

**Internship
at
Indraprastha Apollo Hospital,
New Delhi**

***By*
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*MBA Hospital and Health Management
2014-2016*

The logo for IIHMR University, featuring a stylized 'i' in a square followed by the letters 'IIHMR' in a large, bold, serif font, and the word 'UNIVERSITY' in a smaller, sans-serif font to the right.
**The IIHMR University, Jaipur
2016**

INTRODUCTION

As an integral part of the **MBA course**, the training helps us in understanding the overall functioning of the hospitals from a managerial point of view. Keeping this factor in view, I tried to visit different hospital departments of **Indraprastha Apollo Hospital, New Delhi** with a special focus on understanding the various procedures in place. I visited different departments, met the department In-charge and interacted with the doctors, nurses and other staff.

The **Aim** of the training was:

“To study the administrative and managerial functioning of Indraprastha Apollo Hospitals, New Delhi, with special reference to the different areas / departments of the Hospital.”

The Objectives of summer training were:

- To learn the daily operational management of the Organization and its various departments / areas.
- To study the salient and critical features about the functioning of these departments / areas.
- To identify issues / problems associated with some specific departments / areas.
- To undertake the projects / special tasks assigned to us.

METHODS OF DATA COLLECTION

Study design-

- **Area-** Indraprastha Apollo Hospital, New Delhi
- **Duration-** From 1-02-2016 to 30-04-2016
- **Type of study-** Cross sectional Descriptive study, Observational study
- **Sample size-** Random (As per decision of management)
- **Procedure-** One to one discussion

Type of Data collected -

- Primary data collected by visiting the different departments.
- Secondary data from the various Hospital policies, documents in various departments.

Most of the information was collected through observations. Both types of observations – **participative and non participative** were used in learning the function and working of various departments.

Non Participative observation was used mainly to learn the general things about the hospital like location of different departments, behavioral aspects of employee and the response time.

HOSPITAL PROFILE



Apollo Hospitals: World class healthcare delivered with experience, expertise and empathy.

- At Apollo we build our world around you
- Warm, caring and focused on your convenience at every level
- 31 years of earning the trust of 41 million patients. At Apollo Hospitals touching and enriching lives is the cornerstone of the Group's philosophy.

Tender Loving Care (TLC) is our way of doing it. It combines the best of traditional Indian hospitality and scientific patient management. Its objective is simple and clear - ensure the best patient experience possible. The 65,000 members of the Apollo family go the extra mile to make the TLC movement come alive for you. Doctors, nurses and other members all come together and weave the magic that transforms Apollo into a place which is warm, helpful and more friendly for every patient that walks in. And years of experience at Apollo Hospitals has just made that our paradigm – making treatment as comfortable as possible to the patient. And staying up to date on technology only eases the journey of treatment.

Indraprastha Apollo Hospitals, New Delhi is a multi-specialty tertiary acute care hospital with 710 beds and one of the most sought after destinations in Asia for healthcare.

A state-of-the art modern facility in the heart of the capital, it is spread over 15 acres and has a built-up area of over 600,000 square feet.

MISSION

'To bring healthcare of international standards within the reach of every individual. They are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of the community.'

Indraprastha Apollo Hospitals has **52 specialties** under one roof with the major specialties being-

- Anesthesia
- Cardiology
- Cardiac surgery
- Cancer
- Pediatrics
- Critical care
- Emergency care
- Fetal medicine
- Gastroenterology and Hepatology
- Obstetrics & Gynecology
- Interventional radiology
- IVF
- Liver and kidney transplant
- Nuclear medicine
- Nephrology
- Neurosciences
- Ophthalmology
- Orthopedics
- Otolaryngology (ENT)
- Pediatrics
- Pediatric surgery
- Psychiatry and clinical psychology
- Plastic & reconstructive surgery
- Respiratory & sleep medicine
- Rheumatology
- Spine surgery
- Urology and Andrology
- Vascular and endovascular surgery

It has the latest and Best-in-Class medical technologies like PET- MR, PET-CT, Da Vinci Robotic Surgery System, Brain Lab Navigation System, Portable CT Scanner, Novalis Tx, Tilting MRI, Cobalt based HDR Brachytherapy, DSA Lab, Hyperbaric Chamber, Fibroscan, Endosonography, 3 Tesla MRI, 128 Slice CT scanner to provide world-class care.

That Indraprastha Apollo Hospitals became the first hospital in India to be JCI accredited in 2005 stands testimony to their standardized processes. It also became the first hospital to be reaccredited in 2008 and 2011, 2014. It has NABL accredited clinical laboratories and a state of the art blood bank.

Few of the Salient features are:

- 52 Specialties under one roof
- First Hospital in India to perform a Pediatric Liver Transplant in 1998 and one of the busiest Liver Kidney transplant program in the country.
- Maximum number of ICU Beds in a Private Hospital in India
- NABL accredited clinical laboratories.
- Experienced and renowned doctors in Cardiac sciences (Cardiology & Cardio-thoracic Surgery) and Neurological sciences (Neurology & Neuro-surgery).
- Largest Sleep Lab in Asia.
- One of the largest Dialysis Units in India.
- Apollo Cancer Institute is a Comprehensive Cancer care center with management of cancers as a multi-specialty concerted approach including the most advanced Radiation Oncology Centre with Novalis Tx, ClinaciX and HDR-Brachytherapy.
- 6 bed dedicated Bone Marrow Transplant Unit with stringent infection control practices.
- Latest and Best-in-Class Medical technologies like PET-MR, PET-CT, Da Vinci Robotic Surgery System, BrainLab Navigation System, Portable CT Scanner, NovalisTx, Tilting MRI, Cobalt based HDR Brachytherapy, DSA Lab, Hyperbaric Chamber, Fibroscan, Endosonography, 3 Tesla MRI, 128 Slice CT scanner and many more are used to provide world-class care.

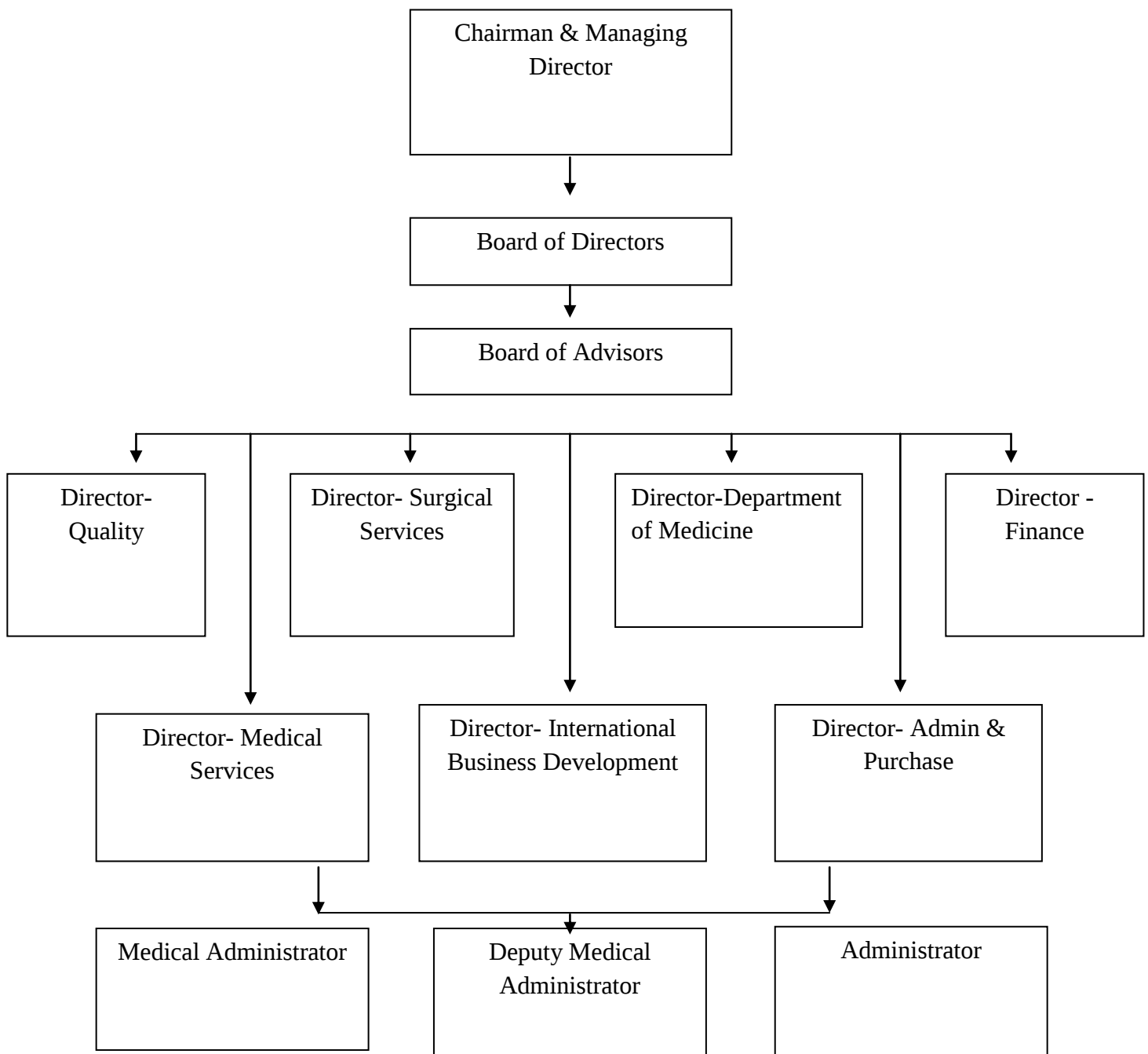
In 2014, the hospital got JCI re-accredited consecutively the fourth time making it the first hospital to do so in the Country. Without doubt the hospital has been an industry leader in Healthcare Quality and Patient Safety. Currently has the International Patient Safety Goals implemented and has an in-house developed protocol to optimize patient safety known as CAPS scoring. The hospital also monitors its outcomes and various clinical parameters through ACE@25 (Apollo Clinical Excellence) to stay abreast and above the World's Best Medical Institutions.

