

SUMMER INTERNSHIP PROGRAM

at



**Dr Prabhat Memorial
Hiramati Hospital**

From 7st May 2024 to 15th July 2024

A REPORT BY

Dr Swarna dipti

Master of Business Administration

HOSPITAL AND HEALTH MANAGEMENT

2023-25

Under the Mentorship of

MR VIDYA BHUSHAN TRIPATI

ASSISTANT PROFESSOR





DR. PRABHAT MEMORIAL HIRAMATI HOSPITAL

(A unit of Caring Hands Healthcare Pvt. Ltd.)

Plot No. 106/107-B Road No.2, (Near Dinkar Golamber) Rajendra Nagar, Patna - 800016



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DPMH/HRD/24-25/0076

18th July, 2024

TO WHOM IT MAY CONCERN

Dr. Prabhat Memorial Hiramati Hospital (A unit of Caring Hands Healthcare Pvt. Ltd.) is Multi Specialty Medical centre provides advanced services in the field of Emergency Medicine, Cardiac Sciences, Orthopedic and Vascular Surgery. Equipped with state of the art Specialties with ventilator facility with N.I.C.U, dialysis unit, major & minor OT, 24X7 advanced ICU, pharmacy, laboratory and radio diagnosis along with other medical specialties.

To evolve as a benchmark in quality healthcare services for the people of our country and also to demonstrate our commitment, we integrate certain fundamental values into our daily practices.

This is to certify that Dr.Swarna Dipti student of IIHMR University,Jaipur has completed her Internship in the department of "Operations & Quality" with us from 06th May, 2024 to 15th July, 2024 under the guidance of Mr. Nitesh Kumar Tiwary(Quality Control Manager) & Kriti Kumari(Asst. Manager Operations).

During this period we found her work satisfactory.

We wish her good luck in all her future endeavors.

Authorized Signatory



IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Swarna Dipti** of academic year 2023-25 of the **Institute of Health Management Research** has prepared poster with respect to her summer internship held during May – July 2024.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date : 24-07-2024

A handwritten signature in blue ink, appearing to read 'Dr. Vidya Bhushan Tripathi', written over a light blue circular stamp.

Dr. Vidya Bhushan Tripathi

Assistant Professor

IIHMR University Jaipur

ABOUT THE HOSPITAL

- Lead by the vision of Late, Dr. Prabhath Kumar of establishing state of the art treatment facility in Bihar. Dr. Prabhath Memorial Hiramati Hospital initiated by Alumni of AIIMS, New Delhi is a boon for patients seeking medical help.
- The hospital is committed to provide the highest possible standard of care and treatment in a professional and compassionate manner to every person who avails of our services.
- We believe in building a first class patient focused service based on high quality and evidence based practice throughout the organization



Mission
To provide ethical compassionate and affordable healthcare to all.

Vision
Treat the sick with passion and compassion encompassing all peoples and advancements.

STRENGTHS

- Dedicated consultant for emergency trauma and critical care 24*7
- Easily accessible top management
- Public relation activity through education and awareness
- Infrastructure
- Empathetic caring environment
- Equipped with PM-JAY with maximum surgical procedure

WEAKNESS

- Less brand recognition in the market
- Information bottleneck in middle management level
- The hospital is away from the Patna city
- Horticulture is not present

SWOT

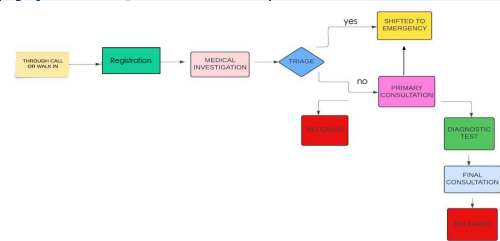
OPPORTUNITIES

- Availability of dedicated consultant around the clock 24*7
- Accessibility and affordable for everyone
- Very few hospital for this type of specialty in near by area
- Growing population and healthcare awareness
- Investing in advance healthcare technology

