

SUMMER INTERNSHIP PROGRAM

AT

MANIPAL HOSPITAL GURUGRAM

From 10th May 2024 to 10th July 2024

A REPORT BY

Abhishek Kaushik

Master of Business Administration

(Hospital and Healthcare Management)

2023-25

under the Mentorship of

Dr. (Col) Mahender Kumar





10th July 2024

To Whomsoever It May Concern

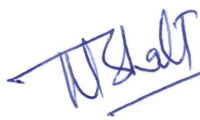
This is to certify that **Mr. Abhishek Kaushik** was associated with us as an Intern in the department of **Operation**, from **10th May 2024** to **10th July 2024**.

During his tenure with us we found him to be diligent and hardworking.

We wish all the best to him in future endeavors.

Yours Sincerely,

For Manipal Hospitals Pvt. Ltd.




Authorized Signatory

Manipal Hospital Gurugram

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IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Abhishek Kaushik** of academic year 2023-25 of **Institute of Health Management Research** has prepared a poster with respect to his summer internship held during May-July 2024.

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

Date: July 22, 2024

A handwritten signature in blue ink, appearing to read 'Dr. Mahender Kumar', written over a horizontal line.

Signature of Faculty Mentor

Name: **Dr. (Col) Mahender Kumar**

Designation: **Professor**

About Manipal Hospitals

Manipal Hospitals, part of (MEMG) Manipal Education and Medical Group, is committed to clinical excellence and patient-centric care with ethical practices. They offer comprehensive healthcare services, including advanced clinical care and personalized home-care, supported by state-of-the-art facilities. Operating over 9500 beds, they strive to create a compassionate environment, serving patients in India and globally. When it comes to the technological advancement of medical practice, they provide the highest quality of treatment starting from the most basic ailment and going as far as the most complicated disease one can imagine. They attend to thousands of patients across the chain of hospitals every day, and provide standard health facilities to the citizens of India and the international.

Vision & Mission

VISION

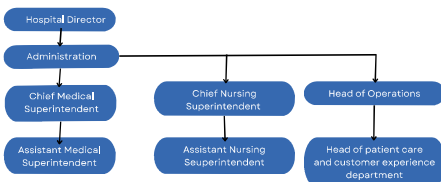
Their goal is to provide Quality and Cost-Effective, yet appropriate healthcare solutions to every class of the population without any discrimination.

It is a transformation from a dream of one man to transforming the face of health care today, they are proud to be the face of the new generation with clinical competency, patients' advocacy and ethical practice as pillars of health care.

MISSION

It is to offer a sensitive and caring atmosphere for the patients and their families /care givers. Their values have always stood by them to make them one of the best hospitals in Conurgram.

Organizational structure



Usefulness & learnings of internship

- Real-world Experience:** This mentored internship helped acquire first-hand experience in how to conduct an analysis of patients' feedback necessary in hospital enhancement.
- Interdepartmental Exposure:** Observed multiple departments ranging from billing to intensive care unit management; increase patient's understanding of hospital operations.
- Exposure to Healthcare Industry:** As long as the general understanding of the sector was provided, especially in the area of hospitals and patients' perception.
- Application of Classroom Knowledge:** Allowed the use of understanding in real life situations which from time to time helped in enhancing the understanding of the concepts.
- Networking Opportunities:** Engaged in meetings with healthcare personnel where one gets information on how he or she can be of assistance and can find employment.
- Understanding Patient Perspectives:** Facilitated in the area of identifying the patients' expectation as this is vital in enhancing the service delivery.

Methodology used

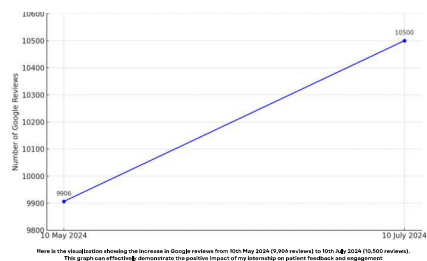
Sentiment analysis of Google reviews

Analyzed 400 Google reviews to identify key themes and propose strategies for improving patient satisfaction and hospital ratings.



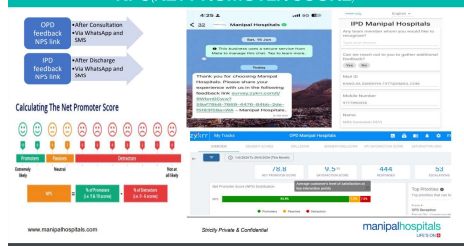
Example of one of the many comprehensive Google reviews collected from patients during the internship period.

Data prepared and analysed during internship

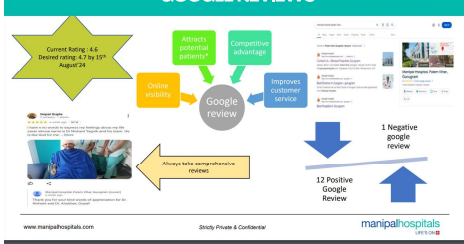


1. Pie Chart: Google Reviews Analyzed by Star Rating
 a) This pie chart shows the distribution of the analyzed reviews: 42.0% are 3-star reviews, 32.0% are 4-star reviews, and 26.0% are 2-star reviews.
 b) Bar Chart: Impact of Comprehensive Reviews on Hospital Rating
 c) This bar chart illustrates the impact of comprehensive reviews on the hospital's rating. It shows that positive reviews have a significantly greater impact compared to negative reviews, with a ratio of 12 positive reviews equalling the impact of negative review.

