

***Out Patient Department (OPD) Management at Jaslok
Hospital and Research Centre, Mumbai***

**Internship Report submitted to the
IIHMR University, Jaipur**

**In partial fulfilment of the requirement for the award of the
Degree of**

MBA - Hospital and Health Management

Submitted by:

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Introduction

Out-patient department (OPD) acts as the first point of contact between the hospital and the patients. OPD is referred as a part of the hospital with designated physical infrastructure and clinical and other personnel, with prescheduled hours, to provide treatment for patients who are not enrolled as inpatients. OPD patients' can be grouped under 3 categories: 1. Emergency Outpatients, 2. Referred Outpatients and 3. General Outpatients.

As the threat of COVID is seen all over the world, patients are hesitant to visit the hospitals as they are the hotspot where maximum patients are under the same roof, and thus, reducing the number of outpatients in general. General population are avoiding the elective procedures and even taking self-medication or preferring tele-consultation to avoid visiting the hospital. Hospital OPD numbers have reduced due to the same.

Objectives of Internship

- Observation of the Infrastructure and MEP (Maintenance, Electricity, Plumbing) Issues in the OPD and suggesting measures to improve
- Scanning of the OPD documents and measures to increase the same
- Arranging online consultations for patients through available leads

Organizational Profile

The Jaslok Hospital & Research Centre is one of the oldest tertiary care, multi-specialty Trust hospitals in the country. In the late 60s, when the establishment of large private hospitals was not common, the institution was conceptualized & endowed to the city of Mumbai by Seth Lokoomal Chanrai. Seth Chanrai came from a family of philanthropists who had businesses in many countries. The family had already supported many small & large projects. Seth Lokoomal entrusted Dr. Shantilal Mehta the task of establishing an ultra-modern centrally located medical centre where people of all races and creeds could receive the benefits of advanced health care. The name Jaslok was derived from the names of Seth Lokoomal & his wife Smt. Jasotibai. Seth Chanrai's vision was implemented and brought to reality largely by his brother-in-law Dada Mathradas Assomull. The hospital was inaugurated on 6th July 1973 by the erstwhile Prime Minister Mrs. Indira Gandhi.

Jaslok Hospital is situated at Dr. G Deshmukh Marg, Peddar Road which is a main artery of South Mumbai and overlooks the Arabian Sea. Jaslok Hospital is a private, full-fledged multi-speciality hospital with 348 beds of which 57 are ICU beds. The number of consultants has increased from the initial 50 to around 270 with 190 fully trained resident doctors. Jaslok Hospital has all qualified nurses with many of them having additional qualification & specialization.

Jaslok Hospital has research activities ongoing in various fields in collaboration with other institutions in India & abroad. More importantly, the hospital has evolved into a tertiary referral centre for providing treatment for advanced, complex medical problems. It is a training institution as well. It attracts patients not only from Mumbai but all parts of Maharashtra, other States and abroad. Prominent citizens from all over the country have availed of the advanced facilities at the Jaslok Hospital.

Services in almost every specialty and super specialty are available with the most renowned Consultants in the country practicing at the hospital. The departments are equipped with state-of-the-art equipment and manned by trained & dedicated staff, many of whom now run training programs. Jaslok is now a full-fledged teaching institution and conducts postgraduate courses being recognized by the National Board of Examinations in 22 specialties.

The Hospital has also played an important role in serving the less fortunate sections of society which was an important part of the vision of its founders. As of 348 regular beds, 36 IS (Indigent section) beds are available free of charge and 36 WS (Weaker section) beds are offered at 50% charge. In addition, Jaslok treats patients from some institutions including orphanages like the “BalAsha Trust” and Asha Sadan free of cost. Concessions are also offered to Senior Citizens and an active social work department helps the needy patients with donations from Trusts.

Mission:

To make Jaslok Hospital the most respected medical institution of India.

- Providing the highest quality patient care.
- Nurturing and delivering clinical excellence and research.
- Doing charity to humanity irrespective of caste, race or denominations.

Vision:

To be the hospital of choice for patients, physicians and employees by providing state-of-the-art medical care with compassion and dignity.

Hospital Facilities:

Jaslok Hospital and Research Centre is committed to treating patients with medical excellence, care, compassion & tenderness. It offers support to the patients and their family members, who find themselves in such environment where they have to interact with new people, new places, new doctors and other personnel.