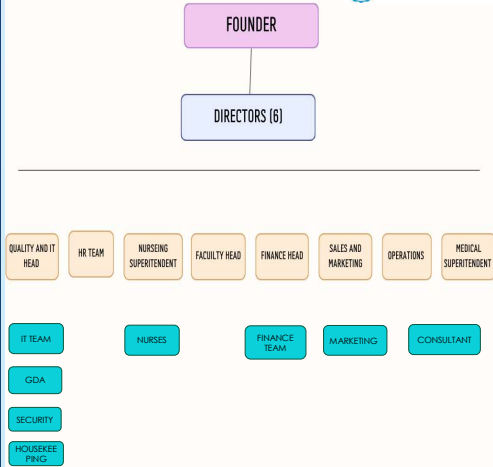
THREATS

- Changing insurance policies in the healthcare sectors
- Increasing competition in the market
- Changes in medical practices, government regulation can impact the hospital

OUTPATIENT CONSULTATION PROCESS IN DR PRABHATH MEMORIAL HIRAMATI HOSPITAL



ORGANISATION STRUCTURE



OUTPATIENT CONSULTATION PROCESS.

CHALLENGES

- Adapting to work environment and culture
- Complex and dynamic organization that require high standard of performance
- Collecting data about the patient
- Initially staff hesitated to coordinate due to unknown identity



LEARNING

- Learn about the outpatient consultation process
- Learn how different department are interrelated
- Learn about various different terminology, and different diagnostic test and what is the approximate tat of the test.
- Gap in the outpatient department
- Communication skill also become better

THEORETICAL INSIGHTS AND PRACTICAL OBSERVATIONS

- Theoretical works helps to understand the fundamental concepts and helps to know how the somethings works
- Practical knowledge helps us to face critical and complex situation
- Theoretical gained knowledge about each and every departments practically how each departments works in a coordinated way
- Theoretical gained knowledge about the disaster management and different safety codes practically attended the training and explained what to do if any mishapening occurs
- Theoretical gained knowledge about communication skill verbal and non verbal practically able to communicate well

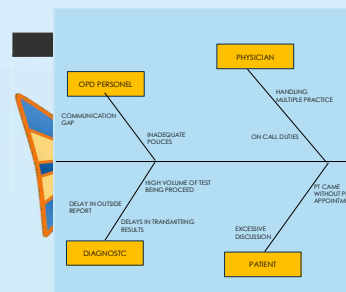
OBJECTIVES

- To study the outpatient consultation process
- To study the factors involved in the process of outpatient consultation
- To find out the factors effecting delay of outpatient consultation
- To study the role and responsibilities of opd personnel during the outpatient consultation.

METHODOLOGY

- An observational study was done on opd consultant process
- An observational study of workflow was done from 25.04.2024 to 11.07.2024
- The patient were track during various phases of opd consultant registration -> PRIMARY CONSULTATION -> DIAGNOSTIC -> FINAL CONSULTATION
- Time was noted for each phase and remarks were noted for reasons which delays the consultation process
- Data analysis - data was analyzed with the help of MS-excel

FISH BONE DIAGRAM FOR OUT PATIENT CONSULTANT DELAY

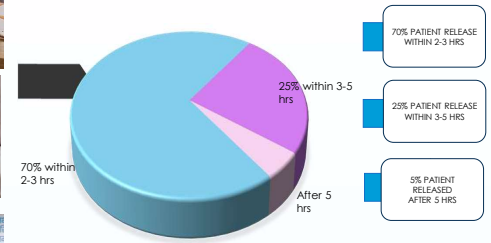


ANALYSIS

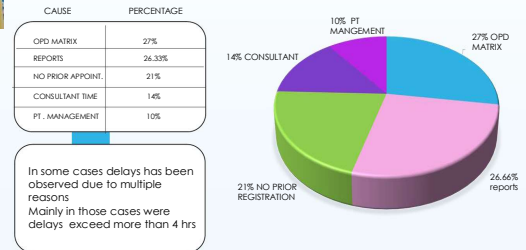
The analysis of the outpatient consultation process is slightly high to the ideal time. It is should be approximately in between 2-3 hrs. The 100 sample size is selected. 70 patients released within 2-3 hrs. 30 patient released after 3 hrs. The reason found out to be maximum delay is due to outside report and not following opd matrix. 27% Waiting for the reports is the reason of 26.66% delays. No prior appointments can be the reason of 21% delays

Consultant time due to handling multiple practices and on call duties can be the reason of 14% delays Inadequate policies and miscommunication can cause delays of 10% patient. It was found out that main delays is due to outside report and not following opd matrix. It effect older patient as well as newer patient.

