

**Internship at
Shri Mata Vaishno Devi Narayana Super Specialty
Hospital**

By

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Introduction:

Internship training is an integral part of the second year program, where we have to observe and learn the work culture of organization. Also it is necessary to participate in various department/activities so that we get first hand exposure of the different departments and work done in the organization and through which we can understand process of work and thereafter be able to involve ourselves in decision making.

I began my internship on February 6th, 2017 at Shri Mata Vaishno Devi Narayana Super Speciality Hospital, Kakryal, Katra. The importance of dissertation was such that it was the second interface with any hospital after summer training and this time it was a different experience as it was after completion of second year in which I gained knowledge about hospital working and various departments in depth.

As a MBA Hospital Management student all the gained knowledge was utilized to start collection of data to start my work in hospital. My study started with the review of literature and understanding of its process. To understand the problematic areas data was collected and probable reasons for problematic areas were being tracked on daily basis along with the dissertation work. The study on my project gave me a great exposure and helped me to obtain knowledge about hospital administration system. Training in reputed and corporate hospital having standard quality of Medicare gave me exposure and gained knowledge and skill to be a good hospital administrator.

Goals of Internship:

Internship is an integral part of the MBA-Hospital and Health management curriculum. As part of the curriculum, each student of final year is required to undergo internship with a reputed organization from February 6th, 2017 to May 5th, 2017.

1. To understand the work pattern of Shri Mata Vaishno Devi Narayana Super Speciality Hospital located at Kakryal, Katra and its organizational structure.
2. To assist the administrator/manager in day-to-day operations. Through this process it was expected to gain practical knowledge and skills to handle managerial issues related to major activities of the organization.
3. To observe various protocols observed in the organization and try to acquire skills to accomplish them.
4. To observe mannerism of the existing employees and learn the culture of the organization. Inculcating soft skills is an integral part of understanding the organization. Observing human skills and understanding documentation, finance and accounting procedures will prepare for future managerial role.
5. To identify a specific problem area/areas of interest or a department (for example, human resource management, quality assurance, information system, risk management etc.) for the dissertation.
6. To diagnose critical problems within an operational area.
7. To provide the management with a set of alternative solutions, and
8. If possible, design and implement a plan to carry out the most feasible solutions.

Organisational Profile:

Shri Mata Vaishno Devi Narayana Super speciality Hospital, is a perfect blend of technological excellence, complete infrastructure, competent care and heartfelt hospitality - this is how the people, whom the hospital has been fortunate to serve, define the hospital.

It is a 242 bedded multispeciality tertiary care hospital, located at Kakryal, Katra within a sprawling campus of 30 acres offering high quality affordable medical care to the people within Jammu and Kashmir and bordering states as well.

Shri Mata Vaishno Devi Narayana Super speciality Hospital is a unit of Narayana Hrudayalaya Ltd. in partnership with Shri Mata Vaishno Devi Shrine Board and is poised to cater to patients for over 20 different specialities with special focus on Cardiac Sciences and Oncology .Hospital commissioned OPD services on March 15, 2016 and IPD services on April 8, 2016. Till now hospital has provided OPD services to more than 5000 patients and IPD services to 100 plus patients.

Narayana Health is a leading Health organization which is headquartered at Bangalore, India. The group was founded in the year 2000 under the guidance and stellar leadership of Dr. Devi Shetty, along with the “Asian Heart Foundation”. At present, the group has 31 hospitals at 19 locations, with over 1500 full time Doctors and has over 15,000 employees. On an average across all the locations, 150 surgeries are performed daily and over 80,000 outpatients are seen every month.

Narayana Health has also setup the first Health City in the outskirts of Bengaluru, spread over 25 acres. The Health City consists of more than a 1000 bed cardiac hospital and a 1400 bed multi speciality hospital, becoming one of Asia’s most advanced Cancer Care facility. It also has India’s largest Bone Marrow Transplant unit.

“Narayana Health has an aim of achieving **100% Patient satisfaction.**”



Shri Mata Vaishno Devi Narayana
Superspeciality Hospital

Managed by Narayana Health



1.1 Vision: "Our vision is affordable quality healthcare to the masses worldwide."

1.2 Mission: "Our dream of making quality healthcare available to the masses worldwide"

1.3 Values: Core values are represented by the simple acronyms- **"iCARE"**

- i- Innovation & efficiency

To continuously reduce the cost of delivery of high quality health care and improve our reach.

