

Internship Report

Submitted



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of
Master of Business Administration (MBA)
in
Hospital and Health Management

By

Sandhya Shekhawat

2024

REPORT

Introduction

The hospital discharge process is a critical phase in patient care, aiming to ensure continuity and prevent readmissions while maximizing patient satisfaction. However, achieving a smooth discharge often faces numerous barriers. Communication breakdowns between healthcare providers, patients, and families can lead to misunderstandings about discharge instructions and follow-up care. Inadequate discharge planning, where patients leave without proper resources or information, poses significant challenges. Additionally, resource limitations such as insufficient access to home healthcare or rehabilitation services can impede a smooth transition. Patients with complex needs, including those with multiple comorbidities or social determinants of health issues, require more coordinated and comprehensive planning. Furthermore, documentation issues, such as incomplete or inaccurate discharge summaries, can lead to care gaps and increased readmission risks. Conversely, several facilitators can enhance the discharge process. Effective communication ensures that all parties understand the discharge plan and follow-up care requirements. Comprehensive discharge planning involving multidisciplinary teams can address the diverse needs of patients. Educating patients and their families about their condition, medication management, and potential complications empowers them to manage their health effectively at home. Coordinating follow-up care before discharge improves continuity and reduces readmission likelihood. Lastly, utilizing technology, such as electronic health records (EHRs) and discharge planning software, can streamline documentation and information sharing, improving overall efficiency and effectiveness.

Objective of Internship

- **Understanding Hospital Operations:** Gain comprehensive insights into the day-to-day operations and administrative functions of the hospital, including patient flow, resource management, and healthcare policies.
- **Interdisciplinary Collaboration:** Develop teamwork and communication skills by working with diverse healthcare teams, including doctors, nurses, and allied health professionals, to deliver integrated patient care.
- **Patient Interaction:** Improve patient interaction and communication skills by engaging directly with patients and their families, understanding their needs, and providing support and education.
- **Research and Data Collection:** Conduct research and collect data relevant to the dissertation topic, using hospital resources and real-world scenarios to gather practical and applicable insights.
- **Problem-Solving and Critical Thinking:** Apply problem-solving and critical thinking skills to address clinical challenges, make informed decisions, and contribute to quality improvement initiatives within the hospital setting.
- **Ethical and Professional Standards:** Adhere to ethical guidelines and professional standards, understanding the importance of confidentiality, patient rights, and ethical decision-making in healthcare.

- **Personal and Professional Growth:** Reflect on personal and professional growth through self-assessment and feedback, identifying areas for improvement and setting goals for future career development in healthcare.

Organizational Profile

Rukmani Birla Hospital (RBH) in Jaipur is a multi-specialty hospital with world-class infrastructure offering comprehensive in-patient and out-patient services. Since its founding, RBH has been providing patients with complete medical care, encompassing outpatient services, neurosciences, gastroenterology, renal sciences, cardiology, orthopedics, and joint replacement, among others.

Patient-Centric High-Quality Care:

- Each department ensures optimal care, aimed at achieving the best possible outcomes.
- Patient comfort and convenience are prioritized throughout their healthcare journey.
- Strategies are implemented to provide a seamless patient experience, from scheduling appointments to discharge.
- Patients and their families are provided with comprehensive information to facilitate quick and informed decision-making.

Advanced Technology:

- Advanced testing equipment known for its precision and reliability is employed to ensure accurate results.
- State-of-the-art technology and superior equipment are utilized to provide optimal treatment and promote swift recovery.
- Innovation in medical technology is embraced, continuously seeking newer advancements to enhance patient care and achieve superior outcomes.

Best Treatments by Qualified Doctors:

- A team of highly skilled and experienced doctors ensures exceptional care and treatment.
- Comprehensive information regarding doctors, facilities, and treatment options is provided to patients and their families.
- Staff are extensively trained to deliver compassionate care and support to all patients.
- Doctors and hospital staff uphold the highest standards of care, ensuring optimal treatment outcomes.
- Visionary leadership enhances hospital management and departmental efficiency, contributing to achieving quality improvement goals effectively.

