

Internship
At
Sankara Eye Hospital, Coimbatore

By
Dr. Shaurya Prakash Verma
Dissertation submitted in partial fulfilment of the requirements of the degree
MBA Health and Hospital Management

Academic Year 2019-2021



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer Airport

Jaipur 302029, Rajasthan

Ph: 0141-3924700, Fax: 3924738

Website: www.iihmr.edu.in

Introduction-

Our eyesight is one of the most important senses: 80% of what we perceive comes through our sense of sight. By protecting our eyes, we can reduce the odds of blindness and vision loss. The eyes are the windows to the body. They are the only place where blood vessels can be viewed in their natural state without a surgical procedure. With this visual inspection of the blood supply, Doctors/Optometrists can spot many health conditions and vision problems just by taking a glance into your eyes.

It is a proven fact that more than 80% of the Blindness is preventable and curable and to achieve this, **Sankara Eye Foundation, India (SEFI)** started with the mission to eradicate the needless blindness.

Sankara Eye Foundation, India (SEFI) is a **Not-for-profit Healthcare Organization**, started 43 years ago which is one of the largest Community Eye Care networks globally with a pan India presence in 8 states.

In May **1977**, Dr. R.V. Ramani and his wife, Dr. Radha Ramani set up a Primary Health Care Centre for the needy with the mission to serve poor people which later blossomed as Sankara Eye Foundation - India, under Sri Kanchi Kamakoti Medical Trust.

Gift of Vision is a flagship initiative of Sankara Eye Foundation India which aims to provide high quality, cost effective and readily available community eye care at the door steps of Rural India.

I am grateful to be a part of this esteemed organisation and daily I am learning something new in my internship period here at Sankara Eye Hospital, Coimbatore which is helping me in lot many ways to learn and explore on how to cater better eye care services to the common people.

Objectives of Internship:

The main objective of my internship is to

- Explore the learning opportunities.
- Understand the process flow and how the hospital works.
- Enhance my patient care skills through observation as well as through direct patient management and interaction.
- Get an exposure to various optometric and primary eye care practices.
- Observing and handling different patient populations.
- Exploring opportunities for enhancing interpersonal skills, attitudes and values to establish a successful career path.
- Develop ability to critically analyse and apply solutions for smooth functioning of hospital/vision centers.

Organisational Profile:

Sankara Eye Foundation India (SEFI) is a Not for Profit organisation committed to provide quality eye care services to the poor and marginalised sections of the society since last 43 Years. Started as a small primary health care centre in the year 1977 by Dr R.V. Ramani and Dr Radha Ramani, today ***Sankara is one among the largest and fastest growing social enterprise managing 11 super specialty eye care hospitals located across Tamilnadu, Andhra Pradesh, Karnataka, Gujarat, Punjab, Uttar Pradesh , Madhya Pradesh and Rajasthan.*** Their Network of Hospitals is equipped with state of the art technology to perform advance eye surgeries. Sankara Eye Foundation India is a protagonist of National Eye Health Care Movement in India, continuously transforming the eye care delivery structure through various Eye Care Initiatives across age groups, cutting edge technology, scientific approach, innovation, research & training. The origins of Sankara Eye Foundation can be traced back to the Sri Kanchi Kamakoti Medical Trust.

The Model of Sankara Eye Foundation, India is an 80-20 model. This unique 80:20 model has found itself as a case point in the Harvard Business School. The model aims to provide best in class eye care treatment to everyone where 80 % of the beneficiaries are the underprivileged who receive treatment for free, while remaining 20% are the affluent sections of the society, cross-subsidizing the total cost of treatment for poor population. The hybrid revenue model ensures that each of the Sankara hospitals is financially self-sufficient in five years. Apart from the 11 Sankara Hospitals spread across the country, Sankara Eye Foundation India has ***16 vision centers*** also spread across 7 states of the country and is planning to setup at least 50 more VCs across different states of the country in upcoming years. Vision Centre is basically a permanent eye care facility in the community which acts as the first point of interface of the population with comprehensive eye care services provided by an exclusive skilled eye care worker.

Under the Umbrella of Sankara Eye Foundation India, there are various Programs running to provide best in class eye care services to all sections of the Society especially to poor and needy people. ***Gift of Vision*** is a flagship initiative of Sankara Eye Foundation India which aims to provide high quality, cost effective and readily available community eye care at the door steps of Rural India.

Under this Program

- Vision Health Visitors (VHV) or Sankara's Field Workers conduct a preliminary survey covering a region of 40–50 km around the camp village.
- They collect demographic, socio economic, general health, eye health, referral, and follow-up details.
- Those identified with an eye problem are referred to a centralized camp scheduled on a predetermined date.
- Rural Eye Camps conducted on the designated day.
- Sankara's Team of Eye Surgeons and Staff travel to the camp site from the local Sankara Eye Hospital.
- At the camp site, patients undergo.
 - Registration
 - Vision Screening by the Staff
 - Examination by Eye Surgeon
 - Lab Investigations
 - Fitness Evaluation for patients selected for surgery
 - Counselling Eye Care with compassion
- Identified patients for surgery are transported to the Base Hospital, provided with accommodation, investigated, treated accordingly with IOL implants, medicines and food, all free of cost.
- One month later, all the operated patients are reviewed at the camp site as a Medical Audit and Qualitative Analysis.

In 1996, SEFI launched another Program called “**Rainbow**” exclusively for School Children with the aim to provide bright future for visually impaired children. ***Other Programs running under SEFI Umbrella are Maitri, Diabetic Retinopathy, Nanna Kannu and Women Empowerment Programs.***

In March 2019, Dr. R.V. Ramani was awarded Padma Shri (a highest civilian award) by Govt. of India for his magnanimous and generous efforts for the betterment and social upliftment of the society by providing free, affordable and quality eye care treatment to all sections of the society and especially to the poor and needy.

Services Provided By the Organisation:

Sankara Eye Foundation is committed to clinical excellence and provides best in class eye care treatment to all sections of the society especially to the poor and needy people.

The hospitals are equipped with the most modern facilities with highly skilled and dedicated specialists and highly motivated staff. It provides variety of services under one roof from a routine vision examination to LASIK eye surgery and other complex eye care surgeries, one can find the best possible eye care treatment at Sankara Eye Hospitals across India.

The Organisation provides various Super Speciality Services to provide best in class eye care services to all sections of the society. These services include-

- Cataract
- Cornea
- Glaucoma
- Lasik
- Ocular Oncology
- Orbit and Occuloplasty
- Paediatric Ophthalmology
- UVEA
- Vision Therapy
- Vitreo Retina

Today the Organisation is continuously growing with the constant support of the community and its trust in Sankara Eye Foundation, India. Today Sankara Eye Hospital, Coimbatore is a 550 bedded hospital having 150 beds for paying patients and 400 beds reserved exclusively for non-paying patients and total of 5 fully functional OTs.

Apart from super speciality Services mentioned above, the hospital provides other remarkable services also to its patients also that includes-

- Eye Bank
- Contact Lens Services
- Computer Vision Clinics
- Medical Insurance Facilities (Both Govt and Private Insurance Schemes)
- Opticals
- Laboratory
- Pharmacy
- HMIS
- Counselling
- Laundry
- Housekeeping
- Cafeteria
- Transport
- Inpatient Rooms and Day care Lounge.

The Hospital also provides range of Eye Care Diagnostic Services also to its patients that primarily includes

- O-Scan
- Ultrasonography
- HFA
- FFA
- OCT
- Pachymetry
- Green Laser
- YAG Laser
- Corneal Topography

Therefore it is not wrong to say that Sankara Eye Foundation, India is committed to provide quality ophthalmic treatment and care with the highest levels of skill, competence and concern, by adopting the latest technologies, techniques and practices in prevention, diagnosis and treatment in all ophthalmological specialties.

Key Activities / Projects Undertaken Other than Dissertation-

During my tenure as an Intern at Sankara Eye Hospital, Coimbatore I have got an excellent opportunity to observe the functioning and process flow of the entire Hospital which helped me gain relevant organisational experience and a chance to apply what I learnt in my academic program while working in a health service organization.

This internship opportunity has also developed my cognitive skills in helping me understand the principle of “learning by observation” and importance of “working in teams”.

The activities performed by me during internship are varied and helped me gain an insight about the commitment and dedication of Sankara Eye Foundation, India towards serving the humanity. During in the internship at Sankara Eye Hospital Coimbatore,

1. I have observed the functioning and process flow of entire hospital and tried to identify the challenges faced by the organisation in day to day patient care management and suggested my inputs and prepared a detailed presentation on the same that which areas in the hospital can be improved and how it can be done to achieve more patient satisfaction and commitment to provide best in class eye care service.
2. I was also provided with an opportunity to be a part of International Fund Raising Team of Sankara Eye Foundation-USA Arm, who along with other notable philanthropists helped in raising money for Sankara Eye Foundation, India to strengthen the commitment of Sankara’s to provide free eye care surgeries to poor and needy and achieve its goal of “Eradication of Preventable Blindness” in India. For this

I was tasked to prepare an impactful PPT about Sankara Eye Foundation's Vision, mission, goals and its objectives and future expansion strategies which was presented to the international audience in USA. The event was organised successfully and created a huge impact at international level and Sankara Eye Foundation USA was successfully able to secure huge funding to keep working towards its charitable cause to provide free eye surgeries to poor and needy people in India.

3. Apart from this I also got a chance to work with ground teams of Marketing and Public Relations Department of Sankara Eye Hospital Coimbatore and helped the team members in getting our hospital nominated for ICC-National Occupational and Safety Awards 2020 by helping them in preparing the PPT on the notable achievements and targets accomplished on free surgeries and camps conducted till date by Sankara Eye Hospital Coimbatore. Through this opportunity, I was also successful in highlighting the flagship Program of Sankara Eye Foundation which is "Gift of Vision" that aimed to provide high quality, cost effective and readily available community eye care at the door steps of Rural India.
4. During my tenure as an Intern at Sankara Eye Hospital Coimbatore, I was also entrusted with a task to improve the training module and Standard Operating Procedure Guidelines through team work for non-paying activities of Community Outreach Department of Sankara Eye Hospital Coimbatore on which I prepared a simplified and concise presentation in a very easy and understandable format that could easily be learnt and followed by the VCTs (Vision Care Trainees) of Sankara Eye Foundation, India across all its units.

Key Learnings from the Internship:

During my Internship at Sankara Eye Hospital, Coimbatore, I have learnt a lot as-

1. It has provided me an exposure to a broad range of association management issues and given me a chance for one-on-one interaction with senior-level executives which has boosted my self-confidence.
2. It helped me get trained in execution of a variety of administrative tasks and enhance my decision-making and problem-solving skills.
3. It helped me improve my Communication Skills and given me chance to take up tasks independently and execute it thus building my leadership qualities.
4. It has also helped me to do time management and finish tasks under given timelines.
5. This internship has given me chance to work with people of different cultures and states which helped in observing the cultural diversity of the organisation more closely.

6. Through this internship, I have learnt Strategic Planning Skills and got a chance to improve my analytical skills, technical skills and computer skills by getting hands on experience of the same in the real world scenario in this organisation.
7. Since this Organisation is Primarily a Charity Organisation, it has brought a tremendous change in my behaviour during the internship and has made me develop more sense of empathy, compassion, care and love for the poor and needy which I am sure will definitely help me in being a better person in future.