

SUMMER INTERNSHIP PROGRAM

at

Fortis Hospital Manesar, Gurugram



From 1st May 2024 to 29th June 2024

A REPORT BY

Tanish Jain

Master of Business Administration

(Hospital and Health Management)

2023-25

under the Mentorship of

Dr. P.R. Sodani, President IIHMR University, Jaipur

Mr. Rahul Khandelwal, Unit Head- Human Resource, Fortis Hospital Manesar, Gurugram



No. FHL-MANESAR-EX-05

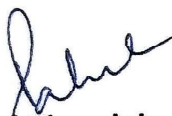
29-June-2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Tanish Jain S/o Mr. Shailendra Jain** has completed his Internship in the department of Human Resources at Fortis Hospital, Manesar, Gurugram from **01-May-2024** to **29-June-2024**

We wish him all the best in his future endeavors

For **Fortis Hospital, Manesar, Gurugram**



Rahul Khandelwal
Unit Head - Human Resources

Annexure A

Completion Certification from the Organization CERTIFICATE

This is to certify that Mr. **Tanish Jain** of 28th (2023-2025) of Hospital and Health Management of IIHMR University, Jaipur has worked with **FORTIS HOSPITAL MANESAR, GURGAON** for his summer internship from 1st May to 29th June 2024. The overall performance shown by him during the period was **excellent**. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 29th June 2023

(Signature of organization Mentor)

Name:

Rahul Khandejaal

Designation: Head - HR

Seal/Stamp of the Organization



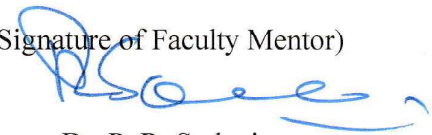
IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Tanish Jain** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESEARCH** has prepared a poster with respect to his summer internship held during May-June 2024.

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

Date: 22-07-2024

(Signature of Faculty Mentor)

A handwritten signature in blue ink, appearing to read 'P. R. Sodani', written over the printed name.

Dr. P. R. Sodani
President
IIHMR University, Jaipur



1, Prabhu Dayal Marg, near
Sanganer Airport, Maruti Nagar,
Jaipur, Rajasthan 302029

Name: Tanish Jain
Roll Number: 1864
Batch: 28th (2023-2025)
Faculty Mentor: Dr. P.R. Sodani
Organisation Mentor: Mr. Rahul Khandelwal

History

Fortis Healthcare expanded in Manesar, Gurugram, by acquiring Medeor Hospital from VPS Group. This move is part of Fortis's strategy to grow in the Delhi NCR region. The hospital, now part of Fortis, will have 350 beds and offer many medical services. This acquisition strengthens Fortis's presence in Gurugram, alongside its main facility, Fortis Memorial Research Institute (FMRI).

About

Fortis Hospital, Manesar, Gurugram, is Fortis Healthcare's second multispecialty hospital in the city. It has 350 beds, including 100 ICU beds, 15 emergency beds, 2 Cath Labs, and 9 operating theatres (OTs). The hospital features the latest technology and a team of skilled professionals focused on excellent patient care.

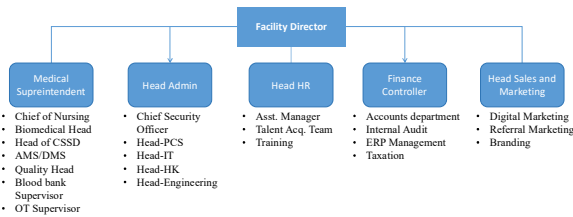
Vision

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

Mission

To be a globally respected healthcare organization known for Clinical Excellence and Distinctive Patient Care.

Organisation Structure



Theoretical Knowledge	Practical Knowledge
Understanding recruitment strategies and onboarding procedures.	Conducted market analysis and candidate screening; used platforms like Naukri.com.
Knowledge of interview techniques and negotiation strategies.	Assisted in interviews and salary negotiations; verified documents.
Steps involved in onboarding and ensuring compliance.	Coordinated onboarding; documented paperwork and compliance.
Hospital geography, department allocation, and internal infrastructure.	Gained insights into hospital placement, types of ICUs, and department allocations.
Staff hierarchies, roles, and pay structures.	Studied staff roles and pay structures; learned about allowances and deductions.
Statutory compliance requirements (PF, ESI, gratuity).	Understood compliance requirements for employees.
HRMS tools and platforms for managing employee information.	Utilized ORACLE CORE and conducted online interviews and tracked activities.