- C- Compassionate care

In providing accessible service that makes a difference to our patients.

- A- Accountability
To honour commitments to our patients, employees and investors with integrity and transparency.
- R- Respect for all
Recognise the contribution of every employee and respect the rights as well as the dignity of every patient and employee.
- E- Excellence
Where we individual excel to collectively ensure the highest quality of consistence and reliable services to our patients and sustainable values to all our stakeholders.

1.4 Scope of Services:

- Anaesthesia & Critical Care
- Department of Cardiac Science
 - Cardiac Anaesthesia
 - Cardiac Electrophysiology
 - Cardiothoracic & Vascular Surgery
Paediatric & Adult
 - Interventional Cardiology
Paediatric & Adult
 - Non Invasive Cardiology
ECG, ECHO, HOLTER, TMT
- Department of ENT
- Department of Dentistry
- Dermatology
- Diabetology -Endocrinology
- Department of Gastro Science
 - Gastroenterology & Haematology
 - G.I & Laparoscopic Surgery
- Department of Neuro Sciences
 - Neurology
 - Neurosurgery

- Department of Paediatric
 - Neonatology
 - Paediatric
 - Paediatric Surgery
- Department of Plastic Surgery
- Department of Renal Sciences
 - Dialysis
 - Nephrology
 - Urology
 - Transplant Services (Liver)
- General & Laparoscopic Surgery
- Institute of Bone, Joint & Spine
 - Hand & Upper Limb Surgery
 - Joint Replacement
 - Spine surgery
- Internal Medicine
- Obstetrics & Gynaecology
- Psychiatric
- Department of Nuclear Medicine
- Oncology Haematology
- Oncology Medical
- Oncology Surgical
- Radiation Oncology
- Psychiatry
- Psychology
- Pulmonology
- Pulmonology-Interventional
- Emergency / Casualty

DIAGNOSTIC SERVICES

1. Non Invasive Cardiology Services

- Echocardiography - Adult
- Echocardiography - Paediatric
- Foetal Echocardiography
- Trans-oesophageal Echocardiography
- Treadmill Test
- ECG and Holter
- EEG/ ENMG
- PFT

2. Radiology Services

- X-ray
- MRI Scan
- CT scan (128 slice)
- Ultrasound

3. Nuclear Medicine- Gamma Imaging

4. LINAC

5. Laboratory Medicine

- Biochemistry
- Clinical Pathology
- Haematology

- Histo-Pathology
- Microbiology
- 6. Blood Bank
- 7. Endoscopy / Bronchoscopy Services

SUPPORT SERVICES

1. Cardiac Rehabilitation
2. Counselling
3. Ambulance services
4. Telemedicine
5. CSSD
6. MRD
7. Human Resource
8. Purchase and inventory
9. Pharmacy
10. Morgue
11. Strategic Initiative- Includes Marketing , Branding , corporate communication cell, claims recoveries , corporate relations and relationship with other partners
12. Library
13. OP Pharmacy & IP Pharmacy
14. Waste management.

OUT SOURCE SERVICES FOR THE HOSPITAL:

1. Housekeeping
2. Security
3. Laundry
4. F &B services
5. MEP services
6. Specialised Lab Investigations

1.5 DEPARTMENTAL SERVICES:

1. Outpatient Department:

There are 5 decentralised OPD:

1. East OPD (1-16)
2. West OPD (1-5,Gynae and Paediatrics)
3. Cardiac OPD
4. Gastro OPD
5. Oncology OPD

OPD Timings: 9am to 5pm.

Average no. of OPD patients 240-250 per day (Including old and new patients)

2. In-Patient Department:

- General Ward 1
Location: Ground Floor
Bed Capacity: 6 Beds
- General Ward 2,3,4
Location: First floor
Bed Capacity: 18 Beds
- General Ward 5,6,7
Location: Second Floor

Bed Capacity: 18 beds

- CCU

Location: First floor

Bed Capacity: 14 Beds

- SICU

Location: First floor

Bed Capacity: 10 Beds including 3 beds for isolation

- ANC Ward

Location: Second Floor

Bed Capacity: 5 Beds with 2 Beds in Labour room

- Paediatric Ward

Location: 1st Floor

Bed Capacity: 6 Beds

- PICU

Location: 1st Floor

Bed Capacity: 5 Beds

- NICU

Location: 1st Floor

Bed Capacity: 5 Cribs

- Post-Operative Ward

Location: Second Floor

Bed Capacity: 14 beds

- Semi Private

Location: (Ground Floor, First Floor, Second Floor)

Bed Capacity: 24 beds

- Private Ward

Location: (Ground Floor, First Floor, Second Floor)

Bed Capacity: 18 Beds

3. Emergency Services:

Location: Ground floor

- Entrance: Separate entry from the main road.
- The Emergency Department is a well-equipped 10 bedded department. 4 beds for each triage category Red, Yellow, Green and 1 bed for isolation
- Staff: 1 Emergency In- charge, 3 MO, 1 Nursing In- charge, 10 Staff nurse.
- Ambulance service is provided with collaboration of Shrine Board, 2 A.C.L.S (Advanced Cardiac Life Support Ambulances) have been created which cater to serve patients.

4. Operation Theatre:

There are total of 7 OTs

Location: Second Floor

- Easy access to CCU, Blood Bank, Emergency and CSSD
- Post-Operative ward is attached to the OTs
- Manpower: Head of the Department, 3 Anaesthetist, 2 OT in-charge, 5 OT Technicians, 10 Staff Nurse, 3 House Keeping Staff.

5. Cardiac OPD:

Location: First floor

Separate OPD for cardiology cases

Facilities available:

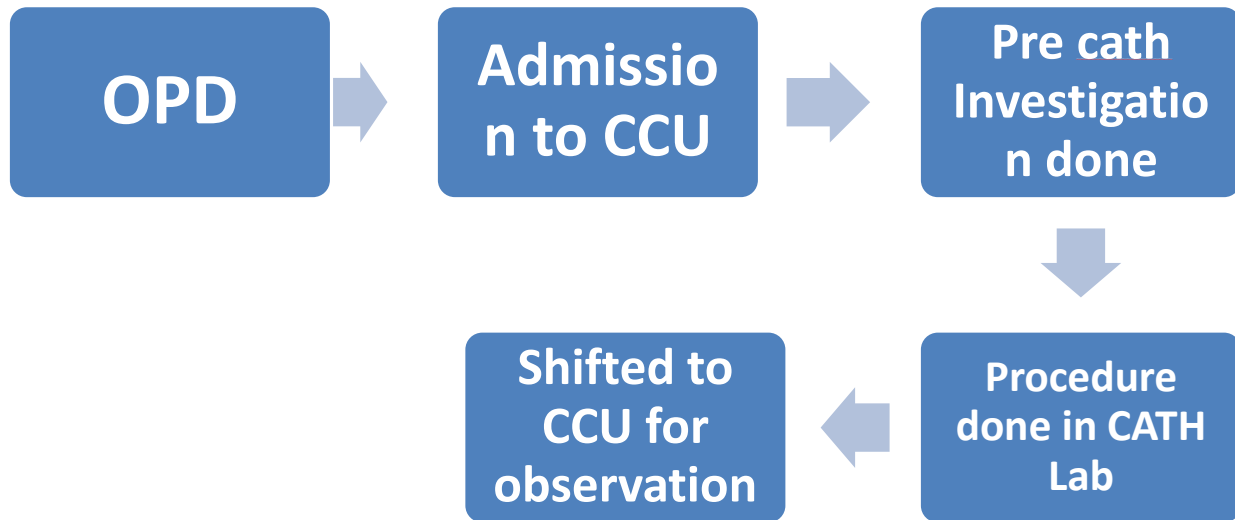
- TMT
- Electrocardiography
- Echocardiography
- Electromyography

6. Catheterisation Lab:

Location: First Floor

All Invasive Procedures are done in cath. lab such as Angiography, Angioplasty, Cath Study, and Electro Physiological Study.

Process Flow:



7. CSSD-Central Sterile Supply Department

Location: Basement

Total Area is divided into 4 Zones:

- Zone I. (Dirty Utility) Reception , Inspection and Documentation
- Zone II. (Clean Area) Assembly and Packing
- Zone III (Sterile Area) Sterilisation
- Zone IV (Issue Area) Storage and distribution

Check for proper sterilisation

- Bowie dick test
- Leak test
- Sterilisation test
- Biological Indicator
- Batch monitoring test

Equipment in CSSD

- Washer disinfectant
- UV cleanser

- ETO
- Steam Sterilizer(2 in number)

8. Radiology Department:

Location: Ground Floor

Area:

- Reception Area
- Console Room
- Imaging service room
- Changing room

Different rooms for X-Ray, Ultrasound-2, MRI, CT scan and Mammography

9. Phlebotomy Room (Sample collection room)

Location: Ground Floor

Samples collected and sent to laboratory for further processing.