OPD consultation time taking the data of 100 patient



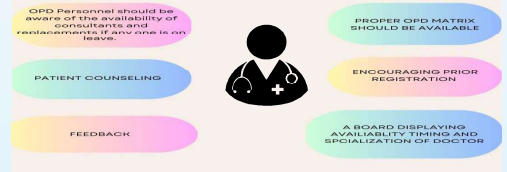
DELAY REASON IN OPD



Older patient delay mainly due to not following opd matrix
Newer patient delay due to no prior registration



Recommendation



Doctor Name	Available days	Available Time	Replacement Needed?	Replacement Doctor	Notes
Dr. Raju Ranjan	Mon, Wed, Sat	10:00 am – 4:00 pm	No	N/A	Regular schedule
Dr. Satish Kr.	Mon-sat	10:00 am – 4:00 pm	Yes	Dr. Alu	Dr. Satish attending a conference
Dr. Alu Theerth	Fri- Wed	10:00 am- 5:00 pm	no	N/A	Regular schedule
Dr. Shiroaz	Mon- Thurs	10:00 pm- 6:00 pm	Yes	Dr. Ranjeet	Dr. Shiroaz is in surgery
Dr. Syed	Mon- Thurs	12:00pm- 5:00 pm	Yes	Dr. Raju Ranjan	Dr. Syed is on leave

RECOMMENDATION OF OPD MATRIX DESIGN

- Opd personnel knows the availability of doctors.
- Leading to boosting advance registration
- Reducing waiting time in opd that increase patient satisfaction and fewer walkways
- Helps clear communication between patient and healthcare staff
- Provides patient with a clear follow-up schedule
- Equal distribution of time for each patient
- Leading to increase opd admissions

BENEFITS OF PROPER OPD MATRIX

USEFULNESS OF INTERNSHIP

- Practical exposure about the hospital and hospital management system
- Enhanced learning on hospital management system
- Building professional network
- Improved my skills like time management, working as a team, coordination



Reporting Format (Weekly)

Name of the Organization: Dr Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna dipti

Roll no: 1862

Stream: Hospital and Healthcare management

Week no: 1(6th May-24 to 11th May-24)

From: ...6th May 2024...to...5th July 2024 ..

Activity Done	- Joining in the organization - Introduction about the hospital and got to know about the policies of the organization - Observed in the call center, about its functioning at hospital - Observation in the reception area - Observation in emergency billing and emergency ward - Fire management classes
Linking theory (Classroom learning) with practice at your organisation	- Hospital as a system. - Role of hospital administrator. - Accident and emergency services - Disaster management
Gaps identified on the working area.	Admission process slightly lengthy leads to patient flow bottleneck in the emergency department
Suggestions for improvement	- Admission planning: start admission planning as early as possible - Effective communication between healthcare providers, patients, family about discharge instructions
Plan for the next week	- Outpatient department - Understanding emergency service policy - Finding common problems of opd

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Dr Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna dipti

Roll no: 1862

Stream: Hospital and Healthcare management

Week no: 2(13th May-24 to 18th May-24)

From: ...6th May 2024...to...5th July 2024 ..

Activity Done	- Outpatient department patient arrive at hospital for registration and receive a new unique id no for their visit - Access to diagnostic service such as pathology, x ray, ultrasound, TMT test for proper diagnosis and appropriate treatment - Opd has separate billing department to improve patient experience to provide accurate and quick billing - Separate nursing care is there for taking vitals of the patients - Participated in celebration of nurse day honour and recognize the invaluable contributions of nurses to the healthcare
Linking theory (Classroom learning) with practice at your organisation	- Outpatient department -objective function of outpatient department - Types of opd service, different areas of opd service - Common problems of opd patient - Role of different healthcare provider (nurse)
Gaps identified on the working area.	Delays and wastage of time its is the most common problem in the Opd
Suggestions for improvement	- Cross-training staff to handle multiple tasks and ensuring adequate staffing during peak times can help reduce delays. - Regularly collecting feedback from patients and staff about delays and inefficiencies can provide insights into areas needing improvement - Effective communication between healthcare providers, patients, family about the opd service
Plan for the next week	- Third party administration how it works - Inpatient department coordination of inpatient department - Common problems of inpatient department