Strengths

- Well established
- Skilled workforce
- Government collaborations
- Patient centric approach

Weaknesses

- Staffing Challenges
- Financial constraints

Opportunities

- Technological advancements
- Specialised services
- Direct accessibility
- Renovated with exceptional exterior infrastructure
- Strategic Launch

Threats

- Premium and Costly
- Rising Competition
- Negative critics
- Financial constraints

Insights and Learnings from the New Project at Fortis Hospital Manesar

Comprehensive Understanding of Recruitment:

Developed a thorough understanding of the recruitment lifecycle from market analysis to onboarding.

Effective Communication and Negotiation Skills:

Enhanced communication and negotiation skills through interactions with potential candidates and stakeholders.

Hospital Operations Insight:

Gained valuable insights into the internal workings, department hierarchies, and operational processes of a hospital.

Compliance and Compensation Management:

Understood the intricacies of salary management within the healthcare sector.

Coordination and Process Management:

Improved coordination skills through managing induction processes and training programs for new employees.

Gaps Identified

- Additional HR personnel are needed, particularly for facility visits and onboarding processes.
- Budget expectations for nursing and paramedical roles often do not meet candidates' expectations.
- Lack of systematic bifurcation between walk-in and online interviews.
- Only one platform used for CV screening.
- Documentation and feedback forms need face-to-face explanations to minimize errors.
- Refreshments should be provided for candidates during the onboarding process.
- More HR personnel are required for the onboarding process.

Recommendations

- Increase HR Manpower
- Align Budget Expectations
- Enhance Interview Process
- Improve Onboarding Process
- General Improvements

Learnings

- Enhanced communication and interpersonal skills through candidate interactions and onboarding processes.
- Improved organizational abilities by managing recruitment tasks and maintaining documentation.
- Gained experience in salary negotiations and candidate discussions.
- Adapted to a dynamic environment, handling various HR roles and responsibilities.
- Conducted market analysis for candidate screening, using platforms like Naukri.com, LinkedIn to improve recruitment quality.

Challenges:

- Rejection from candidates who are currently employed elsewhere or do not want to join.
- High candidate turnover due to competitors offering higher salaries or better positions.
- Difficulties convincing candidates to accept lower salaries or positions.
- Low conversion rate despite calling many candidates.
- Maintaining documents in chronological order for each candidate is challenging.
- Enduring harsh weather conditions in Manesar while taking doctors for hospital visits.

Study of customer preferences in the neighborhood to develop a market plan for a new hospital in Manesar, Gurugram

Research Methodology

This observational study employs statistical analytical methods to elicit preferences for Fortis Hospital Manesar Gurugram, using a cross-sectional design and an applied qualitative approach. Various attributes, such as the image of the hospital, price of services, geographical preferences, and specialty services, were included in the questionnaire. The first part of the questionnaire gathers demographic information and employment status, while the second part focuses on mapping customer preferences based on the selected attributes.

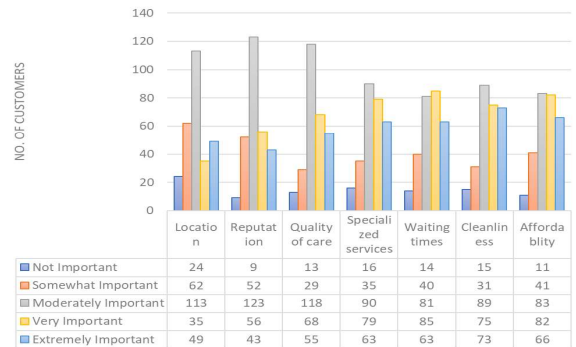
Study Population and Sampling

In this study, a convenience sampling method was employed to gather data on the preferences for Fortis Hospital Manesar Gurugram. According to the Population census 2011-2030, the population of Manesar is approximately 33,100. The sample size can be determined using Cochran's formula to ensure a reasonable level of confidence in the results. Based on this calculation, the sample size for this study is 283.

Results

- 30% prioritize location when choosing a new hospital.
- 35% value a hospital's reputation as a prime factor.
- 43% consider quality of care as crucial when selecting a hospital.
- 50% prioritize specialized services in their hospital choice.
- 52% believe waiting time in hospitals is a key consideration.
- 52% emphasize cleanliness when choosing a new hospital.
- 52% factor in cost when making hospital choices.

