

Internship
at
Asian Institute of Medical Science, Faridabad

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Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Health and Hospital Management

Academic year, 2017-2019



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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 **WOCKHARDT HOSPITAL NASHIK** 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 operational parameters of various department at WOCKHARDT HOSPITAL NASHIK” with special reference to the different areas / departments of the Hospital”.

Goals of the Internship

The **Goals** of Internship were:

- To learn the daily operational 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 WOCKHARDT HOSPITALS

Wockhardt Hospital's existence is the result of a 50-year tradition of caring and innovation nurtured by Wockhardt Ltd, India's 5th largest Pharmaceutical and Healthcare company with a presence in 20 countries across the globe.

Within a short period since its inception, Wockhardt Hospitals has become a leading health service provider with its strong presence in the western parts of the country i.e. Mumbai, Nagpur, Rajkot, Nasik and Surat. This group of 9 hospitals fulfils the need of the community in its chosen field of super specialty like Cardiology, Orthopaedics, Neurology, Gastroenterology, Urology, Aesthetics and Minimal Access Surgery.

We follow process driven quality systems that adhere to international standards of clinical care, safe environment, infection control and respect for patient rights & privacy. With state-of-the-art multi-disciplinary capabilities and world-class infrastructure and technology, we enrich the quality of life of every patient in a caring and nurturing environment and greatest respect for human dignity and life.

Many of the Wockhardt group of hospitals has accreditation of the NABH (National Accreditation Board of Hospitals & Healthcare), the highest and the most stringent quality standards institution in India and the National authority in healthcare accreditation. To meet these standards the hospital needs to have a quality driven approach right from the patient registration, admission, pre-surgery & post-surgery protocols, discharge from the hospitals to follow ups after discharge.

In pursuance of its vision to establish state-of-the-art medical facilities in India along with a high degree of clinical excellence, we have entered strategic alliances with Partners Medical International, USA, whereby Wockhardt has access to Harvard's expertise and experience in the fields of surgery and other Medicare services.

Partners Medical International (a non-profit organization) serves as a catalyst in bringing together healthcare professionals from around the globe towards improving the delivery of healthcare through education and implementing its vision that every citizen of the world should have access to quality healthcare in their own country. Today, Harvard Medical International has selective collaborations with medical communities, Wockhardt hospitals being one of them.

Wockhardt group of hospitals in India is a preferred destination for patients from Europe, USA, Africa, Middle East and South Asia. Most of the doctors/surgeons have been trained or worked extensively at some of the best medical institutions in US, Europe and other advanced countries.

VISION

“Wockhardt Hospitals will strive with excellence to fulfil the needs of the community in its chosen field of medical treatment”

Because of our emphasis on high teamwork we bring together all the necessary disciplines and skills from the many resources of our organization to serve our patients better and attempt to set the Wockhardt Care in a league of its own.

MISSION

“To serve and enrich the quality of life patients suffering from diseases, through the efficient deployment of technology and human expertise, in a caring and nurturing environment with the greatest respect for human dignity and life.”

Wockhardt Super Speciality Hospital Nashik

Wockhardt Super Speciality Hospital, Nashik, originated in 2008, and is the first corporate hospital in North Maharashtra. It is a dedicated super-speciality hospital offering comprehensive, end-to-end care in Cardiology, Cardiac Surgery, Neurology, Neuro Surgery, Orthopaedics and Joint Replacement Surgery. Apart from these, it also offers Minimal Access Surgery, Nephrology, Urology, Critical Care, Medical and Surgical Oncology and Emergency Services and a Trauma Line.

The ethos of Wockhardt Hospital, Nashik is its belief in the credo of its triad of core values namely Clinical Excellence; Patient Centricity and Ethical Practices and this has enabled Wockhardt Hospitals to extend quality and affordable healthcare. What makes the hospital stand out is the presence of hi-tech diagnostic equipment and services like 2D ECHO, MRI & CT Scan, Digital X-ray, Pathology services, latest surgical techniques, patient centric post-operative care, physiotherapy and rehabilitation besides professional nursing and paramedic talent.

To provide comprehensive care, Wockhardt Hospitals, Nashik has an eminent team of consultants, nursing staff and paramedics, along with the best in life support systems and ultra-modern technology.