NPS, NET PROMOTER SCORE



GOOGLE REVIEWS



Practical exposure V/S Theoretical understanding

THEORETICAL LEARNING

- Workflow Management:** Knowing hospital's environment and processes, as well as the key theories of patients' management.
- Healthcare Management Principles:** Therefore, the knowledge of the fundamental objectives, principles, and theories of health care management and patients care.
- Data Analysis Techniques:** The topic of the analysis of various techniques and tools used in healthcare in order to gain more knowledge.
- Patient Satisfaction Models:** Exploring various approaches to the evaluation of the patient satisfaction and factors influencing it.

PRACTICAL LEARNING

- Data Collection and Analysis:** Practical experience in business and market feedback data collection and analysis of patient reviews on Google.
- Real-World Problem Solving:** Scope and application of theoretical knowledge for managing real life problems in a Hospital.
- Implementation of Solutions:** Concerning patient satisfaction, the modern healthcare organizations have to work on strategies designed based on the research findings.

SWOT Analysis



Challenges during internship

- Data Collection Issues:** Problems of achieving coherence and consistency of feedback data from multiple feedback sources.
- Resistance to Change:** Some staff members were very resistant and showed a lot of reluctance when trying to implement or introduce some new changes supported by data analysis.
- Resource Limitations:** Lack of working material and time constraints also posed a limitation to the extent to which they could analyze the problem and the extent to which they could actually put those solutions into practice.

Suggestions for improvement

- Enhanced Industry Collaboration:** Increase the collaboration with hospitals intending to be more involved doing practical placements and getting real life experience.
- Skill Development Workshops:** Introduce workshops in subjects which are currently rapidly developing, for instance, healthcare analytics, and improvement methods.
- Structured Feedback Systems:** Introduce methods of patient rating to capture additional and detailed patient feedback on the services received.
- Regular Training Programs:** It means staff should be trained on how to relate and communicate with patients and how to make them comfortable.

Reporting Weekly

Name of the Organisation: MANIPAL HOSPITALS, GURUGRAM

Area/ Department/ Project of Summer Internship Program: OPERATIONS DEPARTMENT

Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 1

from 10th MAY, 2024 to 17th MAY, 2024

Activity Done	<u>Day 1: Orientation and Introduction</u> • Attended an orientation session conducted by the HR department. • Introduced to the Operations team and briefed about the department's structure and functions. • Toured the hospital to familiarize myself with different departments and their operations. <u>Day 2&3: Understanding Hospital Workflow</u> • Observed the patient admission process and understood the documentation required. • Shadowed the Operations Manager to learn about patient flow management. <u>Day 4: Patient Discharge Process</u> • Observed the patient discharge procedure, including the coordination between medical and administrative staff. • Evaluated the efficiency of the discharge process and identified potential areas for improvement. <u>Day 5&6 : Reporting and Data Analysis</u> • Learned about the importance of data in hospital operations and management. • Analyzed data trends to provide insights for improving operational efficiency
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Workflow Management:</u> Understanding the intricate workflow processes within the hospital was crucial. Observing the patient admission and discharge processes highlighted the importance of seamless coordination between various departments. ❖ <u>Inventory Control:</u> Hands-on experience with inventory management underscored the significance of accurate record-

	keeping and timely procurement to ensure smooth hospital operations.
Gaps identified on the working area.	❖ <u>Curriculum Enhancement</u>: The curriculum at IIHMR University is designed to provide a comprehensive understanding of Health and Hospital Management. However, feedback from students and industry professionals suggests a need for more dynamic and updated content. ❖ <u>Research and Development</u>: Research is a critical component of academic growth. IIHMR University has a strong foundation but can further enhance its research profile.
Suggestions for improvement	❖ <u>Industry-Relevant Content</u>: Incorporate emerging trends and technologies such as tele -medicine, digital health records, and artificial intelligence in healthcare into the curriculum. ❖ <u>Practical Exposure</u>: Increase the integration of case studies, simulations, and real-world problem-solving scenarios to bridge the gap between theory and practice. ❖ <u>Funding and Grants</u>: Increase support for research through internal grants, external funding opportunities, and partnerships with healthcare organizations. ❖ <u>Research Workshops</u>: Organize regular workshops and seminars to encourage research activity among students and faculty, focusing on current healthcare challenges and innovations.
Plan for the next week	Next week, I plan to standardize the patient discharge process, improve inter-departmental communication, automate inventory management, enhance data utilization, optimize patient flow, and develop comprehensive staff training programs to address identified gaps.