Customer Preference



Conclusion:

The study identifies location, reputation, quality of care, specialized services, waiting times, cleanliness, and affordability as key factors influencing hospital choice in Manesar Gurugram. Open-ended responses further emphasize accessibility, affordability, exceptional facilities, better management, hygiene, technological integration, less waiting time, and more quality staff. Implementing these findings will significantly impact the healthcare industry, demonstrating the interventional nature of this research.

Recommendations/Suggestions:

- Prioritize improving accessibility and affordability.
- Enhance the quality of care provided.
- Develop and maintain exceptional facilities.
- Implement better management practices.
- Ensure high standards of hygiene throughout the hospital.
- Integrate advanced technological solutions.
- Reduce waiting times for patients.
- Hire and retain more quality staff.
- Tailor marketing strategies to emphasize these key factors.
- Continuously monitor and respond to patient feedback for ongoing service improvement.

Usefulness of the Internship:

- Learned to interact and communicate effectively with candidates, employees, and common people during surveys.
- Gained insight into the work culture of the organization.
- Developed punctuality in terms of time management.
- Adapted to different environments.
- Understood the concept of deep learning and the importance of self-study, as advised by my mentor.
- Enhanced task organizing skills, including maintaining documentation and following up with candidates.

Weekly report: 1

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 1

From: May 1, 2024 to May 5, 2024

Activity Done	• Visited and explored the hospital on the first day of joining. • Introduction about the hospital: ✓ Geographical placement of hospital ✓ Understanding payers (Cash, TPA, Panel, PSU, Corporates) ✓ Types of ICUs (MICU, NICU, PICU, SICU, KTP ICU, BMT, LIVER) ✓ Sensor (WARDS & ICU) & Non-Sensor (OT, CATHLABS, ER, DIALYSIS) portions of a hospital ✓ FORTIS- 350 bedded (300 S and 50 NS) • Understanding the Recruitment Process • Understanding the pillars of hospital (Operations, Finance, sales, HR) who collectively generates revenue, EBITDA, • Understanding manpower planning (non-clinical, clinical, nurses, paramedics)
Linking theory (Classroom learning) with practice at your organisation	1. Human resource management 2. Recruitment 3. Hospital planning
Gaps identified on the working area.	1. Manpower in HR majorly for facility visits for new joiners and onboarding process)

Suggestions for improvement Plan for the next week	Nil 1. Recruitment Analysis 2. Interviews coordination and conduction with stakeholders 3. Onboarding process for employees of the organisation.
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Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 2

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 2

From: May 6, 2024 to May 11, 2024

Activity Done	• Onboarding of newly joined employees. • Screening and Market analysis of required candidates. • Understanding the Qualifications job roles and job description for recruitment of different profiles for the organisation. • Understanding Operation theatre staff hierarchy. • Understanding Nursing Staff hierarchy • Screening of potential candidates for nursing profile and OT Managers and Supervisors • Understanding talent Acquisition. • Assisted in conduction of interviews of Nursing profile and OT staff with the stakeholder.
Linking theory (Classroom learning) with practice at your organisation	1. Business communication and effective interaction
Gaps identified on the working area.	1. Anticipated budgeting for the profile of Nursing and Paramedical mostly disappoints the candidate's expectations. 2. No specific systematic bifurcations for walk in and online interviews.
Suggestions for improvement	1. Specific days allotment for online and walk in candidates. 2. Specific platform to be used for online interviews.

Plan for the next week	1. Salary negotiation pattern & process 2. Documentation and registration process 3. Process of onboarding 4. Hospital visits and mapping 5. Understanding the internal infrastructure of Fortis Hospital and learning about the connectivity between different departments
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Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 3

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 3

From: May 13, 2024 to May 19, 2024

Activity Done	• Understanding mapping and positioning of different departments of the hospital. • Understanding the blueprints of the hospital and allocation and numbers of departments. • Market analysis of the potential candidates for nursing for the recruitment process. • Market screening through Naukri.com for staff nurses. • Understanding the pay structure of fortis for nurses • Understanding the deductions and allowances specifies to ICU and critical care nurses. • Observed the salary negotiation with shortlisted candidates.
Linking theory (Classroom learning) with practice at your organisation	Compensation and negotiation (HR module)
Gaps identified on the working area.	Nil
Suggestions for improvement	Nil
Plan for the next week	• Interviews of specified nurses according to the departments. • Understanding other departments for recruitments like PCS, security, billing & TPA, admissions. • Negotiations and interactions with the candidates

Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 4

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 4

From: May 20, 2024 to May 26, 2024

Activity Done	• Negotiations with candidates of nursing. • Document verification and collection for the process of onboarding of the selected employees for the organisation. • Learning different areas of nurses • Hierarchy of nurses. • Screening of different positions of nurses. • Screening and market analysis of supervisors and ANS and DNS posts of nursing. • Coordinating with the Stakeholder of nursing CNO • Excel formatting of file tracking for the newly joined employees for onboarding.
Linking theory (Classroom learning) with practice at your organisation	Negotiation and compliance
Gaps identified on the working area.	• Documentation and feedback forms to be explained face to face for less errors before onboarding. • Provide refreshments for the candidates waiting for onboarding process. • Limited number of joining should be done in a day for cross checking and for reducing the chances of miss handling and errors in the system. • Remainders and rechecking for completion of the employee files should be done every week. • Manpower for onboarding process
Suggestions for improvement	• Improvement for the candidate experience in the sector of refreshments. • Systematic onboarding dates to be organised • Rechecking systems and remainders should be supervised every week to reduce piling of work.

Plan for the next week	• Understanding compliance for the employees • Understanding annexure of salaries • Understanding some tools of excel that are to be used in salary annexure making process. • Online interviews conduction for the nursing candidates.
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Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 5

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 5

From: May 27, 2024 to June 2, 2024

Activity Done	• Understanding the types and hierarchy biases in a working place. • CV and resume screening for different profiles of nurses. • Follow-ups with the shortlisted candidates through online mode and coordinated for salary discussion and negotiation. • Understanding compliance for the employees (PF, ESI, GRATUITY) • Understanding annexure of salaries (DEDUCTIONS AND ALLOWANCE) • Understanding some tools of excel that are to be used in salary annexure making process.
Linking theory (Classroom learning) with practice at your organisation	• Recruitment and selection • Statutory compliance for HR managers
Gaps identified on the working area.	NIL
Suggestions for improvement	NIL
Plan for the next week	• Organogram of Fortis hospital • Positions we are hiring for the new unit of fortis Manesar. • Concept of competency • Interviews and Onboarding • Induction process for newly joined

Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 6

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 6

From: June 3, 2024 to June 9, 2024

Activity Done	1. Assisted in the interview conduction process for nurses. 2. Coordination and conduction of the Induction process for the new employees with the stakeholders. 3. Understanding the hierarchy and organogram of the hospital. 4. Had a briefing about the concept of competency. 5. Understanding the different departments required in a hospital 6. Portals used for employee's information and interaction (ORACLE AND EXECLITY) 7. Interviews and onboarding 8. Screening and market analysis for nursing officer and different profiles of nursing.
Linking theory (Classroom learning) with practice at your organisation	• Recruitment and selection • Induction from HRM module
Gaps identified on the working area.	
Suggestions for improvement	NIL
Plan for the next week	6. Assessment of interviews for quality nurses 7. Converting the potential candidates and taking the first round of interview as HR. 8. Closing the position of nursing profiles for recruitment 9. Documentation for onboarding.

Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly report: 7

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

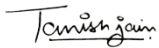
Week no: 7

From: June 10, 2024 to 16 June, 2024

Activity Done	• Assessment of interviews for quality nurses • Converting the potential candidates and taking the first round of interview as HR. • Documentation for onboarding. • Onboarding of new employee. • Employee's id generation. • Discussing and understanding about AI in healthcare. • Had a session on how to present data on MIS platform. • Job posting for new requirements and profiles.
Linking theory (Classroom learning) with practice at your organisation	• Hospital planning • Digital health • Human resource management
Gaps identified on the working area.	• Only using 1 platform for screening of different CV's • Delays in job requisition approval. • Lack of standardized interview questions and assessment criteria.
Suggestions for improvement	• Can incorporate more platforms like indeed.com for screening. • Daily reminders prompt on personal systems of authority holder for approvals.