Using Technology with Tender Loving Care

The Hospital's services include cutting edge technology. Jaslok Hospital is like a home of experienced medical professionals in enhancing the patient care. The Hospital is well known for launching the latest technologies in different areas of the Medical Field. Service excellence is achieved through an ideal blend of medical brilliance and personalized care.

Jaslok Hospital relies a great deal on innovation, introspection and to continuing upgrade and improves patient care. Hospital provides healthcare that includes prevention, excellent treatment, rehabilitation and health education for patients and their families.

Care with comfort

Jaslok Hospital is famous for the pleasant, comfortable, air-conditioned patient rooms equipped with nurse call systems, television, and refrigerator and telephone facility during their treatment.

Cuisine to suit international tastes is an integral part of our food and special beverage service. The nursing care is, in itself, a matter of high standard in patient care.

Total No of Beds : 343

Non ICU Beds: 255

ICU Beds: 58

Jaslok Hospital has received certification from National Accreditation Board for Hospitals & Healthcare Providers (**NABH**) which is a constituent board of Quality Council of India (QCI), set up to establish and operate accreditation programme for healthcare organizations. This certification is currently valid from 23rd June 2019 to 22nd June 2022.

Specialities provided in the Hospital:

- Anaesthesiology
- Assisted Reproduction
- Cardiology
- Cardiovascular Thoracic Surgery
- Cardiac Transplant

- Critical Care Medicine
- Dermatology
- Diabetology
- Ear Nose & Throat Surgery
- Endocrinology & Metabolism
- Endoscopic Gynaecology
- Gastroenterology & Hepatology
- Gastro Intestinal (GI) Surgery
- General & Laparoscopic Surgery
- General Medicine
- Genetics
- Imaging & Interventional Radiology
- Infectious Disease
- Laboratory Medicine
- Liver Transplant
- Medical Oncology & Bone Marrow Transplant
- Nephrology & Renal Transplant
- Neurology
- Neurosurgery
- Nuclear Medicine
- Obstetrics & Gynaecology
- Ophthalmology
- Oral & Maxillofacial Surgery
- Orthopaedics
- Paediatrics
 - Neonatology
 - Paediatric Endocrinology
 - Paediatric Nephrology
 - Paediatric Neurology
 - Paediatric Rheumatology
 - Paediatric Surgery
- Plastic & Reconstructive Surgery
- Psychiatry
- Radiation Oncology
- Respiratory Medicine

- Rehabilitation Medicine
- Rheumatology
- Robotic Surgery
- Surgical Oncology
- Urology

Services Provided by the Organization

- Audiology & Speech Therapy
- Cath Lab
- Emergency Medical Services & Ambulance
- Endoscopy
- Dialysis
- Endovascular Laser Treatment
- Preventive Health Check
- ICU
- PICU & NICU
- Imaging
 - X ray
 - CT
 - MRI
 - MRgFUS
 - Ultrasound
 - Mammography
 - Digital Subtraction Angiography (DSA)
- Laboratory
- Non-Interventional Cardiology
 - ECG
 - Stress Test (TMT)
 - Echocardiography
 - Holter Monitoring
- Neurophysiology
 - EEG
 - EMG
 - NCV
- PET-CT