Signature of the Student

DR ABHISHEK KAUSHIK

Approved by the IIHMR University's Mentor

Name of the Organisation: MANIPAL HOSPITALS, GURUGRAM

Area/ Department/ Project of Summer Internship Program: OPERATIONS DEPARTMENT

Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 2

from 18th MAY, 2024 to 24th MAY, 2024

Activity Done	<u>Day 1: Initiating Pilot Projects for Process Improvements</u> • Launched a pilot project to standardize the patient discharge process in two departments. • Introduced digital discharge coordination tools to staff and gathered initial feedback. • Monitored the pilot for immediate improvements and issues. <u>Day 2&3: Fostering Inter-Departmental Collaboration</u> • Organized a workshop with representatives from different departments to discuss communication barriers. • Collected feedback and made real-time adjustments to their communication protocol. <u>Day 4: Leveraging Data Analytic for Operational Enhancements</u> • Identified key performance indicators (KPIs) and developed a dashboard for real-time monitoring. • Began training sessions for staff on using data analytic tools for decision-making. <u>Day 5&6: Enhancing Patient Flow and Satisfaction</u> • Introduced a feedback system where patients can rate their experience and provide suggestions. • Developed a flexible staffing schedule based on peak hour data analysis to optimize resource allocation.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Healthcare Information Systems</u>: Implemented digital tools and data analytic for process improvements and real-time monitoring. ❖ <u>Supply Chain Management</u>: Evaluated and piloted inventory automation solutions to enhance supply chain efficiency. ❖ <u>Leadership and Communication</u>: Fostered inter-departmental collaboration and conducted training sessions on new processes

	❖ <u>Operations Management</u> : Used Lean Management and Theory of Constraints to optimize patient discharge and workflow efficiency.
Gaps identified on the working area.	❖ <u>Student Support Services</u> : Student support services are available but could be more comprehensive to address the diverse needs of the student body. ❖ <u>Alumni Engagement</u> : IIHMR University has a growing alumni network, but engagement with this group can be further strengthened.
Suggestions for improvement	❖ <u>Career Counselling</u> : Enhance career counselling services to provide more personalized guidance and support for career planning and job search. ❖ <u>Mental Health Services</u> : Increase the availability of mental health resources and counselling services to support students' well-being and academic performance. ❖ <u>Alumni Network</u> : Develop a more structured alumni network to facilitate ongoing connections between graduates and current students, including mentorship programs and networking events. ❖ <u>Feedback Mechanisms</u> : Implement regular feedback mechanisms from alumni to gather insights on the effectiveness of the education provided and areas for improvement.
Plan for the next week	Next week, we're diving into a dynamic blend of innovation and refinement: introducing streamlined discharge protocols, pioneering a revolutionary communication platform, automating inventory processes, harnessing data analytic for strategic insights, fine-tuning patient flow dynamics, and nurturing a culture of continuous staff development for unparalleled excellence.

Signature of the Student

DR ABHISHEK KAUSHIK

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Name of the Organisation: MANIPAL HOSPITALS, GURUGRAM

Area/ Department/ Project of Summer Internship Program: OPERATIONS DEPARTMENT

Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 3

From 25th MAY, 2024 to 31st MAY, 2024

Activity Done	<u>Day 1&2: Analyzing Patient Feedback via Google Reviews</u> • Collected and analyzed patient feedback from Google reviews. • Identified common themes and areas for improvement. • Presented findings to the Operations team for action planning. <u>Day 3: Observing OPD Workflow Processes</u> • Conducted detailed observations of the workflow processes in the OPD. • Identified bottlenecks and inefficiencies in patient handling. • Proposed adjustments to streamline patient flow and reduce wait times. <u>Day 4: Monitoring Emergency Department Workflow</u> • Observed workflow processes in the Emergency Department. • Noted key challenges, particularly during peak hours. • Suggested process changes and staffing adjustments to enhance efficiency. <u>Day 5: Following Up with LAMA Patients</u> • Contacted patients who left against medical advice to understand their experience. • Gathered insights on potential areas of improvement in patient care and communication. • Compiled feedback into a report for the Operations team. <u>Day 6: Implementing Feedback and Training</u> • Shared patient feedback and workflow observations with relevant departments. • Conducted training sessions for staff on new processes and patient interaction strategies.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>LAMA Patients:</u> Implemented engagement strategies to gather feedback from LAMA patients and enhance retention. ❖ <u>Staff Training:</u> Conducted targeted training sessions based on observed needs.

	❖ <u>Patient Feedback</u> : Used patient satisfaction theories to analyse Google reviews and improve services.
Gaps identified on the working area.	❖ <u>Professional Development</u> : Opportunities for ongoing professional development for faculty are limited. ❖ <u>Student Support Services</u> : The existing student support services need enhancement to better address diverse student needs, particularly in career counseling and mental health. ❖ <u>Lack of Emerging Technologies</u> : The curriculum lacks sufficient focus on emerging technologies such as tele medicine, AI in healthcare, and block chain for health records. ❖ <u>Global Health Perspectives</u> : There is limited inclusion of global health issues and international healthcare systems.
Suggestions for improvement	❖ <u>Emerging Technologies</u> : Integrate courses on tele medicine, AI, and block chain technology in healthcare to prepare students for future industry trends. ❖ <u>Global Health Integration</u> : Introduce modules on global health challenges, international healthcare systems, and cross-border healthcare management
Plan for the next week	Next week, we'll enhance our review system for patient feedback and explore innovative IPD management strategies for efficient healthcare delivery.

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Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 4

From 1st JUNE, 2024 to 7TH JUNE, 2024

Activity Done	<u>Day 1&2: Analysis of the Billing Process</u> Reviewed billing procedures, identified minor data entry discrepancies compared to classroom theories, and suggested implementing automated verification systems. <u>Day 3: ECHS Patients Billing and Reimbursement</u> Studied ECHS billing requirements, linked classroom learning to practice, identified delays from documentation errors, and suggested a checklist for required documents. <u>Day 4: Creating Rosters for Billing Counters</u> Analyzed staffing patterns, applied staffing theories to practice, identified peak-hour under staffing, and suggested implementing dynamic rostering based on real-time demand. <u>Day 5&6: Follow-up on Billing Process Improvements</u> Followed up on automated verification implementation, linked improvements to quality control concepts, identified initial resistance, and suggested providing training on new systems.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Complexity of Specialized Billing</u>: The specific complexities of ECHS billing were not covered in depth in classroom learning. Applied classroom learning on accuracy and efficiency to improve the billing process. ❖ Used theories on <u>specialized patient groups</u> to streamline ECHS billing. ❖ <u>Real-time Adjustments</u>: The need for continuous real-time adjustments in staffing was more evident in practice than in theoretical models. ❖ <u>Implemented human resource management</u> theories to optimize staff rostering.
Gaps identified on the working area.	❖ <u>Limited Industry Exposure</u>: Faculty members have limited opportunities to engage with industry projects and real-world healthcare challenges. ❖ <u>Pedagogical Innovation</u>: There is a lack of focus on innovative teaching methods and the integration of digital tools in education.

	❖ <u>Customized Career Services</u>: The career services are not tailored to individual student needs and aspirations. ❖ <u>Holistic Wellness Programs</u>: There is a need for more comprehensive wellness programs that address physical, mental, and emotional health. ❖ <u>Publication and Patent Support</u>: The support for publishing research in high-impact journals and for filing patents is insufficient.
Suggestions for improvement	❖ <u>Industry Sabbaticals</u>: Offer sabbaticals for faculty to work in the healthcare industry or on real-world projects. ❖ <u>Innovative Teaching Workshops</u>: Conduct workshops on innovative pedagogical methods and the use of digital tools in teaching. ❖ <u>Personalized Career Counseling</u>: Develop a more personalized career counseling approach that takes into account individual student goals and career paths. ❖ <u>Comprehensive Wellness Programs</u>: Implement wellness programs that include mental health counseling, stress management workshops, and physical fitness activities. ❖ <u>Interdisciplinary Research Centers</u>: Establish research centers that focus on interdisciplinary studies and collaborations. ❖ <u>Enhanced Support for Publications and Patents</u>: Provide dedicated support and resources for faculty and students to publish their research and file patents.
Plan for the next week	Monitor the performance of newly implemented systems, conduct training for the communication platform, adjust staffing rosters based on feedback, and prepare for a strategic review meeting with the operations management team.



Signature of the Student

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Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 5

from 8st JUNE, 2024 to 14TH JUNE, 2024

Activity Done	<u>Day 1: Observed Call Centre Operations</u> • Overview of call center functioning. • Listened to live patient calls. • Understood the protocols for handling patient inquiries and complaints. <u>Day 2: Participated in Patient Calls</u> • Assisted in making calls to patients who missed their appointments ("no-shows"). • Gathered reasons for missed appointments and rescheduled where necessary. <u>Day 3&4: Follow-Up Process in Patient Lifetime Value Department (Lab & Radio)</u> • Attended briefing on follow-up importance for patient retention and conversions. • Observed follow-up processes for lab test and radiology patients. • Identified key metrics for patient engagement and conversion rates. • Learned specific follow-up procedures in Radiology Department. <u>Day 5&6: Consolidation and Reporting</u> • Compiled observations and insights from the week. Prepared a summary report for the operations manager.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Customer Relationship Management (CRM)</u> • Theory: Essential for patient retention and satisfaction. • Practice: Personalized follow-up calls enhance patient relationships. ❖ <u>Patient Lifetime Value (PLV)</u> • Theory: Involves understanding patient needs and enhancing their experience. • Practice: Follow-up processes focus on patient retention and service utilization

Gaps identified on the working area.	❖ <u>Limited Alumni Involvement in Curriculum Development</u>: Alumni are not sufficiently involved in curriculum development and review. ❖ <u>Underutilized Alumni Network</u>: The alumni network is underutilized in terms of mentorship and professional development opportunities for current students.
Suggestions for improvement	❖ <u>Enhanced Training Programs</u>: Develop comprehensive training with role-playing and assessments. ❖ <u>Structured Feedback System</u>: Implement systematic patient feedback analysis for continuous improvement ❖ <u>Alumni Advisory Boards</u>: Create alumni advisory boards to involve alumni in curriculum development and strategic planning. ❖ <u>Mentorship Programs</u>: Establish structured mentorship programs where alumni guide and support current students in their academic and career pursuits. ❖ <u>Industry Sabbaticals</u>: Offer sabbaticals for faculty to work in the healthcare industry or on real-world projects. ❖ <u>Innovative Teaching Workshops</u>: Conduct workshops on innovative pedagogical methods and the use of digital tools in teaching.
Plan for the next week	Next week, I will enhance training materials, propose new CRM tools, develop a feedback process, and refine follow-up procedures with lab and radiology departments



Signature of the Student

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Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 6

from 14th JUNE, 2024 to 21st JUNE, 2024

Activity Done	<u>Day 1 &2:</u> <u>No Show Patient Calls:</u> • Contacted patients who missed their scheduled appointments. • Inquired about reasons for missed appointments and rescheduled them as needed. <u>Inbound Call Management:</u> • Answered incoming calls and provided information on hospital services, appointment schedules, and general inquiries. • Directed calls to the appropriate departments when necessary. <u>Day 3 &4:</u> <u>ECHS Patient Assistance:</u> • Assisted Ex-Servicemen Contributory Health Scheme (ECHS) patients with their specific needs. • Facilitated communication between ECHS patients and the hospital staff to ensure smooth service delivery. <u>Patient Query Resolution:</u> • Assisted patients with queries regarding their appointments, including timings, cancellations, and rescheduling. <u>Day 5 & 6:</u> • <u>Understanding Reimbursement process for ECHS patients</u> • <u>Refund Process in OPD and IPD:</u> Assisted in the documentation required for processing refunds.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Application of Communication Skills:</u> Classroom learning emphasized the importance of effective communication in healthcare management, which was directly applied while

	handling patient calls and resolving their queries in the call center. ❖ <u>Understanding Administrative Processes</u>: Theoretical knowledge of hospital administration and patient management was put into practice by observing and participating in the reimbursement and refund processes for ECHS patients.
Gaps identified on the working area.	❖ <u>Limited Use of E-Learning Platforms</u>: The university does not fully utilize e-learning platforms and digital tools for teaching and learning. ❖ <u>Insufficient Virtual Labs</u>: There is a lack of virtual labs and simulation tools for practical learning experiences. ❖ <u>Limited Personalized Learning Paths</u>: There are few opportunities for students to customize their learning paths based on their interests and career goals. ❖ <u>Inadequate Peer Learning Opportunities</u>: Peer learning and collaborative projects are not sufficiently encouraged
Suggestions for improvement	❖ <u>Advanced E-Learning Platforms</u>: Implement advanced e-learning platforms that include interactive content, video lectures, and online assessments. ❖ <u>Virtual Labs and Simulations</u>: Develop virtual labs and simulation tools to provide practical, hands-on experience in a controlled digital environment. ❖ <u>Customized Learning Modules</u>: Introduce personalized learning modules that allow students to focus on areas of their interest and career aspirations. ❖ <u>Peer Learning Initiatives</u>: Promote peer learning through collaborative projects, study groups, and peer teaching programs. ❖ <u>Limited Real-World Projects</u>: Students have fewer opportunities to work on real-world healthcare projects and challenges. ❖ <u>Infrequent Industry Expert Sessions</u>: Engagements with industry experts through guest lectures and workshops are infrequent.
Plan for the next week	Focus on enhancing patient communication skills and improving efficiency in the reimbursement and refund processes.

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Roll no: 1660

Stream: HM

Week no: 7

from 22nd JUNE, 2024 to 28nd JUNE, 2024

Activity Done	<u>Day 1: Digital Marketing Office</u> • Lead Generation: Learned about generating leads via online ads, social media, and email campaigns. • Lead Sources: Identified sources like referrals, website visits, and social media. • Lead Conversion: Understood steps from follow-up calls to appointment scheduling. <u>Day 2: Sales and Public Relations</u> • Sales Process: Observed communication with potential patients and converting leads. • Public Relations: Learned strategies to maintain hospital image and media relationships. <u>Day 3: Advertising Strategies</u> • Advertising Channels: Studied methods like Google Ads, Facebook Ads, and traditional media. • Campaign Management: Observed planning, execution, and monitoring of advertising campaigns. <u>Day 4: Workflow in Quality Department</u> • Quality Assurance: Examined procedures to ensure high patient care standards. • Audits: Observed internal audits for compliance with healthcare standards. <u>Day 5 & 6: Audit Process</u> • Preparation: Learned steps for audit readiness including documentation and training. Execution: Watched audits being conducted, data collection, and reporting.
Linking theory (Classroom learning) with practice at your organisation	❖ <u>Sales and PR:</u> • Theory: Role of sales and public relations.

	- Practice: Real-world application in building and maintaining reputation. ❖ <u>Advertising:</u> - Theory: Advertising techniques and campaign management. - Practice: Real-world application of advertising efforts. ❖ <u>Quality Assurance and Audits:</u> - Theory: Importance of quality assurance and audits. - Practice: Understanding how practices ensure high-quality patient care. ❖ <u>Lead Generation and Conversion:</u> - Theory: Marketing strategies and lead generation importance. - Practice: Practical insights into attracting and converting patients.
Gaps identified on the working area.	❖ <u>Few International Exchange Programs:</u> There are few opportunities for students to participate in international exchange programs. ❖ <u>Limited Global Research Collaborations:</u> Global research collaborations are not extensively pursued.
Suggestions for improvement	❖ <u>International Exchange Programs:</u> Develop exchange programs with renowned international universities to provide global exposure to students. ❖ <u>Global Research Partnerships:</u> Foster partnerships with international research institutions to collaborate on global health projects and studies.
Plan for the next week	Focus on understanding the financial management of the hospital.

Signature of the Student

DR ABHISHEK KAUSHIK

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Name of the Organisation: MANIPAL HOSPITALS, GURUGRAM

Area/ Department/ Project of Summer Internship Program: OPERATIONS DEPARTMENT

Name of the Student: DR. ABHISHEK KAUSHIK

Roll no: 1660

Stream: HM

Week no: 8

from 29th JUNE, 2024 to 5th JULY, 2024

Activity Done	<u>Day 1: Observed ICU Services and Management</u> • ICU Workflow: Observed nursing care and practices in the ICU environment such as patient's status observing, medical administration, and emergency management. • Patient Documentation: Visited the documentation process of the ICU patient and various documents used such as the patient's record, treatment plan, and progression note. <u>Day 2: ICU Equipment and Technology</u> • Medical Equipment: Discovered the types of medical equipment used in the ICU which include the ventilators, cardiac monitor and the infusion pump. <u>Day 3: Observed OT Services and Management</u> • OT Workflow: Observed the processes that occur prior to and during the operations, the preparations made for patients who are to go through surgery and the patient's post-operation care and recovery. • Sterilization Protocols: Gained knowledge on measures of sterilization and control of infections in operation theatre. <u>Day 4: OT Equipment and Technology</u> • Surgical Instruments: Explored the various techniques of general surgery, especially with regards to the instruments employed in operations. • Technological Support: Made a note of how modern technology is being incorporated in surgeries especially in equipment like laparoscope and robotic surgery equipment. <u>Day 5 & 6: Management of ICU and OT Documentation:</u> Modified the documentation systems of ICU and OT by assessing the documents with precision and adherence to health care guidelines
Linking theory (Classroom learning) with practice at your organisation	❖ <u>ICU Services and Management:</u> Theory: Highlight some of the aspects of patient care focusing on patient scrutiny, emergencies, and documentation within Intensive care Units. Practice: Specific concepts from these theories which can be observed in t

	current course of handling patient's treatment and staffing duties. ❖ <u>OT Services and Management:</u> Theory: Surgical operations, general and special responsibilities of a surgeon, anesthetist, assistant surgeon, and scrubs, as well as guidelines towards preventing transmission of infections. Practice: Saw the level of work organization of the OT, and the position of particular emphasis of sterilization and technology in achieving successful operations. ❖ <u>Management and Documentation:</u> Theory & Practice: Some of the recommended solutions that would be observed to support both the documentation in ICU and OT and measures would be taken to prepare for an audit.
Gaps identified on the working area.	❖ <u>University Curriculum Gap:</u> It seems that the documentation of patients' data in their electronic health records did not follow a protocol mentioned in discussions or lessons in IIHMR University. ❖ <u>Under utilization of Technology:</u> : Lack of awareness about the application and implementation of the existing technologies in the real health care system of IIHMR University curriculum.
Suggestions for improvement	❖ <u>Continuous Curriculum Review:</u> Suggestion: Ensure an annual review of the program with the industry play graduates and students. ❖ <u>Healthcare Innovation and Entrepreneurship:</u> Suggestion: Creating a start-up unit or flagship clinic that focuses on the development of advanced healthcare technology options is necessary.
Plan for the next week	Concentrate on the factors of patient flow and discharge throughout the wards.

Signature of the Student

DR ABHISHEK KAUSHIK

Approved by the IIHMR University's Mentor

Compiled Report

Name of the Organisation: Manipal Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Operations department

Name of the Student: Dr. Abhishek Kaushik

Roll no: 1660 Stream: Hospital & Health Management

Activity Done	❖ <u>Week 1:</u> <u>Day 1: Orientation and Introduction :</u> Summary report of the previous meeting and an introduction of the presentations for the following day to the participants. Attended orientation, met the Operations team and got a hospital round. <u>Day 2-3:</u> As a fundamental of effective patient care, it is pertinent to comprehend the operation of a hospital. Patient admission was observed; shadowed the Operations Manager. <u>Day 4:</u> The process included identification of patients likely to be discharged after receiving treatment, follow-up processes in case the patient requires further care, patient transfer to another facility, or inpatient discharge. Witnessed the discharge procedure; assessed the efficacy. <u>Day 5-6: Reporting and Data Analysis</u> ❖ <u>Week - 2:</u> <u>Day 1-2: Pilot Projects for Process Improvements</u> ○ Launched pilot projects with various departments. <u>Day 3-4: Inter-Departmental Collaboration</u> Facilitated meetings to identify and solve communication gaps. <u>Day 5-6: Data Analytic for Enhancements</u> Analyzed data to propose efficiency improvements.
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❖ **Week 3:**

Day 1-2: Analyzing Patient Feedback via Google Reviews

Collected and analyzed patient feedback.

Day 3: Observing OPD Workflow

Identified bottlenecks and proposed improvements.

Day 4: Monitoring Emergency Department Workflow

Studied peak times and resource allocation.

Day 5-6: Following Up with LAMA Patients

Contacted and analyzed data from LAMA patients.