Signature of the Student

Approved by mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare management

Week no: 3(20th May-24 to 25th May-24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Observed at TPA department how to interact with patient during cashless claim process, explain them the procedure and assist with documentation. - Learned about empaneled hospitals. - Observed at IPD counter – time taken to process patient admission and their bed allocation. - Observed at IPD billing – after patient is discharged to generate bill that includes accommodation, treatment procedure, medication charges, diagnostic charges. - Observed that explanation is given to patient at IPD billing why they are being charged and for what.
Linking theory (Classroom learning) with practice at your organisation	- N/A
Gaps identified on the working area.	- Patient experienced long waiting time at TPA desk - Poor communication between billing staff, patients and doctor's coordinators leads to misunderstanding and delay in billing process.
Suggestions for improvement	- Assess staffing levels at the TPA desk and adjust as needed to ensure adequate coverage during peak periods and reduce wait time for patients - Hold regular meetings between billing staff and doctor's coordinators to discuss and resolve any ongoing issues
Plan for the next week	- Floor management

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare management

Week no: 4 (27th May-24 to 1st June -24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Observation of inpatient department Tracking the process from patient admission to discharge - Noticing how medical supplies, equipment, and staff time are allocated and used. - Understanding how patient record maintain both digitally and physically - Observing how feedback is collected from patients and families, and how it is used to improve services. - Understanding interdepartmental communication and staff level managed - Understanding key performance indicators (KPIs) - Understanding about the inpatient problem and counselling the patient
Linking theory (Classroom learning) with practice at your organisation	- Inpatient department - ICU CCU NICU PICU GENERAL WARD PRIVATE WARD - Key performance indicators
Gaps identified on the working area.	- Excessive and redundant paperwork burdening healthcare providers and diverting time from patient care. - inadequately communication during handovers and shift changes.
Suggestions for improvement	- Create clear and consistent guidelines for handovers and checklists to ensure all critical information is covered during handovers. - Optimize EHR systems to make data entry more intuitive and efficient. - Implement voice recognition software to allow providers to dictate notes directly into the EHR. - Employ medical scribes to assist with documentation, allowing providers to focus more on patient care.
Plan for the next week	- Floor management - Working on the project

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare management

Week no: 5(3th june-24 to 8th June -24)

From: ...6th May 2024...to...5th July 2024 ..

Activity Done	- Floor management Ensure efficient patient admissions, transfers, and discharges in each ward - Address patient and family concerns promptly and effectively. - Selecting a project topic and problem statement
Linking theory (Classroom learning) with practice at your organisation	- Inpatient department - Interpersonal communication - Research methodology
Gaps identified on the working area.	- slightly Lacking coordination between departments can lead to inefficiencies, miscommunications, and fragmented patient care. - Nurses often have to manage multiple patients simultaneously, leading to physical and mental fatigue. - Slightly slower discharge process makes the attendant frustrated
Suggestions for improvement	- Establish clear communication channels, regular interdisciplinary meetings, and collaborative protocols to ensure seamless coordination and teamwork. - Ensure proper staffing levels to distribute the workload more evenly and consider implementing a rotational system to give attendants breaks and reduce burnout. - Track the discharge progress and finding out the reason of delay
Plan for the next week	- Working on the project

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare management

Week no: 6(10th june-24 to 15th June -24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Floor management (same work as previous week) - Research problem selected, literature review on the selected topic - Formulation of hypothesis and sample size selected
Linking theory (Classroom learning) with practice at your organisation	- Inpatient department - Interpersonal communication - Research methodology
Gaps identified on the working area.	- Gaps identified same as previous week
Suggestions for improvement	- Establish clear communication channels, regular interdisciplinary meetings, and collaborative protocols to ensure seamless coordination and teamwork. - Ensure proper staffing levels to distribute the workload more evenly and consider implementing a rotational system to give attendants breaks and reduce burnout. - Track the discharge progress and finding out the reason of delays
Plan for the next week	- Working on the project - Posting in quality department

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare management

Week no: 7(17 june-24 to 22 June -24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Introduction to quality department - Introduction to administration block MRD, FINANCE, HR , SUPPLY CHAIN DEPARTMENT ,ACCOUNTS , MARKETING , COOPERATE MARKETING DEPARTMENT what is the role of each department - Working on the project
Linking theory (Classroom learning) with practice at your organisation	- Administration system in hospital - Research methodology
Gaps identified on the working area.	- not yet in the administrative department and quality department
Suggestions for improvement	- nil firstly analyze the root cause of the delay in out patient consultation process of the patient
Plan for the next week	- Working on the project - Continue in the quality department

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare managements

Week no: 8(24 june-24 to 29 June -24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Working on the project reducing the patient waiting time in the hospital - Sample size selected (100) - Finding the different reason for patient delay - Root analysis the reason of delaying of patient in opd
Linking theory (Classroom learning) with practice at your organisation	- Administration system in hospital - Research methodology
Gaps identified on the working area.	- Poor communication among healthcare providers, staff, and patients can lead to misunderstandings and delays. - poor scheduling practices can lead to patients having to wait longer than expected.
Suggestions for improvement	- proper training of the staff - Schedule appointments in a staggered manner to avoid having too many patients arriving at the same time, which can lead to congestion and delays. - Improve communication skills among staff to ensure clear and effective interactions with patients.
Plan for the next week	- Working on the project - Continue in the quality department

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organization: Prabhat memorial hiramati hospital

Area/ Department/ Project of Summer Internship Program: Department of operations

Name of the Student: Swarna Dipti

Roll no:1862

Stream: Hospital and Healthcare managements

Week no: 9(30 june-24 to 5 July -24) **From:** ...6th May 2024...to...5th July 2024 ..

Activity Done	- Working on the project reducing the patient waiting time in the hospital - All the sample is being collected - Analyzing the main reason for delay - Making the presentation for the organization
Linking theory (Classroom learning) with practice at your organisation	- Research methodology
Gaps identified on the working area.	It was found out the delay is due to outside report and patient come without prior appointment and opd matrix is not being followed
Suggestions for improvement	- proper training of the staff - Schedule appointments in a staggered manner to avoid having too many patients arriving at the same time, which can lead to congestion and delays. - Strictly opd matrix is being followed a new set of opd matrix is suggested
Plan for the next week	- Get approved by the organization mentor

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: DR PRABHAT MEMORIAL HIRAMATI HOSPITAL, PATNA
Area/ Department/ Project of Summer Internship Program: OPERATIONS AND QUALITY DEPARTMENT

