

**Internship at
Columbia Asia Hospital, Saltlake, Kolkata**

By

Eisha Sangwan

MBA Hospital and Health Management

Academic year, 2015-2017



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer Airport
Jaipur-302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

Observational Learning

Introduction

The dissertation 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 final year are required to undergo training of three 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..

During my dissertation at Columbia Asia, there were numerous learning experiences. These were enhanced due to the project undertaken at the hospital, which is listed as follows:

“Process flow mapping and time motion study on patient waiting time in the Outpatients Department”

A brief report of the dissertation of three 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. Columbia Asia hospitals are an entity of the Columbia Asia Pacific. Columbia Asia group consists of referral, multispeciality and clinics.

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 Hebbel – Bangalore and currently Columbia Asia operates eleven facilities. There are two referral units, eight multispecialty units and one clinic. The group has presence in Ahmadabad, Bangalore, Mysore, Kolkata, Gurgaon, Ghaziabad, Patiala and Pune.

Columbia Asia has its upcoming units at Sarjarpur, Pune and Kolkata.

Columbia Asia Hospital – Salt Lake, a multi-specialty facility is located in the up market Salt Lake locality of Kolkata. It commenced operations from July 2008 and in a short period has become the preferred healthcare provider for people from Eastern India and is considered as one of the best hospitals in Kolkata. The 100-bedded hospital is well equipped with Operating Theatres, Dialysis Center, Advanced Digital Catheterization lab, Chemotherapy units, Telemedicine and Teleradiology facilities. The people of Kolkata receive the best possible medical care by qualified consultants trained in India and abroad.

Columbia Asia Hospital – Salt Lake aims to be a one-stop destination for all your health care needs. It offers a comprehensive spectrum of clinical services including Obstetrics & Gynecology, Internal Medicine, Cardiology, Urology, General Surgery, Psychiatry, Pediatrics, Ophthalmology, ENT, Gastroenterology, Orthopedics, Dermatology and Plastic Surgery.

The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols. The facility is rapidly becoming the preferred healthcare destination for International Patients

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

Six Golden 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 willfully tarnish the images of organization