❖ **Week 4:**

Day 1-2: Analysis of the Billing Process

Reviewed and suggested improvements for billing procedures.

Day 3: ECHS Patients Billing

Studied billing requirements and identified documentation errors.

Day 4: Creating Rosters for Billing Counters

Suggested dynamic rostering for peak times

Day 5-6: Follow-up on Billing Process Improvements

Monitored implementation and trained staff.

❖ **Week 5:**

Day 1: Observed Call Centre Operations

Listened to patient calls and understood protocols.

Day 2: Participated in Patient Calls

Assisted in rescheduling missed appointments.

Day 3-4: Follow-Up in Patient Lifetime Value Department

Observed follow-up processes and identified key metrics.

Day 5-6: Consolidation and Reporting

Prepared summary report for operations manager.

❖ **Week 6:**

Day 1-2: No Show Patient Calls

Contacted patients and documented reasons for missed appointments.

Day 3-4: Inbound Call Management

Managed patient calls and streamlined responses.

Day 5: ECHS Patient Assistance

Assisted with billing and documentation issues.

Day 6: Reimbursement Process for ECHS Patients

Studied and proposed improvements for reimbursement process.

❖ **Week 7:**

Day 1 : Digital Marketing Office

Learned lead generation and conversion processes.

Day 2 : Sales and Public Relations

Observed sales processes and PR strategies.

Day 3 : Advertising Strategies

Studied advertising channels and campaign management.

Day 4: Quality Department Workflow

Examined quality assurance procedures.

Day 5 &6 : Audit Process

Observed audit preparations and execution.

❖ **Week 8:**

Day 1-2: Some of the aspects of healthcare process described in the case are the work flows in the Operating Theater (OT).

Preoperative and postoperative activities were observed and organizational improvements were made.

Day 3-4: The Intensive Care Unit (ICU) for a patient and their family is a unique unit in terms of people's work.

Day 5-6: Assessed the patient tracking and intensive care standard operational procedures; made recommendation.

Linking theory (Classroom learning) with practice at your organisation	❖ <u>Workflow Management</u>: From the classroom learning and knowledge achieved, hospital work flow and processes were understood to observe and optimize the patient's admission and discharge procedures. ❖ <u>Inventory Control</u>: Implemented to real life inventory into practical application, key concepts revolved around documentation of stock and procurement. ❖ <u>Operations Management</u>: Introducing Lean Management and Theory of Constraints to improve and optimize the work of a hospital. ❖ <u>Healthcare Information Systems</u>: Mainly practiced the use of digital tools and analytic in the classroom as it was taught. ❖ <u>Supply Chain Management</u>: Depending on theoretical learning, analyzed an inventory automation and suggested the most appropriate solutions. ❖ <u>Leadership and Communication</u>: Supported cooperation and carried out awareness building activities. ❖ <u>Patient Satisfaction Theories</u>: used in the assessment and enhancement of feedback given by patients. ❖ <u>Customer Relationship Management (CRM)</u>: Proprietary CRM conceptions to improve the patient follow-up and retention mechanisms. ❖ <u>Human Resource Management</u>: Applied theories to the specific area of staff roistering and training. ❖ <u>Quality Assurance and Audits</u> : Theory: A periodic check to make certain that the organization adheres to set requirements of the health care. Practice: Watching internal audits and quality assurance carried out staff increases the significance of proper documentation and documentation check. ❖ <u>Patient Lifetime Value (PLV)</u> : Theory: There important benefits in engaging patients on a regular basis to improve their experience and loyalty that I find worthy of pointing out. Practice: Additional processes targeted patients' loyalty and constant usage of services, stressing on the meaningfulness of a long-term patient – clinician relationship. ❖ <u>Sales and Public relations</u>: Theory: National and international market promoting and sustainability of a positive image of a hospital through PR measures. Practice: Watching real cases of PR activities along with different strategies and sales techniques in changing the image of a hospital and in gaining confidence of patients.

