

**Internship
at
Max Super Speciality Hospital,
Saket**

***By*
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*MBA Hospital and Health Management
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The logo for IIHMR University, featuring the letters 'i' and 'H' in a stylized font, followed by 'IIHMR' in a large, bold, serif font, and 'UNIVERSITY' in a smaller, bold, sans-serif font to the right.
**The IIHMR University, Jaipur
2016**

Max Super Speciality Hospital, Saket



Max Super Speciality Hospital is a 535 bedded Hospital and is a part of Max India Limited which is a public limited company founded in 1985.

Max Super Speciality Hospital is divided into two blocks, namely the East Block and the West Block. The East Block mainly provides world class cardiovascular care with a service focus and creates unparalleled standards of medical and service excellence. It is committed to pursuing independent as well as collaborative research in all aspects of cardiology, cardiothoracic and vascular surgery and other medical specialities. The West Block mainly provides the diagnostic services like radiology and pathology.

Total numbers of beds in East block are 324, out of which 95 are ICU beds and in west block total 211 numbers of beds, out of which 71 are ICU beds.

Vision:

Deliver world class healthcare with a service focus by creating an institution committed to the highest standards of medical and service excellence, patient care, scientific knowledge and medical education.

Mission:

- Create empanelled standards of medical and service excellence;
- Care provider of first choice;
- Principal choice for physicians;
- Ethical practices;
- Create national centre of excellence for selective super-specialities;
- Build towards international reach by creating patient confidence through professional skills, research and technology.

Awards and Accreditations:



- Max Super Speciality Hospital, honoured with the first Global Green OT Accreditation.
- Max Institute of Minimal Access recognized as centre of excellence in APAC.
- Max Healthcare is ISO 9001:2000 and ISO 14001:2004 certified organization.
- Medical Quality Performance Standards Surpassed International Benchmarks in Nosocomial infection.
- NABH accredited hospital.
- FICCI award for operational excellence in Healthcare delivery.
- Max Healthcare laboratories have successfully obtained NABL accreditation in the field of medical testing.
- DL Shah National Award on – “Economics of Quality”.
- India’s first fellowship in Emergency medicine established in conjunction with George Washington University.

Objectives:

- Satisfying customer needs
- Enhancement of quality systems
- Effective performance measurement & compliance systems
- Continuous Improvement loop
- Engage every employee in quality drive

Hospital – Scope of Services:

1. Clinical Services

- Anaesthesia
- Esthetic Surgery
- Cardiac Anaesthesia
- Cardiology
- Cardiothoracic Surgery
- Dermatology and Venereology
- Endocrinology
- Emergency Department
- General Medicine
- General Surgery
- Geriatrics
- Gynaecological Oncology
- Medical Oncology
- Nephrology
- Nuclear Medicine
- Orthopaedics & Joint Replacement
- Otorhinolaryngology
- Pediatric Cardio Thoracic Vascular Surgery
- Pediatric Cardiology
- Psychiatry
- Radiation Oncology
- Surgical Oncology
- Urology
- Vascular Surgery

2. Diagnostic Services

- 2D Echo
- Audiometry

- Gamma Camera
- Holter Monitoring
- PET
- Spirometry
- Tread Mill Testing
- Urodynamic Studies

3. Laboratory Services & Transfusion Services(Shared Services)

- Blood Bank
- Blood Transfusion Services
- Clinical Bio Chemistry
- Clinical Microbiology & Serology
- Clinical Pathology
- Cytopathology
- Genetics
- Haematology
- Histopathology

4. Pharmacy

- Dispensary

5. Professions Allied to Medicine

- Ambulance
- Dietetics
- Occupational Therapy
- Physiotherapy
- Speech and Language Therapy