COLUMBIA ASIA,SALT LAKE

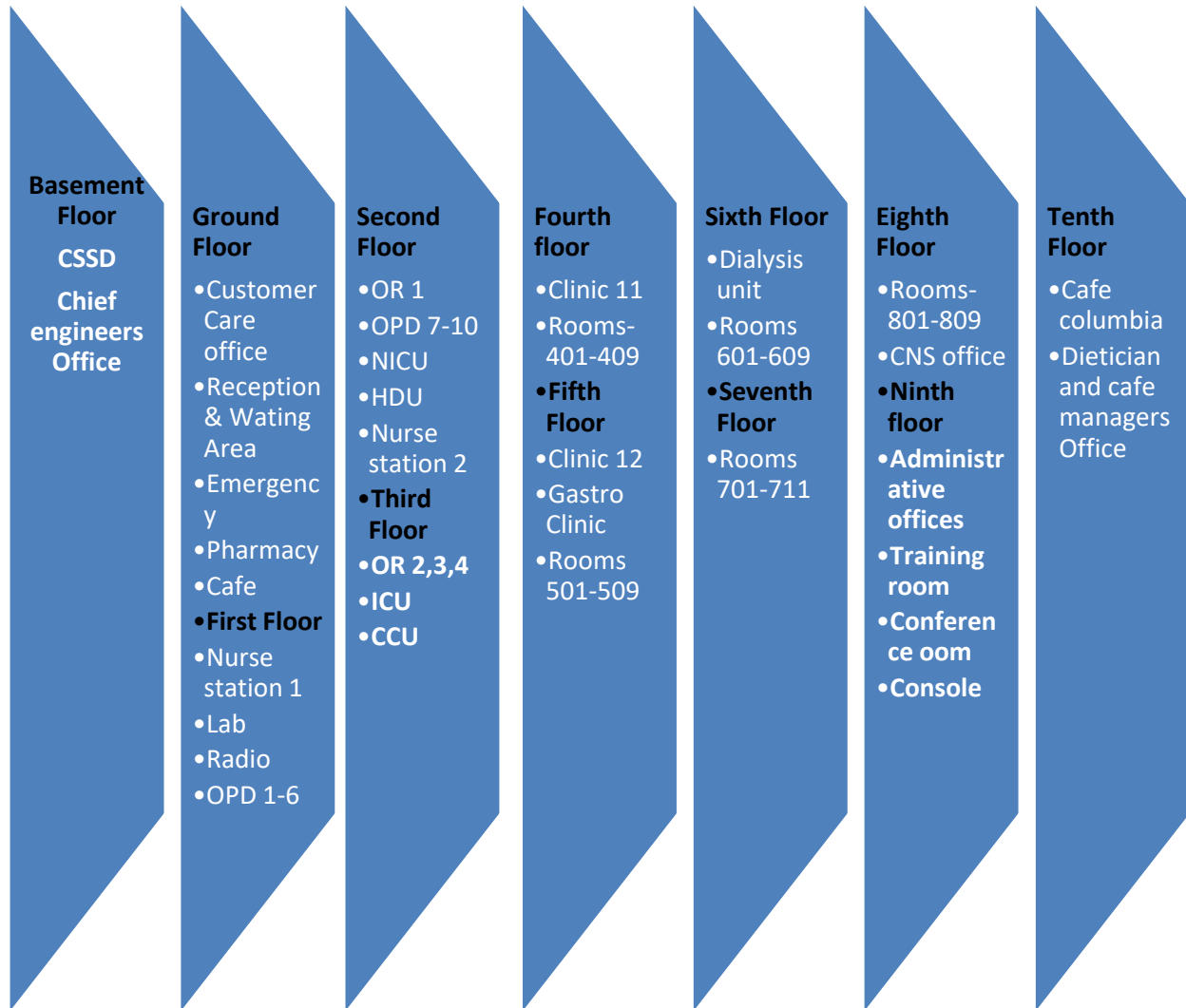
KOLKATA

Columbia Asia Hospital – Salt Lake, a multi-specialty facility is located in the up market Salt Lake locality of Kolkata. It commenced operations from July 2008 and in a short period has become the preferred healthcare provider for people from Eastern India and is considered as one of the best hospitals in Kolkata. The 94-bedded hospital is well equipped with Operating Theatres, Advanced Digital Catheterization lab, Dialysis Center, 24x7 Services like Laboratory, Radiology, Pharmacy & Emergency Services with round the clock reporting facility, NICU facility, Telemedicine and Tele-radiology facilities & facility for Chemotherapy. The people of Kolkata receive the best possible medical care by qualified consultants trained in India and abroad.

Columbia Asia Hospital – Salt Lake aims to be a one-stop destination for all your health care needs. It offers a comprehensive spectrum of clinical services including Dermatology, ENT, General Surgery, Hematology, Internal Medicine, Interventional Cardiology, Neurology & Neurosurgery, Gastroenterology, Geriatric Medicine (Senior Citizen's Care), Obstetrics & Gynecology, Oncology, Ophthalmology, Orthopedics, Plastic & Reconstructive Surgery, Psychiatry & Psychology & Pediatrics & Pediatric Surgery, Rheumatology, Spine Surgery, Urology (laser Surgery). The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols. The facility is rapidly becoming the preferred healthcare destination for International Patients.”

Physical Layout of the hospital-

The hospital is a vertical building with almost 11 floors(including basement).The location of different departments is as follows-



Infrastructure and Services:

Columbia Asia today serves more than one million patients every year. Our hospitals offer comprehensive clinical programs that are supported by a list of ancillary services (ICU, NICU, physiotherapy, lab, 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 programs 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