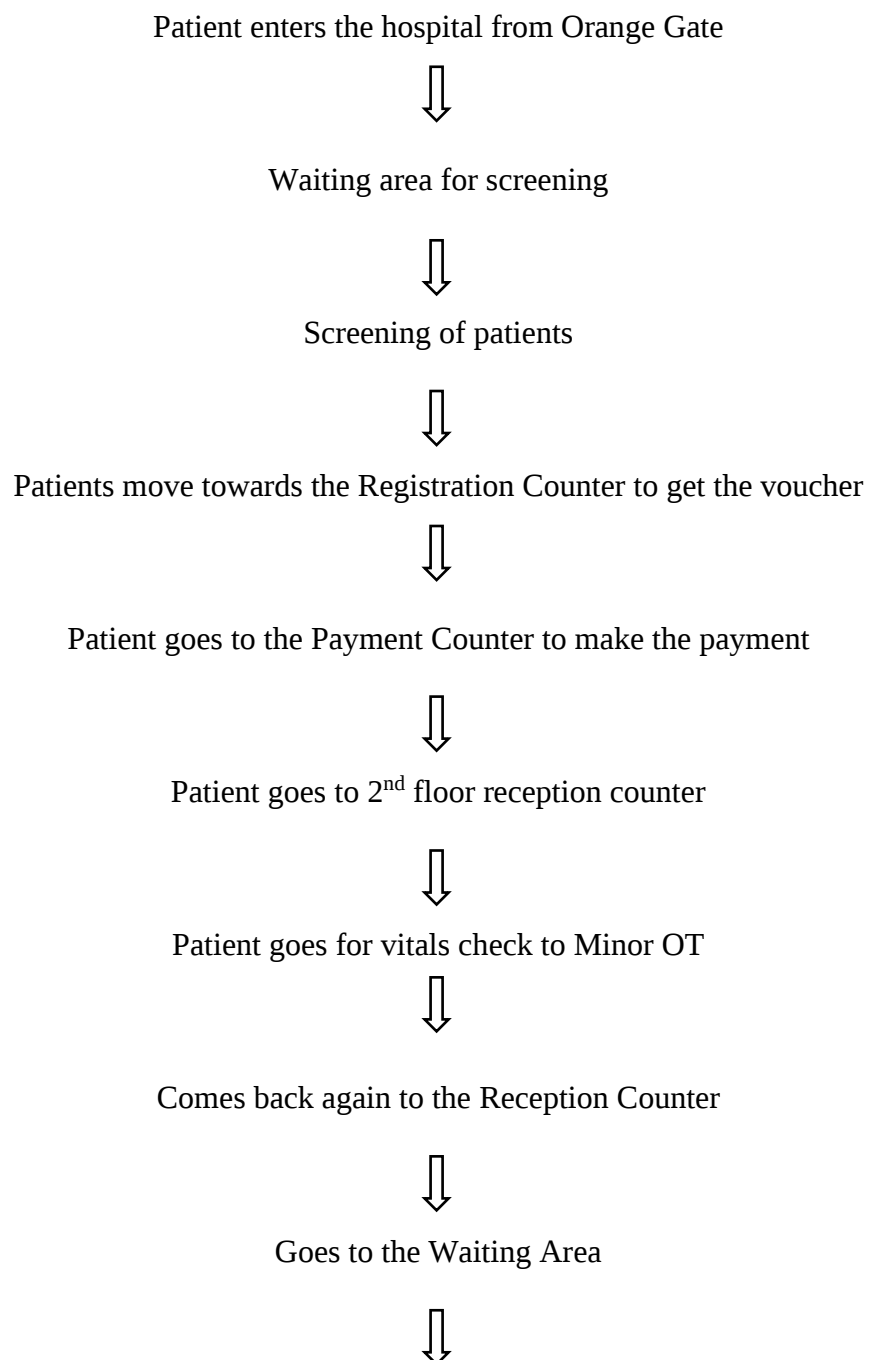
- SPECT-CT
- Physiotherapy
- Pulmonary Function Test
- Sleep Studies

Services not offered:

- Burns Unit
- Dental Department [Outpatient]

Key Activities/ Projects Undertaken Other than Dissertation

Out Patient Department Process Flow:



Gets called by the Doctor or Assistant once the Doctor comes



Consultation is done



Patient to get the OPD file scanned at the Reception Counter



Patient goes to the 2nd floor Investigation Counter to make the voucher if they have any
Pathology/Radiology Investigations, Physiotherapy



Makes the payment at the Payment Counter



Goes for Investigation → Pathology – 214 Room Number; MRI/CT – Ground floor, X-
ray – 17th floor, USG – 3rd floor, NMD – Basement, EMG – 206, Pulmonary Med –
212, Physiotherapy – 224, ECG/TMT/Echo – 3rd floor



Patient goes to the Pharmacy, gets a voucher



Makes payment at the Payment Counter



Submits the receipt and collects the Medicine from the Pharmacy



Patient exits from the exit gate

Out Patient Department Rooms:

OPD ROOM	UTILIZATION
200A	Dermatology
200B	Under Construction
201	Vaccination Storage
202	ENT
203	Available
204	Ophthalmology Test Room
205	Neurophysiology
206	Neurophysiology
207	Neurophysiology
208	Neurophysiology
209	Ophthalmology
210	Dental
211	Audiometry
212	Respiratory Medicine
213	Staff Doctor Room
214	Phlebotomy Room
215	Available
216	Available
217	Available
218	Available
219	Available
220	Available
221	Available
222	Executive Health Check-up Room
223	Executive Health Check-up Room
224	Physiotherapy

Table 1: OPD Rooms distribution and availability

Out of total OPD rooms available, few are exclusively dedicated to certain specialties and hence arranged with the equipment and other items required for that department. So, for regular OPD visits, 8 OPD rooms are available that are given to the doctors on random basis and availability of rooms.

Infrastructure and MEP issues in OPD rooms:

OPD Room Number	Infrastructure Issues
OPD 200 A	Paint - moisture
	Unclean curtains
	Pillow case very much dirty
	Shelf about to break, unclean
OPD 200 B	Moisture - paint
	Under renovation already
OPD 201	Used as vaccination storage
OPD 202 - ENT	Fridge in a VERY BAD CONDITION
	Paint - moisture
	AC black wire open outside room
OPD 203	Computer is slow
	Drawers are locked by other doctors - said by Dr Sanjay Nagral
	Dusting is needed
	Paint
	AC needs service
OPD 204 - Ophthalmology test room	Paint - moisture on ceiling
	Telephone not working
	Tap not closing properly
	Leakage in the wall due to washroom next door
OPD 205	Neurophysiology Department
OPD 206	
OPD 207	
OPD 208	
OPD 209 – Ophthalmology	Paint - moisture on ceiling and walls
	AC of the consultation room is not working which causes fogging on the lamp and glasses of consultants
OPD 210 - Dental	Tap leak
OPD 211	AC vent needs cleaning
OPD 212	Respiratory Medicine Department
OPD 213	Staff Doctor Room
OPD 214	Phlebotomy Room
OPD 215	AC not working properly, water leakage from AC from many days. Complained but still everyday leakage happens
	Unclean windows
	Tissue dispenser broken, needs to be changed
	Unclean curtains
	Paint - moisture on ceiling

OPD 216 – Gynaecology	Window unclean
	Moisture - paint on walls and ceiling
OPD 217	Light missing in X-ray view box
	Lights not working
	Unclean windows
	Unclean curtains
OPD 218	Lamp not working in examination room
	Plug on basin is loose, needs to be fitted back
	Unclean windows
	Unclean curtains
	Unclean soap dispenser
	Window blinds missing
OPD 219	Uneven floor
	Lamp not working in examination room
	Paint - moisture on ceiling
	Unclean windows
OPD 220	Paint - moisture
	Cleaning required
	Unclean windows
	Light missing above the doctor's seat due to leakage
	Unclean curtains
	Blinds are broken
	AC black wire open outside room
OPD 221	Light is flickering
	Paint - moisture
	Blinds are broken
	AC water dripping in the room, and in speakers too, no cooling in the room
	Unclean curtains
	Line on PC screen
OPD 222	Executive Health Check-up Room
OPD 223	
OPD 224	Physiotherapy Department

Table 2: OPD Room-wise MEP issues

OPD File Scanning

Scanning of the OPD documents is done in order to keep the case details with the hospital and which can be used for training, education purpose and even when in case the patient misplaces or loses the file, the history and details can be retained from the hospital MRD.

Out of the total OPD cases happening daily, scanning for all is not happening. Various reasons include:

- Patient exits from the opposite exit or lift
- Patient forgets
- After waiting for long time for consultants, he/she doesn't want to spend more time
- Patient is not aware that he/she has to get the file scanned
- Patient is in rush sometimes

Below is seen the OPD Scanning data for April, May and June 2021.