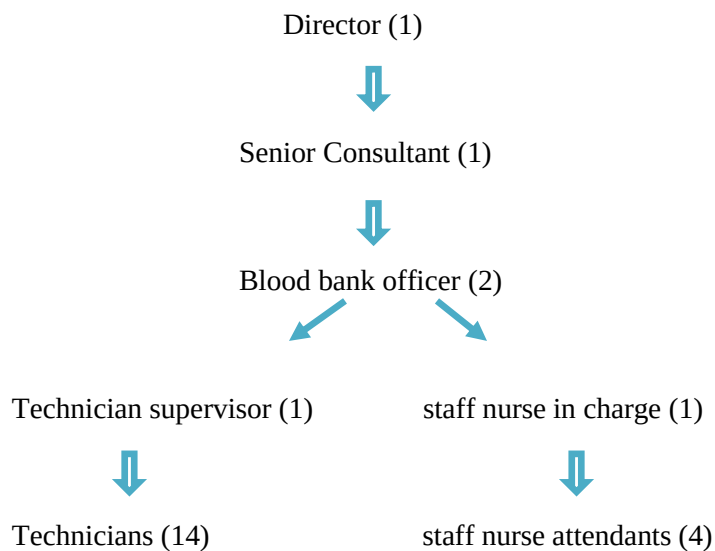
Blood Bank:

Max Super Speciality Hospital has its own blood bank. All blood groups are available. But it is preferred that patient arranges blood through his relatives or any friend and should give replacement. It receives 30-40 units of blood per day on an average. It maintains a stock of 250 units/day of each blood group.

Blood bank consists of:

- Reception area
- Donation area
- Apheresis room
- Component room
- Transfusion Transmitted Infection (TTI) room
- Storage area
- Issue counter

Hierarchy:



Emergency Department:

The emergency department of Max super speciality hospital is fully equipped with world class infrastructure, state of art emergency response and management system operating 24×7.

The emergency department has a separate dedicated entrance and located at the ground floor, operating for 24 hours a day.

Ambulance - 2 ACLS (with CCTV camera for telemedicine) and 4 BCLS

Response Time:

- EMO response time < 1 min
- Consultant response time < 60 min
- Code blue response time < 3 min
- Ambulance response time < 10 min

Infrastructure:

Total 24 bedded

- Triage trolley - 2
- Resuscitation suite – 2
- Urgent care area – 6
- Observation area – 12
- Clinical decision unit – 2
- Doctor Room – 1
- Doctor work station – located at the centre of urgent care area
- Store room – located behind the reception. Medications are filled twice a day and stock of two days is kept in advance for Sunday. Narcotics are also available and kept in safe.
- Hospital Information System (HIS) and CPRS
- Waiting area for patient's attendants is outside the department.

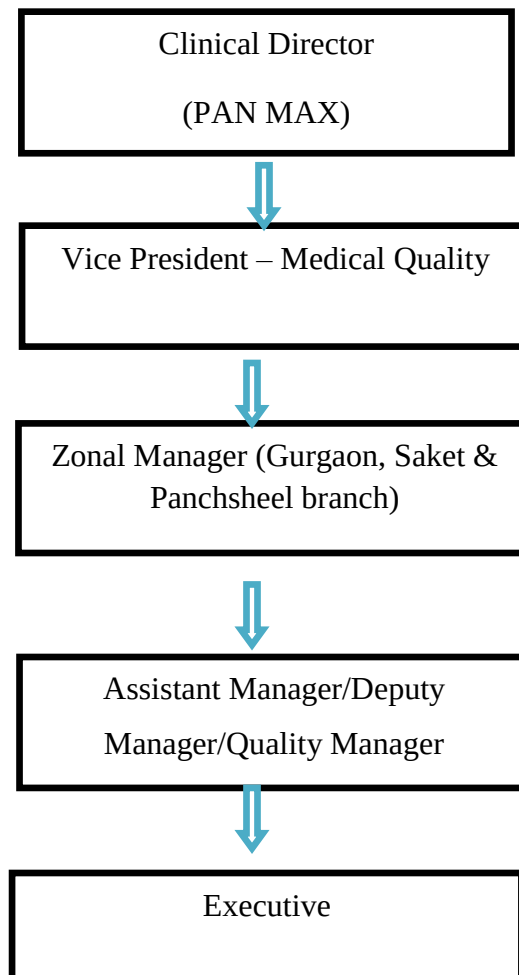
Staffing:

- Senior consultant (Emergency Department)
- Team leader

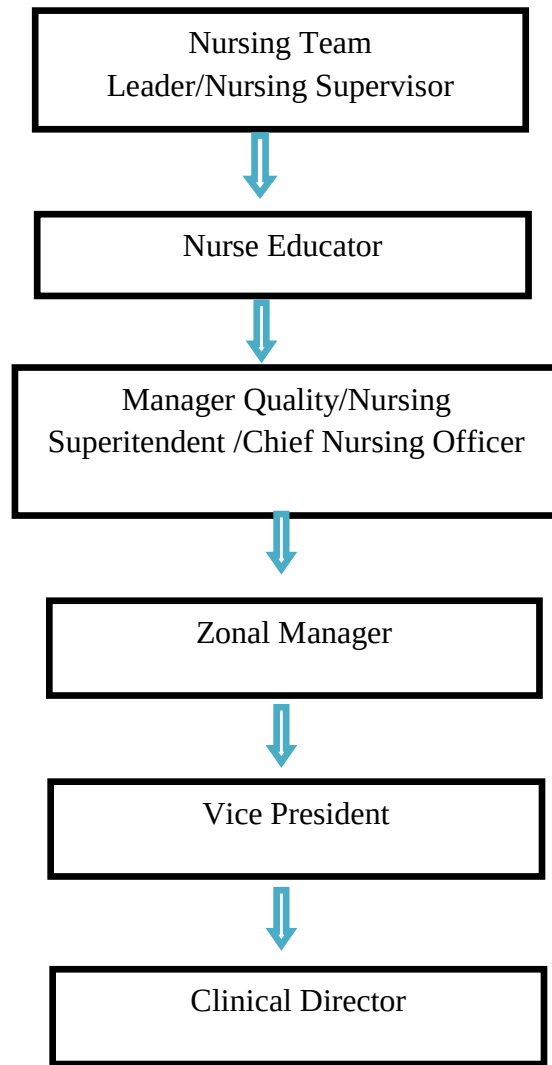
- Emergency Physician
- Nurses: Male
Female
- Reception
- Paramedical staff for ambulance
- GDA

Medical Quality Department:

Organogram of the department:



Flow of reporting the Quality Team:



The different indicators of medical quality are:-

- Falls
- Nosocomial infections
- Phlebitis
- Medication errors
- Near miss(incidents might have occurred)
- Needle stick injury
- Pressure sores

- Hypoglycemia
- Adverse drug reactions
- Blood transfusion related errors
- Infection outbreak
- Notifiable diseases
- Sentinel events – wrong patients, wrong side, foreign body left inside cavity.
- Code blue – Rapid Response Team(RRT)
- Mortality – data categorized by area, speciality, age
- Other adverse events
- Readmission within 14 days of discharge/Return to Emergency within 7 days
- Return to OT within 7 days
- Return to ICU within 7 days

Nursing Quality Department:

There are a total of seven indicators of nursing quality:

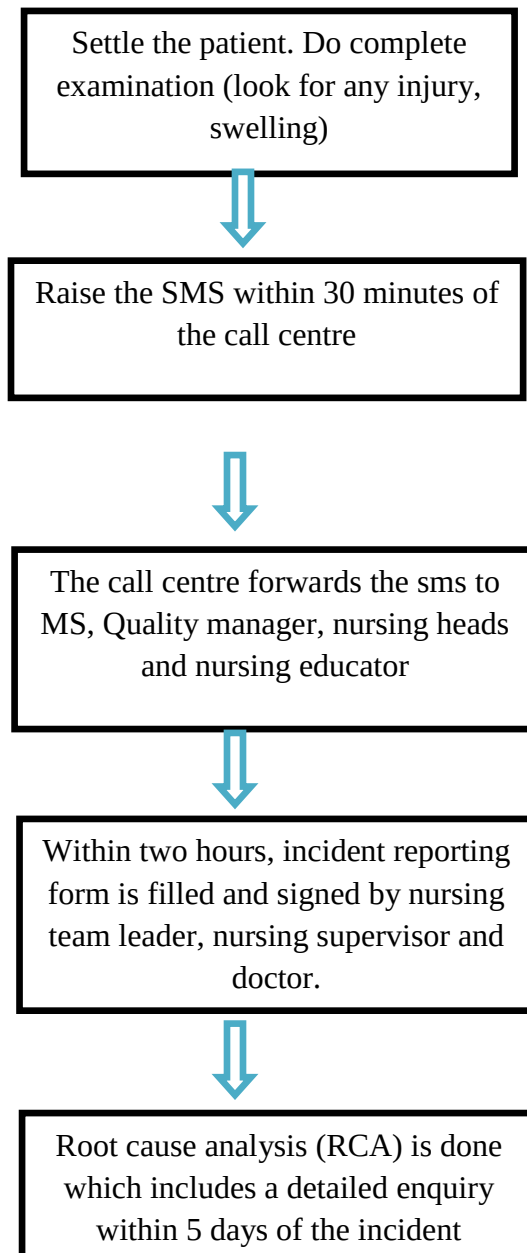
1. Patient falls
2. Medication error is of four types:
 - a. Prescription error: mistake of doctors
 - b. Dispensing error: mistake of pharmacist
 - c. Administration error: mistake of nurses
 - d. Documentation error: mistake of nurses where they fail to document after administration of medicines
3. Pressure sores: outside-inside pressure sores:

Outside pressure sores means those acquired before the admission while inside pressure sores means those acquired post admission.

There are special wound care nurses who look after pressure sore dressings and work jointly with plastic surgeon's team.
4. Hypoglycemia: Random blood sugar level falling below 60 mg/dl has to be informed. It is called negligence if nurse doesn't inform doctor or fails to recheck the blood sugar.
5. Needle-stick injury.

6. Health care associated infection is of four types:
 - a. CAUTI: Catheter Associated Urinary Tract Infection
 - b. CLABSI-Central Line associated Blood Stream Infection
 - c. SSI-Surgical Site Infection
7. Phlebitis: It is defined as inflammation of vein which has different signs and symptoms like redness, swelling, pain and inflammation. A phlebitis checklist is maintained.

Flow of reporting as adverse event:



Central Sterile Supply Department (CSSD):

The objective of establishing a CSSD is to make reliably sterilized articles available at the required time and place for any agreed purpose in the hospital as economically as possible, having regard to the need to conserve the time of users.

The department is centralized for the hospital and situated in an area of 1500 sq. feet in basement 1 of east wing. The aim is to bring down microbial count from 10^6 to 10^{-6} which is the minimum acceptable sterility assurance level, to ensure sterilization.

Areas:

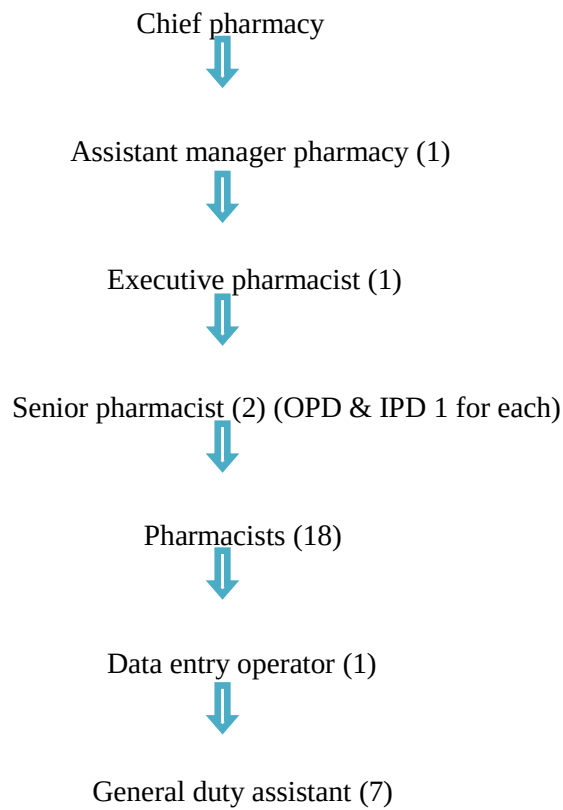
- Receiving area and contamination area
- Instrument and gauze packaging area
- Sterile zone and sterile storage zone
- Separate room for linen
- Issue counter

List of equipments:

- Ultrasonic cleaner – 1
- Washer Disinfectant – 5
- Plasma Sterilizer – 1
- Ethylene Oxide(ETO) – 1
- Automatic drier – 1
- Autoclave – 3
- Process challenging device – 1
- Water jet – 2
- Air jet - 2

Pharmacy:

Centralized Pharmacy Store (CPS) of Max Healthcare is in Okhla, New Delhi from where the drugs are delivered to IPD and OPD stores of the hospital on demand. Role of CPS is storage & distribution of drugs and negotiation with vendors.