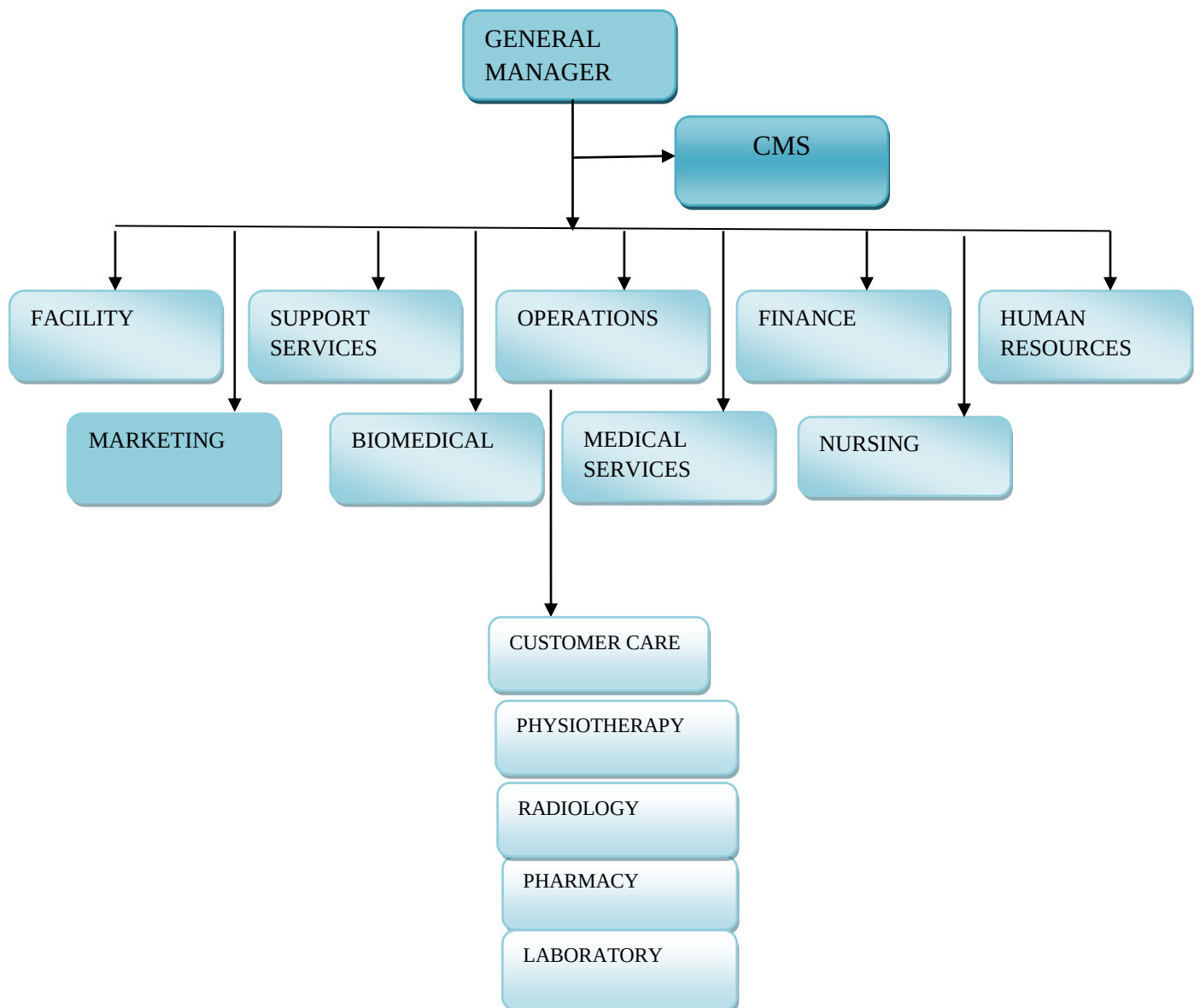
- Neurosurgery
- Nutrition & Dietetics
- Obstetrics and Gynecology
 - High Risk Pregnancy
 - Advanced Laparoscopic Surgery
- Ophthalmology
- Orthopedics Surgery
 - Joint Replacements (Knee/Hip)
 - Sports medicine & Arthroscopy
 - Shoulder Surgery
 - Pediatric Orthopedics
- Pain Management
- Pediatric 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

