

Internship Report

Submitted to



The IIHMR University, Jaipur

For the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Tanushka Goyal

Roll no. 1023

Internship completed from



Indian Spinal Injuries Centre

Vasant Kunj, New Delhi

Introduction

ISIC is the most advanced Spine, Orthopedic and Neuromuscular Surgical center in India with the latest state of the art diagnostics and surgical equipment and a highly qualified team of specialists recognized internationally who have been trained in leading institutes of India and abroad. Sprawled over 15 acres of land with a covered building area of 20,000 square meters, ISIC provides a world class medical management, comprehensive rehabilitation, research, and training in the heart of South Delhi.

Major HPS Ahluwalia- The Chairman of ISIC, is an Indian Mountaineer. He climbed Mt. Everest on May 29 1965. He is also the chairman of the Rehabilitation Council of India.

Indian Spinal Injuries Centre provides state of the art facilities for the management of all types of spinal ailments. It has a team of dedicated, internationally trained & acclaimed spine surgeons providing cutting edge medical & surgical technology. The rehabilitation department is considered to be a vital core element of the hospital with one of the largest teams of therapists, trained in some of the best institutes of India and abroad. It offers complete facilities of physiotherapy, occupational therapy which provides guidance for patients to lead a productive, self-reliant life followed by vocational training which offers the SCI patients with a new hope and confidence.

The hospital has planned to strengthen its basic research facilities. ISIC is much more than a hospital, it is also considered a training institute and teaching hospital affiliated to a leading university of the country. It provides Masters of Prosthetics and Orthotics among many with the provision of on-the-job training which attracts the students from all over the nation. ISIC providing a two-year fellowship in Spine surgery being one of the three centres in India hence, accelerating the country forward in the field of medical education and research.

Goal- To reach the lives of thousands of newly spinal injured every year by providing medical excellence through scientific expertise and to optimize self-sufficiency and independence for the rehabilitation patient.

Mission- To restore hope and joy in the heart of every patient with unrelenting attention to clinical excellence, patient safety and an unparalleled dedication to assure exemplary physical, emotional, and spiritual care.

Vision:

- To strive to become the first choice as a spinal and orthopaedic healthcare provider in New Delhi.
- To foster a culture of education in all of our activities and supporting exemplary health sciences research and development in an environment which is both ethical and respectful of others
- Utmost dedication to providing quality, value driven health care to all we serve through education, outreach, and other innovative services in spine and other spinal ailments.
- To strengthen our relationships through affiliation with renowned institutions of higher learning, offering technological advances and modern facilities.
- To reach the lives of thousands of newly spinal injured every year by providing medical excellence through both scientific expertise and compassionate therapy.

Objectives of the Internship

Internship helps in increasing technical skills of the employees and enable them to do particular job efficiently. Its purpose is to achieve a change in the behavior and enable them to do their jobs better.

Here are some objectives of Internship-

- **Master Technical skills-** Gaining working knowledge of spreadsheet, building presentation, and using various software's and tools used for data manipulation in the work field.
- **Gaining Essential Background Knowledge-** To understand how organization works and their technology trends. To learn different functions of the staff, how the organizations are operated, and the drivers of success. These are valuable experiences, and these can be gained only within the organization.
- **To gain Interpersonal Skills-** Honing the ability to connect with people and building trust. Personal connections, trust, and first impressions are very important drivers of deal making and success. Learning how to communicate with the customers and other participants.
- **To build network of contacts-**
 - Building relationships with people who can serve as advisor or mentor.
 - Expanding the network to include other like-minded people.
 - Building a network of would-be founders and technical specialists.

Organizational Profile

I was appointed on the post of Intern in Quality Department from 16th February, 2021.

Simply quality is adherence to set standards. Quality is doing the right thing right, the first time and every time. Indian Spinal Injuries Centre is NABH, NABL Accredited Organization. Here are assigned Duties and Responsibilities-

1. Researching and implementing various quality improvement tools to exercise quality control pan hospital, its monitoring and evaluation.
2. Performance improvement and outcome management: -
 - a. Developing, implementing, and analyzing Key Performance Indicators (KPI) for various departments in conformance with CQI (3,4) guidelines by NABH.
 - b. Bench-marking performance indicators internally as well as against industry best practices.
 - c. Conducting studies for operational efficiency as and when desired by appropriate higher authority.
 - d. Outcome management by critical analysis of results along with suggestions for appropriate corrective and preventive actions.
3. Total Quality Management through We Care Initiative: -
 - a. Maintaining a log of patient feedback along with staff suggestions and forwarding the same to relevant stakeholders. Contacting patients with negative feedback. Suggesting appropriate corrective and prevention actions and documenting the same based on CARF and NABH guidelines.
4. Working as Member Secretary for the following committee: -
 - a. Code Blue Committee
 - b. We Care Committee
 - c. Quality Improvement Committee
5. Working as Member for the following committee: -
 - a. OT Committee
 - b. Safety and Disaster Management Committee
 - c. Management Review Committee
6. CARF: -
 - a. Coordinating CARF related activities within the hospital.
 - b. Gap analysis, policy drafting, implementation, monitoring compliances, and CAP.

