 4 Operation Theatres adhering to International Standards
- Digital Flat Panel Cardiac Catheterization Lab
- Dedicated Cardiac Ambulance
- 24 hr. Shalby Emergency Heart Line
- Accident and Trauma Line
- Above mentioned information talks only about the Heart Care facility, but the super speciality hospital serves other specialties as well like Kidney treatment, Total Knee Replacement, Joint Endoscopy, etc.

SPECIALITY

- **Arthroplasty/TKR & Hip Replacement**
- **Knee Joint Replacement**
- **Angiography, Angioplasty or Coronary Artery Bypass Surgery**.
- Cosmetic and Aesthetic care
- Heart care
- Emergency Medicine
- Endoscopy and Laparoscopy
- Gastroentero Surgery
- Nephrology – Dialysis Kidney Transplant
- **Critical care**
- Dental Clinic
- Dermatology
- Digestive care
- Endocrinology
- ENT
- General procedure surgery
- **Hip Joint Replacement**
- Plastic Surgery
- Haematology
- Hair and skin academy
- Home healthcare services
- Internal medicine
- **Interventional radiology**
- **Kidney transplant surgery**
- **Liver transplant surgery**
- **Nephrology**
- Obstetrics and Gynaecology
- Oncology
- Ophthalmology

- Paediatric and Neonatology
- Radiology
- Respiratory medicine
- Infertility and IVF
- **Spine care**
- **Urology**
- Vascular surgery

Departments

During the internship period of three months was done in quality departments under the guidance of Mrs. Rita Pugalia, department of the heads and the assigned work was to study the various problem areas in quality, identifying the issues and provide recommendations on the issue identified. And 1 week rotatory internship was also done in various department of hospital.

The department visited were:

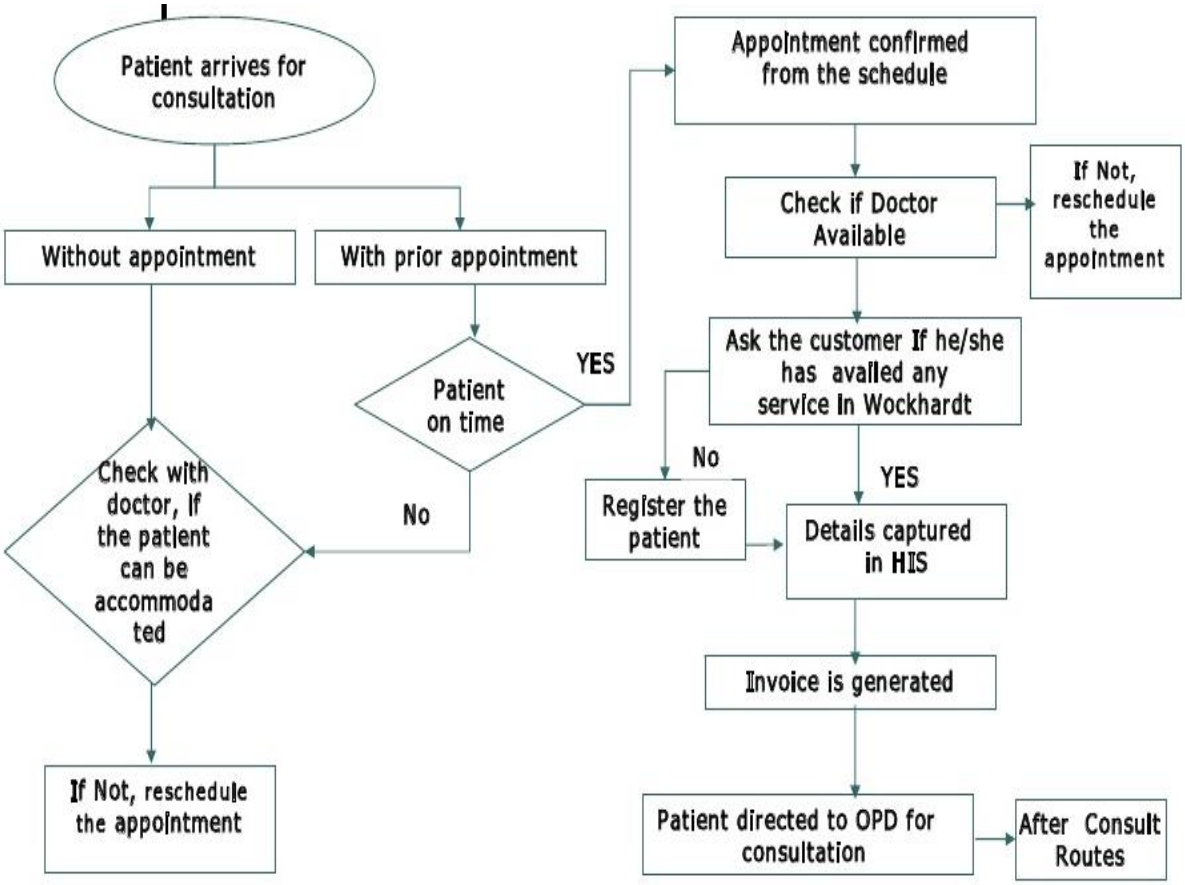
- Quality(18/02/2019-15/02/2019
- Medical Administration. outpatient and diagnostic. **(**21/02/2019-28/02/2019)
- Marketing(1/03/2019-6/03/2019)
- Billing (12/03/2019-19/03/2019)