Date	Total OPD	Total Scan	Percentage
01-04-2021	102	52	50.98%
02-04-2021	180	25	13.89%
03-04-2021	83	17	20.48%
05-04-2021	88	22	25.00%
06-04-2021	132	22	16.67%
07-04-2021	80	22	27.50%
08-04-2021	74	14	18.92%
09-04-2021	112	10	8.93%
10-04-2021	42	11	26.19%
15-04-2021	42	4	9.52%
16-04-2021	99	27	27.27%
17-04-2021	46	17	36.96%
19-04-2021	43	8	18.60%
20-04-2021	86	27	31.40%
21-04-2021	51	22	43.14%
22-04-2021	37	10	27.03%
23-04-2021	46	21	45.65%
24-04-2021	21	10	47.62%
26-04-2021	31	8	25.81%
27-04-2021	51	8	15.69%
28-04-2021	43	20	46.51%
29-04-2021	42	11	26.19%
30-04-2021	42	32	76.19%

Table 3: OPD File Scanning Data for April 2021

Date	Total OPD	Total Scan	Percentage
03-05-2021	41	9	21.95%
04-05-2021	59	8	13.56%
05-05-2021	52	18	34.62%
06-05-2021	57	11	19.30%
07-05-2021	51	8	15.69%
08-05-2021	23	12	52.17%
10-05-2021	53	10	18.87%
11-05-2021	70	7	10.00%
12-05-2021	70	23	32.86%
13-05-2021	60	23	38.33%
14-05-2021	52	11	21.15%
15-05-2021	37	10	27.03%
17-05-2021	29	5	17.24%
18-05-2021	56	24	42.86%
19-05-2021	56	22	39.29%
20-05-2021	70	13	18.57%
21-05-2021	104	27	25.96%
22-05-2021	42	11	26.19%
24-05-2021	71	13	18.31%
25-05-2021	107	22	20.56%
26-05-2021	68	23	33.82%
27-05-2021	72	14	19.44%
28-05-2021	110	30	27.27%
29-05-2021	46	14	30.43%
31-05-2021	83	24	28.92%

Table 4: OPD File Scanning Data for May 2021

Date	Total OPD	Total Scan	Percentage
01-06-2021	133	30	22.56%
02-06-2021	72	12	16.67%
03-06-2021	61	16	26.23%
04-06-2021	120	29	24.17%
05-06-2021	55	24	43.64%
07-06-2021	107	34	31.78%
08-06-2021	99	25	25.25%
09-06-2021	66	20	30.30%
10-06-2021	78	27	34.62%
11-06-2021	104	37	35.58%
12-06-2021	50	23	46.00%
14-06-2021	107	44	41.12%
15-06-2021	118	30	25.42%
16-06-2021	103	22	21.36%

17-06-2021	87	18	20.69%
18-06-2021	128	36	28.13%
19-06-2021	58	18	31.03%
21-06-2021	98	20	20.41%
22-06-2021	121	37	30.58%
23-06-2021	97	24	24.74%
24-06-2021	91	31	34.07%
25-06-2021	133	48	36.09%
26-06-2021	52	29	55.77%
28-06-2021	109	28	25.69%
29-06-2021	125	37	29.60%
30-06-2021	100	41	41.00%

Table 5: OPD File Scanning Data for June 2021

Online OPD

Tele-consulting is increasing day-by-day. This becomes easy as the patients can get to consult the doctor at the comfort of their home and in this situation of COVID-19, this has acted as a great boon to the hospitals, doctors and the patients.

Patients' leads are generated through online platforms and then converted for final consultation.

Online OPD Process:

Leads are received → Patients are called and confirmed regarding their appointment enquiry → Doctors are informed of the appointment and their available date and time is taken → Patient is informed the date and time → Payment details are sent to the patient → Payment is done and screenshot is shared → Patient details are taken in case the patient is new/ patient MR number is taken for follow up patients → Payment is confirmed from accounts department → Request number is generated and OPD consultation voucher is made and shared with the patient → Previous consultation notes or reports are collected from the patients and shared with the doctor before the consultation → Zoom link is created and shared with the patient and the doctor → Consultation is done → Prescription is collected from the doctor and shared with the patients