Wockhardt Hospital, Nashik acts as a Regional Referral Centre for pathological investigations. It caters mainly to the North Maharashtra region including towns such as Dhule and Jalgaon.

Wockhardt Super Speciality Hospital, Nashik is equipped with:

- 200 patient beds (44 for Critical Care)
- 4 Operation Theatres adhering to International Standards
- Digital Flat Panel Cardiac Catheterization Lab
- Dedicated Cardiac Ambulance
- 24 hr. Wockhardt 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

- Aesthetic care
- Bariatrics and Metabolic surgery
- **Bone and joint care**
- **Brain and Nerve care**
- **Brain and Spine**
- **Critical care**
- Dental Clinic
- Dermatology
- Digestive care
- Endocrinology
- ENT
- General procedure surgery
- Haematology
- Hair and skin academy
- Heart care
- 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
- **Spine care**
- **Urology**
- Vascular surgery

Departments

During the internship period of three months 15 days rotatory internship was done in different departments under the guidance of various department heads and the assigned work was to study the various problem areas, identifying the issues and provide recommendations on the issue identified.

The department visited were:

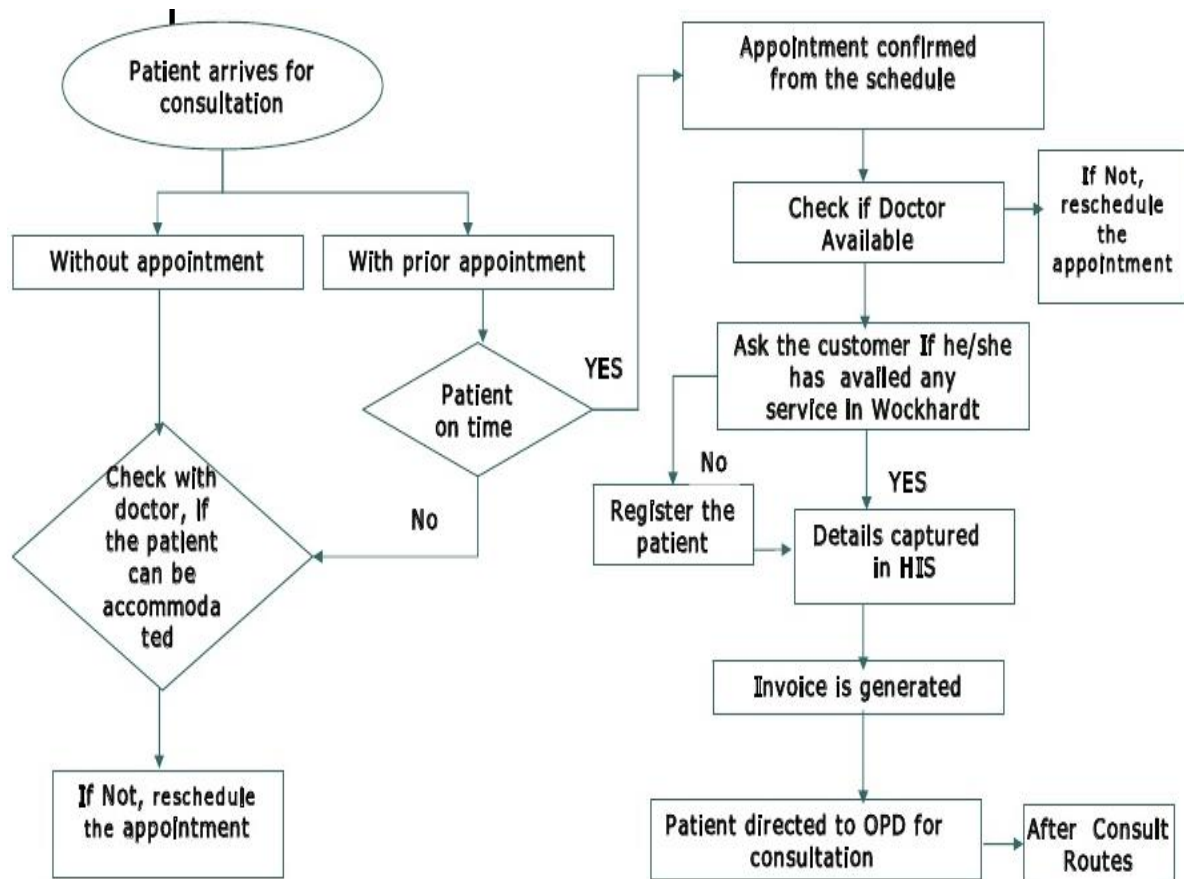
- Medical Administration. outpatient and diagnostic. (11/02/2019-24/02/2019)
- Marketing(25/02/2019-10/03/2019)
- Billing/Altius(11/03/2019-24/03/2019)
- Housekeeping/Security(25/03/2019-07/04/2019)
- Materials/Pharmacy(08/04/2019-21/04/2019)