10. Laboratory:

Location: First floor

All laboratory services related to Biochemistry, Microbiology, Histopathology and Haematology.

Equipment:

- Beckman Coulter
- Biochemistry Machine
- ABG Analyser
- ELISER reader
- Immunoassay
- BIOSAFETY Cabinet
- Hot Air Oven

11. Blood Bank:

Location: First Floor

Equipment:

- Plasma thawing bath
- Ultra low freezer
- Refrigerated centrifuge machine
- Plasma freezer capacity
- Platelet incubator agitator stabilizer
- Biosafety Cabinet

12. Physiotherapy and Rehabilitation Centre:

Location: First Floor

Well trained team of 3 physiotherapist managing the department and providing rehabilitation therapy for joint disease, stokes, trauma etc.

Other facilities:

- Wax Therapy
- Hydro collator- hot pack
- Interferential Therapy
- IFT- Pain Relief
- Ultrasound therapy- piezoelectric effect
- TENS
- Muscle Stimulator
- SWD etc

13. Chemotherapy Department:

Location: First Floor

2 day care centres – 9 beds in each day care centre.

14. Medical Record Department:

Scope of Services:

- Maintenance of all medical record

- Storage of records
- Maintaining the integrity and confidentiality of all medical record
- Maintenance of MLC cases
- Numbering and filing
- Completion of all incomplete records.

15. Food and Beverages:

Location: Basement

Scope of services:

- To provide well balance nutritious food to all in patients as well as patients for dialysis as per their needs.
- To serve staff and patients attendants
- To helps in improving the patient's condition by providing hygienic, proper and nutritious food as prescribed by the dieticians.

Provide 5 servings for the general ward patients and 8 servings to the semi private and private ward patients.

Types of diet:

- Normal full diet
- Liquid diet
- Soft diet
- Diet for diabetic patients
- Diet for renal patients
- Diet post cardiac surgery patients.

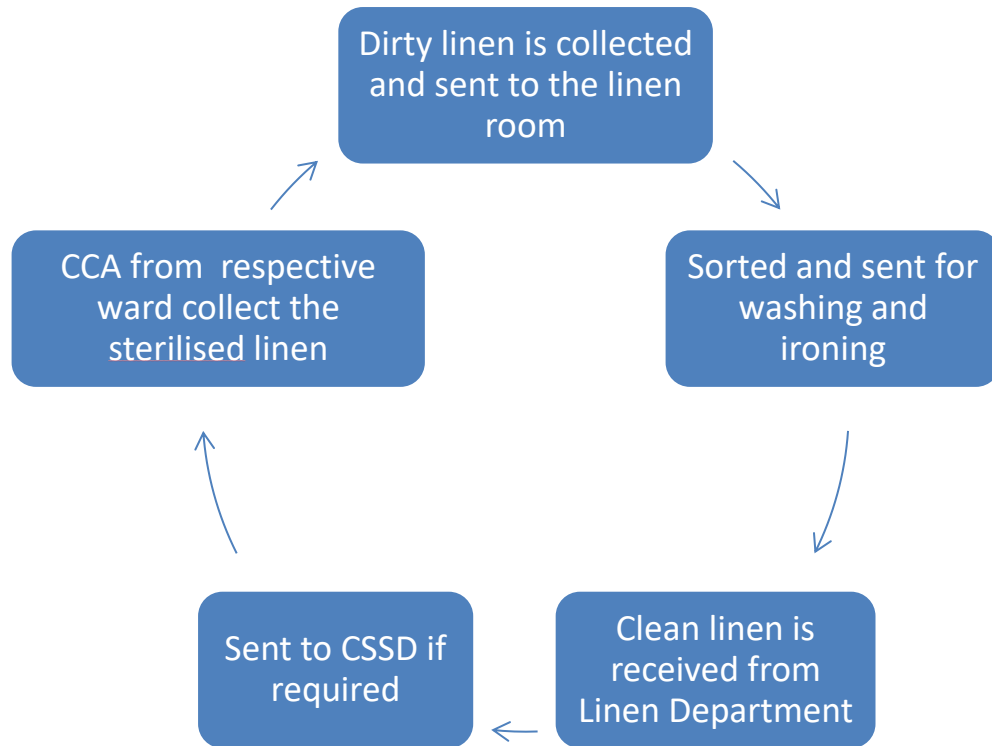
16. Housekeeping:

Services provided

- Maintain hygiene of the patients and the hospital
- Helping in patients preparation
- Infection control
- Waste disposal

17. Linen and Laundry:

Location: Ground Floor



Availability of coloured coded bags in each department. Orange colour is for serology positive patients and green bags for serology negative patients.