Sr No	Date	Patient Name	Doctor
1	07-05-2021	Archana Singh	Dr M M Bahadur
2	08-05-2021	Priyanka Verma	Dr Ameet Pispati
3	10-05-2021	Anita Patel	Dr Ameet Pispati
4	10-05-2021	Vijay Tiwari	Dr Shruti Tandon
5	11-05-2021	Priyanka Gharat	Dr Indira Hinduja
6	11-05-2021	Laxmanbhai Patel	Dr Percy Jal Chibber
7	11-05-2021	Biba Arora/Jatinder Kaur	Dr Ameet Pispati
8	11-05-2021	Shobha Sujan	Dr Ameet Pispati
9	11-05-2021	Ram Jaiswal	Dr Shailesh Raina
10	11-05-2021	Rashda Parveen	Dr M M Basade
11	12-05-2021	Amit Parekh	Dr H B Chandalia
12	12-05-2021	Jayshree Soni	Dr Ameet Pispati
13	12-05-2021	Hemen Desai	Dr Om Srivastava
14	12-05-2021	Naisha Singh	Dr Meena Malkani
15	12-05-2021	Priyanka Narang	Dr Ram
16	13-05-2021	Anil Loones	Dr Vikram Lele
17	13-05-2021	Thrity Bulsara	Dr Ameet Pispati
18	14-05-2021	Balmukund Mishra	Dr R S Mathur
19	17-05-2021	Pankaj Kumar	Dr M M Bahadur
20	17-05-2021	Kaniyalal Mehta	Dr Ram
21	18-05-2021	Jayendra Mehta	Dr Mehul Bhansali
22	19-05-2021	Aarti Soni	Dr Indira Hinduja
23	19-05-2021	Pratibha Karve	Dr Shamsha
24	19-05-2021	Anguri Shaikh	Dr Shamsha
25	19-05-2021	Jayshree Soni	Dr Ameet Pispati
26	19-05-2021	Kanchan Jain	Dr Azad Irani
27	19-05-2021	Dr Ramaa Prabhu	Dr Shaival Chandalia
28	20-05-2021	Raja Ram Singh	Dr S Advani
29	20-05-2021	Shankar Prasad	Dr R S Mathur
30	20-05-2021	Akshay Gupta	Dr Suresh Joshi
31	20-05-2021	Bhanupriya Upadhyay	Dr Firuza Parikh
32	20-05-2021	Vrushali Bankar	Dr Jahnvi Mehta
33	20-05-2021	Sirish Shah	Dr Ajay Jhaveri
34	20-05-2021	Sachin Pawar	Dr Shailesh Raina
35	20-05-2021	Chanchal Kandheri	Dr Ameet Pispati
36	20-05-2021	Mohammed Tariq	Dr M M Basade
37	21-05-2021	Kailash Rohekar	Dr Shruti Tandon
38	21-05-2021	Aarti Soni	Dr Indira Hinduja
39	22-05-2021	Hemen Desai	Dr Om Srivastava
40	23-05-2021	Pradeep Raj Singh	Dr Mehul Bhansali
41	24-05-2021	Hemen Desai	Dr Mala Vinod Kaneria
42	24-05-2021	Amit Parekh	Dr H B Chandalia