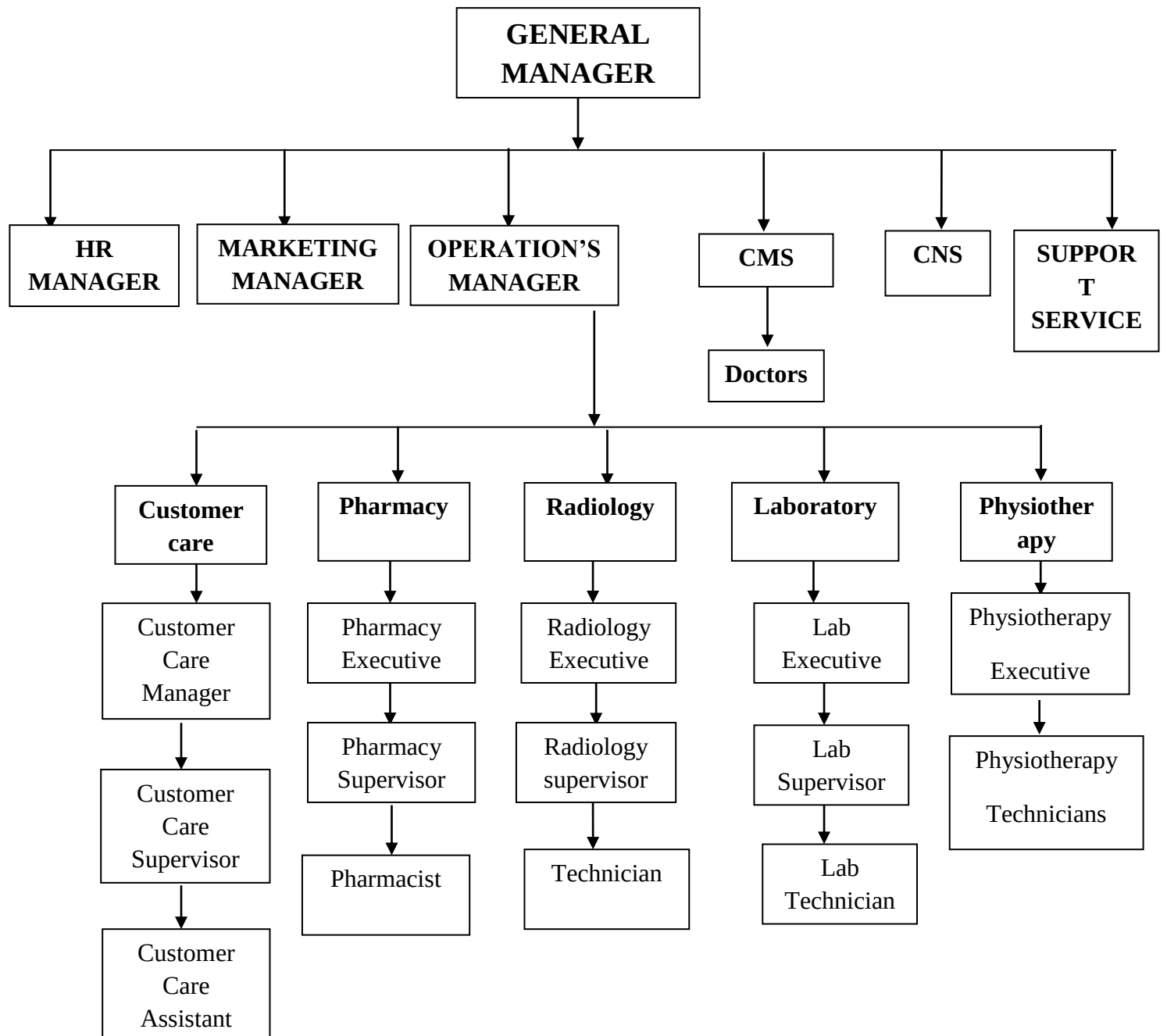
Services and specialties at Columbia Asia Hospital

- 24-Hour Emergency services
- 24-Hour Laboratory Services
- 24-Hour Radiology Services
- 24-Hour Pharmacy
- 24-Ambulance
- Operating Rooms
- 94bedded Inpatient Facility
- Ambulance Services
- Cath Lab
- Dedicated Labor and Delivery Suite
- Dialysis Center
- Endoscopy Suite
- Integrated Clinics
- Intensive Care Unit (ICU)
- 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

OPD

There are 12 OPDs distributed on 4 floors, OPDs 1-6 are on first floor and 7-10 on the second floor. We have Opd 11 on fourth floor dedicated to ophthalmology and Opd 12 on fifth floor dedicated to ENT and another OPD dedicated to Gastroenterology clinic. The daily average volume of Out patients is around 250/ day.