18. Pharmacy:

The hospital 2 different types of pharmacy:

- OPD Pharmacy(ground floor)
- IPD Pharmacy(first floor)

Functions:

- Dispensing of drugs to all the admitted patients.
- Dispensing of drugs for the OPD patients.
- Demand estimation according to the formulary, in the absence of formulary, establishment of specification for drug procurement.
- Furnishing of new drug information to consultants and other professional staff.
- Quality control of drugs purchased.

19. Diagnostic Services:

Location: Basement

Scope of services

- Electroencephalography
- Pulmonary function test
- Bronchoscopy
- Endoscopy

Operational timings: 9 am to 5 pm.

20. Dialysis Department:

Location: Ground floor

- Bed Capacity: 14 beds including 02 beds for serology positive patients
- No of procedures done per day: 2-3 dialyses per day
- Shift of dialysis: 7 am to 12 noon, 12 noon to 5 pm and 5pm to 8 pm.
- Every patient is provided with a meal, included in tariff and the meal is prescribed by the dietician.

21. Security Services:

Security service department of the hospital is outsourced.

Functions:

- To provide security services to all the staff, patients, relatives and visitors
- To protect the hospital property within the premises

- To analyse threats and vulnerability in conjugation with the management, police and others
- To control the movement of vehicular traffic inside the premises.

22. Billing and Finance Department:

Location: Ground floor

Operational timings: 9am to 5 pm for the finance department
24 hr IP billing service.

Functions:

- To provide salary to all the staff in a timely manner
- To provide payment to all the vendors and contractors
- Tracking the expenses of in patients on daily basis
- Timely discharge of patients related to financial clearance
- To provide accurate and timely financial information for decision making.

23. Maintenance Department:

Location: Basement.

Functions:

- To maintain continuous electric supply to the hospital.
- To maintain the chilling plant room of the hospital
- To maintain the supply of medical gases
- To maintain the proper functioning of STP

Operational timings: 24hr.

Infrastructure:

- Low tension room
- Air Handling Unit
- Generator panel: 2 generator of 750 ampere each
- Diesel tank- 24 kilolitres capacity
- Sewerage treatment plan
- Desk panel- control air handling unit
- Chilling plant room

- Gas manifold room
- Oxygen Generation Plant
- AGSS Plant
- Biomedical waste management plant

24. Human Resource Department:

Location: Ist floor

Functions:

- Recruitment based on requisition form from respective department duly signed by in-charge of the department, HR and facility director
- Induction and training programs- 1 day induction program for all new employees
- Performance appraisal ones in a year in the month of March
- Employee engagement activities such as birthday celebration, open house, and also on the job trainings such as fire safety. BLS training
- Grievance Handling
- Conduct employee exit interview

25. Fire safety Department:

Location: ground floor

- The hospital has 08 fire exits door in each floor. A total 26 functional fire exist doors
- Sprinklers are located in the entire hospital with a distance of 6 mts between two sprinklers
- burst at 68 degree Celsius
- Smokes detectors are also located in the entire hospital.

Fire Safety Equipment:

- | | |
|------------------------|-----|
| • Horse Reel Drums | 10 |
| • Jockey Pump | 01 |
| • Alarm Valve | 05 |
| • Double Hydrant Valve | 28s |

Hospital follows “PASS” and “RACE” protocols.

PASS: Pull Aim Squeeze Sweep for operating a fire extinguisher

RACE: Rescue Alarm Contain Extinguish, Evacuate.

26. **Radiotherapy Department:**

Location: Basement

Equipment: Linear Accelerator

: Brachytherapy

Key Learnings:

- One of the major learning of dissertation period was working pattern of a Hospital.
- It helped me to understand the process flow of different functional departments of the hospital.
- I learned about the work culture of the hospital, employee engagement in the hospital and ownership of work shown by the hospital staff helped me to gain the soft skills and enhance my theoretical knowledge about the hospital.
- I also learned about the documentation work done in the hospital in various areas like IPD, OPD, Laboratory, Billing etc.