Name of the Student: SWARNA DIPTI

Roll no: 1862

Stream: HOSPITAL & HEALTH MANAGEMENT

Activity Done	On the first day we completed the necessary documentation and get to know about rule and regulation of the hospital. Knowing about the history, mission, vision of the hospital. Mainly in the first week introduction about the hospital each department. Then posted in the emergency department. Explored how patients get admitted in the hospital. When the patient come on the basis of triage system bed is allotted red(immediate) yellow (delayed) green (minor). Registration of patient is taken place primarily given admission requestion form. Then the attendee will go to the billing counter for taking admission. registration form for admission is fulfilled by the attendee. before that different package of the hospital is discussed with the attendee. The registration process involves assigning every patient a unique hospital identification number (UHID). And then patients are admitted to different departments based on their needs and condition. This process takes around 2 hrs. know about different consent form. For admission, minor surgery to high-risk consent form and many more. In second week posted in out patient department Outpatient department patient arrive at hospital for visit. Registration is done then patient receive a new unique hospital identification number (UHID) for their visit. after primarily consultation. Consultant will suggest a diagnostic test Access to diagnostic service such as pathology, x ray, ultrasound, tmt test for proper diagnosis and then final consultation is done. this will take around 3 hrs Opd has separate billing department to improve patient experience to provide accurate and quick billing Separate nursing station is there for taking vitals of the patients Participated in celebration of nurse day honour and recognize the invaluable contributions of nurses to the healthcare In third week posted in third party assurer and Ayushman. Observed at TPA department how to interact with patient during cashless claim process, explain them the procedure and assist with documentation. Observed the accuracy and speed with which TPA manages insurance claims, handle patient billing processes, sending out statements, answering billing inquiries and managing payment collection. same work done in the Ayushman desk In fourth week
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	Observation of inpatient department Tracking the process from patient admission to discharge. Noticing how medical supplies, equipment, and staff time are allocated and used. Understanding how patient record maintain both digitally and physically. Observing how feedback is collected from patients and families, and how it is used to improve services. Understanding interdepartmental communication and staff level managed Explored all the departments, including 2 ICU , CCU ,NICU, PICU, PVT Ward, HDU, 2 OTs, the General Ward, NICU, dialysis, endoscopy, radiology, CT SCAN , laboratory , x-ray In fifth week posted in quality department we examined Patient Care Services, Patient Experience, Finance, Marketing, Human Resources, Supply Chain, Pharmacy, and MRD. This allowed us to gain a comprehensive understanding of the workings and management of these departments. Attended a meeting on the topic how to reduce bottleneck in emergency department. Project topic is given and sample size selected In sixth week Provided training for safety codes in the hospital code blue: CP arrest code red: fire code violet: violent individuals code pink: abduction/missing person code yellow: external disasters code black: bomb threat code orange: major spill working on the project noted the time when the patient arrived in the hospital in OPD then primary consultation then diagnosis and lastly final diagnosis. total turnover time is calculated sample size is selected (100) minimum OPD Consultation time is selected from arrival to final consultation is 2-3 hrs. In seventh week working on the project as well as doing the floor management sample size is selected is 100 and tat of out patient consultation time is 2-3 Hrs. mainly work on them whose tat time is more than 3 hrs. per day 10 sample size is collected and analyzed In eight weeks, all the sample size is collected and being analyzed. Main reason for the delay was due to not following opd matrix and no enhancement of prior registration
Linking theory (Classroom learning) with practice at your organization	Hospital Safety codes- Essentials of hospital Services Methodology (research design, data collection method, data analysis) – Research methodology Report writing- business communications Team work, communication skills – behavioural communication and principal of management. NABH accreditation – Essential of hospital services PMJAY – national health policy Hospital Information System – Digital Health Triaging of patient – Essential of Hospital services

Gaps identified on the working area.	Admission process lengthy leads to patient flow bottleneck in the emergency department. There is no guidance for filling the admission form. consent form is not being cleared to the patient party. Delays and wastage of time it is the most common problem in the. Less coordination between opd staff. Opd matrix is not being followed. Patient experienced long waiting time at TPA desk. due to inadequate staff. Poor communication between billing staff, patients and doctor's coordinators leads to misunderstanding and delay in billing process Polies is not being followed properly. And there is bottleneck of information between hierarchy level. Safety codes were not clear to the staffs (nursing, GDA, housekeeping, store staff, pharmacy staff, IT staff etc).They don't know which number to dial or what things to say on the phone to explain the place of affected area. The turnaround time for consultation, discharge, initial assessment is more than the ideal time given in hospital policy. The medication is also not following the tat given to the ideal hospital The collection time of report is not being mentioned so the tat of report collection is not proper There is not proper communication between different departments which makes the process for patient care slow. .
Suggestions for improvement	- Admission process is very lengthy (shifting from emergency) Admission planning: start admission planning as early as possible Effective communication between healthcare providers, patients, family about discharge instructions - policy is not being followed and bottleneck of information at the hierarchical level conduct a training program at regular intervals for the explain the staff about the safety codes and what to do if misshaping occurs. Make the supervisor responsible for passing the proper information to the staffs. Minutes of meeting will be circulated within the group to each and every staff . - Discharge process is very slow Streamline communication between each and every department Monitoring the discharge process where it is lagging Employ the medical transcriptase and train it in a properly for typing the Discharge summery fast - Inequal distribution of the work between the colleague Redistribution of the work in the proper way monitoring the workload of each staff Give the incentives to the staffs who work more.

	5.The tat of opd consultation time is high Opd personnel should aware of the availability of consultants and replacements if any Proper patient counselling is recommended Feedback should be taken seriously Encouraging prior registration and following opd matrix properly
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Signature of the Student- Dr. SWARNA DIPTI

Approved by the IIHMR University's Mentor