

**Internship
at
Civil Hospital Mansa Punjab**

**Submitted By
Krishan Kr. Dhawan**

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INTERNSHIP REPORT

OBJECTIVE OF THE INTERNSHIP

Practical exposure is an integral part of postgraduate diploma in hospital and health management. As a part of curriculum, each student of final year is required to undergo internship. It allows having hands on experience that is sometimes missing in theoretical knowledge. During internship to conduct an independent project is crucial and also gives a value addition to the respective organization.

The fundamental objectives of internship are,

- To understand the hospital system and learn the various aspects of hospital planning.
- To get involved in day to day operations in the organization.
- To learn about the various managerial functions and also how these departments are inter dependent on each other.
- To provide the management with a set of alternative solutions.

Keeping this factor in view, I tried to visit different department of civil hospital Mansa 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.

ORGANIZATION PROFILE

District hospital situated in the city of Mansa. It is a city and a municipal council in Mansa district of East Punjab . It is the administrative headquarters of Mansa district and is situated on the Bathinda-Jind-Delhi railway line and also on the Barnala-Sardulgarh-Sirsa highway. The population is Punjabi-speaking and is wedded to the Malwa culture of Punjab. Mansa is situated in the cotton belt of Punjab and therefore popularly called the "Area of white gold". Indeed agriculture forms the backbone of the district economy. During the months of November and December a visitor to this part of Punjab shall be the proud witness to the pristine, milky white bloom of cotton, as nature blossoms in her full glory. Mansa has a Temple of Baba Bhai Gurdas Ji in the southeast of the town. At Baba Bhai Gurdas Ji Temple, every year a fair held on March-April Season.

Mansa is a city with the low literacy rate in the state, still the students of this town has done well in medical/engineering areas. The students have excelled in state exams as well as country's top

institutions. The town has two Colleges, viz. Govt. Nehru Memorial Post Graduate College and S.D. Kanya Mahavidyala College, S.S College of Education for Girls , Sunam Road Bhikhi Mansa Distt. Mansa , 3 Senior Secondary School, 90 High School, 1 Middle School and 1 Primary School, Sand one Distt. Library. It has also one civil hospital, 3 dispensaries and 1 Ayurvedic and 1 Homeopathic dispensary. There are two police stations i.e. PS City and PS Sadar and also a railway Stop. City needs serious attention from the government for the growth and development.

Hospital Services at the Secondary level play a vital and complementary role to primary health care. The Government sector is engaged both in preventive and curative aspects of health care. It was realized that District Hospitals, Sub-Divisional Hospitals and Community Health Centres lack basic medical equipment and diagnostic services and have critical gaps in infrastructure. To revamp the whole system, a proposal was drafted to seek assistance from the World Bank. The WB Team visited Punjab in March, 1995, held discussions with His Excellency the Governor, the Chief Minister, the Health Minister, the Chief Secretary and the Secretaries of Line Departments. It also visited a number of medical institutions. As per their recommendations, a workshop was held to ascertain the kinds of improvement required for providing better health care facilities to the people of the State.

The Department of Health and Family Welfare, Punjab, organized a Workshop from 27th to 29th April, 1995 at Kharar in which 33 Senior Doctors including the Director Health Services, all Civil Surgeons, the Deputy Directors and Senior Medical Officers and senior Administrators/Managers participated. Different groups deliberated on policy issues, surgical, medical and laboratory services and identified the categories of services to be provided at CHC, Sub-Divisional and District Hospitals including requirements in terms of staff, space, instruments and equipment. The Workshop adopted the following resolution: "The group is of the considered and genuine opinion that there should be a fully autonomous and self-sufficient Corporation named Punjab Health Systems Corporation. This Corporation should be headed by a Chairman, who shall be the Secretary, Health and Family Welfare, Punjab."

The Punjab Health Systems Corporation was enacted through a special Act of Legislation to provide for the constitution of a Corporation for establishing, expanding, improving and administering medical care in the State of Punjab. The Managing Director is the Executive officer

of the Corporation and implements the decisions of the Board of Directors and exercises general control and supervision over the hospitals under PHSC. There are 176 Health Institutions under PHSC, out of which are 21 District Hospitals, 2 Special Hospitals, 34 Sub-divisional Hospitals and 119 Community Health Centres. A wide spectrum of health care facilities, preventive, promotive and curative, are provided in these institutions.