Hierarchy:**OPD Pharmacy:**

The OPD pharmacy is open 24*7 and anyone can purchase medicine on doctor's prescription. All medicines are given along with billing and the medicine is explained to the patient according to doses. All medicines except OTC are given on the prescription.

IPD Pharmacy:

Max hospital runs inpatient pharmacy which works 24*7 throughout the year. It is located in the Basement-1 of the building.

Procurement of drugs in the Pharmacy:

- Auto indent is generated by Central pharmacy store at Okhla on weekly basis according to pharmacy's EOQ analysis.
- This indent is checked briefly by the pharmacist in the pharmacy store and alterations are done if required
- The order is delivered by CPS next day to the pharmacy store. In an urgent need, it can be procured from the local vendor also.

Distribution of drugs from IPD Pharmacy:

- **For Nursing Stations**
 - Requisition from different wards is sent by nurse through HIS on a fixed day of week.
 - Next day, Drugs are dispensed in paper envelop and printout of the indent is stapled on it.
 - Then the drug is sent physically by the GDA to respective nursing station.
 - However, in case of emergency indent is generated and drugs is delivered at the same time.
- **For Patients**
 - In the pharmacy no cash transaction takes place and no relative has to go there.
 - Any drug required by the patient, Indent is generated with IP (inpatient) no. of the patient by nurse to the pharmacy.
 - Drugs are dispensed in paper envelop and printout of the indent is stapled on it.
 - Then the drug is sent physically by the GDA to respective nursing station.
 - This transaction is picked up through the HIS by the Billing Department directly according to the IP no. and added to bill of the patients.

Inventory management: 7 days

Turn over: Drugs which have date of expiry within coming 3 months are sent back to the vendors through central pharmacy. They use the drugs on the basis of first comes first out.

Inventory measurement parameters are:

- ABC Class
 - A items : 7 days
 - B items : 10 days
 - C items : 15 days

Human Resource Management Department:

The human resource management is a function which is held overall responsibility of implementing strategies and policies relating to the management of individuals (i.e. the human resource).

Functions:

- Development of HR strategies, policies
- Manpower planning
- Hiring, Promotions
- Salary Determination
- Performance appraisal
- Employee resignation
- Consultation and advisory services to management and employees
- Provide benefits – Health care insurance, disability insurance, retirement as per company, Leave policy, training opportunities and training plan.

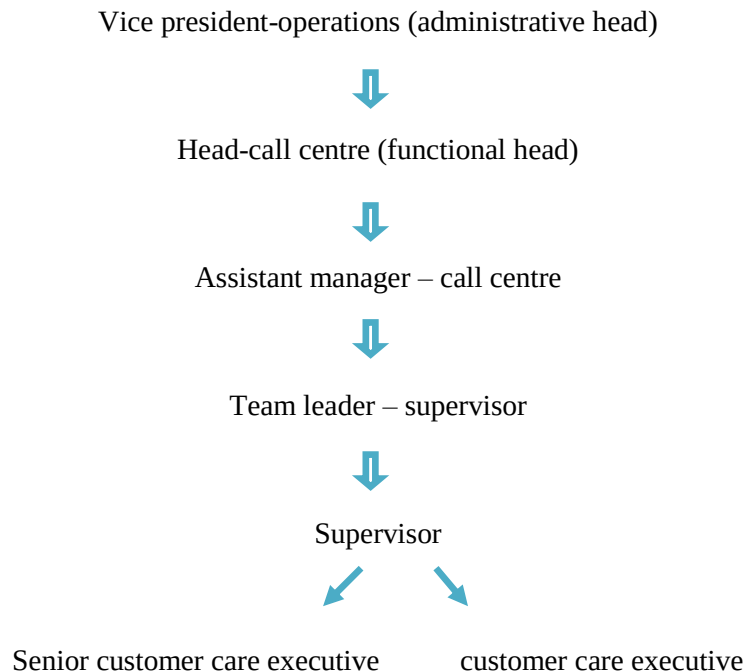
Call Centre:

Call centre of Max hospital, Saket operates at 24*7. It is centralized patient contact centre for saket. It can be used as an information centre for all customers.

Call Centre deals with:

- Doctor's appointment
- Health check ups
- Radiology and diagnostic appointments
- Patient's information
- Doctor's information
- Employee's information
- Speciality information
- Other department information
- It handles internal emergency e.g. Blue code

Organization chart:



House Keeping Department:

House-keeping department is responsible for three main processes:

❖ Infrastructure Cleaning – It includes:

- **Exterior cleaning:** Cleaning of Parking area, main entrance road, ramp area, glasses, biomedical waste collection area, rooftop/terrace.
- **Interior cleaning:** Cleaning of Hospital entrance, lobby, OPD, emergency department, radiology department, ICU, OT, dialysis area, waiting lounge, elevators, IPD, discharge room, diagnostic rooms, isolation ward, washroom.

❖ General and Biomedical Waste Handling

• Waste collection Process:

Waste is segregated in different colours of bags and bins namely Red, Blue, Black, Yellow and White Puncture Proof boxes.

- Black is for general waste.
- Blue is for plastic waste.
- Red is for infected cotton materials.
- Yellow is for anatomical waste.

- White puncture proof box is for sharps.
- **Waste Treatment and Disposal process:**

Waste is collected from the source of all the areas and kept in Dirty Utility Room with the bags sealed. Bags are labeled according to the area and date and taken to the biomedical waste collection area with the help of trolleys.

Vendor then collect and weighs all the waste. The same is recorded in register which is signed by housekeeping staff, security and the vendor.

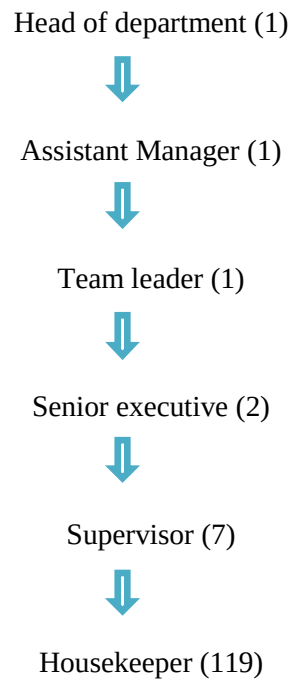
❖ **Linen and Uniform Management**

- **Linen Management:**

It ensures optimum availability of fresh linen and patient dress in all patient areas. List of linen required is received from nursing and requirement is checked by linen in-charge. Existing stock is checked. If required, indents are placed for the procurement. The fresh linen is exchanged against soiled which is then discarded.
- **Uniform management:**

Employees are provided with three sets of uniform. At a time one set is used, second is in linen room and the third set is in the laundry.

Hierarchy:



Security and Safety:

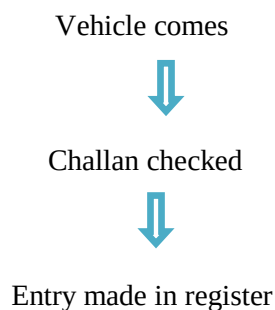
The security department is an eye and ear of every organization acting as a liaison between management and staff. The control room of security Department is located on Basement-1 of east block, Max hospital, Saket.

Functions of security Department: The security department performs four main functions as discussed below.

- Security management:
 1. Selection of people (guards and supervisors)
 2. Deploying of security staff to different floors and departments
 3. Checking of people entering hospital
 4. Turnout and grooming of security staff
 5. Training of security staff
 6. MLC handling
 7. Dispute handling
- Material management:

It includes management of both incoming and outgoing materials.

 1. Flow for incoming materials: The incoming materials are received either from a company or a contractor to Max. The process flow is as under:-



2. Flow for outgoing materials:

Two types of gate pass are issued which are:

 - a) **Returnable gate pass (RGP)** issued when something sent for repair/modification and has to come back to Max. Is of two types- company RGP and contractor RGP

b) Non-returnable gate pass (NRGP) issued when material sold as scrap and doesn't come back to organization. Is of two types- company NRGp and contractor NRGp.

3. Disaster management:

There are six emergency codes:

- Red – Fire
- Black – Bomb threat
- Blue – Cardiac arrest
- Yellow – External disaster like earthquake
- Violet – Violent patient
- Pink – Missing patient

The SOP's and disaster management plans are prepared by the security department. Fire management system includes smoke detectors, sprinklers fitted on ceiling and fire shafts in all corridors.

Walkies talkies are an important source of communication.

Other disasters include floods, water logging, terrorist attacks.

4. Valet management:

- a. Helps to optimally utilize the parking space.
- b. Within a time frame of maximum 7 minutes, vehicle is handed over to customer when asked for in porch.

