

Internship Report

Dissertation Report: Red.Health

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Introduction

This report details my internship experience at Red.Health, India's leading emergency ambulance care provider, from March 15th to June 15th, 2024. This immersive experience spanned various departments within Red.Health, each presenting unique challenges and opportunities for learning.

Objectives of the Internship

The primary objectives of this internship were to:

- 1. Gain Practical Exposure** Understand the intricacies of emergency medical services and hospital management through real-world experience.
- 2. Develop Relevant Skills** Enhance my expertise in areas such as operations, medical quality assurance, data analysis, customer relationship management, and business development.
- 3. Apply Theoretical Knowledge** Utilize the concepts learned during my PGDM in Healthcare and Hospital Management in a professional setting.
- 4. Contribute to the Organization** Support Red.Health's operations and initiatives through active participation in various departments.

Involvement in Day-to-Day Operations and Focused Projects

My internship involved a mix of routine management tasks and in-depth studies across different departments:

Routine Management

Assisted in Daily Operations

I engaged in communication and coordination within departments to ensure smooth workflow and efficient management of tasks. This included liaising between teams to facilitate operations and resolve any issues that arose promptly.

Participated in Meetings

I attended various meetings and discussions, actively contributing insights and gaining exposure to strategic planning and decision-making processes. These sessions provided a platform to understand organizational priorities and the rationale behind key business decisions.

Documented Processes

I created detailed reports documenting processes and findings, which I then presented to my superiors. This not only aided in maintaining transparency but also facilitated informed decision-making. The reports included data analysis, operational insights, and recommendations for improvements.

In-Depth Study

1. Orientation (March)

Immersion in Company Culture

During the orientation phase, I underwent comprehensive sessions with department heads to understand Red.Health's values, culture, and functions. This immersion was crucial in aligning my work approach with the company's ethos.

Observation of Operations

I observed various operational aspects, including call center operations, hospital collaborations, and the use of technology platforms. This provided a holistic view of the company's operational framework and service delivery mechanisms.

Assistance in JCI Accreditation

I contributed to the preparation for Joint Commission International (JCI) accreditation by assisting in medical record reviews. This involved ensuring that records met the required standards and identifying areas needing improvement.

2. Department Allotment (April 1 - May 15)

Growth Department Assignment

In the growth department, I focused on hospital sales. I conducted a detailed analysis of non-partnered hospitals in Hyderabad, segmenting them based on area and bed size using the metro map of Hyderabad. This analysis was the foundation for targeted sales strategies.

Field Sales and Hospital Partnerships

I visited approximately 40 hospitals in Hyderabad, engaging in field sales to secure partnerships. My efforts resulted in securing leads from non-partnered hospitals, contributing to approximately 3 L of revenue within a month. I successfully arranged meetings with six hospitals and brought three new hospitals on board with Red.Health.

3. Central Operations (April - May)

PNL Analysis of Fleet Operations

I conducted a Profit and Loss (PNL) analysis of fleet operations, focusing on fleet utilization data for Hyderabad city. This analysis helped identify areas for operational improvements and cost optimization, enhancing overall efficiency.

4. Customer Experience & City Business (May 15 - Present)

Strategic Account Management

As a Hospital Business Manager (HBM) for the five CARE hospitals in Hyderabad, I managed strategic accounts. This role involved maintaining strong relationships with hospital clients, addressing their concerns, and ensuring their needs were met.

Contract Analysis

I reviewed current contracts with the CARE unit, identifying loopholes and opportunities for improvement. Based on this analysis, I developed and implemented strategies that increased revenue by 11% and trip count by 50%.

Escalation Management

Handling client escalations was a critical part of my role. I ensured that each client escalation was resolved within 24 hours, demonstrating commitment to customer satisfaction and service excellence.

5. Marketing

CME and Networking Events

I conducted three successful Continuing Medical Education (CME) sessions for Emergency Room Heads of Department, along with marketing meetings and Chief Security Officer (CSO) meets. These events were designed to build a network in Hyderabad and enhance brand visibility.

Revenue Generation

Through these marketing and networking efforts, I was able to generate approximately 4.5 L in revenue. These activities also helped establish stronger relationships with key stakeholders in the medical community.

Learnings and Challenges Faced

Learnings

Practical Exposure

The internship provided a hands-on understanding of emergency medical services, hospital management, and the healthcare industry's operational intricacies. This real-world experience was invaluable in contextualizing theoretical knowledge.

Skill Development

I enhanced my skills in operations management, medical quality assurance, data analysis, customer relationship management, and business development. These skills are crucial for a career in healthcare management.

Theoretical Application

I successfully applied the concepts learned during my PGDM in Healthcare and Hospital Management in real-world scenarios. This included strategic planning, operational management, and client relationship management.

Client Relationship Management

I developed strong client management skills, learning to address and resolve client concerns effectively. This experience underscored the importance of maintaining positive client relationships for business success.

Strategic Planning and Implementation

Gaining insights into strategic planning and the implementation of initiatives to increase revenue and operational efficiency was a significant learning outcome. This involved analyzing data, identifying opportunities, and executing strategies.

Challenges

Coordination Across Departments

Ensuring effective communication and coordination across various departments was challenging. It required strong organizational skills and adaptability to manage diverse tasks and expectations.

Field Sales

Conducting field sales and securing partnerships with hospitals demanded persistence, effective communication, and negotiation skills. Building trust and convincing hospitals to partner with Red.Health was a significant challenge.

Data Analysis

Analyzing fleet utilization data and identifying areas for improvement required a meticulous approach and attention to detail. Ensuring data accuracy and deriving actionable insights was critical.

Client Escalation Management

Handling client escalations and ensuring timely resolutions tested my problem-solving abilities and resilience. It was crucial to address client concerns promptly to maintain service excellence.

Event Management

Organizing and conducting CME sessions and marketing meets required thorough planning, coordination, and execution skills. Managing these events effectively was essential for building networks and generating revenue.

Conclusion

The internship at Red.Health provided a comprehensive learning experience, allowing me to gain practical exposure, develop relevant skills, apply theoretical knowledge, and contribute to the organization's initiatives. The challenges faced during this period were valuable learning opportunities that enhanced my professional growth and preparedness for a career in healthcare management. This experience has equipped me with the tools and insights needed to excel in the dynamic field of healthcare services.