Location of Hospital:

The government hospital, Mansa is located around 500 meters from railway station and about 3 kms from bus stand. Its is located on Water work road, Mansa.

Area

It is situated in the main city which is mostly surrounded by people community. Hence many patients come to the hospital for the treatment. Patient also comes from the various areas close to the district. The 100 bedded hospital has an OPD inflow of around 582 patients per day and the IPD admissions of 66 patients per day. Everyday around 9 surgeries are carried out. The hospital provides the various health care schemes of the Government for the benefit of the patients e.g., free health care services for BPL patients, Senior citizens, Widows, Pensioners and Handicapped patients and funds under Janani Surekhsha Yojna(JSY) This hospital is staffed by 33 Doctors and 80 nursing and Other Paramedical workers to serve the People. It has almost all the General specialties like: - Gen. Surgery, Medicine, Gynecology, Ophthalmology, Orthopedics, Pediatrics, Anesthesia, Dentistry Pathology, Radiology and ENT. Medico legal work is conducted by Senior Medical officers.

.Departments

1. Following departments are working in hospital 24 hours.

- ☐ IPD
- ☐ OPD
- ☐ Surgical facility.
- ☐ Labor
- ☐ Blood Transfusion.
- ☐ Medicare Drug store.
- ☐ Good facility of treatment to patients in emergency.

☐ Ambulance.

☐ To provide vehicle to patient in emergency for transfer or referral of patient like 108 etc.

☐ MLC.

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2. Following facility given in hospital at the time of hospital:

☐ Family planning operation.

☐ Eye operation.

☐ X- Ray

☐ Sonography.

☐ ECG

☐ TB Clinic.

☐ Malaria Treatment and Test.

☐ Vaccination.

3. Following are the wards in the hospital:

☐ Maternity Ward.

☐ Pediatric Ward.

☐ Medical and surgical Ward (male, female)

4. Other Departments

☐ Labor room.

☐ OT.

☐ Eye OT.

☐ STD Clinic

☐ Pharmacy.

☐ Vaccination centre.

☐ Ware house for Drugs

☐ Pathology

☐ Radiology

☐ Physiotherapy.

☐ Blood Bank and blood storage unit.

SERVICES:

GROUP A: CLINICAL SERVICES

Internal Medicine

Obstetrics and Gynecology

Pediatrics and Neonatology

Orthopedics

Ophthalmology

ENT

General Surgery

Dentistry

Emergency Medicine

Anesthesia

Critical Care Medicine

Chest and TB

Rehabilitation

Radiology

Pathology

Blood Bank

GROUP B: SUPPORT SERVICES

Maintenance

Civil Works

Water

Electricity

Fire Safety

Communication

Medical Records

Ambulance Service

Manifold Room

CSSD

Laundry

Security and Fire

Waste Management Services

GROUP C: ADMINISTRATIVE SERVICES

General Administration

Finance

Housekeeping Services

Personnel Management

Training and Development

Materials Management

I started my work on 3rd Feb, 2014 as internee Hospital Manager at Government Hospital, Mansa, Punjab. I was engaged in day to day operations of the hospital along with SMO and Deputy Controller and handled various managerial issues. The managerial task in which I was involved was:

- ☐ Management of Bio-Medical Waste as per guidelines.
- ☐ Infection Control Practices in Hospital.
- ☐ Monitoring of Record which were prepared in hospital at various departments.
- ☐ Monitoring of various health schemes used in the hospital

Problems identified in various departments with recommendation

CHILD AND NEONATAL WARD

Problems identified:

- ☐ Staff Scarcity: Nurse Bed ratio is very low. So, due to scarcity of nurses the ward is not properly maintained and patients do not get individual attention.
- ☐ Old non functional equipment and instruments: refrigerator were not working..
- ☐ Housekeeping staff was inadequate: there is only one housekeeping staff for cleaning both the child and neonatal ward. So the cleaning is not done properly and if the housekeeping staff is not present then there is no replacement.
- ☐ Improper maintenance of bed: No new beds were granted from a long time and the old beds were only repaired and used which had the chance of breaking down anytime.