7. Responsible for training to be conducted on the following topics in hospital: -
 - a. Hospital wide policies and procedures.
 - b. Event reporting
 - c. CQI Monitoring
 - d. Infection Control
 - e. Occupational hazards and safety
 - f. Disaster Management
 - g. Food safety
 - h. CARF
 - i. Key Performance Indicators
8. For NABH related matters you will report to AMS.
9. ISSO 22000:2005 (Food Safety Management System): Liaising with external and internal agencies on matters related to Food Safety Management System.
10. Assisting in various education and training programs related to quality management.
11. Assisting in various accreditation related work as and when required.
12. Coordinating with appropriate personnel to accomplish the above-mentioned tasks.
13. To bring out the changes in the documents in planned manner and ensure its distribution.
14. To coordinate management review meetings and maintain its record.
15. Any other job assigned by the appropriate higher authority.

Services provided by Organization

- Spinal Disorders & Surgery
- Orthopaedics
- Alternative Medicine (Aroma therapy, Acupressure, Homoeopathy, Medication, Naturopathy, Reflexology, Yoga)
- Anaesthesia
- Cardiology (ECG, Echo, TMT, Invasive Cardiology, 18- Bedded Heart Command Centre)
- Chest & Respiratory Medicine
- Dental
- Dermatology
- Emergency (24*7)
- ENT (Ear/Nose/Throat)
- Executive Health Check-up
- Foot Care Clinic (Podiatry)
- Gastroenterology
- Gynaecology
- Internal Medicine
- Joint Disease Services (Rheumatology)
- Neurology and Neurosurgery
- Nephrology & Dialysis
- Ophthalmology
- Obesity & Weight Management Programme
- Paediatrics (OPD)
- Pain Clinic
- Plastic Surgery
- Psychiatry, Psychology & Stress Management
- Pharmacy (24 Hours)
- Rehabilitation
- Radiology & Imaging Services
- Surgery (Bariatric surgery, General surgery, Gastro Intestinal surgery, Minimally Invasive surgery)
- Speech Therapy
- Urology

Key Activities/ Projects Undertaken Other than Dissertation

Apart from dissertation there are many other activities that are I performed during my Internship. Some of them are listed below-

- Working on PDM (Patient Delight Management) software. Maintaining a log of patient feedback along with staff suggestions and forwarding the same to concerned authority through PDM software. Contacting patients with negative feedback to resolve their queries.
- Attended Facility Inspection round to understand functioning of the hospital.
- Monitoring waiting time for admission process and scrutinizing data collected from emergency department and wards.
- Working on CQI (3,4) indicators coming every month from various department (Data entry and trend analysis).
- Active audit of al the wards, ICU's, emergency department, radiology department and various other department is carried out by me and instructing them to fill the gaps identified.
- Developed Standardized Mortality Measurement sheet for measuring standardized mortality rate in ICU (according to NABH 5th edition), using SOFA tool. Launched it after discussion with concerned staff.
- 5 Porter's analysis in Strategic Management plan of Hospital.
- Prepared KPI indicators sheet for various departments according to NABH 5th edition and launched it on 30th April 21 for implementation.
- Attended Code Blue and OT Committee meetings.
- Enrolled in FDP program on Systematic Review organized by the hospital on 6th May 21.
- Part of COVID Buddy group formulated by the Quality department to handle COVID patients in the hospital by providing their status to the registered attendant through SMS, WhatsApp and Email and resolving the queries of their family members. On calls. Involved in their coordination for nay kind of requirement like stationary, phones, and other necessary things.
- Worked on the How to enhance Patient Experience in OPD services. Conducted focus group discussion, one-to-one discussion with various doctors and staff, also interviewed various hospital staff and collected their suggestions on the same. Prepared a report by incorporating inputs and suggestions given by all for enhancing patient experience in the Hospital.
- Discussion on the Reverse Auctioning.

Key Learnings

I had a truly enriching internship experience. Besides improving my writing and editing skills and professional ethics, I had another major learning. I understood how organisations worked and how the efforts of every single team member make a significant impact. I was given lot of tasks and responsibilities and I learned a lot from them. Here are few learnings from my internship-

1. Aim for excellence-

There is no limit to excellence, so we should always set new standards and move ahead to set a higher one. No matter how tight the deadlines are, or how high work pressure is you should always try to stay motivated and try to complete your work in the best possible way in the given deadline.

2. Always be curious-

A work is all about recognising a problem and finding out a way to solve it or optimising a current solution which makes it highly important for a professional to keep up a certain level of curiosity. Moreover, it is only when you think about stuff and question it, that you learn more and improve.

3. Take initiatives-

When you are curious and ask questions, you come up with ideas. However it is not enough to simply share your ideas, you need to be proactive. We need to research back our idea and plan its execution to make it worthy enough to be taken up and put efforts for it.

4. Time Management-

It includes reaching office, meetings, and conferences before time and always complete your share of work ahead of deadlines.

5. Communication Skills-

One should be polite and humble while speaking. Internship teach how to interact with people in professional settings. Internship is the perfect place to observe how people in a professional setting interact.

6. Networking-

As an intern, I learned how important networking is for my future career. Connecting with people in my desired career path through my internships has led me to solidify my desire to work in desired organization.

7. Taking Criticism-

It can be difficult to be told that you need to improve upon something or that you completed a task incorrectly. As an intern, I learned how to handle criticism with grace (both from watching co-workers receive criticism and from receiving criticism myself), which also built my confidence in a professional setting.