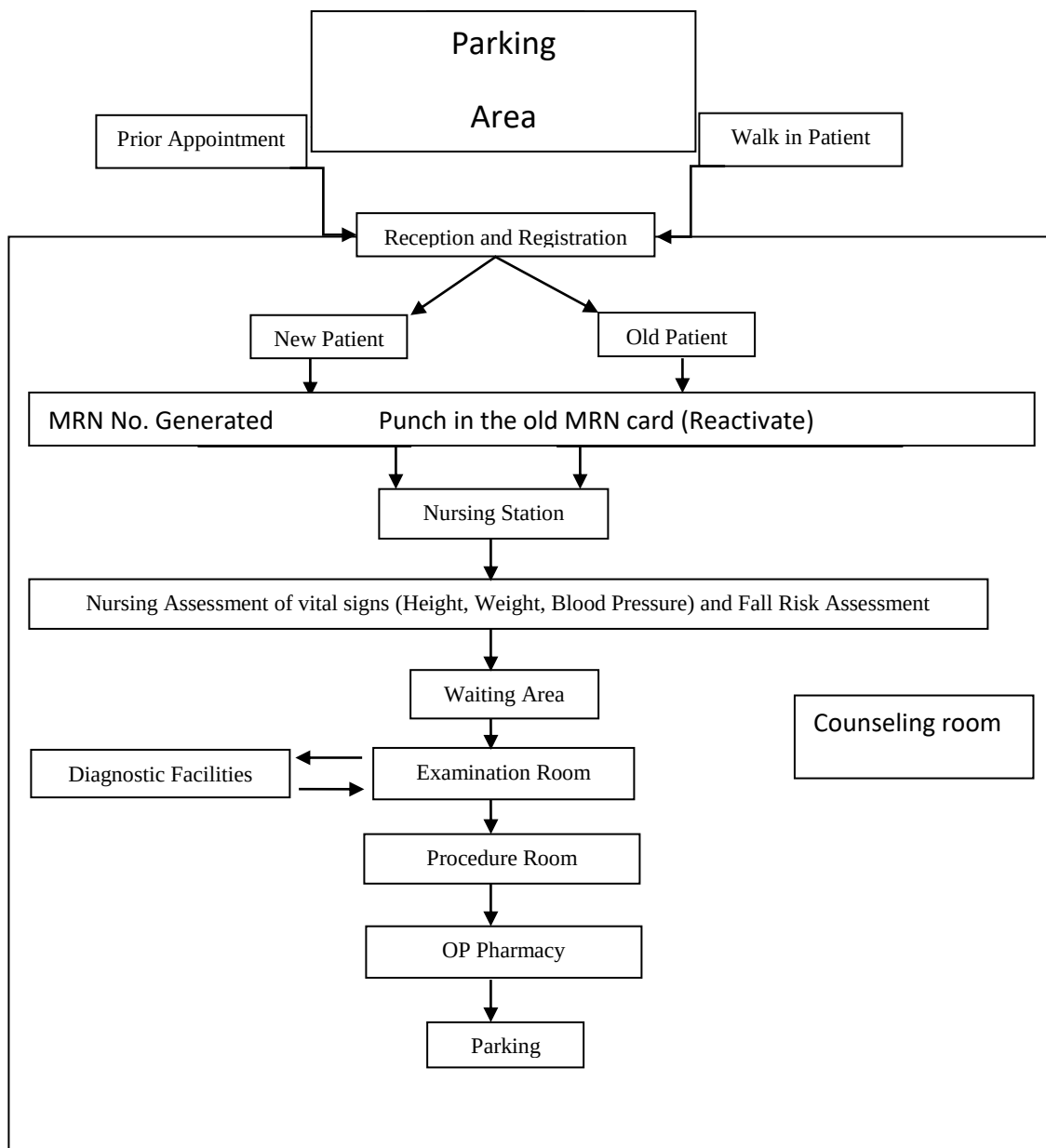
Quality Indicators –

Waiting time for Consultation

Time taken for admission

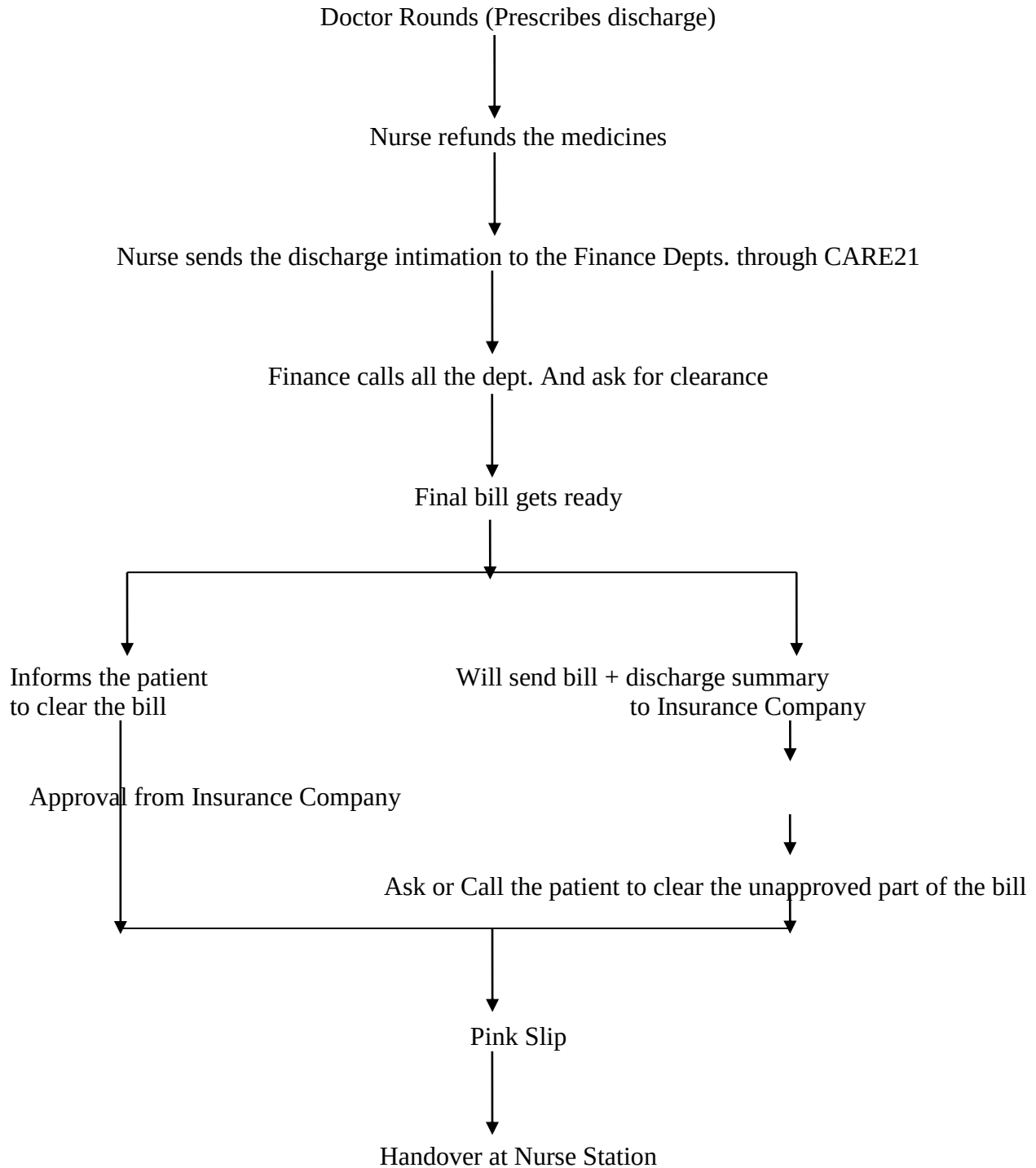
Waiting time for discharge

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



Discharge process

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 (1) - Consultation payment and visit activation and health check-ups patients, vitals check

Nurse Station (2) – Consultation payment, visit activation, vitals check, vaccination 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.
- **Working hours-24/7,365 days, Shift-Morning 8 am to 4 pm,Evening-12 pm to 8 pm**
- **Quality indicators-OPD waiting time, Admission wait time, Customer feedback report, Discharge time**
- **Analysis of feedback is done by Net promoter score(NPS),CSAT.**
- **3CS for the department are-Courtesy.Communication and Complaint handling.**
- **Major services of Customer care are**

Stations / counter / area	Detail
1)Enquiry Desk:	Enquiry is manned by a customer care assistant 24hrs/day, and is supervised by the customer care supervisor

2)Console

Handles all doubts, enquiries and questions concerning the services Columbia Asia provides.

Manned by a CCA (customer service assistant) under the supervision of the customer care supervisor.

Handles internal calls (call transfers and enquiry), and external calls (call transfers, enquiry, scheduling appointments, rescheduling, and dissemination of information concerning health checks and other hospital services).