- ☐ Patient: attendant ratio is very high. So there is much noise in the ward thereby creating problems for other patients and the staff.
- ☐ Insecurity of nursing staff: the drunken attendants of the patients come at night and misbehave and create problems for the nursing staffs as there is no guard at night.
- ☐ Drinking water facility not available: there is no drinking facility in the ward. So, the patients had to drink water from unhygienic sources present outside the premises.
- ☐ Poor laundry and maintenance: bed sheets were not present on every bed and there was no proper stock of linen per bed and the curtains in the ward were very dirty and people used to spit through the windows making it dirty.
- ☐ No action to patient's complaint: there was no provision of complaint register but no action was taken against negligence of staff even after forwarding the complaint to the higher authorities.

Recommendation:

- ☐ The vacant post of the nursing staff should be filled up and the existing nurses should be given division of job responsibility.
- ☐ Timely updated training should be given to the staff.
- ☐ The very old and unrepeatable conditioned beds should be replaced and those in the repairable condition should be repaired as when needed.
- ☐ There should be a rule, not to allow more than one attendant per patient.
- ☐ There should be a guard on duty especially at night to control the drunken attendants and stopping them from the misbehaving with nurses.
- ☐ There should be at least two housekeeping staff for cleaning such that in absence of one other should clean the ward.
- ☐ There should be the provision of clean drinking water for the patient.

NEONATAL WARD

Problems Identified:

- ☐ Equipments functioning: there were 6 warmers in the ward but the staffs were not aware about the functioning.
- ☐ Only one attendant is allowed in the neonatal ward. But more than one attendant present all the time in the ward and thereby increasing the chances of infection. Small children were also present along with their mother and father.

☐ There should be a rule to put off shoes and wear apron for every one entering the neonatal ward, but it is not practiced.

☐ Staff scarcity is again a major problem in this ward.

☐ Cleanliness and other facility are not properly and timely maintained. So, inspite of ward being not very old looks like as if it is.

☐ The change room had personal belonging of the nurses and had many dirty linen also.

Recommendations:

☐ The warmers should be timely repaired and replaced if necessary.

☐ Only one neonate should be accommodated in one warmer.

☐ Neonatal ward should be registered in such a way so that inner ward should accommodate the equipment and neonates should be kept inside and attendants should be allowed in the outer ward so that inner ward will have less inflow of outside air.

☐ There should be adequate number of footwear and other protective gears for the nurses and attendants' entering the ward as this ward is very sensitive.

MATERNITY WARD

Problem identified:

☐ The daily input of patients outweighs the number of beds in the departments.

☐ The nurse bed ration is inadequate.

☐ The visitors in the hospital do not have restricted hours for visiting hence create overcrowding in the ward leading to inconvenience and spread of infection.

☐ Not enough beds for the patients, so they keep sitting in the corridor.

☐ The toilets are not maintained properly and lack basic amenities and cleanliness.

☐ Stay animals are found loitering in the ward, under the beds, corridors and the hospital premises as well.

☐ The labor room not maintained at all, infected instruments and gloves were lying around in a disorderly manner which can be a potential source of infection.

Recommendation

☐ Beds lying vacant in the private wards can be utilized instead of keeping the patients lying on the floors of the corridors.

☐The vacant post for the nurses should be filled and the responsibility of each nurse should be made clear as the minimum bed: nurse ratio is not fulfilled and deployment of nurses from other departments can also be done in rush hours.

☐Overcrowding in the ward can be avoided by restricting the number of attendants to one per patient and visitors should have separate timing per day to meet the patient.

☐There should be regular autoclaving and proper storage of infected and used instruments.

SURGICAL WARD

Problems identified:

☐Cleanliness not properly maintained as there is only one housekeeping staff for the whole ward.

☐Due to shortage of staff nurse, filling of registers for record become cumbersome as it has many minute details to fill.

☐Patients do not want to take discharge or go to other referral hospital and keep occupying the beds.

Recommendation:

☐Cleanliness should be maintained properly

EYE WARD

Problems identified:

☐The microscopes in the departments were not working for a long time.

☐The Operation Theatre was getting cleaned after 20 days as the sweeper was permanent and willing to work.

☐There was no drinking water facility.

Recommendations:

☐Equipments should be well maintained in the department.

☐Drinking water facility should be made available in the ward.

MEDICAL WARD

Problems identified:

☐Housekeeping staff is not permanent, so cleaning is not done properly and regularly.