Other specialties include:

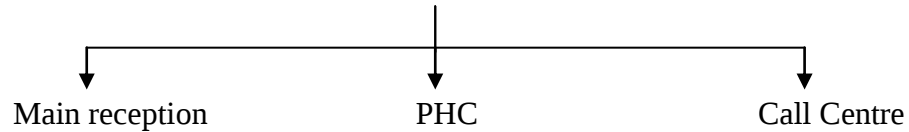
- Apollo Cosmetic Clinic
- Apollo Health check
- Apollo Sugar
- Diabetics & Clinical Nutrition

- Hyperbaric Oxygen Therapy
- Laboratory Services
- Pain Clinic
- Physiotherapy & Rehabilitation
- Transfusion Medicine

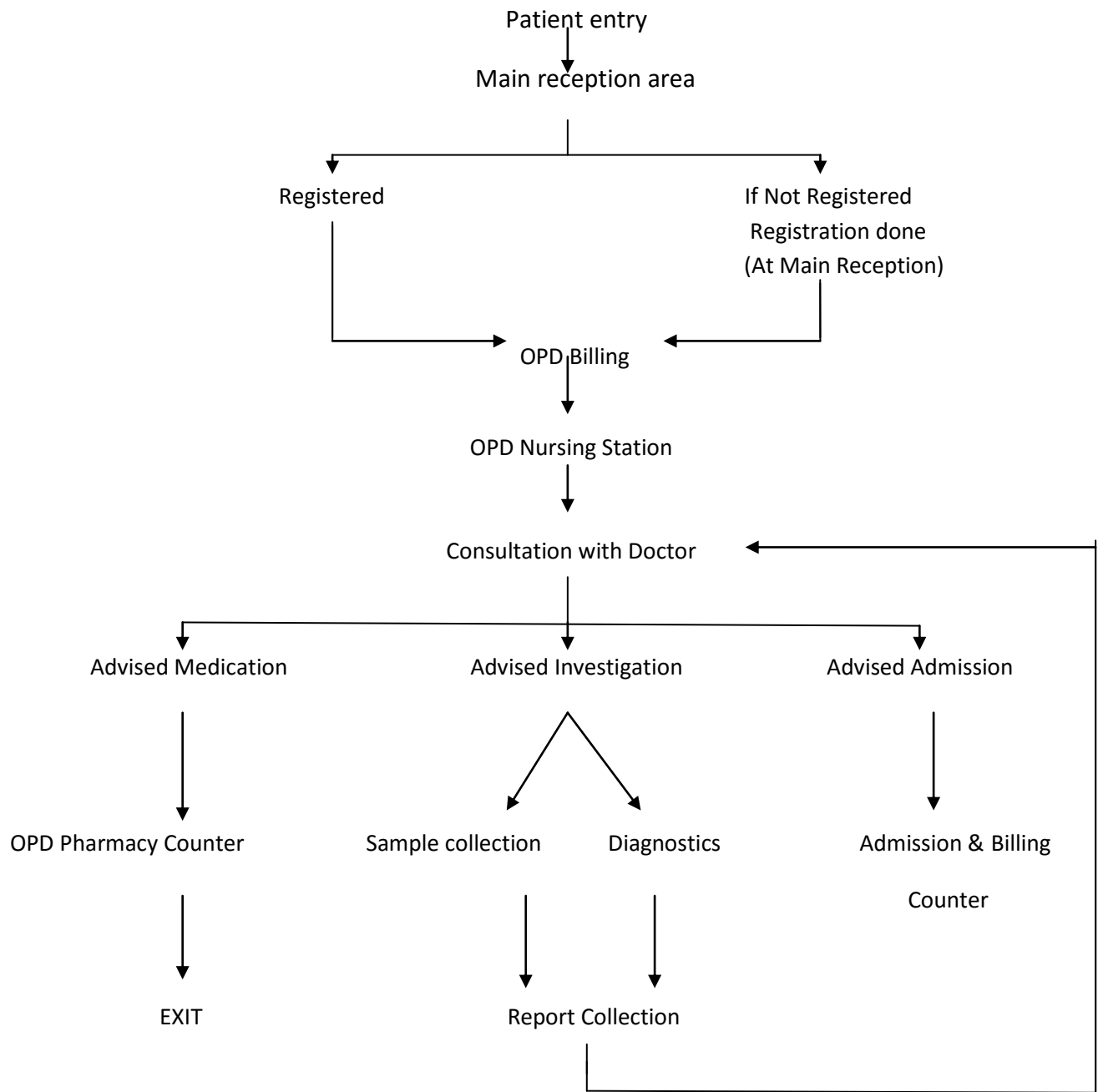
ORGANISATIONAL STRUCTURE



FRONT OFFICE



I) MAIN RECEPTION



Responsibilities of Front Office Manager:

- Responsible for overall supervision of the front office staff.
- Formulation of department goals, policies, procedures and their implementation.
- Coordinates operations, assigns responsibilities and supports the staff in peak hrs.
- Coordinates events in hospitals like CME, VIP visits.
- Inventory control and budget forecasting w.r.t front office.
- Training of newly appointed front office executives and other staff under him/her.

Roles & Function of Call Centre Executives:

- Receive and answer the various calls from outside and within the hospital
- Answering queries regarding the OPD appointments and charges, various tests availability and charges
- Connecting to various employees within the hospital by Star-Dialing.

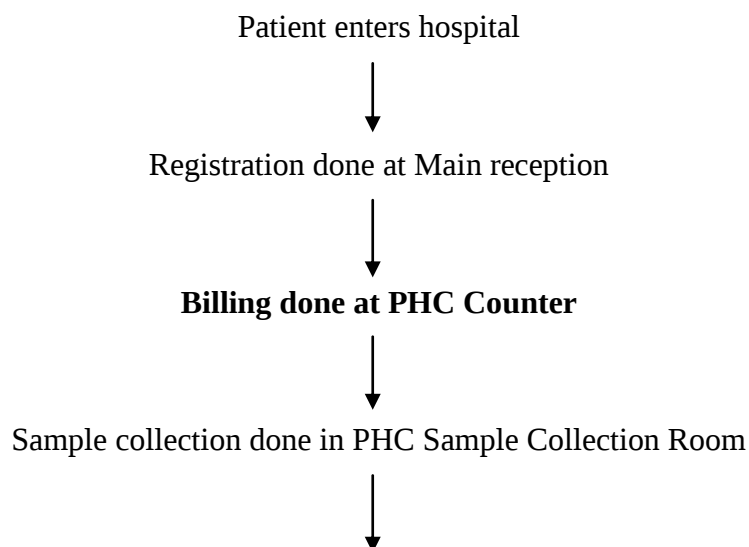
PHC

(PREVENTIVE HEALTH CHECKUP)