3)OPD

Processing of appointment schedules and consultations with respective consultants

4)Preventive Health Checks

Offer different Health Screen Packages for men and women of different ages tailored to their requirements. Includes Health Screens for Corporates

5)In-Patient Services

Customer care assistant will guide and accompany the patient/patient attender through all formalities of the admission process.

6)Cashiering at OPDs

Collection of consultation fees/ laboratory charges/ Radiology charges are being done in OPD nurse station

- In case of **market segment** of IP volume mostly are insurance patients, followed by corporate package and cash.
- In case of **market segment** of OP volume mostly are package patients, followed by insurance and corporate
- **The top five specialties** are-Internal medicine,Obs and gynae,Ortho and Pediatrics.

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.

Direct competing hospitals for Columbia Asia hospital Salt lake in terms of shared market size and share are-Apollo(1.5 KM),Amri(1.5KM),ILS(3KM),Medica(10.3KM) and Ruby hospital(7.9KM)

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

SWOT ANALYSIS FOR COLUMBIA ASIA ,SALT LAKE,KOLKATA

Strengths:

- High importance to customer feedbacks and service recovery mechanism
- Transparency in billing. Flat & uniform pricing
- Written estimates being given before any IP services

- Senior Citizen's Program with various privileges

Weaknesses:

- Lack of space
- Visiting & Part Time Consultants moving business to other Hospitals.
- Having a tall structure arrests operational efficiency and attracts high costs.

Threats:

- Visiting consultants controlling the inflow of patients.
- Presence of number of diagnostics within catchment offering high competition in diagnostic business
- Transferring patients to other units due to lack of services creates a negative impact on patients

Opportunities:

- Hire new full timers in major specialities
- Increase the catchment area with aggressive marketing
- Endorsing home collection to increase OP numbers.

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

1)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

2)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

3)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 license and FDA license
- Patient feedback is taken daily

4)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.
- It also looks into the stores and purchase department.

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 license
- 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

EQUIPMENT:-

- CT Scan
- MRI

- Digital X-ray machine
- Mammography machine
- USG machine

Laboratory

The laboratory is a full service facility located on the first floor near the OPD.

Services:-

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.