DEPARTMENT 1

MEDICAL ADMINISTRATION, OUTPATIENT AND DIAGNOSTIC

Under the Guidance: Dr Sushil Kumar

CONSULATION PROCESS FLOW CHART OPD



PROBLEMS

- **Problem Area1.OPD**

Long waiting time for patients in the Outpatient department (2hours), communication gap between the patient and the staff, workload load on the OPD counter during health camps which ultimately lead to chaos. Non-availability of signage for the Outpatient department.

- **Problem Area2.Dialysis**

Non-availability of signage for the Dialysis department which the affecting the way healthcare services is being delivered. Inspite of checking the dialysis equipment daily they are doing it on weekly basis.

- **Problem Area3.Help desk**

The calls made to the help desk number do not notify the other caller about the line being busy, Inspite of showing the line busy it shows the assigned person is not responding which creates issues.

- **Problem Area4.Endoscopy**

A very smaller number of investigations in the Endoscopy department.

DEPARTMENT REPORT 2: Marketing

PROBLEMS

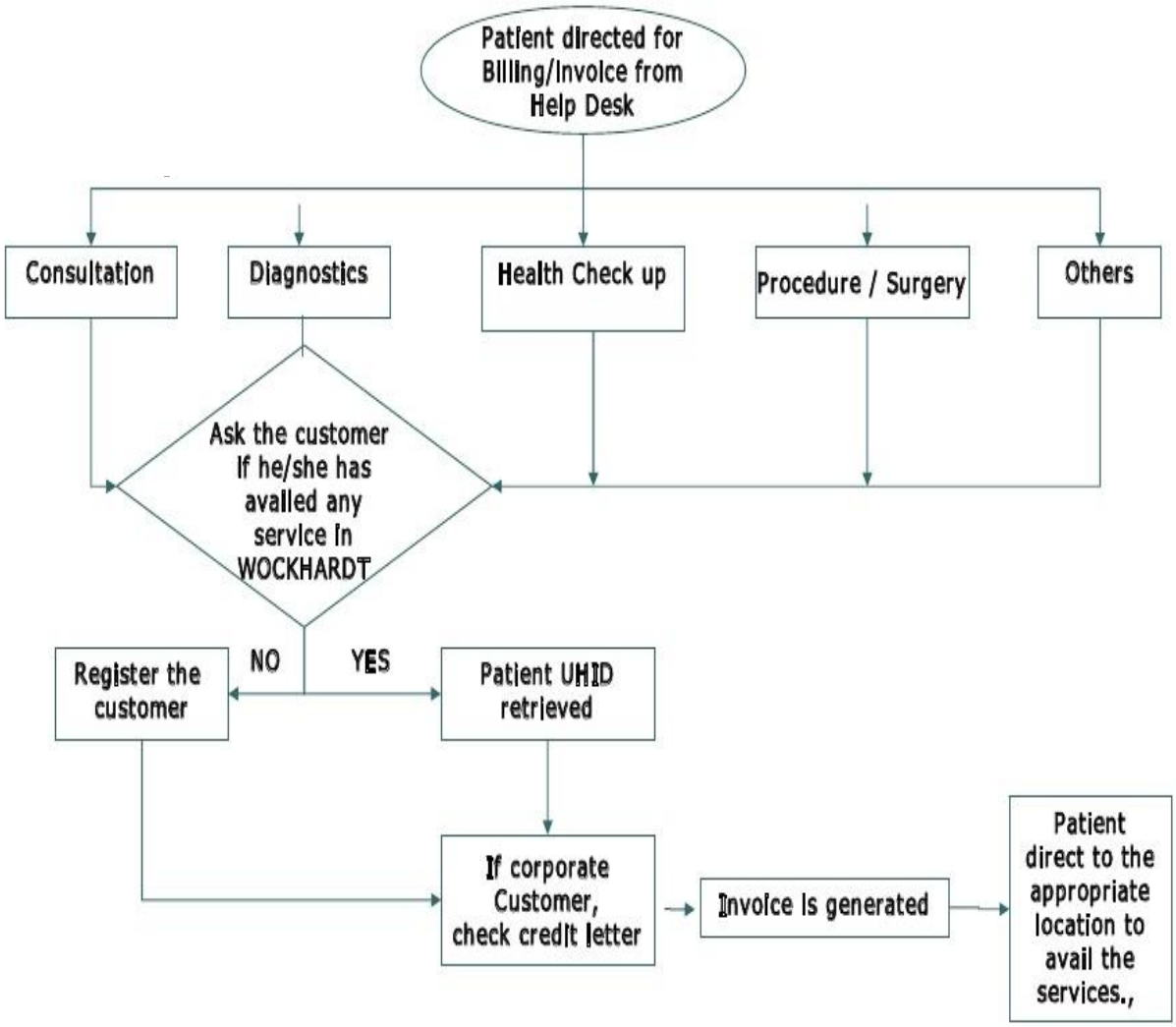
- **Problem 1.**
  Generating new customers is the major problem due to less no of sales or decrease in patient flow there is loss in revenue
- **Problem 2.**
  New entrants in the market due to which the experienced doctors are migrating (more attrition rate) and along with them the patient also (increasing the choice for the customers).
- **Problem 3.**
  Less use of the social media platform to communicate, engage and promoting the services and the packages offered by the organization. Not updating the latest updates on social media and outdated hospital website.
- **Problem 4.**
  Decrease in customer loyalty because of unsatisfied patients.

Recommendations

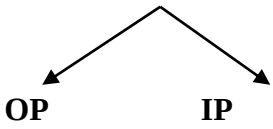
- Creating new customers and retaining old customer they need to strengthen the **marketing promotion** and **relationship marketing**.
