

**Internship at
Columbia Asia Hospital Yeshwanthpur, Bangalore**

By

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MBA Hospital and Health Management

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DECLARATION

I do hereby declare that I am a student of MBA in Hospital and Healthcare Management, IIHMR University, Jaipur, Rajasthan session 2015-2017.

I would like to state that I have completed my Internship **at Columbia Asia Hospital Yeshwanthpur, Bangalore** under the guidance of Mr. Varghese John (Operations Manager) at Columbia Asia Hospital Yeshwanthpur, Bangalore for the partial fulfillment for the degree of MBA in Hospital and Healthcare Administration.

This project work is my own and has not been submitted to any of the other Institute or University for the purpose of award of any degree or diploma.

Dr.Akanksha Mamgain

IIHMR University

(2015-2017)

ACKNOWLEDGEMENTS

I am using this opportunity to express my gratitude to everyone who supported me throughout the course of this MBA project and Dissertation. I am thankful for their aspiring guidance, invaluable constructive criticism and friendly advice during the project work. I am sincerely grateful to them for sharing their truthful and illuminating views on a number of issues related to the project.

I express my warm thanks to Mr Varghese John, the Operations Manager at Columbia Asia Hospital Yeshwanthpur, Bangalore for his support and guidance. I wish to express my deep regard and gratitude to him, who inspite of his busy schedule took time to hear, guide and keep me focused by giving his helpful advice, constructive comments and encouragement throughout the project. His valuable inputs made this project possible.

I am also very thankful to all the staff of Columbia Asia for their attention towards my work and helping me which greatly added to my project. The administrative and clinical staff of the hospital has been very helpful to me and I would like to express deep gratification to all.

Dr Akanksha Mamgain

IIHMR UNIVERSITY

Batch 2015-2017

Observational Learning

Introduction

The summer training is an integral part of the course curriculum of MBA-HM at IIHMR Jaipur. As part of the course, students at the end of their first year are required to undergo training of two months to get an in-depth exposure to the various departments in the organization, as well as take up projects as per the requirements of the organization where the students get training. What is most crucial is to build a base of knowledge about the structure and functioning of the hospital, which can be used to understand and apply concepts in the subsequent study tenure at IIHMR Jaipur.

During my summer training at Columbia Asia, there were numerous learning experiences. These were enhanced due to the projects undertaken at the hospital, which are listed as follows:

- **Preventive Healthcare- An Assessment of the healthcare initiatives promoted among the Corporates**
- **Assessing the driving factors and the of scope of medical/diagnostic services for referral marketing in healthcare industry**

A brief report of the training of two months is presented below with the details of tasks undertaken and lessons learnt during the training.

Organization Profile

Columbia Asia is an international healthcare group operating a chain of modern hospitals across Asia. Columbia Asia Hospitals Pvt. Ltd. is one of the first healthcare companies to enter India through 100% foreign direct investment (FDI) route. The Columbia Asia Group is owned by more than 150 private equity companies, fund management organizations and individual investor.

The Columbia Asia “model hospitals” are the result of a 13-year development effort that combines ‘best class of care’ with ‘best technology’ practices, all under one roof hence differentiating itself from the rest of the hospitals.

Columbia Asia hospitals are clean, efficient, affordable and accessible. The innovative design of the hospitals, from their manageable size to their advanced technology, is focused on creating positive experience for patients.

The first hospital in India commenced operations in 2005 in Hebbal – Bangalore and currently Columbia Asia operates eleven facilities. The group has presence in Ahmadabad, Bangalore, Mysore, Kolkata, Gurgaon, Ghaziabad, Patiala and Pune.

Columbia Asia branches in Bangalore

YESHWANTHPUR

WHITEFIELD

HEBBAL

DODDABALLAPUR



Columbia Asia Referral Hospital Yeshwanthpur -Bangalore, is an international healthcare group that brings its entire bouquet of services, highly qualified doctors practicing internationally benchmarked standard protocols, excellent nursing services in very modern surroundings with hospitality a key aspect of service delivery.

The hospital with a built up area of over two hundred thousand sq. ft. with 160 beds to cater to the needs of community and offering comprehensive medical services, the hospital has highly qualified doctors, nurses, and support staff to ensure the best quality of care, and the hospital follows internationally benchmarked standards in medical, nursing and operating protocols, the propriety electronic medical record management and information system makes patient experience convenient.

Vision: We have a passion for making people better.

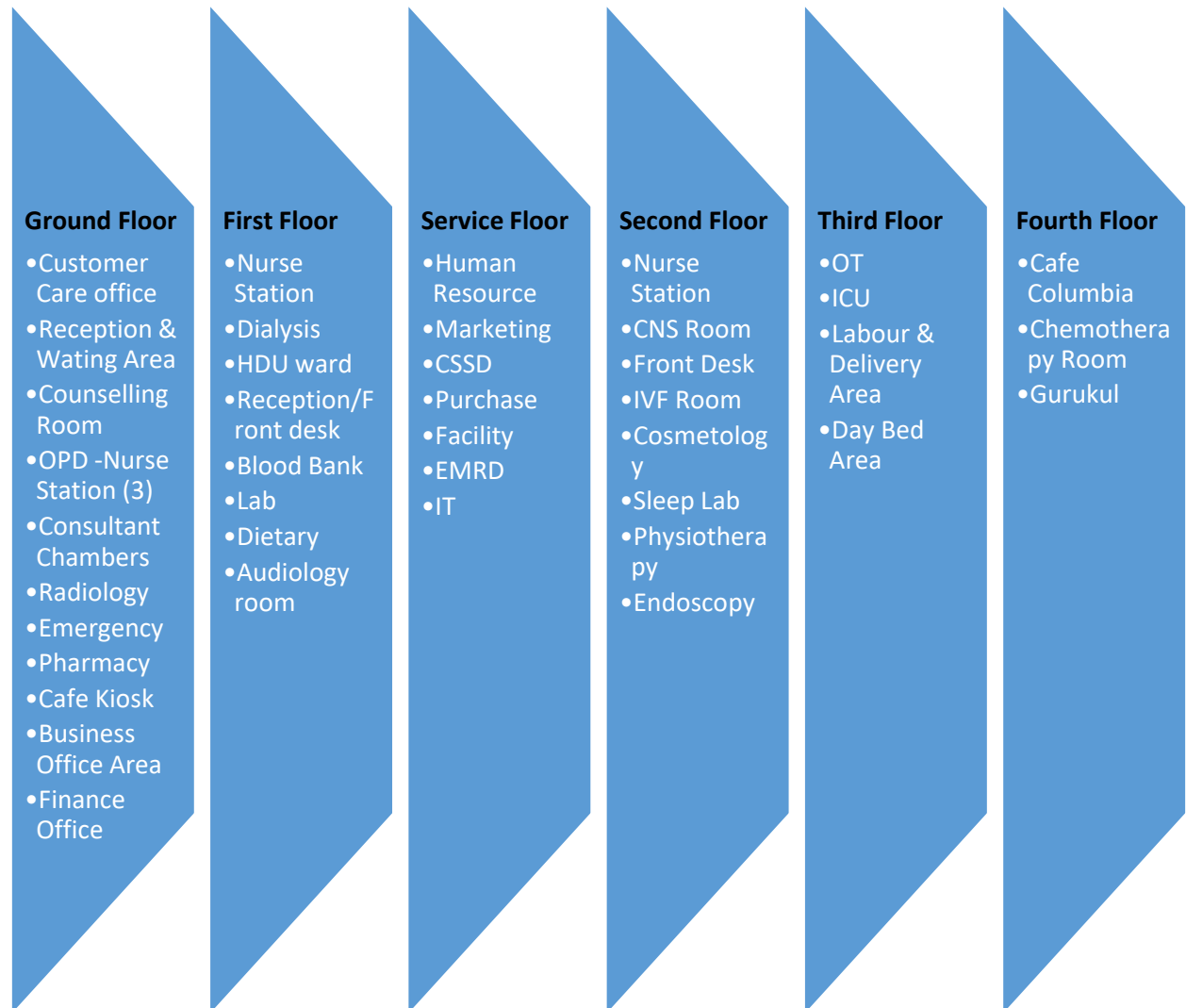
Mission: To deliver the best clinical outcomes in the most effective, efficient, and caring environment.

Value system: Customer first
Excellence
Teamwork
Integrity
Caring
Community

Rules:

- 1) Though shall not steal (or) lie
- 2) Though shall not disrespect to your colleagues
- 3) Though shall not be absent
- 4) Though shall not drink and smoke on duty
- 5) Though shall not abuse any drugs
- 6) Though shall not wilfully tarnish the images of organization

COLUMBIA ASIA YESHWANTHPUR ORGANOGRAM



Infrastructure and Services: Columbia Asia today serves more than one million patients every year. Our hospitals offer comprehensive clinical programmes that are supported by a list of ancillary services (ICU, NICU, physiotherapy, referral lab, teleradiology/telemedicine, pharmacy and imaging facilities).

A comprehensive electronic medical records system forms the core of the hospital information system (HIS) that supports clinical decision making. While four of our hospitals are already accredited by NABH, the rest are under process. We cater to healthcare needs of international patients from developed and developing countries.

The hospital offers a wide range of clinical services such as Obstetrics & Gynecology, Internal Medicine, General Surgery, Pediatrics, Ophthalmology, Ear, Nose & Throat, Urology, Gastroenterology, Dermatology, Orthopedics and Plastic Surgery. Qualified and experienced medical personnel and technicians ensure healthcare delivery of the highest standards. Columbia Asia Hospital – today considered as one of the best hospitals in Bangalore. The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols and is rapidly becoming the preferred healthcare destination for International Patients.

Patient-Centered Care: We pride ourselves on our service standards, the people working with us and the clinical expertise extended to patients. Our mission is to provide effective and affordable care in a clean and caring environment.

We have a hospitality-based approach wherein our patients are treated as guests. Our processes are technology-driven, making it convenient for patients to use our services. All our medical programmes are underpinned by an uncompromising belief and practice of ethics, excellence and strict clinical governance.

❖ **Specialties at Columbia Asia Hospital**

- Anesthesiology
- Bariatric Surgery
- Cardiology
 - Interventional Cardiology
 - Non- Interventional
 - Pediatric
- Cardiothoracic and Vascular Surgery
- Critical Care Medicine
- Dermatology and Cosmetology
- Emergency Medicine
- Endocrinology
- ENT
 - Endoscopic Surgery
 - Bone Anchored Hearing Aid (BAHA)
- Gastroenterology
- General Surgery
 - Minimally Invasive (Laparoscopy) Surgery

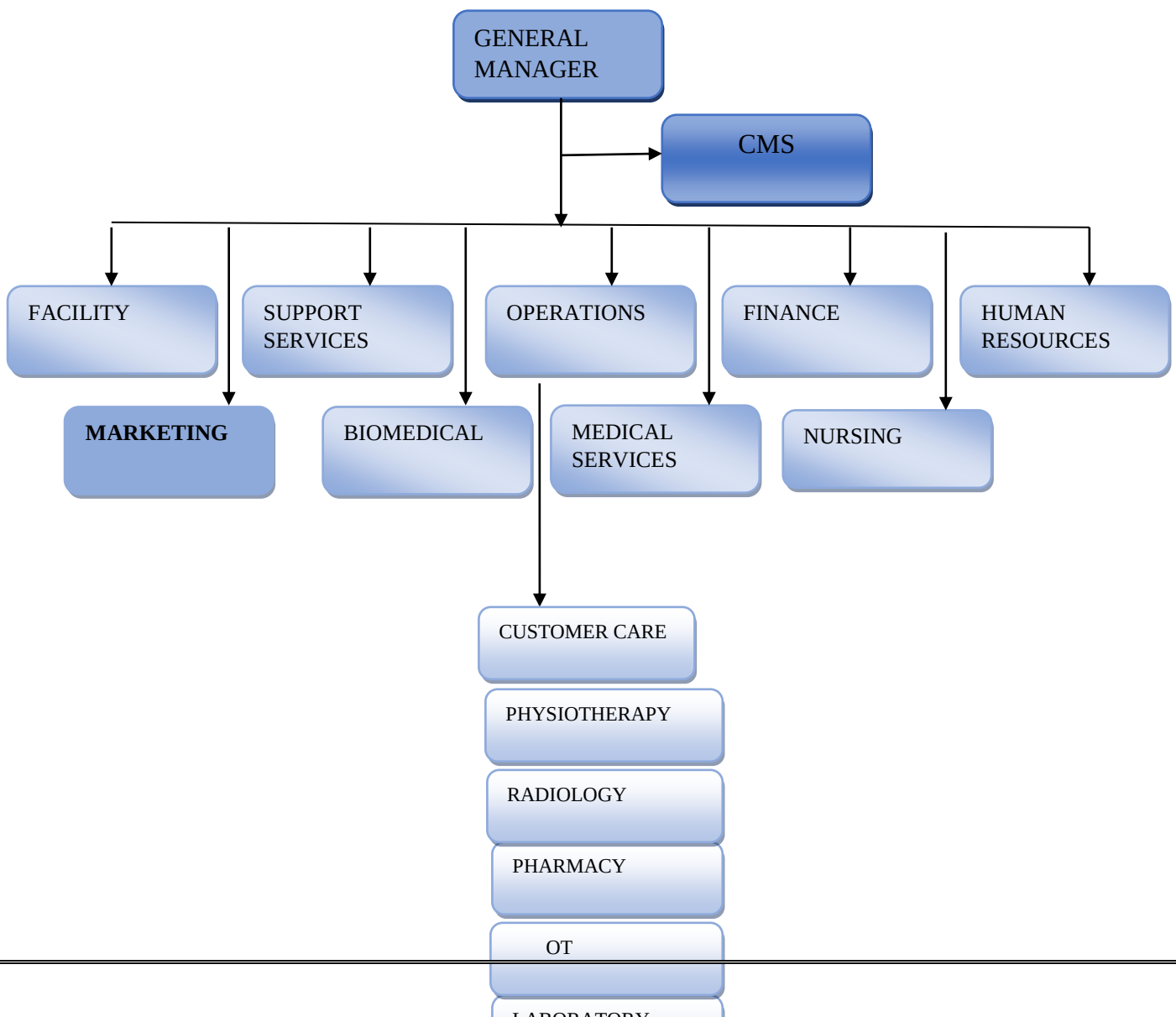
- Infectious Diseases
- Internal Medicine
- Medical Oncology & Clinical Hematology
- Neonatology
- Nephrology and Renal Transplant
- Neurology
- Neurosurgery
- Nutrition & Dietetics
- Obstetrics and Gynecology
 - High Risk Pregnancy
 - Advanced Laparoscopic Surgery
- Ophthalmology
- Orthopedics Surgery
 - Joint Replacements (Knee/Hip)
 - Supports medicine & Arthroscopy
 - Shoulder Surgery
 - Pediatric Orthopedics
- Pain Management
- Pediatric Gastroenterology
- Pediatric Surgery
- Pediatrics
- Plastic & Reconstructive Surgery
 - Hand Surgery
- Psychiatry
- Pulmonology
- Reproductive Medicine & IVF
- Rheumatology
- Surgical Gastroenterology
- Surgical Oncology
- Urology
- Vascular and Endovascular Surgery
- Wound Care