43	24-05-2021	Rashda Parveen	Dr Ritu Jain
44	24-05-2021	Ch. N V H Sumalatha	Dr Sharmila Agarwal
45	24-05-2021	Monika Yadav	Dr Purnima Satoskar
46	26-05-2021	Pratap Udeshi	Dr Percy Jal Chibber
47	26-05-2021	Jogesh Ahuja	Dr Deepu Bannerjee
48	27-05-2021	Kakoli Ganguly	Dr R S Mathur
49	27-05-2021	Pradeep Raj Singh	Dr H B Chandalia
50	27-05-2021	Jogesh Ahuja	Dr Deepu Bannerjee
51	27-05-2021	Gautam Dhond	Dr Azad Irani
52	27-05-2021	Pradeep Kumar	Dr Paresch Doshi
53	27-05-2021	Pradip Sawant	Dr Ajit Desai
54	28-05-2021	Gulab Changrani	Dr Phiroze Patel
55	29-05-2021	Kshitij Kambli	Dr Vikram Lele
56	30-05-2021	Saurabh Rathore	Dr Deepu Bannerjee
57	31-05-2021	Saroj Wadia	Dr Sudhiranjan Dash
58	31-05-2021	Nilesh Malavia	Dr H B Chandalia
59	01-06-2021	Saroj Saxena	Dr Ameet Pispati
60	01-06-2021	Angel Tavares	Dr Deepu Bannerjee
61	01-06-2021	Neena Nigam	Dr Ameet Pispati
62	02-06-2021	Agnes Fernandes	Dr Gaurav Chaturvedy
63	02-06-2021	Ashish Gangrade	Dr Gaurav Chaturvedy
64	02-06-2021	Prem Agrawal	Dr Sudhiranjan Dash
65	03-06-2021	Kakoli Ganguly	Dr R S Mathur
66	03-06-2021	Amit Parekh	Dr H B Chandalia
67	03-06-2021	Tina Sahu	Dr Indira Hinduja
68	05-06-2021	Chandrakant Manjrekar	Dr Ameet Pispati
69	05-06-2021	Rekha Khushiramani	Dr Ameet Pispati
70	05-06-2021	Manjiri Thakoor	Dr Ameet Pispati
71	07-06-2021	Aruna Mehndiratta	Dr M M Basade
72	12-06-2021	Chanchal Kandheri	Dr Ameet Pispati
73	12-06-2021	Rohinton Panthaki	Dr Azad Irani
74	14-06-2021	Azhar Mahmood Ali Khan	Dr Bharat Shivdasani
75	14-06-2021	Poonam Sharma	Dr Aneesa Kapadia
76	15-06-2021	Hemen Desai	Dr Om Srivastava
77	15-06-2021	Bela Vasa	Dr Ameet Pispati
78	16-06-2021	Miti Agrawal	Dr I K Ramchandani
79	16-06-2021	Suresh Kumar	Dr Sharmila Agarwal
80	16-06-2021	Nablia Sethi	Dr Azad Irani
81	16-06-2021	Akriti Goyal	Dr Firuza Parikh
82	16-06-2021	Jimmy Umrigar	Dr Gaurav Chaturvedy
83	19-06-2021	Satyanarayan Sharma	Dr Deepu Bannerjee
84	21-06-2021	Jolly Mathur	Dr Rohan Sequira
85	22-06-2021	Saroj Bala Mittal	Dr Om Srivastava

For the duration of 2 months, May and June 2021, almost 85 online consultations were conducted from my end for various doctors.

Key Learnings from Internship

- Whole of the OPD works in a consolidated team where everyone is equally responsible and necessary for the tasks to be done. To work as a team as everyone should be well-versed with the tasks of others, as in case one person has not come, that task should not be stopped, and this was clearly seen at Jaslok Hospital that everyone is well-versed with all the tasks of the OPD.
- Professional Communication.
- Networking skills as I had to speak to doctors and patients both to arrange the online consultations.
- Time Management.
- To get things done from other departments like engineering, plumbing, maintenance, etc.
- To handle the aggression of the patients, mostly in the case where the doctors are late for the OPD both in physical and online consultations.
- Quick Decision-Making Skills.
- Independence as I was given a task to be completed from the start to the end and that was completely my responsibility.
- Social Skills.
- Critical Thinking.

Suggestions

- Some of the Patient Numbers and name displayed on the file are not readable, hence if stickers can be used instead, the readability would be better
- Suggested to change the signages written all over the 2nd floor regarding the scanning of documents as the ones written already were too descriptive and written wrongly – and implemented the same by removing the existing signages and displaying new ones
- Suggested announcements to be made when the patients' numbers are high for getting the documents scanned and implemented the same
- Few posters displayed are torn, hence they should be changed
- Room Sanitization is not being done in OPD rooms; it is advisable to sanitize the rooms after each Doctor

- AC of almost all the rooms to be changed
- For scanning purpose, patients even after reminders, do not get their documents scanned. Scanning the OPD documents should be done at both the exits of 2nd floor. We will have to assign someone at the opposite exit with the scanner to get the documents scanned if the patient takes that exit. All the doctors should be informed about the scanning of the documents and should be asked to tell their patients to get the documents scanned
- The floor of the OPD needs to be cleaned often
- The glass at the OPD reception is suggested to be changed as it has become foggy and visibility has been reduced
- Investigation room and floor numbers for Pathology, Radiology, ECG, EMG, Echo, etc can be displayed at 2nd floor reception which in turn will be helpful for the patients to proceed whenever required
- The beddings, curtains, pillow covers in the OPD rooms needs cleaning as they are untidy
- The pre-employment medical tests that are to be conducted should be clubbed and a single package in the software that eventually would make the work easy
- Easy process for online consultation to be done by the time the application works smoothly