Value for Money:

- Patient satisfaction is a top priority, with clear communication of policies, facilities, and pricing details.

- The hospital provides a straightforward pricing model that builds trust and assures patients.
- Uncompromising standards in healthcare quality are maintained while ensuring affordability for all patients.
- Transparency in approach ensures patients have a seamless and confident experience from start to finish.

Core Values:

- Quality
- Innovation
- Teamwork
- Compassion

Services Provided:

- Critical Care Medicine
- Emergency Medicine
- Anaesthesiology
- Dental Sciences
- Paediatrics
- Pulmonology
- Dermatology
- Diabetes and Endocrine Sciences
- Dietetics
- ENT-Otolaryngology
- General Surgery
- Immunology and Rheumatology
- Internal Medicine
- Physiotherapy
- Plastic, Cosmetic and Reconstructive Surgery
- Radiology
- Robotic Surgery
- Renal Sciences
- Neurosciences
- Orthopaedics and Joint Replacement
- Cardiac Sciences
- Obstetrics and Gynaecology
- Gastro Sciences
- Ophthalmology
- Osteology
- Laboratory Medicine

Key Activities Undertaken Other Than Dissertation

- Orientation provided by Dr. Saket and Dr. Surbhi (Assistant Medical Superintendent) covered all hospital departments including ICU, OT, CCU, NICU, MICU, general ward, IPD, OPD, billing, TPA, dialysis, and pharmacy.
- Introduction to floor coordinators and staff on IPD floors to familiarize with hospital operations.
- Daily engagement with floor coordinators, observing and assisting in their responsibilities.
- Observation of daily activities across floors, focusing on admission and discharge processes.
- Participation in rounds with Dr. Surbhi across different floors, gaining practical insights.
- Detailed examination of the discharge process, including documentation, TPA handling, billing procedures, and pharmacy interactions.
- Conducted analyses and daily audits, emphasizing coordination among departments such as TPA and billing.
- Maintained daily records of planned and unplanned patient cases, noting consultant involvement and discharge delays.
- Conducted audits on physical and financial clearances for discharged patients daily.
- Participated in on-call bell audits and received orientation from floor coordinators on respective floors.
- Simultaneously initiated data collection for individual projects.
- Presented findings, interpretations, gap analyses, and solutions to the unit head through a comprehensive PowerPoint presentation.
- Compiled planned discharge schedules for the upcoming day.
- Identified daily gaps in the discharge process for continuous improvement.
- Tracked real-time bill sharing and TPA bill sharing times for planned discharges.

Key Learning from Dissertation

- **Comprehensive Departmental Orientation:** Gained in-depth knowledge through extensive orientation across critical departments such as ICU, OT, CCU, NICU, MICU, general ward, IPD, OPD, billing, TPA, dialysis, and pharmacy.
- **Hands-On Experience with Floor Coordinators:** Engaged daily with floor coordinators, learning firsthand about patient management, coordination, and administrative tasks on IPD floors.
- **Observation and Participation:** Observed daily hospital operations, including admission and discharge processes, and actively assisted in floor activities under the guidance of senior doctors.
- **Discharge Process Management:** Thoroughly analyzed and improved discharge processes, focusing on documentation accuracy, TPA handling, billing efficiency, and pharmacy coordination.
- **Data Collection and Analysis:** Initiated data collection for individual projects, performed daily audits, and maintained records to monitor patient care standards and operational efficiency.

- **Interdisciplinary Collaboration:** Collaborated with various departments to enhance coordination, streamline processes, and ensure seamless patient care from admission to discharge.
- **Presentation and Problem-Solving:** Presented findings, gap analyses, and proposed solutions to hospital management, demonstrating the ability to analyze complex data and suggest actionable improvements.
- **Continuous Improvement and Accountability:** Identified and addressed operational loopholes daily, contributing to ongoing quality improvement initiatives and ensuring timely patient care and financial clearances.