Layout: 1st Floor

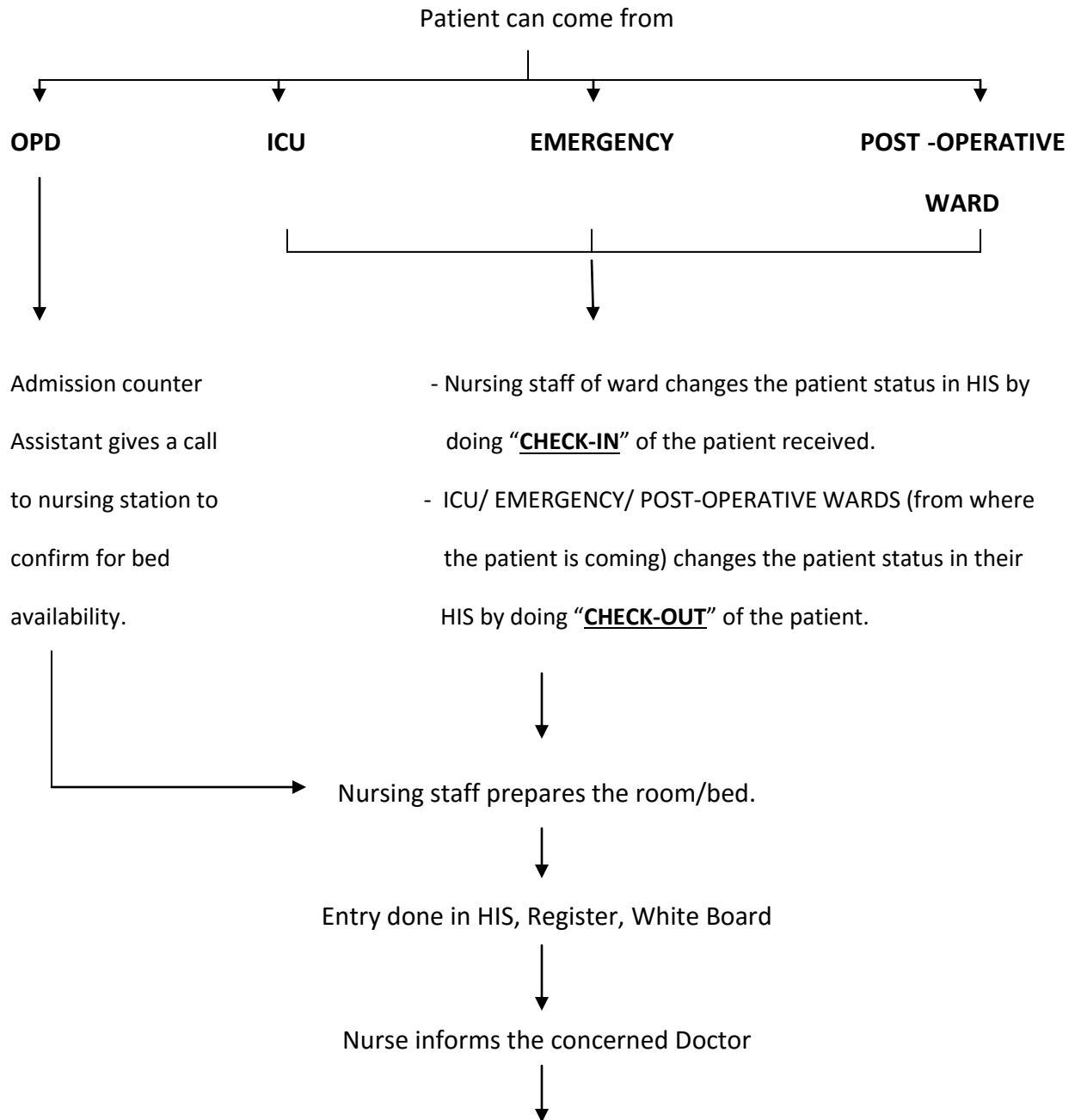
Staff: 7

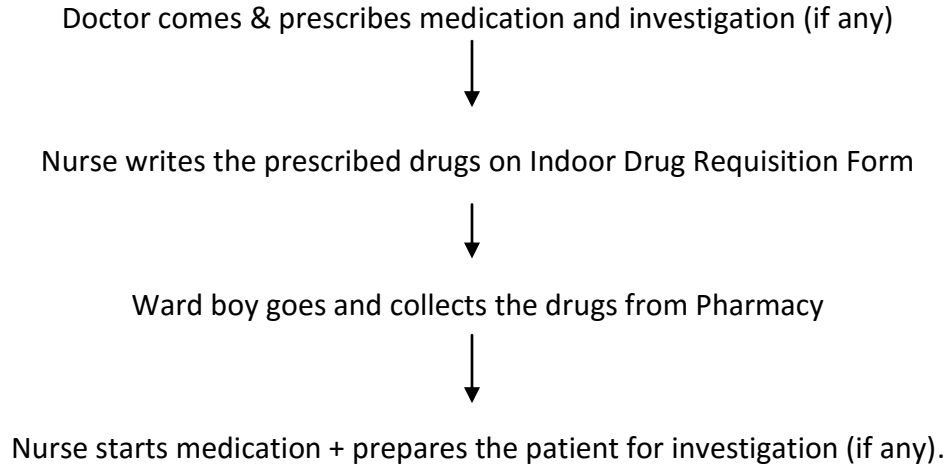
WORKFLOW:



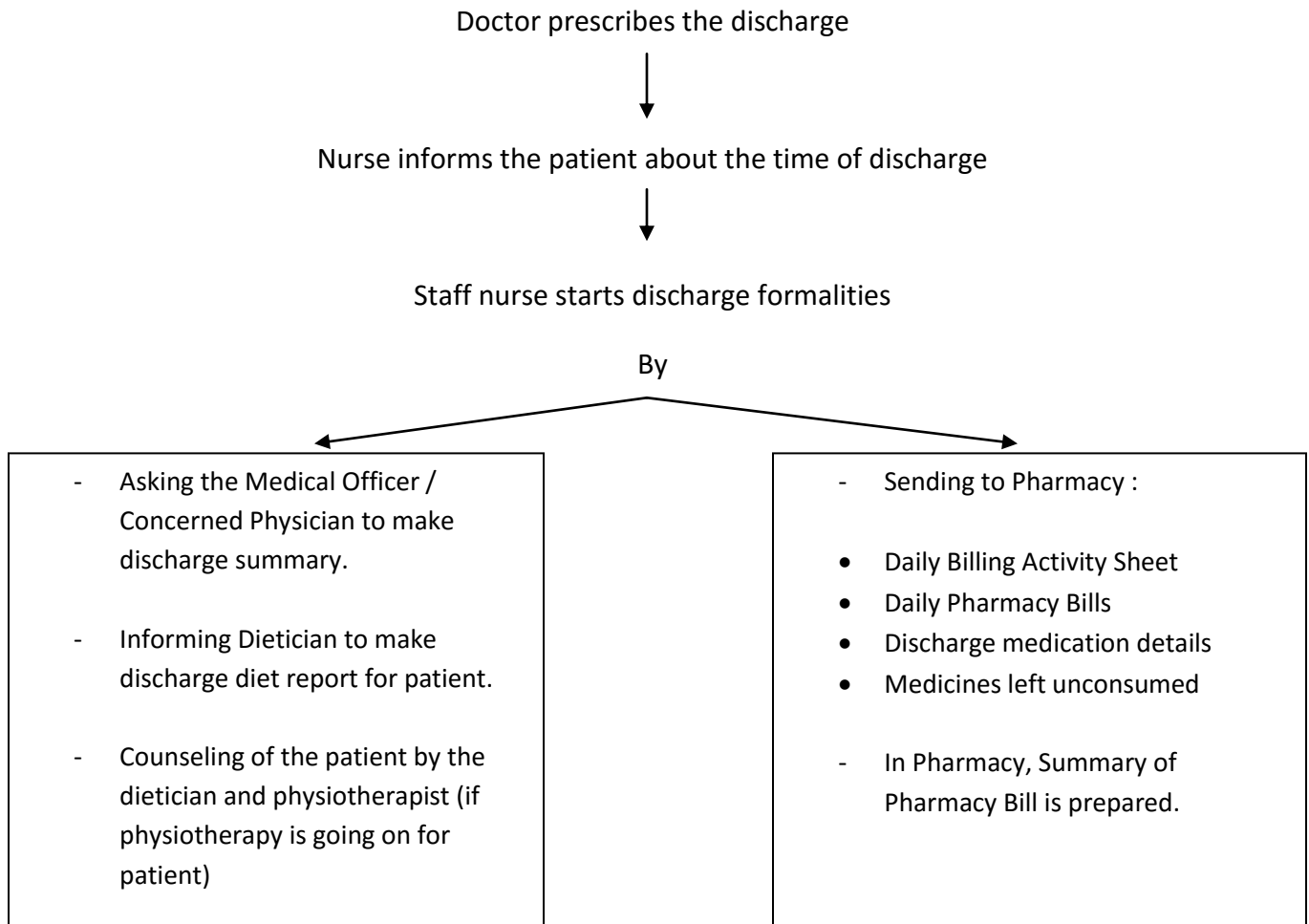
Sample sent to Lab

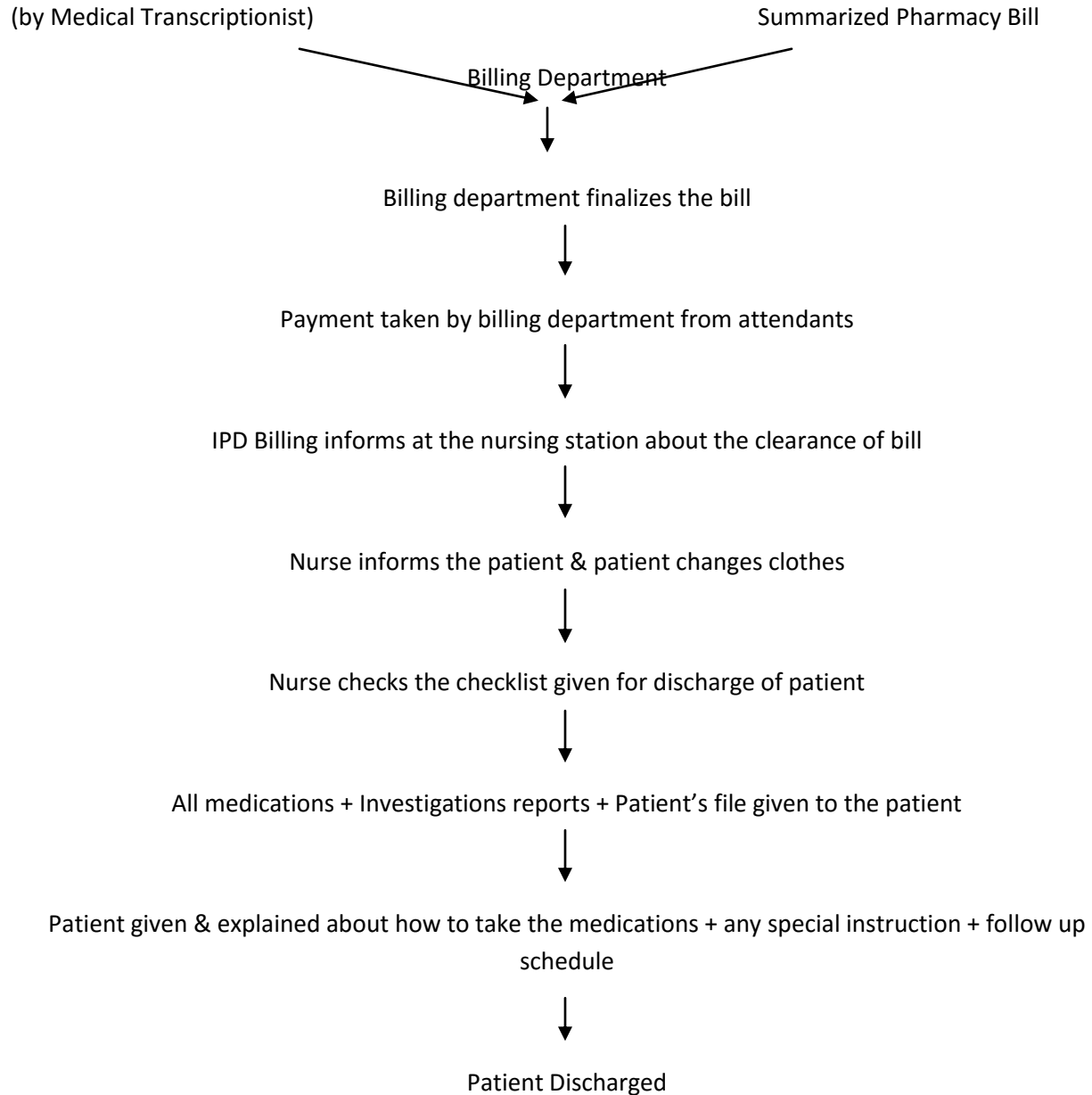
FLOWCHART FOR ADMISSION OF A CASH/NON TPA PATIENT





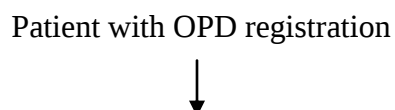
DISCHARGE PROCESS FOR NON-TPA PATIENT

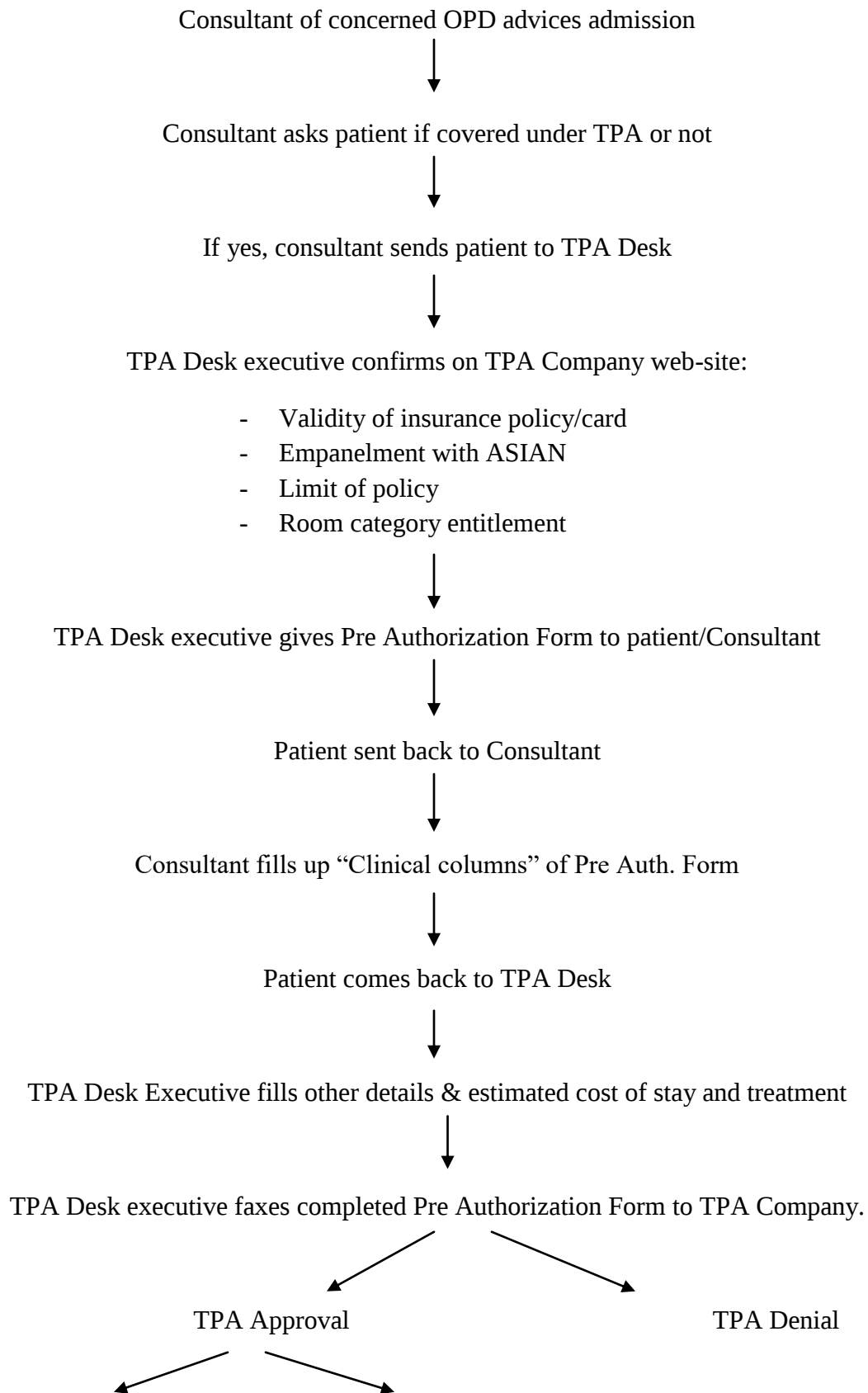


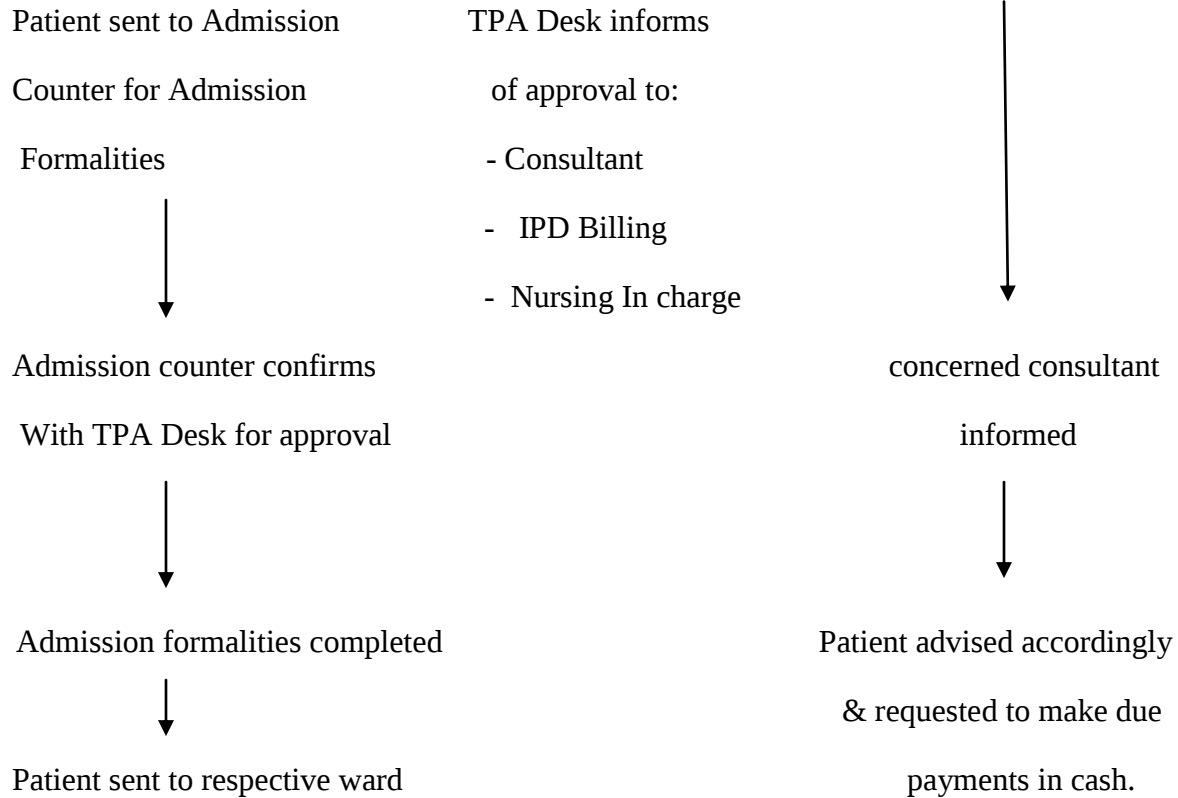


FLOW OF A TPA PATIENT

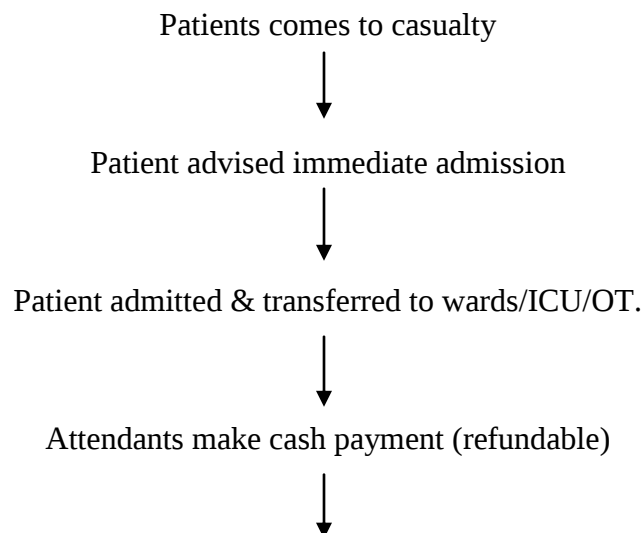
I) PRE PLAN ADMISSION

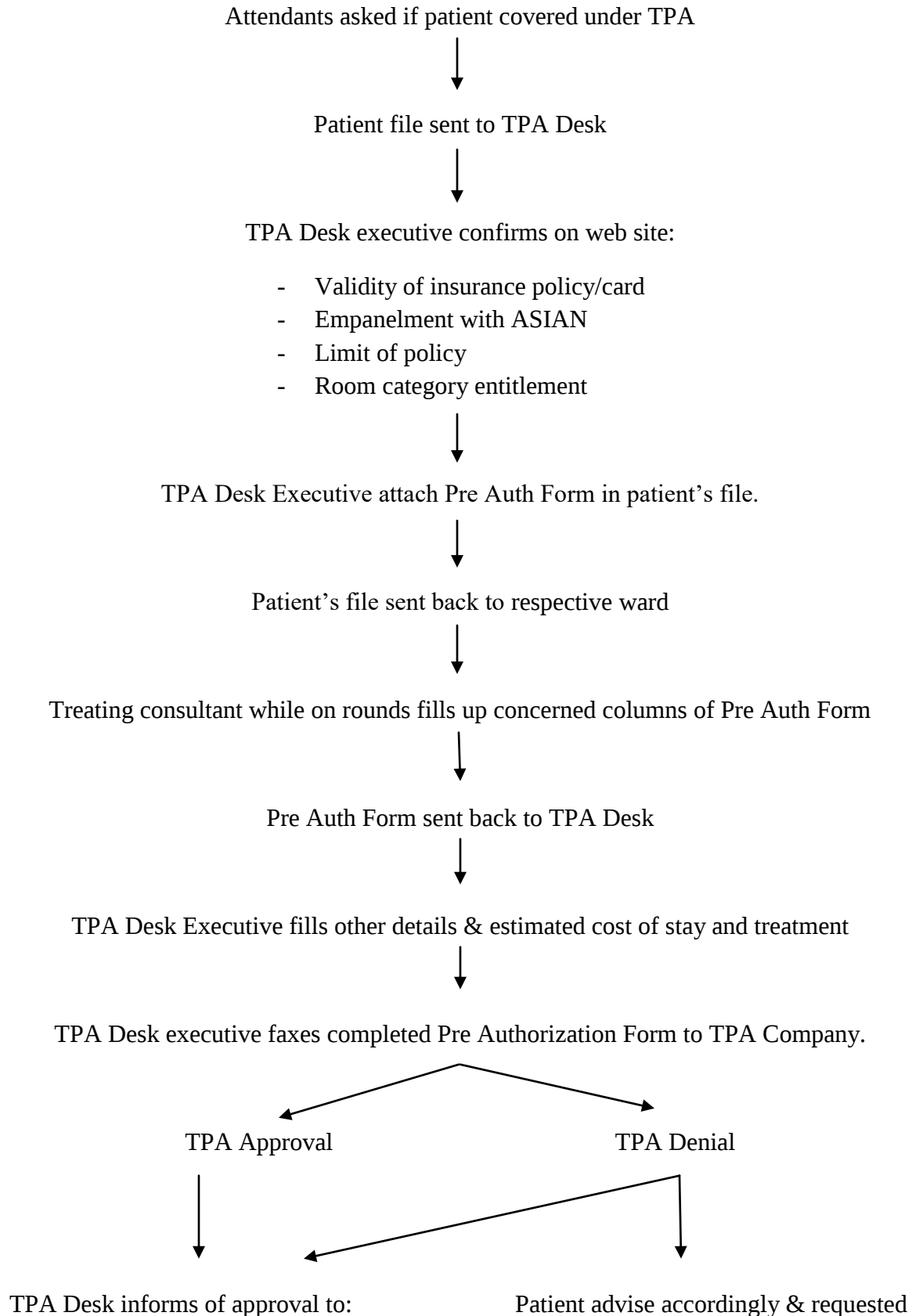






EMERGENCY ADMISSIONS FOR TPA PATIENTS

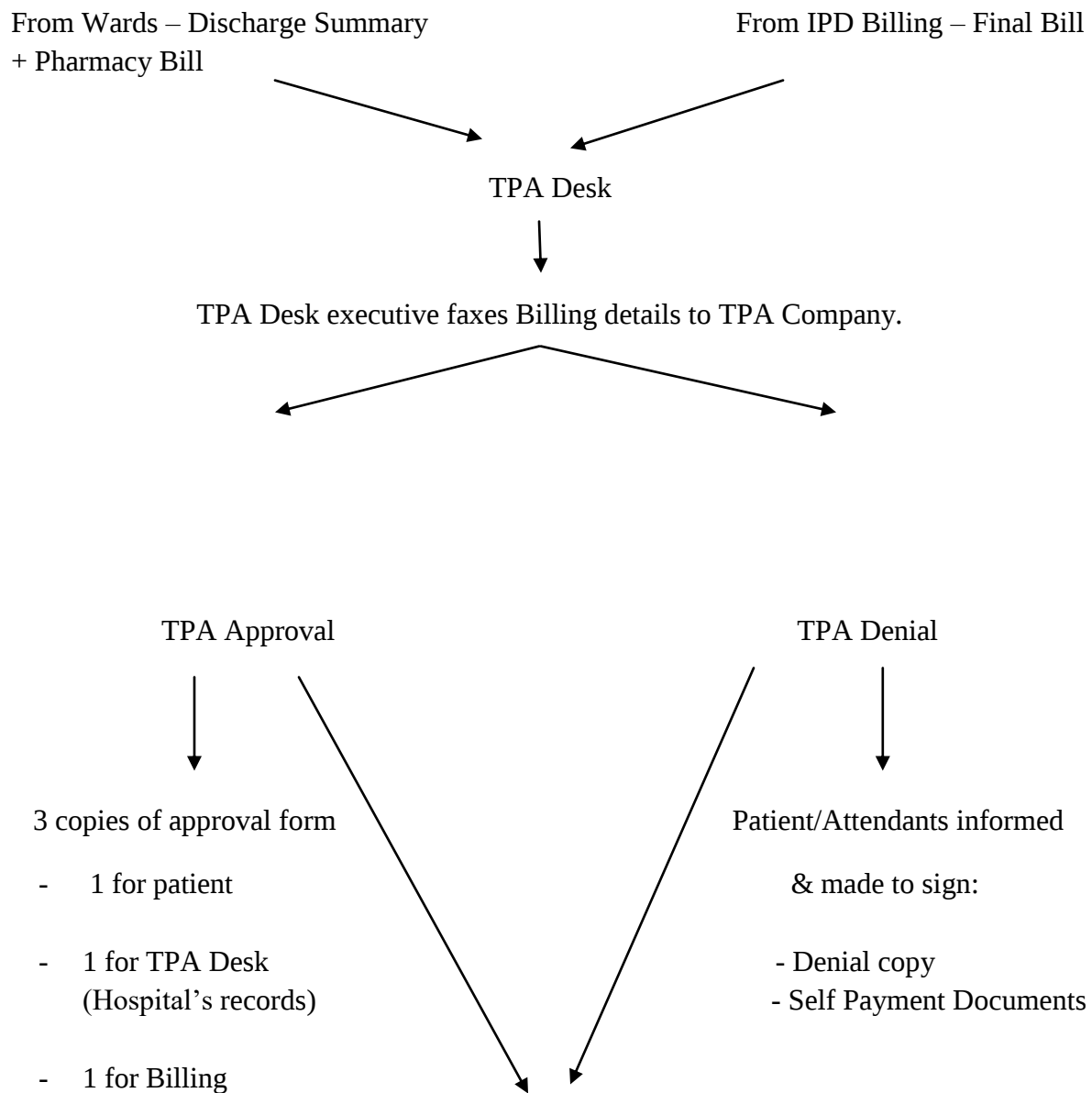


