

Internship Report

Submitted



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Master of Business Administration (MBA)
in
Hospital and Health Management

By

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INTERNSHIP REPORT

1. **INTRODUCTION:** Outpatient Department (OPD) congestion and long waiting times pose significant challenges for hospital management, affecting patient perceptions and satisfaction. High patient volume and limited resources often lead to chaos and long lines. One solution is to appoint primary care physicians for initial screenings to reduce congestion. Waiting time—the period a patient waits before seeing medical staff—is a critical quality indicator that influences healthcare usage and patient stress. Factors like appointment types and patient distribution lists cause delays. Long wait times in the OPD can hurt the hospital's competitiveness. In the Laboratory and Radiology Departments, delays affect timely diagnosis and treatment. Issues like appointment scheduling, staff availability, and procedure complexity contribute to these delays. Waiting time in these departments is the period from patient arrival for an investigation to the completion and reporting of the investigation. Addressing these waiting times through systematic studies and interventions can improve operational efficiency, patient satisfaction, and overall healthcare delivery.

2. OBJECTIVES OF THE STUDY:

1. To identify average waiting time in the OPD , radiology, laboratory and endoscopy department.
2. To identify the primary reasons contributing to prolonged waiting times in the OPD , radiology, laboratory and endoscopy department.
3. To identify solutions for reducing long waiting times.

3. ORGANIZATION PROFILE:

SR Kalla Memorial Hospital, located in Jaipur, is a NABH accredited, 150-bed Multi Super Specialty General Hospital renowned for providing excellent and affordable healthcare services. Established in 2002, it holds the distinction of being Rajasthan's first

Super Specialty Gastro and General Hospital. The hospital is equipped with state-of-the-art technology and offers treatment across various specialties, including Gastroenterology, GI Surgery, Laparoscopic Surgery, Urology, Pathology, Gynecology, Psychiatry, Nephrology, Neurosurgery, Dentistry, Radiology, and Emergency Services.

The hospital's dedicated team of doctors, healthcare consultants, and trained medical staff are committed to delivering effective and efficient medical services. The infrastructure includes modern operation theatres, a Cardiac Cath Lab, Intensive Care Units (ICU and Liver ICU), and advanced diagnostic facilities such as the Video Endoscopy System, Paediatric Capsule Endoscopy System, and a 24-hour automated and computerized Path Lab. SR Kalla Memorial Hospital prioritizes innovation, consistently integrating the latest technology and advanced treatment techniques to provide top-notch healthcare services accessible to all.

Specialties:

SR Kalla Memorial Hospital caters to all major specialties with state-of-the-art equipment and support facilities. Key specialties include:

- Gastroenterology
- GI Surgery
- Laparoscopic Surgery
- Urology
- Pathology
- Radio Diagnosis/Radiology
- Gynaecology
- Psychiatry
- Nephrology
- Neurology
- Neurosurgery
- Emergency Services

Advanced Facilities:

- Video Endoscopy System
- Pediatric Endoscopy System
- Capsule Endoscopy System
- Endoscopic Ultrasound System (EUS)
- Dedicated Liver ICU
- Advanced Operation Theatres equipped with C-Arm, Harmonic Scalpel
- Ultra Cardiac Cath Lab (Siemens - Artis Zee plus flat panel)
- 24-hour Advanced Automated & Computerized Path Lab
- 24-hour Spiral CT scan, Haemo Peritoneal Dialysis
- Interventional Radiography
- Minimal Invasive Surgery Department
- Histopathology with Picture Reporting
- Round-the-clock Emergency Services

ORGANISATIONAL STRUCTURE

Medical Director

CEO

Medical Superintendent

General Manager

4. KEY ACTIVITIES/PROJECTS UNDERTAKEN OTHER THAN DISSERTATION:

- Monitor and manage patient flow to ensure efficient movement through registration, consultation, and billing.

- Implement and oversee token management systems for streamlined patient processing.
 - Coordinate with doctors, nurses, and administrative staff to ensure adequate staffing levels during peak hours.
 - Schedule and manage shifts for medical and non-medical staff to ensure optimal coverage.
 - Supervise the billing process, ensuring timely and accurate billing for services rendered.
 - Oversee the registration process, promoting the use of self-registration systems to reduce waiting times.
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- Provide clear communication channels for patients, including help desks and signage.
 - Address patient queries and complaints promptly to enhance patient satisfaction.
 - Implement strategies to reduce waiting times, such as adjusting billing and registration hours and improving patient appointment systems.
 - Regularly review and improve OPD processes and workflows for better efficiency.
 - Analyse data on patient flow, waiting times, and service utilization to identify areas for improvement.
 - Prepare and present reports on OPD performance to hospital administration.
 - Ensure adherence to hospital policies and procedures, maintaining high standards of patient care.
 - Conduct regular audits and feedback sessions to continuously improve service quality.
 - Coordinate with emergency services and ensure the OPD is prepared to handle emergency cases effectively.
 - Implement protocols for managing emergency situations and patient triage.
 - Organize training sessions for staff on new processes, technologies, and patient care practices.
 - Encourage continuous professional development among staff members.

- Promote the use of Health Information Management Systems (HIMS) and other digital tools to streamline operations.
- Ensure all staff are trained and proficient in using technology systems.
- Ensure compliance with healthcare regulations and standards.
- Maintain a safe and clean environment for patients and staff.

5. KEY LEARNINGS FROM INTERNSHIP:

Key learnings from the role of an OPD manager include effective patient flow management, staff coordination, and operational efficiency. Implementing self-registration, token systems, and clear communication enhances patient satisfaction. Data analysis, quality assurance, and continuous staff training are essential for improving service delivery and maintaining high standards of care.

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