Gaps identified on the working area.	<u>Identified Gaps:</u> <u>Curriculum-Practice Gap:</u> Problem: One more issue that can be identified when discussing the strengths and weaknesses of IIHMR University is the fact that there is a quite Significant difference between the knowledge acquired at the University and the skills needed in day-to-day hospitals' operations. Despite the academic knowledge that students get in terms of healthcare management, they find it hard to apply the same knowledge in the complex healthcare organizations. Suggestions: In order to plug this gap, IIHMR University can enrich its curriculum with practical-oriented subject or segments more intensively. These could be in the areas of example and game based on realistic hospital situations such as case scenarios, roleplays, and projects. Such approaches to learning as provided in the interactive activities would enhance students to be in a better position in managing hospitals <u>Industry-Relevant Skills:</u> Problem: Also, the curriculum in IIHMR University may lack updated knowledge of the existing technologies in health care and changes taking place in the industry that may be important to the hospitals. Census can prevent students from being prepared for changing healthcare system, continuously developing year by year. Suggestions: To overcome this, it is essential that the IIHMR University, should review the contents of the course from time to time and include the contemporary development in healthcare management. Business house partnership for guest lecture, seminar and internships would make the student aware of the latest technology and practices. <u>Research and Innovation:</u> Problem: However, there is no specific emphasis on research-based activities and there is a lack of the development of the culture of research and innovation in IIHMR University mainly in regards to SOM. Suggestions: It would be constructive to have a separate research center or institute in operation management in IIHMR University. This center could support multi-disciplinary research aboard encompassing the faculty, students and industrial players. Focus on research on such themes as process improvement, healthcare quality, and patient safety would help to enrich the evidence- based practices. Besides, the drive for practical innovative solutions for operations through cultivation of partnerships with hospitals and other industry players would enhance the same.
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	<u>Practical Exposure:</u> Problem: A disadvantage that students may encounter at IIHMR University is inadequate exposure and practice within the framework of the academic program in operations of the hospital. This can impact the ways in which they are able to draw theory to practical application, in a significant manner. Suggestions: IIHMR University should also explore the opportunity of increasing the services they offer in an internship or industry placements in order to increase the practical experience of the learners. To be precise, working in close coordination with a wide cross-section of healthcare facilities would afford students a real- world chance to acquire practical exposure to hospitals' extensive departments.
Suggestions for improvement	<u>Enhanced Industry Collaboration:</u> To enhance the learning of the students, IIHMR University should foster deep cooperation with hospitals and other healthcare institutions as it would allow offering the students practical placements as well as featuring guest speakers and researching in conjunction with the partner institutions. It is possible to involve advisory boards consisting of professionals from the industry in order to get a comparison of the present trends and difficulties in the industry and trim the curriculum under consideration in accordance with the existing requirements. <u>Skill Development Initiatives:</u> The following initiatives would improve students' competencies: Certification programs or workshops in new fields of operation management in today's health care organizations, health care analytic, quality improvement methods, and patient safety procedures. New training-accrediting courses such as skill development, management development modules, and practical training exposures would make it possible to assure employment readiness of the envisaged healthcare graduates. IIHMR University should include a review of its curriculum with input from industry partners, alumni and students that needs to be done on a regular basis. Such a process would enable it to be constant and more of a reflection of what the industry it is preparing its student, requires. Additional flexibility and choice could be included in the curriculum through the use of majors and option courses which could focus the learner on certain areas within the overall management of hospitals in line with their career preferences. <u>Global Engagement:</u> IIHMR University should motivate students and members of the faculty for international linkages and mobility that can provide them with

	different models of health care systems besides working practices and methods of management. Arranging international conferences or symposiums on health care management would add to the control and contact with other world experts in the area and expand the horizons of students. <u>Healthcare Innovation and Entrepreneurship:</u> Problem: A lack of adequate exposure and access to the concepts of entrepreneurship and innovations in the operational environment of the healthcare sector. Suggestions: The IV, hence, proposed the creation of an innovation lab/incubator at IIHMR University specializing in healthcare solutions. Promote students to come up with entrepreneurship initiatives focused on solving health care issues. Provide topics for courses on healthcare improvement, design thinking, and knowledge commercialization among the future healthcare leaders. <u>Health Informatics and Data Analytic:</u> Problem: Lack of qualitative and recurrent training in the health information and data analysis to enhance the hospitals' functionality. Suggestions: Developing specific coursework in health informatics, electronic health records, and operations and predictions. This way, work with IT companies and the healthcare system to practice data-driven decision making and healthcare analytical tools. Teach students how to utilize data to enhance patient care results, facility performances, and organization's financial performance. <u>Patient-Centered Care Models:</u> Problem: Little focus on paragon patient-centric health care delivery systems that involve a patients' preference to the outcome or satisfaction. Suggestions: Design programs in the customer relations and service, which would include elements of understanding patient attitudes, interacting skills, and diversity. Include simulations that enable the students to act as health workers to appreciate and set up patient-centered care practices. Promote people-oriented investigations and studies for gaining insights on patients' preference and satisfaction to bring long- lasting changes. <u>Gamification of Learning:</u> Launch gamified learning activities where students can participate in different virtual activities of operating a hospital; mimic operations and vie or cooperate in handling real-life situations affecting the facility. Besides, this approach helps to increase the retention of the material and develop teamwork and problem- solving skills.
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	<u>Telemedicine and Remote Healthcare Management:</u> Make available intensive telecommunications and other continuing relevant courses on telemedicine and remote healthcare management as the strength of virtual care increases. Ensure students are adept at using the telehealth platforms and networks as well as the proper ways of implementing new paradigms in delivery of healthcare. <u>Ethics and Artificial Intelligence (AI) in Healthcare: Ethics and Artificial Intelligence (AI) in Healthcare:</u> Incorporate ethical issues in the usage of AI in the health care business processes. Explain the issues like AI preconceptions, notwithstanding the confidentiality of health data, and the moral consequences of using AI in the provision of health care services. Foster generation of critical thinking and responsible use of AI technologies among students aspiring to become future healthcare managers. Thus, if IIHMR University aims to address these additional gaps and infuse innovative solutions and strategies in its MBA programme specializing in hospital operations management, let alone creating more adept hospital managers in the process, the University is capable of producing more health care leaders and innovative managers in this fast-paced stream of health care management.
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Signature of the Student Dr. Abhishek Kaushik



Approved by the IIHMR University's Mentor