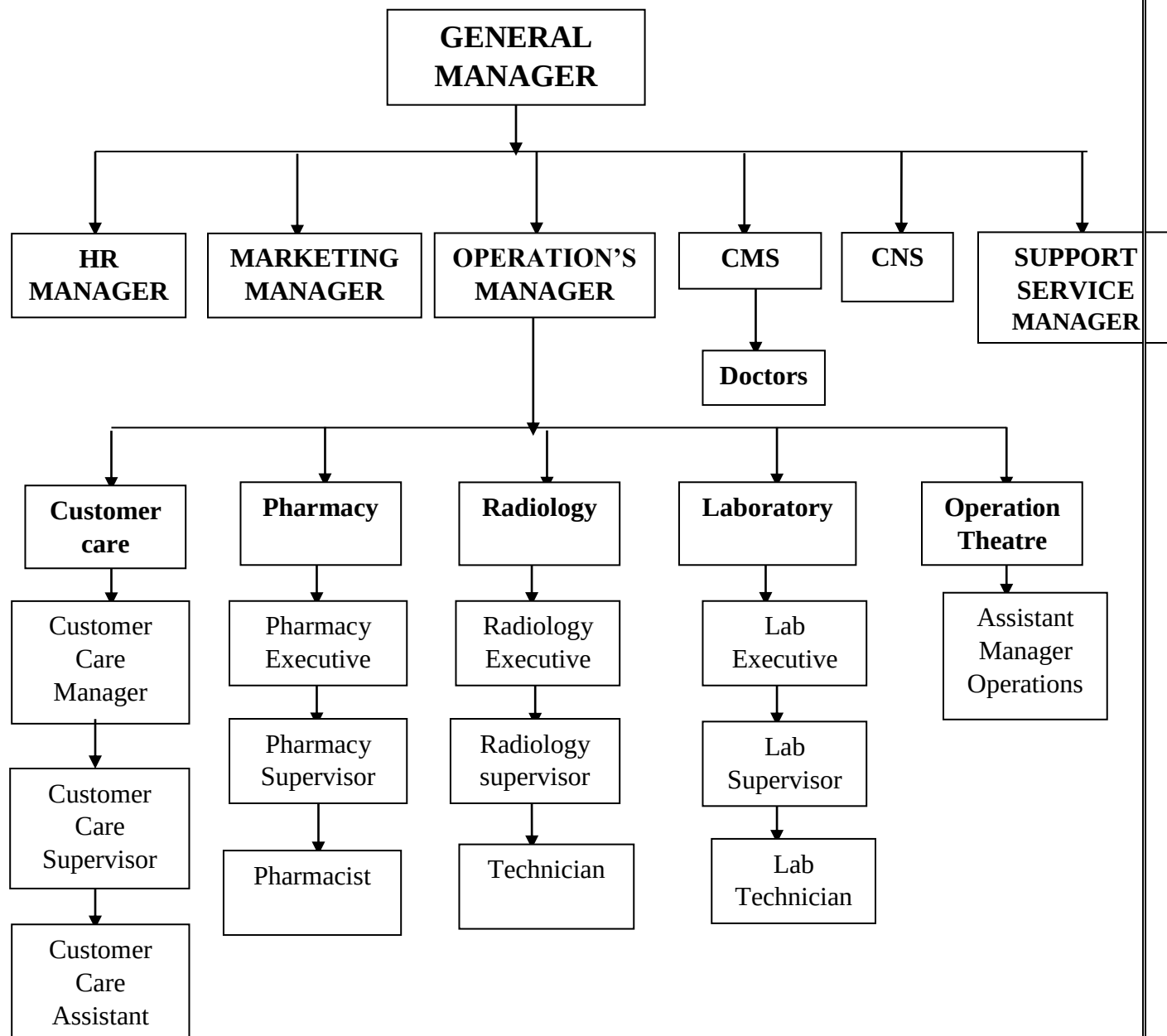
Services and specialties at Columbia Asia Hospital Yeshwanthpur

- 24-Hour Emergency services
- 24-Hour Laboratory Services
- 24-Hour Radiology Services
- 24-Hour Pharmacy
- 24-Hour MRI & CT Services
- Major Operating Rooms
- 160 bedded Inpatient Facility
- Ambulance Services
- Cath Lab
- Dedicated Labor and Delivery Suite

- Dialysis Center
- Endoscopy Suite
- Integrated Clinics
- Intensive Care Unit (ICU)
- Pediatric Intensive Care Unit (PICU)
- Level 3 Neonatal Intensive Care Unit (NICU)
- In-house Columbia café
- Nutrition and dietetics
- Outpatient Specialist Clinics
- Physiotherapy
- Preventive Health Screening

ORGANOGRAM OF HOSPITAL





2D.General Findings

I will attempt to present my general findings in the form of process flow sheets, in the order of my visit to the departments.

OPD

There are two OPDs as General OPD, located on the ground floor, while Cardiac OPD is on the 1st floor, Gynaec and Nephro on 2nd floor, Gastro OPD on 3rd floor and Oncology OPD on 4th floor. The General OPD has in total 27 Consultants Room along with Immunization Room, Procedure room and Nursing room. The daily volume of Out patients is around 600/ day.