Plan for the next week

10. Understanding the process of recruitment and candidate experience.
11. Excel reporting for conversions and candidates on individual prospect for analysis.
12. Understanding different profiles, job description and criteria for selection of a candidate.
13. Conduction and coordinating development and training team for conduction of trainings and induction.

**Signature of the Student****Approved by the IIHMR University's Mentor**

Weekly report: 8

Name of the Organisation: FORTIS HOSPITAL, MANESAR GURGRAM

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 8

From: June 17, 2024 to 23 June, 2024

Activity Done	• Understanding the process of recruitment and candidate experience. • Excel reporting for conversions and candidates on individual prospect for analysis. • Understanding different profiles, job description and criteria for selection of a candidate. • Conduction and coordinating development and training team for conduction of trainings and induction. • Worked on the recruitment of CSSD supervisors, understanding their work profiles, coordinating their interviews, negotiating their salaries, and finally onboarding them.
Linking theory (Classroom learning) with practice at your organisation	• Hospital planning • Human resource management • Recruitment and Selection
Gaps identified on the working area.	Nil
Suggestions for improvement	Nil
Plan for the next week	-

Tanish Jain

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled report

Name of the Organisation: FORTIS HOSPITAL MANESAR, GURUGRAM

Area/ Department/ Project of Summer Internship Program: Human Recourse

Name of the Student: Tanish Jain

Roll no: 1864

Stream: MBA Hospital and Health Management (Batch 28th, 1st Year)

Activity Done	• Week 1: • Onboarding of newly joined employees. • Screening and market analysis of required candidates. • Understanding qualifications, job roles, and descriptions for recruitment. • Understanding operation theatre staff hierarchy and nursing staff hierarchy. • Screening potential candidates for nursing profile and OT managers/supervisors. • Assisted in interviews of nursing profile and OT staff. • Week 2: • Assisted in the interview conduction process for nurses. • Coordination and conduction of the induction process for new employees. • Understanding the hierarchy and organogram of the hospital. • Learning about employee information portals (ORACLE CORE). • Screening and market analysis for nursing officer profiles. • Week 3: • Understanding mapping and positioning of different hospital departments. • Market analysis of potential nursing candidates. • Screening through Naukri.com for staff nurses. • Understanding the pay structure, deductions, and allowances for ICU and critical care nurses. • Observed salary negotiation with shortlisted candidates. • Week 4:
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	• Negotiations with nursing candidates. • Document verification and collection for onboarding. • Learning the hierarchy of nurses and screening different positions. • Coordinating with the Chief Nursing Officer. • Excel formatting for tracking newly joined employees. • Week 5: • Understanding biases in the workplace. • CV and resume screening for different nursing profiles. • Follow-ups with shortlisted candidates for salary discussion and negotiation. • Understanding compliance (PF, ESI, Gratuity) and salary annexure. • Week 6: • Recruitment process understanding. • Hospital operations, finance, sales, and HR pillars. • Manpower planning for non-clinical, clinical, nurses, and paramedics. • Week 7: • Assessment of interviews for quality nurses. • Documentation for onboarding. • Employee ID generation. • Discussing AI in healthcare and MIS platform data presentation. • Job posting for new requirements and profiles. • Week 8: • Understanding the recruitment process and candidate experience. • Excel reporting for conversion analysis. • Job description and criteria for candidate selection. • Recruitment of CSSD supervisors and onboarding them.
Linking theory (Classroom learning) with practice at your organisation	• Human Resource Management (HR Module): Compensation, negotiation, recruitment, selection, induction, compliance, manpower planning.

	• Hospital Planning and Digital Health: Understanding hospital blueprints, internal infrastructure, and digital health integration.
Gaps identified on the working area.	• Anticipated budgeting for nursing and paramedical profiles often disappoints candidates. • Lack of specific systematic bifurcations for walk-in and online interviews. • Documentation and feedback forms need face-to-face explanations to reduce errors. • Limited platforms for CV screening and job requisition approval delays. • Lack of standardized interview questions and assessment criteria.
Suggestions for improvement	• Allocate specific days for online and walk-in candidates. • Use specific platforms for online interviews. • Improve candidate experience by providing refreshments. • Organize systematic onboarding dates and ensure regular rechecking systems. • Incorporate more platforms like indeed.com for CV screening. • Daily reminders for job requisition approvals to reduce delays.

Tanish Jain

Signature of the Student:

Approved by the IIHMR University's Mentor: