

SUMMER INTERNSHIP PROGRAM

at

Fortis memorial research institute, Gurugram



From 1st May 2024 to 30th July 2024

A REPORT BY

Dr. Vaibhav Singh

Master of Business Administration

Hospital and Health Management

2023-25

under the Mentorship of

Mr. Alok Mathur



30th June 2024

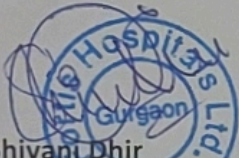
To Whomsoever It May Concern

This is to certify that **Dr. Vaibhav Singh** has undergone Training Course as an **Intern** in the department of **Sales & Marketing** from **01-May-2024** From **30-Jun-2024** at **Fortis Memorial Research Institute**.

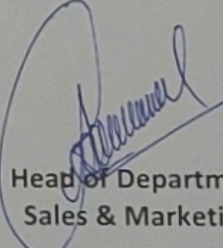
During his training he exhibited a high level of professionalism and a tremendous zest for learning.

We wish **Dr. Vaibhav Singh** all the best in his future endeavors.

For Fortis Hospitals Limited


Shivani Dhir
SBU Head ★

Learning & Development


Head of Department
Sales & Marketing

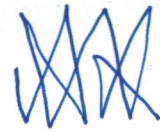


IIHMR University Faculty Mentor Approval

This is to certify that Dr. Vaibhav Singh of academic year 2023-25 of **Indian Institute of Health Management and Research** has prepared a poster with respect to his summer internship held during May-June 2024.

He has carried out work as per the guideline. His poster is approved for presentation.

Date: 19 July 2024

A handwritten signature in blue ink, appearing to be 'Alok Mathur', followed by the date 'July 19, 2024' written in a cursive script.

July 19, 2024

(Signature of the faculty mentor)

Name: Mr. Alok Mathur

Designation: Associate Professor

Name: Dr. Vaibhav Singh

Organization Mentor: Mr. Arvind Pahwa

Roll No.: 1879 (HM28)

University Mentor: Mr. Alok Mathur

Description about the organization

Fortis Memorial Research Institute (FMRI) is a 311-bed multi-specialty hospital known for its advanced diagnostics and therapeutic capabilities, including robotic surgery, organ transplants, stem cell therapy, and precision medicine. As the flagship hospital of the Fortis Healthcare network, FMRI boasts state-of-the-art infrastructure, cutting-edge technology, and a highly skilled team of renowned clinicians. Ranked 29th in Newsweek's "World's Best Smart Hospitals 2023" survey, it is nationally and internationally recognized. FMRI is the only ELSO Certified Training Centre for ECMO in India and holds accreditations from Joint Commission International (JCI), NABH, and NABL.

Mission: To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care.

Vision: To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.

Sales and marketing Organogram

SALES AND MARKETING DEPARTMENT

SALES

MARKETING

TRADE (REFERRALS)

CORPORATE PRIVATES

PSU SALES

COMMUNITY

INTERNATIONAL

BRANDING

PUBLIC RELATIONS (PR)

SOCIAL MEDIA MARKETING

Usefulness of internship

- It equipped me with hands-on skills in:
 - Client relationship management,
 - Strategic thinking and analysis
 - Content Creation and promotional campaign planning and execution within a healthcare setting.
 - Event coordination and management.
- The exposure to diverse operational aspects and interactions with multidisciplinary teams have undoubtedly prepared me for a career path aligned with healthcare marketing and sales.

Challenges during the internship

- Understanding the sales and marketing department's operations.
- Stakeholder Meetings
- Client Engagement
- Crafting visa invitation letters and addressing patient inquiries required precision and an understanding of their unique needs.
- Creating content for marketing campaigns and writing medical blogs was challenging.
- Market Analysis that delved into social media strategies of leading competitors.

STRENGTHS

Established Reputation
Experienced Staff
Strong private and government ties. PSUs- 44, Corporate- 261
Robust international medical tourism

WEAKNESS

Lack of workforce during health check-up camps.
Over involvement of third-party agencies causing inconvenience to international patients.
Lack of interpreters for a few languages.
Poor social media marketing strategies to increase follower engagement.

SWOT ANALYSIS

OPPORTUNITIES

Promoting telemedicine services
Exploring new markets and demographics (domestic as well as international)
Better social media marketing strategies.
Empanelment with CGHS Scheme.

THREATS

Competition from other hospitals with more bedding capacity, lower treatment costs , more corporate and PSU tie-ups and better social media presence.

Revenue verticals % share

Payor Mix: Average of last financial year

Revenue verticals	%
Cash	21.5
TPAs	22.5
Govt & PSUs	2.6
ECGS	-
Pvt Corps	2.1
CGHS	-
Ind	-
ESI	-
ORR	1.4
Domestic	48.7
International	22.3
Total Revenue	72.3

Geography	Revenue	% Contribution
City	249.0	29%
Outside City (Same State)	55.8	7%
Other States	271.3	32%
International	268.7	32%
Total	844.8	100%

Learnings during internship

- The internship provided invaluable insights into the intricate workings of a healthcare sales and marketing ecosystem. It underscored the importance of strategic partnerships, community engagement, and meticulous planning in healthcare service delivery.
- Engaging with diverse stakeholders—from local communities to multinational corporations—enhanced my understanding of adapting marketing strategies to different target audiences.
- Moreover, exposure to international patient management highlighted the complexities and sensitivities involved in global healthcare services.
- Navigating through varied activities within sales, community engagement, corporate relations, and marketing not only enriched my professional skill set but also instilled a deeper appreciation for the healthcare industry's dynamic nature. The experience reinforced the significance of continuous learning and adaptability in achieving organizational goals and delivering patient-centric care.

Practical exposure and theoretical knowledge

- The internship at Fortis Healthcare was a transformative experience, bridging theoretical knowledge with practical insights into healthcare sales and marketing domains.

Understanding the importance of real-life practicalities that are not explicitly taught in theory such as client engagement, content creation etc.

Recognising the value of practical experience to enhance theoretical knowledge and understanding like during the social media market analysis

Learned to solve problems and make decisions in practical, everyday situations, like inefficiencies in the registration process and inadequate staffing during health camps.

Recognising the significance of addressing the problems and gaps immediately by using your own judgement to find solutions

Suggestions

- Dedicated team for camps.
- Hospital empanelment with CGHS and other government schemes which will eventually increase patient base, revenue and reputation.
- Increase bedding capacity (as FMRI has high patient count which leads to more waiting time) which will in turn, increase the sales of the hospital.
- Establish telemedicine services with the stakeholders.
- Increase upcountry and trade(referral) sales by offering them
- Increase interpreter Availability (at least one interpreter for all languages)
- Direct Communication Channels, eliminating third party agencies, for international patients.
- Enhancing social media marketing content strategy.



Weekly Report

Name of the Organisation: Fortis memorial research institute, Gurgaon

Area/ Department/ Project of Summer Internship Program: Sales and marketing

Name of the Student: Dr. Vaibhav Singh

Roll no: 1879

Stream: Hospital and healthcare management

Week no: 1

From: 1st May 2024 to 4th May 2024

Activity Done	➤ Explored all the departments of the hospitals. ➤ Met with Mr. Arvind Pahwa (marketing and sales head of FMRI). He gave me a brief overview of the departments and their functioning. ➤ Completed all the hr formalities and got my id card. ➤ Worked with the RWA (resident welfare association) departments in sales. RWAs visited- Premium urban apartments, The world spa and Uni world city ➤ Visited PowerGrid for camp for regular medical check including BP, ECG, CBC, blood sugar and lipid profile tests. Total 264 patients screened, and blood samples collected along with their medical reports.
Linking theory (Classroom learning) with practice at your organisation:	➤ Essentials of hospital services. ➤ Healthcare financing
Gaps identified on the working area:	During the camp- Main problem I felt in the system was the whole registration process. Any patient coming for these tests will have to get them registered first online then on a registration form and on every desk, they go to. They keep telling their personal info to each counter which is exhausting and a long process. Also, no of medical staff not appropriate w.r.t. the patient footfall.
Suggestions for improvement	Use of either a centralised EHR system or patient slip that should be updated at every counter to make the registration process efficient.
Plan for the next week:	Explore new RWAs for new opportunities, marketing and setting up medical centres. Find innovative strategies to promote Fortis healthcare for the upcoming hypertension day (17 may).

Week no: 2

From: 6th May 2024 to 11th May 2024

Activity Done	➤ Facilitating medical consumables across different resident welfare associations across the city. ➤ Orchestrating the setup of a new centre at M3M 65th Avenue, preparing for its inauguration scheduled for 7 may. ➤ Inauguration of new medical centre at 65th avenue M3M. ➤ Conducted a comprehensive quality audit aimed at enhancing the patient experience and elevating patient satisfaction levels with the quality team. ➤ Attended 'Thalassemia' seminar. ➤ Facilitated HLA testing camp (for stem cell donation) by DATRI NGO within the hospital. ➤ Conclusion of my period with community outreach department under Mr. Sudhir Gopaliya sir.
Linking theory (Classroom learning) with practice at your organisation:	➤ Essentials of hospital services. ➤ Healthcare financing
Gaps identified on the working area:	Identified a focal issue pertaining to food and beverages department (F&B) services recognizing its pivotal role in shaping patient experience. Also, the food and beverages department are not able to fulfil patient requirements on time.
Suggestions for improvement	Implemented a proactive approach by diligently addressing patient concerns, ensuring timely resolutions and continuously follow ups to guarantee optimal satisfaction levels.
Plan for the next week:	Inauguration of new centre at Vivekanand School, sector-70. Joining the corporate sales department for the coming week.

Week no: 3

From: 13th May 2024 to 18th May 2024

Activity Done	• Inauguration of new centre at Vivekanand School, sector-70. • Joined the corporate sales department for this week. • Procuring the requisite documentation pertinent to Coal India Limited's proposal, ensuring meticulous adherence to the checklist, with all documentation duly notarized and attested by the appropriate authorities. • I have developed a corporate tracker system comprising an Excel spreadsheet meticulously documenting the array of discounts Fortis extends to its 234 corporate affiliates across various medical services, encompassing outpatient and inpatient care as well as comprehensive health check-ups. • A health camp was conducted at Renew Power, providing Bone Mineral Density (BMD) tests, blood glucose tests, Pulmonary Function Tests (PFT), blood pressure monitoring, electrocardiograms (ECG), and doctor consultations for 184 patients. • A health camp was conducted at interface microsystems, providing blood glucose tests, Pulmonary Function Tests (PFT), blood pressure monitoring, electrocardiograms (ECG), and doctor consultations for 124 patients. • Health talk conducted with Dr Rohit Goel at Samsung office DLF downtown on hypertension day addressing diseases related to it and how to prevent them.
Linking theory (Classroom learning) with practice at your organisation:	➤ Essentials of hospital services. ➤ Healthcare financing
Gaps identified on the working area:	• Lack of manpower required for the camp setup with respect to patient strength.
Suggestions for improvement	• Formation of a new team of doctors, nurses and coordinator for the sole purpose of conducting camps, with their separate inventory medical consumables to increase efficiency and effectiveness of the campaign.
Plan for the next week:	• Exploring leads for new tie ups with corporate private offices. • Podcast activity at Maruti Suzuki

Week no: 4**From:** 20th May 2024 to 25th May 2024

Activity Done	➤ Podcast activity at Maruti Suzuki. ➤ Meetings with Anevolve, COMVIVA and DLF for potential tie ups, camps, and medical centre setups. ➤ Camp at airtel in association with prudent along with clove dental, Lenscare and other companies for regular eye, dental check-up. ECG, blood glucose level, BP, BMD (bone mineral density), PFT (pulmonary function test), CBC. ➤ Joining the international team of sales and marketing. ➤ Quality audit of international patients for enhancing patient experience and resolving their problems. ➤ Understanding the overall functioning of the international team.
Linking theory (Classroom learning) with practice at your organisation:	➤ Digital health ➤ Marketing management ➤ Essentials of health economics and financing ➤ Organization behaviour
Gaps identified on the working area:	• While doing quality audits, I came across with patients that were facing language barrier problem due to lack of interpreters. • The newly appointed food and beverages department is not able to serve the food on time.
Suggestions for improvement	• F&B services should be improved to enhance overall patient experience. • At least one interpreter of all languages should be present in order improve communication.
Plan for the next week:	• Learning the overall functioning of the international department • Handling day to day operations in the international team.

Week no: 5

From: 24th May 2024 to 29th May 2024

Activity Done	○ Visa Invitation Letter Formation: Crafted detailed and compliant visa invitation letters for foreign patients seeking medical treatment in India. This involved ensuring all requisite information was included to facilitate smooth visa approvals and patient travel arrangements. ○ Patient Communication and Coordination: Responded promptly and professionally to patient inquiries regarding various aspects of their treatment plans. This included providing comprehensive information on treatment types, associated costs, expected duration, and the medical professionals involved. Additionally, I coordinated and scheduled appointments with doctors to ensure a seamless experience for patients. ○ Query Tracking and Management: Implemented and maintained a robust query tracker system to meticulously record and monitor all patient interactions and queries. This system facilitated efficient follow-ups and ensured that all patient concerns were addressed promptly and accurately. ○ International Collaboration and Promotion: Engaged in strategic outreach to healthcare facility companies across different countries. The objective was to promote Fortis Healthcare services and establish partnerships that would bring international patients to our facility. This involved understanding and leveraging international healthcare dynamics to effectively position Fortis as a preferred destination for medical treatment. ○ Quality Audits and Patient Experience Enhancement: Conducted thorough quality audits focusing on the experiences of foreign patients. Identified areas for improvement and implemented solutions to address any issues, thereby enhancing the overall patient experience. This process was integral in maintaining high standards of patient care and satisfaction.
Linking theory (Classroom learning) with practice at your organisation:	○ Digital health ○ Marketing management ○ Essentials of health economics and financing
Gaps identified on the working area:	○ The involvement of third-party agencies has, at times, resulted in patient inconvenience when attempting to directly contact the hospital for treatment arrangements. Additionally, interpreters have occasionally hindered direct communication between patients, their attendants, and the hospital for appointment scheduling.
Suggestions for improvement	○ Direct Communication Channels:

	Establish dedicated direct communication channels for patients and their attendants to contact the hospital for treatment and appointment scheduling, bypassing third-party intermediaries. ○ Implement integrated communication platforms that allow for seamless interaction between patients, attendants, hospital staff, and interpreters. This can include multilingual support and real-time translation services to bridge any language barriers. ○ Regular Audits and Reviews: Conduct regular audits and reviews of the communication processes involving third-party agencies and interpreters to identify and rectify any bottlenecks or inefficiencies promptly.
Plan for the next week:	○ Deputation to another sub department within sales and marketing.

Week no: 6**From:** 3rd June 2024 to 8th June 2024

Activity Done	○ Joined Rajat sir from the corporate team to field visits at Honda, Maruti Suzuki and Anevolve to resolve their inconveniences, update on the tie up agreement and probable camp proposals for upcoming month. ○ Joined the marketing team under Apoorva mam. ○ Conducted a basic life support workshop at the Zara corporate office in Saket Select city walk by Dr. Madhur Arora. ○ Planned a marketing campaign for the upcoming Father's Day on 16 June. ○ Consulted with the doctors about marketing campaign and probable hashtags, health packages, outcomes, impact and evaluation of this campaign. ○ Completed the final draft after consultation with Apoorva mam regarding the tonality, approach towards the campaign, campaign details and promotion of this campaign. ○ Facilitated a vaccination drive for hepatitis at Godrej frontier, sector 20.
Linking theory (Classroom learning) with practice at your organisation:	○ Digital health ○ Marketing management ○ Essentials of health economics and financing
Gaps identified on the working area:	○ None for this week
Suggestions for improvement	○ None
Plan for the next week:	○ Designing the campaign around hepatitis for World hepatitis day.

Week no: 7

From: 10th June 2024 to 15th June 2024

Activity Done	○ Planned a marketing campaign for the upcoming world hepatitis day on 28 July. ○ Consulted with the doctors about marketing campaign and probable hashtags, health packages, outcomes, impact and evaluation of this campaign. ○ Completed the final draft after consultation with Apoorva mam regarding the tonality, approach towards the campaign, campaign details and promotion of this campaign. ○ Wrote articles on topics- 1. Obesity and uterine cancer article, 2. Warning signs your liver needs detox 3. Recognizing Brain Tumour Symptoms: Act Early 4. Advances in Brain Tumour Treatments 5. Gastric or Heart Attack? Decoding Mystery behind Misdiagnosis 6. From Burps to Beating Hearts: The surprising link Between Gas and Cardiac Problem ○ Attended a meeting with the Airtel team for tie-up of telemedicine services with Fortis hospitals in association with telson platform which will enable seamless teleconsultation of airtel employees with Fortis's specialist doctors. ○ Facilitated a camp at Panasonic in association with paramount for basic health, eye, dental checkup along with consultation of general physician, dietician, dentist, orthopaedic, cardiologist and paediatrician. ○ Attended the CME (continuous medical education) conference for the GAMMA Knife (second in all of Asia) going to be installed in the FMRI.
Linking theory (Classroom learning) with practice at your organisation:	○ Digital health ○ Marketing management ○ Essentials of health economics and financing
Gaps identified on the working area:	○ During the Panasonic camp, there was increased workload with limited workforce causing increased waiting time and frustration among patients.
Suggestions for improvement	○ Hospitals should have a separate team of doctors, nurses and paramedical staff for the camps.

Plan for the next week:	Joining the social media marketing team.
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Week no: 8

From: 17th June 2024 to 22nd June 2024

Activity Done	○ Joined the social media marketing team. ○ Organised yoga sessions, this initiative involved hosting guided yoga sessions facilitated by a professional instructor, scheduled to take place at Hindustan Unilever's R&D, Hindustan Unilever's corporate office and Nestle's premises. ○ Engaged in a discourse on musculoskeletal well-being at Nestle's R&D facility, collaborating with a Dr. Supriya. The discussion centered on mitigating muscular tension and explored a repertoire of exercises suitable for counteracting the effects of a sedentary office environment. Along with one-to-one consultation with the physiotherapist. ○ Facilitated a comprehensive camp at Hero MotoCorp Plant at Dharuhera for regular eye, dental check-up. ECG, blood glucose level, BP, BMD (bone mineral density), PFT (pulmonary function test). ○ I did a market analysis that delves into the social media strategies of leading healthcare competitors, including Max, Medanta, Apollo, Cloud Nine, and Artemis Hospitals. The objective was to identify areas for improvement within Fortis' own social media presence and to glean best practices for enhancing reach and engagement. This analysis included finding content gaps, comparative analysis, engagement initiatives and social media strategy that can be implemented to increase social media reach and engagement.
Linking theory (Classroom learning) with practice at your organisation:	○ Digital health ○ Marketing management ○ Essentials of health economics and financing
Gaps identified on the working area:	○ Over-reliance on information-heavy content and underutilization of high-engagement formats like reels. Informative content is valuable but failing to adapt to audience preferences (short form, engaging video) can lead to content being skipped. ○ Competitors are leveraging collaborations with popular Instagram influencers to expand reach and connect with new audiences. ○ Limited focus on fostering interaction with followers.
Suggestions for improvement	○ Prioritize Reels ○ Partner with Influencers ○ Boost Interaction: Move beyond purely informative content. Encourage audience participation through interactive elements like polls, quizzes, Q&A sessions (live or pre-recorded) with doctors, or user-generated content challenges.

Plan for the next week:	Meetings with ITC and Airtel
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Week no: 9

From: 24th June 2024 to 29th June 2024

Activity Done	○ I participated in a fruitful meeting with representatives from Airtel and ITC, both of whom maintain valuable partnerships with Fortis Memorial Research Institute. The primary focus of the discussion revolved around strategically revising our healthcare package offerings and exploring potential enhancements to the existing Memorandum of Understanding (MOU) between our esteemed institutions. ○ During the meeting, we explored various avenues for optimizing the OPD (Outpatient Department), IPD (Inpatient Department), and health check-up packages currently available to Airtel and ITC customers as part of their tie-up with Fortis. ○ Conducted a successful health screening program at National Commodities Management Services Limited, offering BP monitoring, blood sugar testing, eye & dental checkups, and general physician consultations. ○ I had the privilege of contributing to the recent Doctors' Day celebration. ○ I helped prepare for Doctors' Day by writing parts of the ceremony script, assisting with venue setup, and researching doctor attendance numbers and specializations. ○ I participated in a strategic meeting involving representatives from Teslon and a select group of doctors who will be partnering with Teslon for teleconsultation services. The primary focus of the discussion revolved around establishing a streamlined and efficient framework for this new initiative. ○ The key areas addressed during the meeting included: 1. Appointment Scheduling 2. Line of Command 3. Action Plan Optimization
Linking theory (Classroom learning) with practice at your organisation:	○ Digital health ○ Marketing management ○ Essentials of health economics and financing

Gaps identified on the working area:	☐ None for this week
Suggestions for improvement	☐ none
Plan for the next week:	



Compiled Report

Name of the Organisation: Fortis memorial research institute, Gurugram

Area/ Department/ Project of Summer Internship Program: Sales and marketing

Name of the Student: Dr. Vaibhav Singh

Roll no: 1879

Stream: MBA in Hospital and Healthcare Management

Activity done:

- Conducted a comprehensive review of the hospital's departmental structure.
- Engaged in a productive meeting with Mr. Arvind Pahwa, Head of Marketing and Sales at FMRI.
- Mr. Pahwa provided a valuable orientation to the various departments and their respective functionalities.
- Successfully completed all requisite human resources formalities and obtained my identification credentials.

During my tenure in the Sales and Marketing Department, I actively contributed to all facets of sales and marketing, encompassing the following areas:

Business Development

- Procured requisite documentation for Coal India Limited's proposal, ensuring all documents were notarized and attested.
- Uploaded hospital certifications, doctor's details, and licenses for hospital empanelment on the AB PMJAY Haryana government site.
- Engaged in international collaboration and promotion of Fortis Healthcare services to bring international patients.

Building Relations

- Engaged in discussions with key stakeholders at Anevolve, COMVIVA, DLF, Airtel, ITC, Honda, and Maruti Suzuki to explore collaborative opportunities.
- Participated in meetings with representatives from Airtel and ITC to revise healthcare package offerings.
- Established a series of meetings with estate managers at various RWAs to explore potential partnership opportunities.
- Participated in strategic meetings involving Teslon and doctors for teleconsultation services to Airtel.

Promotion of Health Services

- Organized various health camps providing services such as BP monitoring, ECG, CBC, blood sugar testing, lipid profile tests, BMD tests, PFTs, and doctor consultations at:
 1. PowerGrid
 2. Renew Power
 3. Interface Microsystems
 4. Airtel (in association with Prudent)
 5. Panasonic (in association with Paramount)
 6. Hero MotoCorp Plant at Dharuhera
 7. National Commodities Management Services Limited
 8. Maruti Suzuki.
- Facilitated HLA testing camp (for stem cell donation) by DATRI NGO within the hospital.
- Conducted vaccination drive for hepatitis at Godrej Frontier, sector 20.
- Held yoga sessions at Hindustan Unilever's R&D, corporate office, and Nestle's premises on International Yoga Day.
- Organized a basic life support workshop at the Zara corporate office in Saket Select city walk.
- Provided health talks and workshops, such as the one conducted by Dr. Rohit Goel at Samsung office DLF downtown on hypertension day.

Client Engagement

- Conducted health screening programs, consultations, and awareness sessions across various corporate offices.
- Responded promptly to patient inquiries, coordinated appointments, and ensured a seamless experience for international patients.
- Facilitated the distribution of medical consumables to RWAs and corporate clients in conjunction with designated health awareness days.

Patient Acquisition

- Implemented targeted outreach programs to RWAs and corporate clients.
- Crafted visa invitation letters for foreign patients seeking medical treatment in India.
- Engaged in quality audits focusing on the experiences of foreign patients to enhance patient care and satisfaction.

Revenue Generation

- Developed a corporate tracker system documenting discounts extended to corporate affiliates.
- Explored potential enhancements to the existing Memorandum of Understanding (MOU) between Fortis and its partners, focusing on optimizing OPD, IPD, and health check-up packages.

Performance Tracking

- Implemented and maintained a query tracker system to record and monitor patient interactions and queries.
- Participated in quality audits and patient experience enhancement initiatives.

Marketing Strategy and Public Relations

- Planned marketing campaigns for Father's Day and World Hepatitis Day, consulting with doctors to finalize the campaigns.
- Wrote articles on various health topics to increase awareness and engagement.
- Contributed to the planning and execution of the Doctors' Day celebration, including writing parts of the ceremony script and assisting with venue setup.

My involvement spanned these critical areas, enabling me to support the department's comprehensive objectives and drive the success of our sales and marketing initiatives.

Linking Theory with Practice at the Organization

Essentials of Hospital Services

Theory: Understanding the core functions and services provided by a hospital, including patient care, medical procedures, support services, and administration.

Practice: I facilitated health camps and vaccination drives, organized health awareness sessions, and contributed to the inauguration and operation of new medical centers. This involved coordinating various hospital services to ensure comprehensive patient care.

Healthcare Financing

Theory: Knowledge of funding mechanisms, budgeting, and financial management in healthcare settings.

Practice: I developed corporate tracking systems for discounts offered to affiliates and engaged in discussions to optimize healthcare package offerings, directly contributing to revenue generation and financial management within the organization.

Digital Health

Theory: The integration of digital technologies into healthcare to improve patient care, data management, and service delivery.

Practice: I participated in meetings to facilitate telemedicine services with Airtel, implementing a system for seamless teleconsultation between Fortis specialists and corporate clients. This exemplified the practical application of digital health technologies.

Marketing Management

Theory: Strategies and practices for promoting healthcare services, including market research, campaign planning, and customer engagement.

Practice: I planned and executed marketing campaigns for Father's Day and World Hepatitis Day, conducted market research on competitors' social media strategies, and wrote health-related articles to enhance Fortis' market presence and engagement.

Essentials of Health Economics and Financing

Theory: Understanding the economic factors affecting healthcare systems, including cost analysis, funding, and resource allocation.

Practice: My role in developing healthcare packages, engaging in financial discussions with partners, and tracking corporate discounts directly linked to the economic principles of cost management and resource optimization.

Organizational Behaviour

Theory: Insights into how individuals and groups behave within organizations, including motivation, leadership, and team dynamics.

Practice: I collaborated with various teams, including corporate, international, and marketing, to build relationships, lead projects, and engage with clients. My participation in strategic meetings and team coordination reflected the practical application of organizational behaviour principles.

Identified Gaps in the Organization

Food and Beverages Department (F&B)

Untimely Service: The newly appointed F&B department is struggling to serve food on time.

Community and Corporate camp

1. **Manpower Issues:** Insufficient manpower for camp setups relative to patient strength.
2. **Workload Management:** Increased workload with limited workforce during events like the Panasonic camp, resulting in longer wait times and patient frustration.

Patient Communication and Experience in International department

1. **Language Barrier:** Patients are facing communication issues due to a lack of interpreters.
2. **Interpreters' Role:** Interpreters occasionally hindering direct communication between patients, attendants, and the hospital for appointment scheduling.
3. **Third-Party Agencies:** Involvement of third-party agencies causing patient inconvenience in direct hospital communication and treatment arrangements.

Digital and Social Media Strategy

- **Content strategy:** Over-reliance on information-heavy content and underutilization of high-engagement formats like reels. Informative content is valuable but failing to adapt to audience preferences (short form, engaging video) can lead to content being skipped.
- **Competitor strategy:** Competitors are leveraging collaborations with popular Instagram influencers to expand reach and connect with new audiences.
- **Follower interaction:** Limited focus on fostering interaction with followers.
- **Audience Engagement:** Failure to adapt to audience preferences for short-form, engaging video content, leading to content being skipped.

Suggestions for Improvement

Community Outreach Department

1. **Centralized EHR System or Patient Slip:** Implement a centralized Electronic Health Record (EHR) system or update patient slips at every counter to streamline the registration process.
2. **Proactive Patient Concern Resolution:** Address patient concerns proactively, ensure timely resolutions, and maintain continuous follow-ups to guarantee optimal satisfaction.
3. **New Camp Team:** Form a dedicated team of doctors, nurses, and coordinators with separate inventory for medical consumables to enhance the efficiency and effectiveness of health camps.
4. **Improved F&B Services:** Enhance food and beverage services to improve overall patient experience.

Corporate Department

1. **Integrated Communication Platforms:** Implement platforms that enable seamless interaction between patients, attendants, hospital staff, and interpreters, including multilingual support and real-time translation services.
2. **New Camp Team:** Form a dedicated team of doctors, nurses, and coordinators with separate inventory for medical consumables to enhance the efficiency and effectiveness of health camps.
3. **Centralized EHR System or Patient Slip:** Implement a centralized Electronic Health Record (EHR) system or update patient slips at every counter to streamline the registration process.

International Department

1. **Regular Audits and Reviews:** Conduct regular audits and reviews of communication processes involving third-party agencies and interpreters to identify and rectify any bottlenecks or inefficiencies promptly.
2. **Interpreter Availability:** Ensure the presence of at least one interpreter for all languages to improve communication.

3. **Direct Communication Channels:** Establish dedicated direct communication channels for patients and their attendants to contact the hospital directly for treatment and appointment scheduling, bypassing third-party intermediaries.

Marketing Department

- **Content Strategy Enhancement:**
 - **Prioritize Reels:** Increase the use of high-engagement formats like reels instead of information heavy content.
 - **Partner with Influencers:** Collaborate with popular Instagram influencers to expand reach and connect with new audiences.
 - **Boost Interaction:** Encourage audience participation through interactive elements such as polls, quizzes, Q&A sessions with doctors, and user-generated content challenges.