☐There is no proper bathroom and toilet facility for the patients so, patient use to use hospital premises there by creating unhygienic condition.

☐The laundry is not changed timely, 1 bed sheet is used for around 4 days and all the bed didn't have linen.

☐Too many attendants were present per patient and nurses faced security problems by the patient's attendants coming drunk at night.

☐Many tuberculosis patients were accommodated in this ward.

Recommendation:

☐There should be guard to control the drunken attendants.

☐Housekeeping staff should be increases and maintained to come regularly.

BLOOD BANK

Problems identified:

☐The blood bank has pathologist but no staff nurse.

☐No ELISA technician was appointed so; no ELISA test was done in the blood bank.

☐No mixing machine for blood was present to ensure proper mixing of blood during donation.

☐No refreshment or tea or coffee was provided to the donors after donating blood.

☐There was no sweeper for the blood bank. Sometimes the sweeper from the hospital was called for cleaning. So no regular cleaning was done.

Recommendations:

☐One more pathologist should be appointed to check and approve the tests which are done.

☐A staff nurse should be appointed to carry out the process of blood donation which is now done by the technician.

☐An ELISA technician should be appointed to do the ELISA test as in absence of this there is huge chance of spreading HIV.

☐A sweeper should be appointed for cleaning the blood bank.

Monitoring of Reporting system of JANANI SURAKSHA YOJNA

I was placed in this department from 19th Feb by SMO for monitoring the reporting system of JSSY.

Problems Identified:

1. There was lot of difference in amount of payment which is paid to patient. This difference was due to manual reporting.

2. All the records were saved in big records register and at the end of the month it was taken out and reports were made in one or two days which created difference in record.

3. Also there was difference in the amount left in JSY account according to Banks and JSY record registers.

4. Due to poor recording patients were not getting payment on time.

5. Patient face lot of problems due to delay in payment because of manual recording.

6. There is no action to patient's complaint.

RECEPTION

Being the **Touch-Point** of the Hospital the Reception is one of the most important departments of the hospital as all the interactions of the patients have to go through it.

Responsibilities carried out by this department are:

- Gathering of information from within the hospital and providing the same to the patients and the Employees as per their requirement.
- It facilitates good communication between the patients and the provider.
- Overall Billing of the hospital is done here.

There are two employees on the reception and two on the billing counter.

OVERALL RECOMMENDATIONS FOR HOSPITAL

- ☐ There should be proper sitting arrangement for OPD patients according to OPD load.
- ☐ There should be provision of adequate toilet for OPD patients.
- ☐ Smoking should be strictly prohibited and checked in the wards and hospital.
- ☐ There should be a CSSD in the Hospital for sterilization of instruments.
- ☐ There should be sufficient numbers of ward boys to take care of emergency patients.
- ☐ There should be Bio Waste Management plan for proper timely disposal of waste.
- ☐ Drinking Water facility should be made available inside the hospital.
- ☐ The hospital should use cleaning machines and order them from good company to make hospital infection free.
- ☐ There should regular checking that doctors are sitting in the OPD at the time of OPD so that patient should not face any problem.

1.4 MANAGERIAL TASKS

1. Scheduling, organizing, coordinating and maintaining various departmental activities.
2. Assigning specific duties to each non clinical staff train them and reassigning their responsibilities from time to time.

3. Supervising punctuality, day to day working supervision of other staff members, work output and channel the work input to improve overall efficiency and keep units morale up.
4. Planning and work out modalities towards up- liftmen. Preventive maintenance of equipments, vehicles and modernization of the hospital.
5. Maintenance of quality control, quality assurance and Total Quality Management of the district hospital.
6. Analyze utilization of various hospital services, financial outlays and its effective utilization.
7. Identify areas for outsourcing/ partnerships and purpose innovative ways for improving operating efficiency of the district hospital.
8. Prepare yearly plan for expenditure after assessment.
9. Carrying out exit interviews, satisfaction surveys (external and internal costumer), time motion studies, etc to keep hospital services up to quality.
10. Manage human resource including contractual staff in the hospital and analyze further requirement for the same.
11. To manage support services, logistics and supply.
12. Computerization of District Hospital Function.
13. Prepare monthly/ Quarterly and yearly report of hospital progress.
14. Any other work assigned by PMO or superiors.