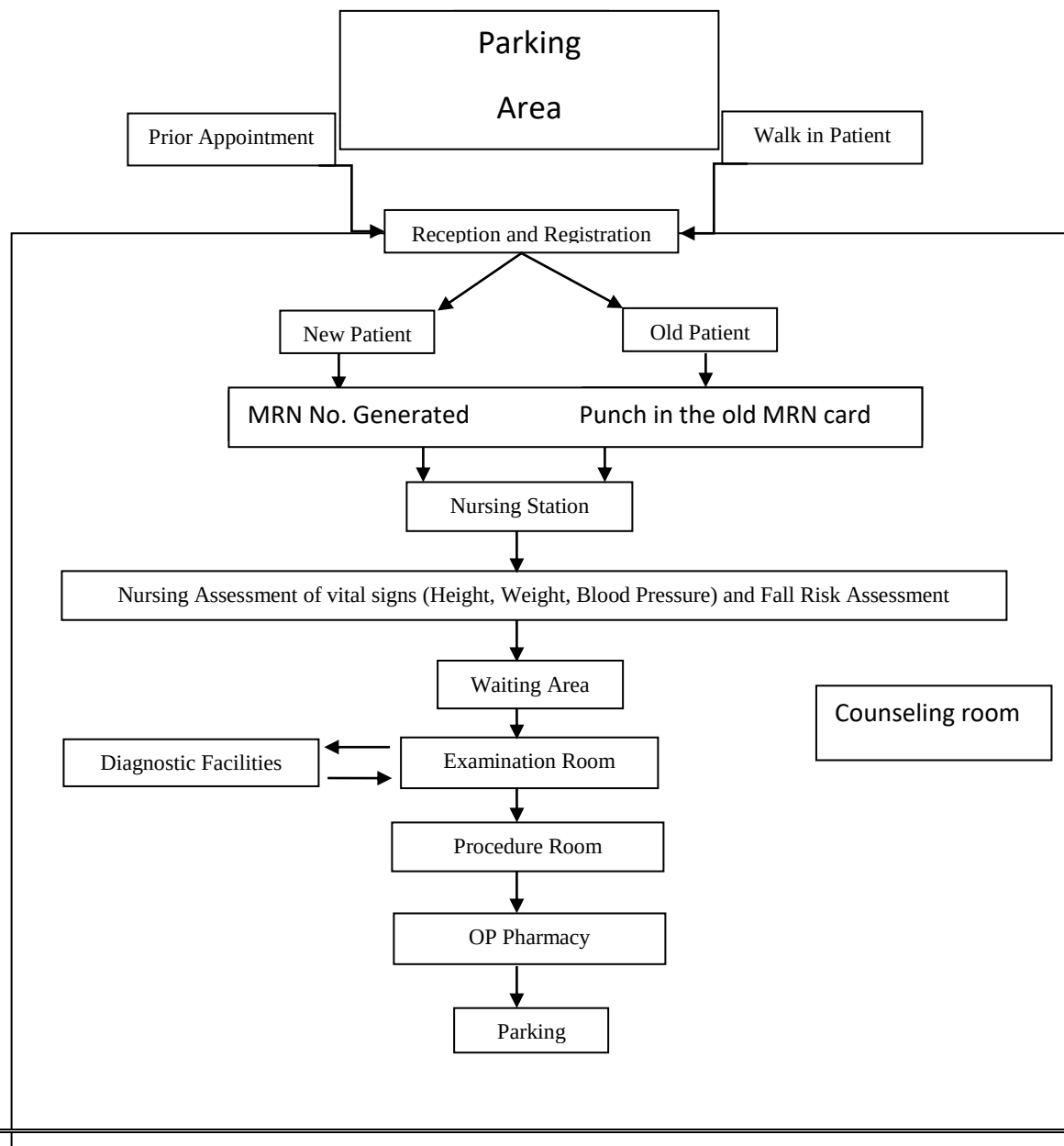
Quality Indicators –

Waiting time for Consultation

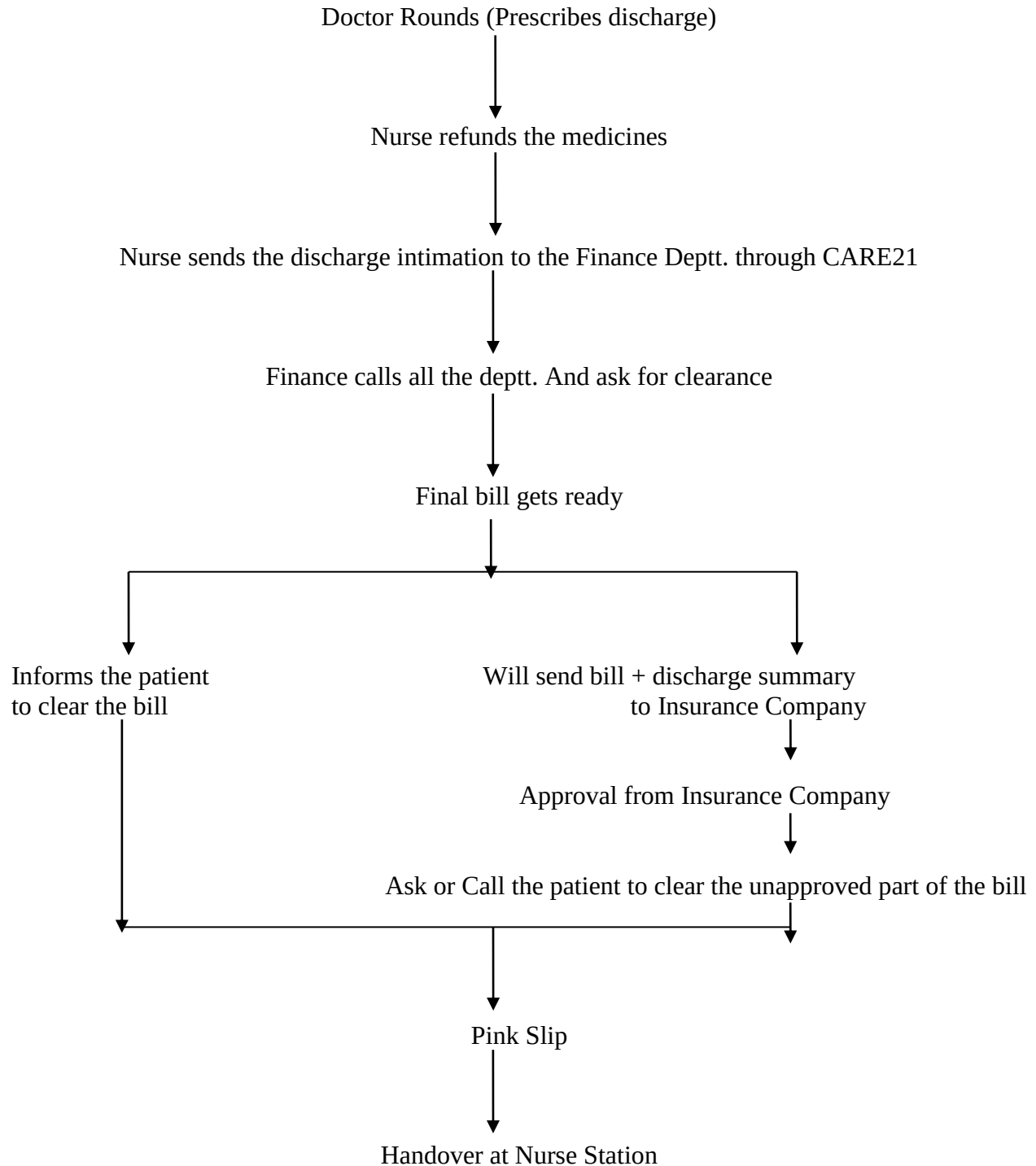
Time taken for admission

Waiting time for discharge

The general process flow that is followed in all the OPDs is as follows:



Discharge Summary



Customer Care

Services:-

- **Enquiry Desk-** Enquiry is manned by a customer care assistant 24hrs/day, and is supervised by the customer care supervisor. Handles all doubts, new registration, enquiries and questions concerning the services Columbia Asia provides.
- **Console-** Handles internal calls (call transfers and enquiry) and external calls (call transfers, enquiry, scheduling appointments, rescheduling and dissemination of the information concerning health checks and other hospital services.
- **OPD-** Processing of appointment schedules and consultation with the respective consultants.

Nurse Station (A) - Consultation payment and visit activation for OPD-A and health check-ups patients, vitals check

Nurse Station (B) – Consultation payment, visit activation, vitals check, vaccination for OPD-B patients and payment for lab reports and radiology reports.

- **Inpatient Services-** Customer service assistant will guide and accompany the patient/patient attender through all formalities of the admission process.
- **Health Check-ups-** Offer different health check-up packages for men and women of different ages tailored to their requirements.

HR Department

The services for this department include:

- Job recruitment & analysis
- Assessment of application
- Interview processes
- Joining formalities
- Performance appraisal
- Compensation & benefit
- Training & development
- Employer engagement & relation
- Management info system

Marketing Department

The department of Marketing Columbia Asia, develops and implements various hospital marketing/public relations programs to create a positive awareness of the hospital, its staff, and services in the primary and secondary area the hospital serves. The department is reflective of the idea, goal and vision of The Columbia Asia Hospital.

The department also forms the communication link between the services offered and the patients served. The department tells the who, what, when and where of the programs and events. Three leading activities that promote hospital image are Corporate marketing, Referral marketing, Digital Marketing.

Activities of the Marketing Department

Phase One : 1. Facilitate corporate tie-ups for both inpatient and outpatient ,

2. Health check –up tie-ups and

3. Credit client service

Phase Two: 1. Maintaining the existing tie-ups and