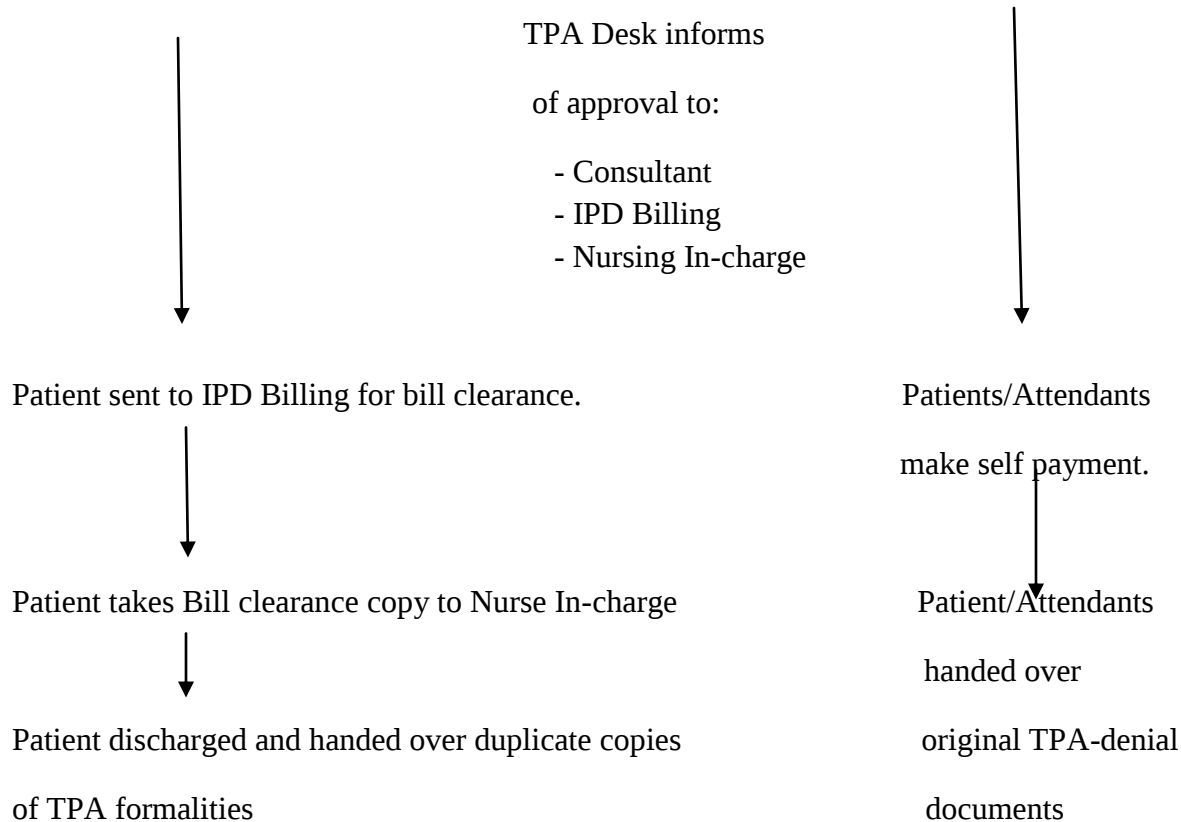


- Consultant
- IPD Billing
- Nursing In-charge

to make due payments in cash.

FLOW OF TPA PATIENT DISCHARGE





EMERGENCY COMPLEX

Layout: ground floor

- Nurse Station
- Emergency OT: 3
- Store room: 1
- Isolation Room: 1
- X-Ray Room: 2
- Ultrasound Room: 2
- Doctor's Duty Room: 3
- POP Room: 1
- Casualty Ward

Infrastructure:

- Beds: Total: 20

- For Casualty: 10
- For Triage: 10
- Desktops: 4
- Intercoms: 4
- X-Ray Viewer: 5
- Printer: 2 (connected with Billing)
- Fridge: 2
- Fire extinguisher: 2
- Wheelchairs: 4
- Stretchers: 4
- Ambulances: 4 ALS Ambulances + 2 BLS Ambulance + 1 Van Ambulance

N:P Ratio: 1:1

Staff & Hierarchy:

Doctors: CMO – 1

RMO'S – 6

Nursing and other staff: 24

AMBULANCE SERVICE FLOW

Call centre executive attends the emergency call



Transfer the call to Emergency's CMO



Notes down necessary details like:

- Place/address
- Time of call received

- Details of call
- Name & contact no of caller



Informs Casualty Nurse in charge



2 male nurse + 2 ward boys + 1 RMO (if required)

Get ready



Ambulance dispatched within 5 mins.