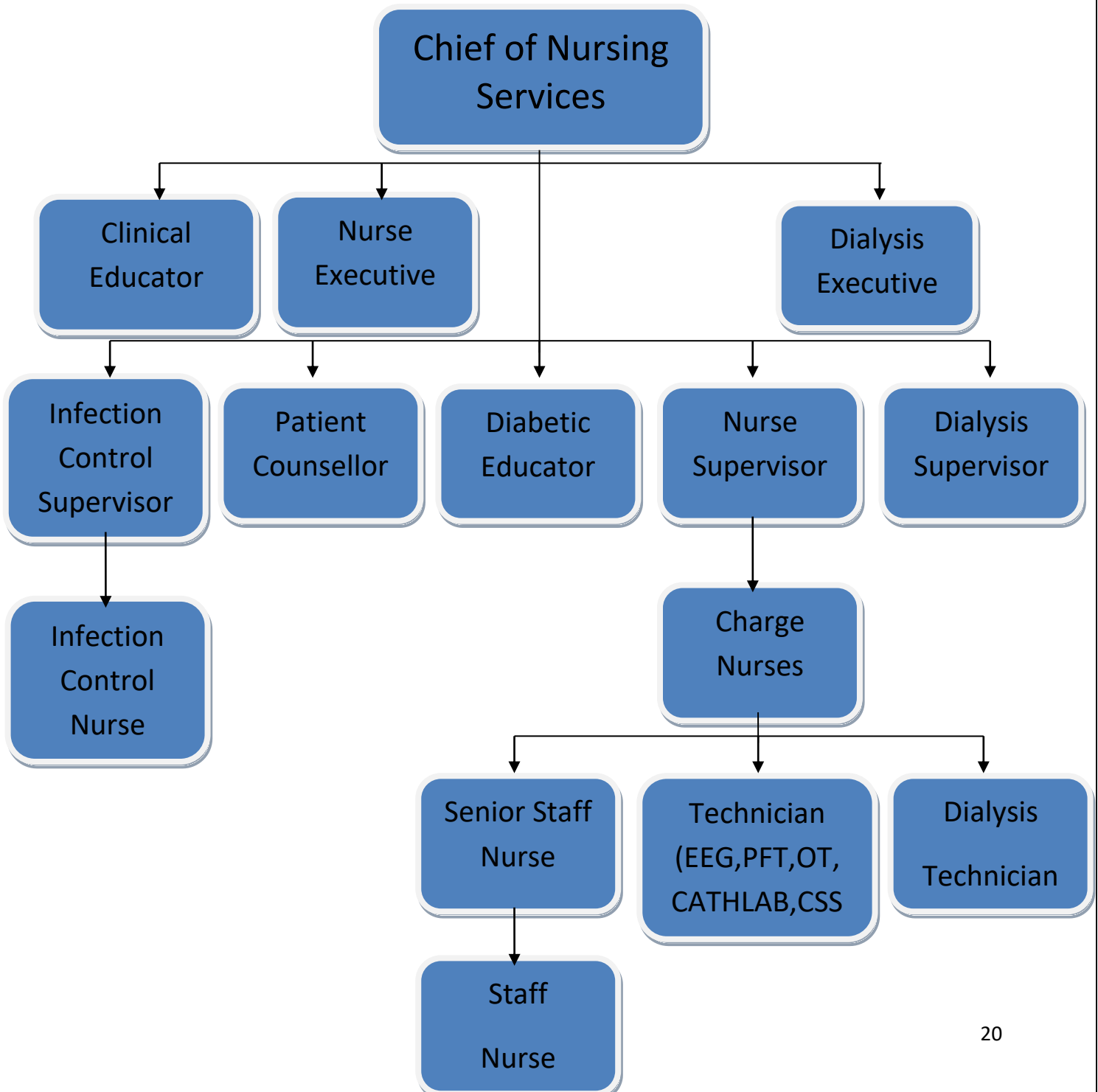
Operation Theatre

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

PROCEDURE:-

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

ORGANOGRAM OF NURSING DEPARTMENT



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

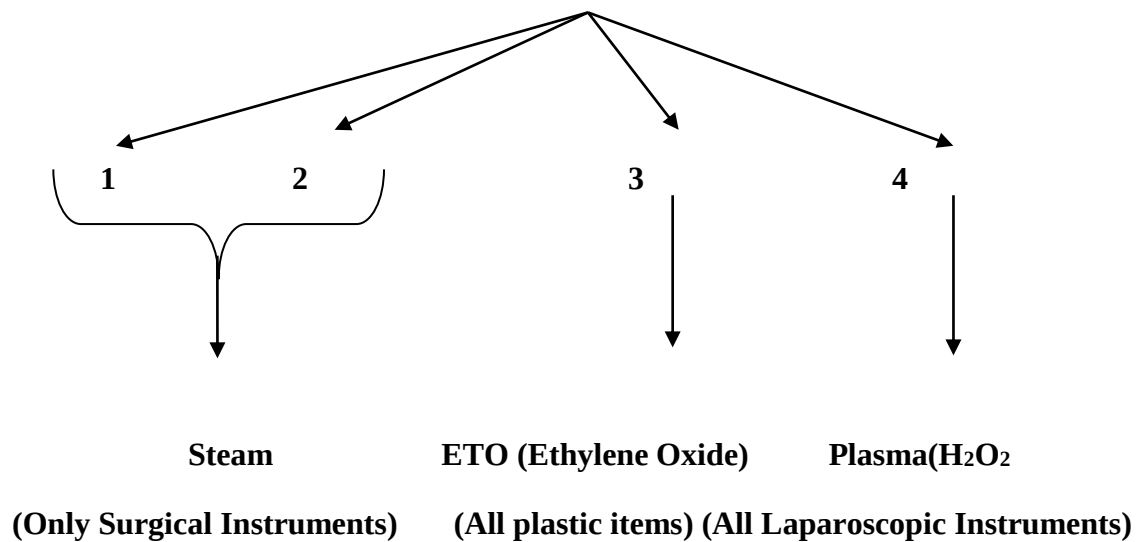
Instruments

Double Door Washer Disinfector (Wash-Disinfect-Drain)

Packing Area

Each set is matched with the Checklist provided

Set names Written



Storage Area

Dispatch Dep't. wise

ICU (Intensive Care Unit)

It is located on third 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 13 bedded ICU. The break-up of beds are as follows-

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.

End to end process of OP consultation(OPpatients and referrals)