- Effective competitive analysis and stay updated about the new market developments that affects the business.
- Provide regular training to the sales team to generate business and Keep a regular track on the old patients (satisfaction level of the patients) by doing surveys and market research.

DEPARTMENT BILLING

BILLING PROCEDURE



BILLING



- **Cash**
- **Insurance**
- **CGHS**
- **MJPJAY**

PROBLEMS

- **Problem 1.**
  During admission no proper counselling of the patient regarding the estimates, claim difference and insurance companies' procedures which ultimately lead to chaos and delay in admission (increase in TAT) and sending pre-authorisation letter to the company due to less efficient and non-availability of staff during peak hours.
- **Problem 2.**
  Not Intimating the patient about the revised estimate of bill (during stay) when there is increase in bill amount according to the estimate given prior the admission and increase in number of DAMA patients.
- **Problem 3.**
  Less efficient and non-availability of the staff at the OPD counter in peak hours ultimately leads to delay in billing and unmanageable crowding (Token system should be there)
- **Problem 4.**
  No regular follow up with the insurance companies and increase in number of query due to not updating all the required documents which leads to delay in the approval and dissatisfaction of the patient.

Recommendations

- Provide time to time intimation to the customers about the estimates and regular audit should be done to check the intimation data.
- Proper counselling (about the increase in amount and services) of the patient should be done at the time of admission.
- Training should be given to the staff (how to counsel the patient and how to retain the customers in case MOU with the insurance company has been expired)