2. Renewing contracts.

3. Maintaining communication channel

Support Service Department

Services:-

- Support services shall consist of facility maintenance, bio-medical, housekeeping linen & laundry, security and food services
- Support services shall ensure that all fixed assets are tagged, that their movements are monitored and that proper records are maintained
- The hospital shall ensure that movement of items in and out of the premises is done after obtaining due authorization and with relevant supporting documentation

Housekeeping Department

Services:-

- The primary function of housekeeping department is to ensure overall cleanliness and maintenance of all areas of hospital
- The housekeeping department will use a combination of a efficient procedure, appropriate tools and methods with trained man power thereby ensuring a hygienic atmosphere in the hospital
- Deep cleaning (top to bottom) in critical areas like OT, ICU, NICU twice a month and in other areas once a month
- Room deep cleaning is done on Sundays
- Checklist is provided in each room, to be filled daily
- Different chemicals for different areas of the hospital, Basilocite for OT and BHU, R1 for washroom, R2 for floor cleaning
- Maximum cleaning is done before 10:30 am (before rush hours)
- Maximum 20 minutes per room

Linen & Laundry

- All the linen transferred to linen exchange sheet
- When the dirty linens are handed over to the vendor its entered into laundry exchange sheet (Three copies- Linen department, Security, Vendor)
- Five stocks are maintained-
 - Laundry stock
 - Patient stock
 - Linen stock
 - Store stock
- Linen Life Cycle- (min) 200/cycle and (max) 300/cycle

Cafeteria

- The food services shall be managed in-house and will be referred as Cafe Columbia
- The food services shall ensure that the food served is presentable, palatable and safe for consumption
- The hospital serves 6 meals a day to the patients, with dietician consultation (included in room charges)
 - Breakfast with tea/coffee
 - Mid-morning soup
 - Lunch
 - Snacks with tea/coffee
 - Dinner
 - Night cap milk
- Shop act licence and FDA licence
- Patient feedback is taken daily

Security

- The security department is responsible for the overall safety and security of the hospital infrastructure, the external customers and internal customers

EMRD (Electronic Medical Record Department)

The medical records department is responsible for maintaining medical records in a standardized and professional manner in order to protect patient confidentiality while allowing adequate access to providers in order to promote quality patient care.