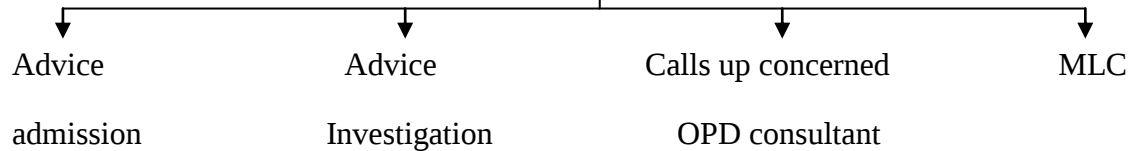
Ambulance picks up patient



Necessary first aid given to patient & call is given to CMO
regarding current patient's condition



Patient brought to casualty & CMO attends the patient



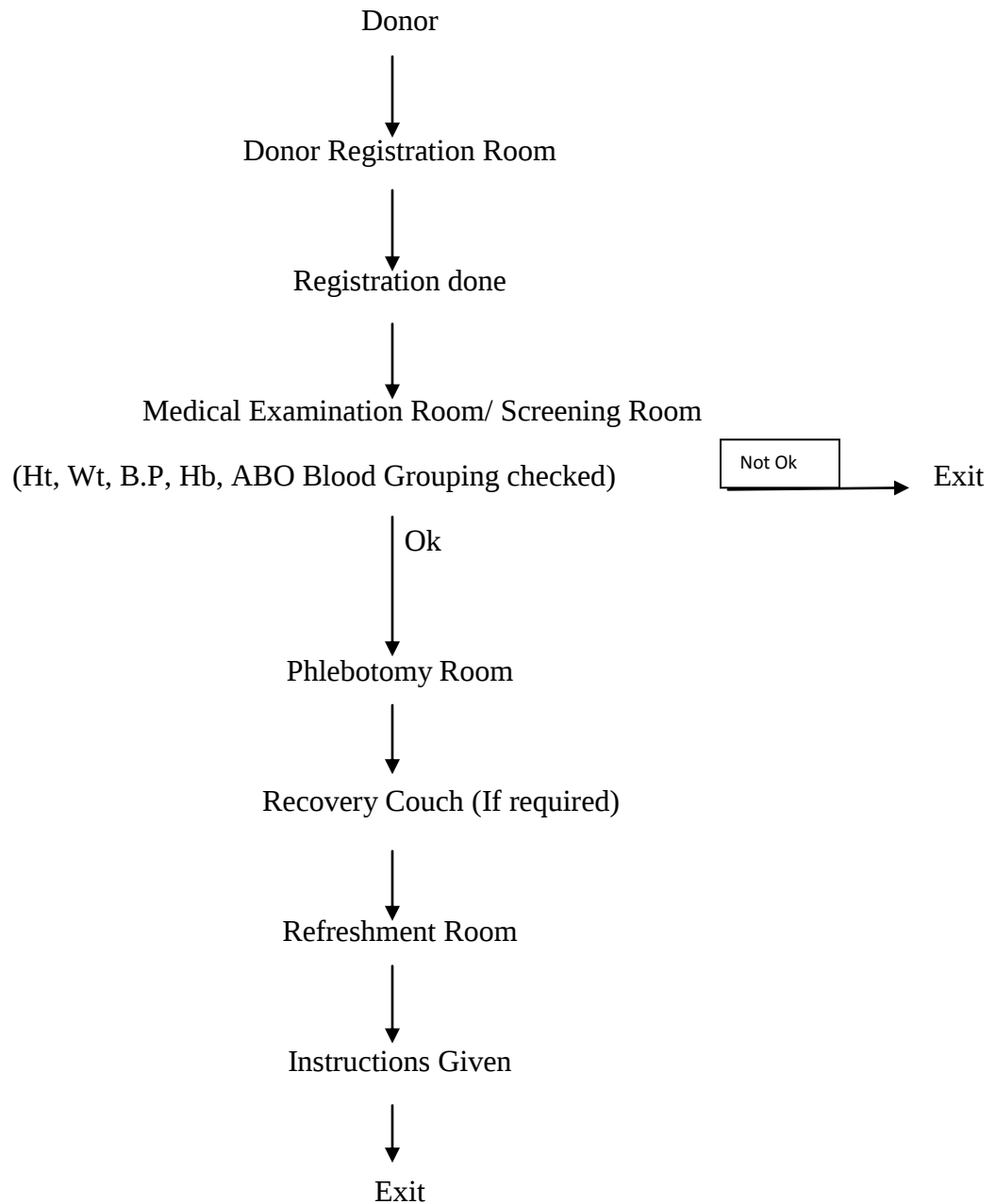
BLOOD BANK

Layout: Ground Floor

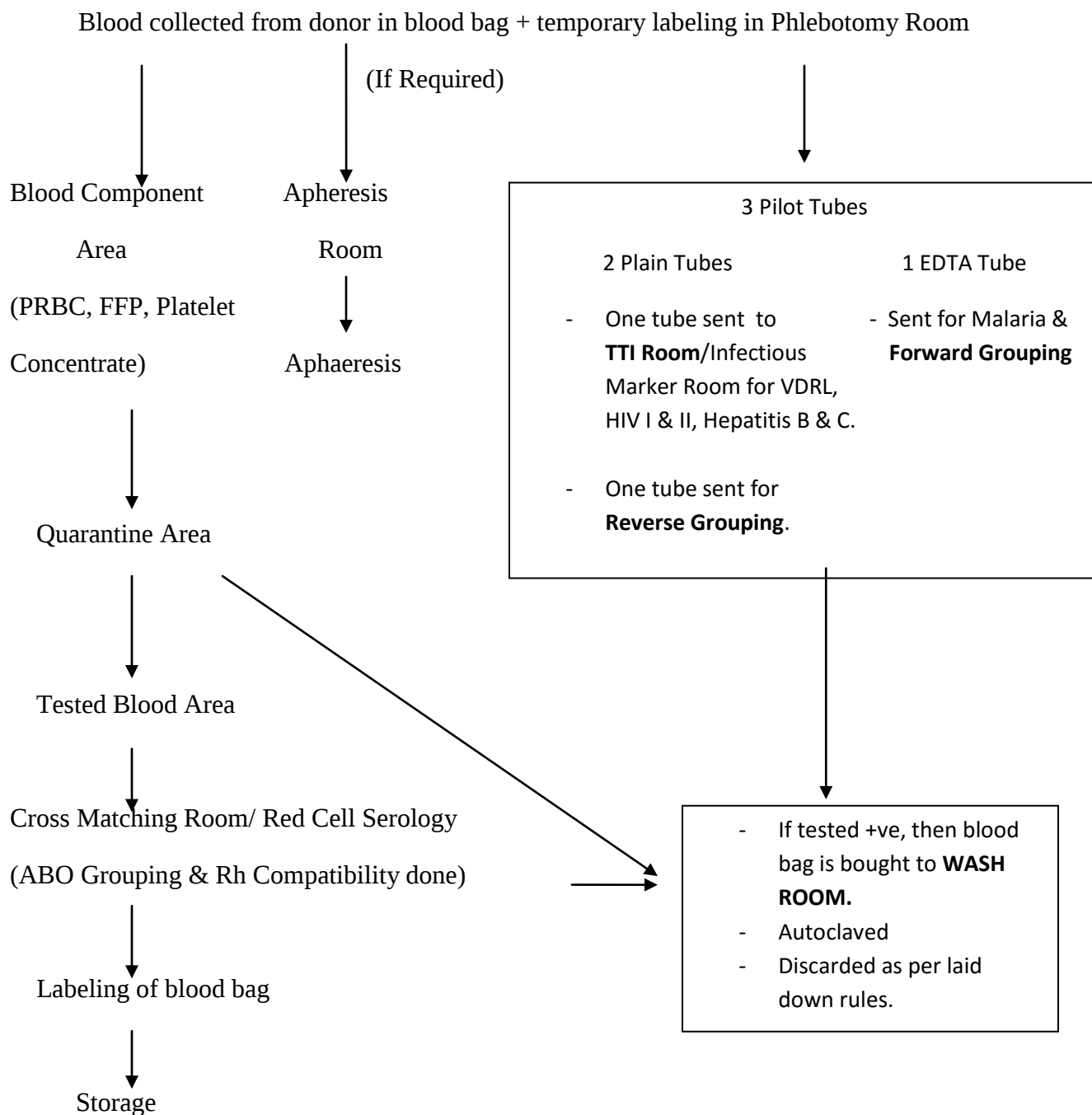
Total staff: 15

Department Head: Dr. RN Makroo

FLOW OF DONOR:



Movement of Donor's Blood:



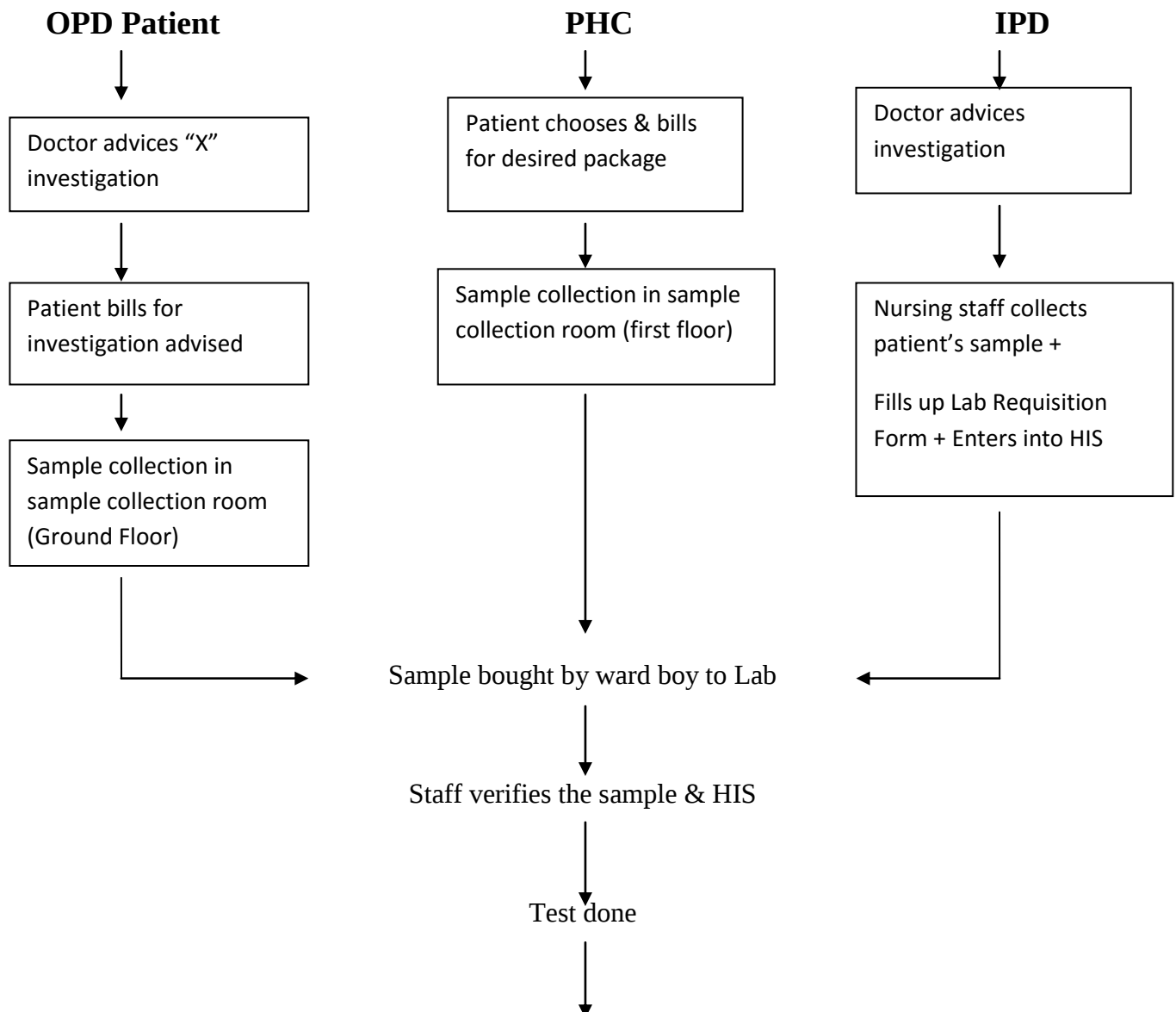
Infrastructure of the blood bank

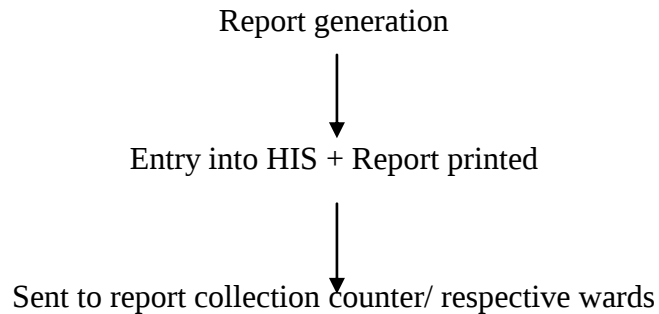
- **Donor Registration Room**
- **Medical Examination Room**
- **Donor room/Phlebotomy/Bleeding room-** Blood is collected in this room.
- **Apheresis Room**
- **Refreshment Room-** After donating the blood, refreshments are provided here.
- **Component Room:** Here collected blood is formed into different components.
- **TTI/ Infectious Markers Room-** Here Blood is checked to rule out any kind of infection in the collected blood.
- **Cross matching Room (Serology room) -** Here Blood is tested & cross matched.
- **Store Room/ Record Room-** All the records and inventories are stored here.
- **Wash & sterilization Room-** Here any blood tested +ve for any infection or unmatched blood is discarded.

Laboratory Services

Biochemistry Microbiology Histopathology Hematology

Workflow:





Equipments:

- Synchron CX 5- Pro (Beckman Coulter) – Fully Automatic Chemistry Analyser with Random Axis
- Vitek 2 compact – For Automated identification & Sensitivity Testing
- Bact Alert 3D- Blood Culture Machine
- Sysmex XT- 2000i
- Sysmex KX- 21
- Cytocentrifuge.

HUMAN RESOURCE DEPARTMENT

Layout: -1 Basement

Jobs & Responsibilities:

- Manpower Planning
- Internal Job Posting Process
- CV Selection
- Credential Policy
- Confirmation and Appraisal

- Staff Queries
- Follow up with selected candidates
- Issuing of appointment letters
- Disciplinary Policy
- Leaves sanctioning
- Payroll
- Budgeting for departments
- Doctors payout
- Duty roster
- Issuing of Experience letters
- Investigation of staff grievances
- Issues of slow cause
- Salary statement
- Full n final settlement
- Outsource staff attendance
- Induction and orientation
- Finger print report checking
- Manpower planning
- Dispatch of salaries
- Pre recruitment calls
- Organizing interviews
- Housekeeping of CV'S
- Preliminary interviews
- Joining formalities
- Leave record maintenance
- Issuing of I-Cards
- Conducting Employee Welfare Programme e.g. Nurse Day
- Issuing of Refreshment Coupons
- Conducting Exit Interviews.

FINANCE & ACCOUNTS

Layout: -1 Basement

Total Staff: 9

Scope of Services:

The scope & complexity of service provided by this department (which includes billing aspect also) is:

- Business building insights.
- Areas for lowering cost & improve profitability.
- Updating of bills on daily basis for IPD patients.
- Customer (Patient's Attendant) satisfaction for billing concern.
- The Billing staff has overall responsibility for coordination of various functions (Pharmacy, Wards etc.) and daily basis report for admission , Collection to higher management and Administration of the department, and they maintain a log of all the problems that arise on day to day basis and provide the necessary solution as deemed proper and reasonable.
- Daily collection of money from various sources in the hospital and its deposition in bank.
- Maintenance of petty cash.
- Budgeting.
- Department serves all departments for finance & billing aspect.
- Making Balance sheet, Profit & Loss Statement for the financial year.
- Maintenance of file of all employees, vendors, creditors & debtors.

Information Technology (IT) Department

Layout: 1st floor

Staff: 7

Functions and responsibilities:

- To keep the servers alive
- To keep the network alive
- To keep internet connection alive
- To take care of all the desktops & laptops in the organization
- To track the records of all the desktops
- To keep an eye on the employees desktops.
- To resolve the complaints of the employees
- Training of the other staff for the HIS

2 Major Work Areas: General Administration & HIS

Access to Information:

Divided into 3 codes:

1. **Red:** Very restricted access to information e.g Wards
2. **Yellow:** Restricted but more than red. Access only after permission from higher authority.
3. **Green:** Large access to information. Available with higher authority.

HIS Backup:

- Done once a day

- 2 internal backups
- 1 backup outside the hospital.

MEDICAL RECORD DEPARTMENT

Layout: -2 Basement

Staff: 12

Infrastructure:

- Desktop: 4
- Printer: 4

Functions of MRD

- To ensure that the Hospital has complete & accurate medical record for every patient.
- Public dealings wrt. to TPA **queries, Bill verification, MLC cases and dealing with Summons to the doctors, hospital.**
- To maintain high level of confidentiality as far as patient's records are concerned.
- To ensure that the records are Identified and stored safely to prevent unauthorized changes and easily retrieved whenever required.
- Issuing **Emergency, Medical, Birth & Death certificates.**
- To generate **Bed Occupancy reports** (daily & monthly), **P.N.D.T, M.T.P** reports (monthly).

Record Retention Periods:

- IP Record : 05 years
- Emergency Register : 02 years
- MLC Records : Not to be destroyed
- Birth/Death Register : Not to be destroyed
- OPD documents : Handed over to the patient