DEPARTMENT 1

MEDICAL ADMINISTRATION, OUTPATIENT AND DIAGNOSTIC

Under the Guidance: Dr Sushil Kumar

CONSULTATION 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. In spite 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, In spite 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

UNDER THE GUIDANCE: ABHISHEK SHARMA



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.

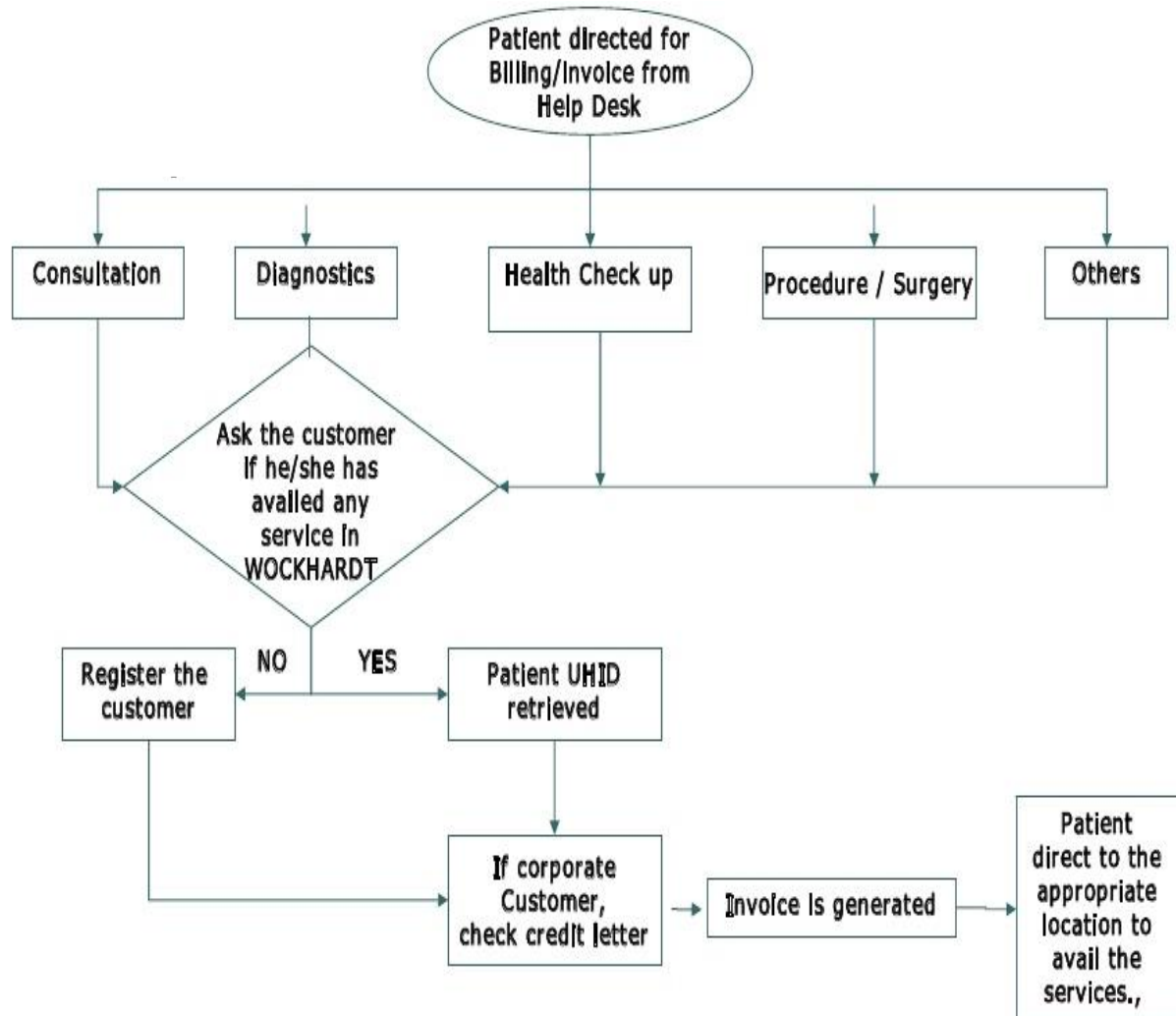
Recommendations

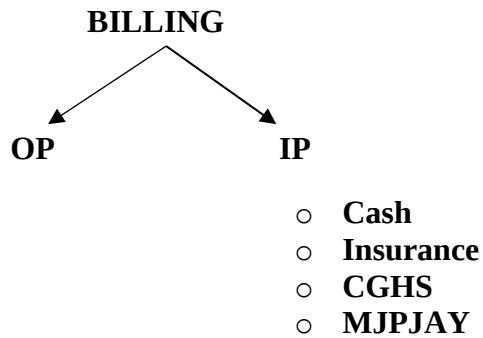
- Creating new customers and retaining old customer they need to strengthen the **marketing promotion** and **relationship marketing**.
- Effective competitive analysis and stay updated about the new market developments that affects the business.
- Provide regular training to the sales team to generate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

DEPARTMENT BILLING

UNDER THE GUIDANCE: Gautam Tahmane

BILLING PROCEDURE





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)

DEPARTMENT 4: HOUSEKEEPING/SECURITY

UNDER THE GUIDANCE: ANOOP TRIPATHI

PROBLEMS

➤ **Problem 1.**

Lack of trained manpower (no qualification criteria) is the major problem faced, as it requires the right mindset and understanding of hygiene and requires certain soft skill to interact with patients and other customers and no proper cleaning of the wards, rooms, public areas due to untrained and irresponsible staff which leads to increase in a greater number of complaints.

➤ **Problem 2.**

Housekeeping staff are outsourced model (contract based) due to which staff are seen doing multiple jobs rather than doing a single task therefore the chances of cross infection is much higher and non-availability of the housekeeping staff when the patient requires.

➤ **Problem 3.**

No regular facility audit to examine the building and to determine need for repair or replacement of the furniture or to determine the loopholes in the services provided and no daily inspection tool(checklist) is there to examine the hospital on daily basis.

➤ **Problem 4.**

No proper checking of the attendants during the visiting hours and no regular monitoring of the CCTV surveillance installed in the hospital.

Recommendations

- There should be a minimum criterion of tenth grade (passed) for recruitment of the staff and then trained them accordingly.
- Provide regular training to the housekeeping staff regarding the cleaning process and interaction with the patients, customers and their roles and responsibilities.
- Proper scheduling of the staff should be done.

DEPARTMENT 5. MATERIALS/PHARMACY

UNDER THE GUIDANCE: VINOD AHIRAO/KIRAN KULKARNI

PROBLEMS

- **Problem 1.**
Lack of coordination with the other departments specially with the doctor as sometimes for surgery doctors are contacting the vendors on their own basis due to which no rate negotiation with the vendors and variation in the cost of material which eventually effects the margin.
- **Problem 2.**
Less number of sales in the pharmacy from the outpatient department due to shortage of drugs and doctors are prescribing the medicine which is out of the hospital formulary.
- **Problem 3.**
The system of the departments is working very slow due to which the works gets delayed and gets hanged repeatedly which increase the chances of error while generating PO.
- **Problem 4.**
High consumable consumption by the departments staff(wastage of paper ,letter head ,due to not paying attention while sending the printing command) , no spillage policy followed, and the store staff lacks the knowledge of inventory management techniques(ABC analysis).

Recommendations

- There should be regular tracking of the patient coming to OPD on daily basis(speciality wise) and out of them how many purchasing the medicine from hospital pharmacy.
- Regular market research to determine the largest selling product and price rates.
- Regular prescription audit to track the new and regular medicine prescribed.
- Building good customer relationships which leads to decrease in the choice of customer.
- Home delivery in case the required medicine is not available at the point of time and in emergency cases.
- Stock management on daily basis.