Coding and release of information are some of the other major duties performed in medical records department.

Services:-

- Compiling of daily hospital census and reporting to authorized personnel
- Updating statistics of all OP and IP census to monthly statistics
- Collecting discharge files from all the wings
- Systematic maintenance of medical records
- Coding as per ICD norms

Finance Department

- Finance department provides reports and analysis on expenditure and income throughout the year, setting budgets and providing financial information and support.

Pharmacy

Services:-

- Strict formulary followed-only 2 brands are allowed per molecule, formulary controlled centrally
- Only online prescription are allowed, no retail prescriptions are entertained
- Cash collected by an employee of finance department
- Possess NDPS licence
- Department/ wing wise indent schedule
- Drugs are arranged alphabetically
- NDPS drugs are kept in double lock & key
- Expiry & near expiry drugs and high value drugs are stored separately
- DTC committee for introduction of new formulations
- ABC, VED analysis implemented in the store
- Inventory count done weekly

Radiology

Services:-

- The department is committed to the high profile, high quality, precise, timely diagnosis and interventional procedures in a safe and caring environment
- Provide tele-radiology facilities that conform to the international standards of care to our referring consultants and hospital

EQUIPMENT:-

- CT Scan
- MRI
- Digital X-ray machine
- Mammography machine
- USG machine

Laboratory

The laboratory is a full service facility located on the ground floor near the OPD. It was NABL accredited

Serivices:-

The functional components of laboratory were-

- Microbiology
- Biochemistry
- Hematology
- Cytology
- Histopathology
- Immunology
- Serology

Accident and Emergency

Emergency medical services are dedicated to offering immediate, acute medical care out of the hospital or in an emergency room. The aim of emergency medical services is to provide treatment to those in need of urgent medical care.

At Columbia Asia Hospital, emergency department and emergency room is equipped with all the necessary facilities to administer the right emergency medical services.

WHEN TO CONTACT EMERGENCY MEDICAL SERVICES-

- Choking
- Breathing difficulty or stopped breathing
- Severe or mild head injury with/without loss of consciousness, vomiting or abnormal behavior like aggressiveness
- Injury to spine or neck
- Seizure that lasted for 3-5 minutes
- Bleeding that is not controlled and is heavy

EMERGENCY CARE IN COLUMBIA ASIA HOSPITAL:-

Once the patient reaches the emergency room, the first step is to assess and stabilize the patient. The concerned specialist is informed and investigations are started. Depending on the treatment proposed patient may be admitted to ICU or ward. In some cases, patient may be treated as an out-patient. Support of the laboratory and radiology department is available round the clock.

Operation Theatre

The objective of operating room is to provide highest level of surgical care to patients undergoing surgical treatment.

PROCEDURE:-

- Pre-operative care
- Pre anaesthesia checkup
- Surgical procedure
- Post-operative care

Chief of Nursing Services

Clinical Educator

Nurse Executive

Dialysis Executive

Infection Control Supervisor

Patient Counsellor

Diabetic Educator

Nurse Supervisor

Dialysis Supervisor

Infection Control Nurse

Charge Nurses

Senior Staff Nurse

Technician
(EEG,PFT,OT,
CATHLAB,CSS)

Dialysis Technician

Staff Nurse

CSSD (Central Sterile Supply Department)

The Central Sterile Supply Department provides complex services including the preparation of sterile medical supplies for the surgery rooms.

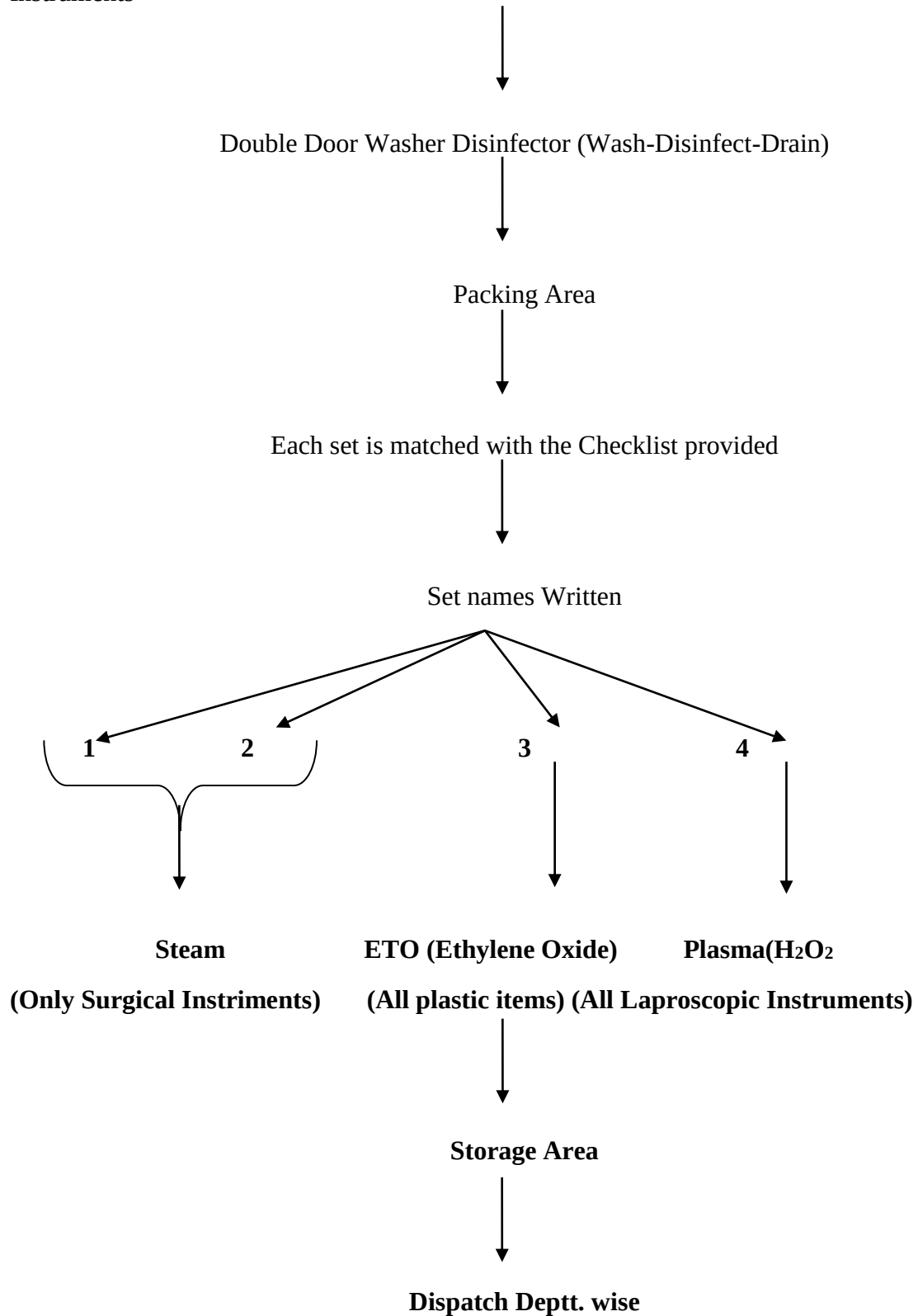
The Central Sterile Supply Department provides specialized hygienic operations (complex pre-sterilization preparation, high-temperature sterilization, low-temperature sterilization) whose outputs are sterile medical supplies.

Services:-

- Disinfection, mechanical treatment, special treatment of all medical supplies
- Organizing and completing surgical instruments into sets
- Visual control of completeness, preparation and packing of surgery room cloths
- Moist heat sterilization
- Ethylene oxide sterilization

Process Flow

Instruments



ICU (Intensive Care Unit)

It is located on first floor. Intensive care unit cater to patients with severe and life-threatening illnesses and injuries, which required constant, close monitoring and support from specialist equipment and medication in order to ensure normal body functions. Patients may be transferred directly to an ICU from emergency department if required, or from a ward if the rapidly deteriorate, or immediately after surgery if the surgery is very invasive and the patient is at high risk of complications. It is a 35 bedded ICU. The break-up of beds are as follows-

SICU	12
MICU	5
PICU	2
CCU	8
CTVS	8
NICU	9
HDU	4

NICU (Neonatal Intensive Care Unit)

This specialty unit cares for neonatal patients who have not left the hospital after birth. Common conditions cared for include prematurity and associated complications, congenital disorders resulting from the birthing process.

Physiotherapy

The objective of physiotherapy is to provide effective rehabilitation for a variety of musculoskeletal, neurological, respiratory conditions and other medical problems related to physiotherapy for patients in Columbia Asia hospital. The physiotherapists within Columbia Asia Hospital are committed to providing a service that is responsive to the needs of the patients, innovative and based on current evidence and research.

OTHER LEARNINGS

- **Morning meetings:** Attending morning meetings is itself a great learning. The meeting is with all the HODs in the various specialities including the General Manager. The Morning starts with the issues of the last night with a MOD report followed by the discussion on various areas from each and every department. The corrective actions and action plans regarding the issues are decided in the meetings. The Friday meetings are preferably long.
- **MOD: MOD** is the manager on duty. He is the acting general manager during the night hours. All the issues at night are taken care by the MOD. He takes various important decisions during the time of MOD. The cases like MLC, road traffic accident, refusal on treatment etc are taken care by him.
- **MMM:** These are monthly management meetings. These meetings are long meetings. Here each and every department has to present the presentation regarding their department. It includes their agenda, targets, budget, focus areas etc.
- **CHEMOTHERAPY POSTING:** During the time of the posting I got an opportunity to work in chemotherapy department. It is one of the busiest as well as the high revenue generating department. Days spent in chemo were highly learning. It begins with the patient scheduling and ends with the patient discharge. The chemotherapy department works in the coordination with the Pharmacy as well as laboratory. The reports management including the delays, handling the outsourcing reports, various other lab issues were highly challenging.