

SUMMER INTERNSHIP PROGRAM

at

Max Super Speciality Hospital, Shalimar Bhag, New Delhi



02.05.2024 to 01.07.2024

A REPORT BY

Subhajit Das

Master of Business Administration

(Hospital & Health Management)

2023-25

under the Mentorship of

Dr. Susmit Jain

(Associate Professor)

CERTIFICATE

OF ACHIEVEMENT



Max Institute of Medical Education

Certifies that

Subhajit Das

has completed Internship in the department of

Hospital Operation

at Max Super Speciality Hospital, Shalimar Bagh, New Delhi

from 02nd May 2024 to 01st July 2024

Dr. Guprut Kaur
Head of the Department



Vinitaa Jha

Dr Vinitaa Jha

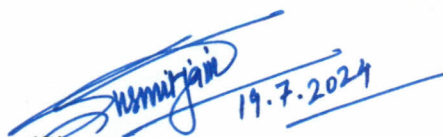
Director - Research & Academics
Max Healthcare Institute Ltd

IIHMR University Faculty Mentor Approval

This is to certify that Mr. Subhajit Das 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: 19/07/2024



(Signature of Faculty Mentor)
Name: **Dr. Susmit Jain**
Designation: Associate Professor

BRIEF HISTORY AND DESCRIPTION OF THE ORGANIZATION

The Max Super Specialty hospital's Shalimar Bagh branch was founded in 2011 and is the first facility in India to be recognized by HIMSS. In addition to receiving accreditation for its super-specialty facility from NABL and NABH, the center was also awarded the First Global Green OT accreditation.

It has 30 operating theatres, over 90 critical care bed, and the widest spectrum of clinical care, education and research with 348 of experienced doctor, 300 installed beds facility and 34 specialties. More than 4lakh patient have received successful treatment and patients from over 132 countries have trusted Max Healthcare for state-of-the-art medical care.

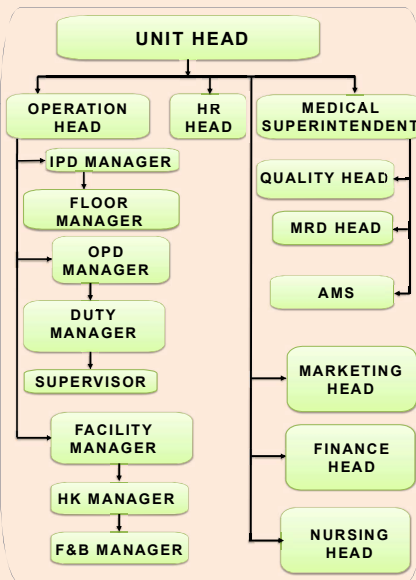
MISSION

To deliver world class health care services by creating institutes of excellence in integrated medical care, teaching and research.

VISION

At Max Healthcare, our vision is to be the most well-regarded healthcare provider in India committed to the highest standard of clinical excellence and patient care, supported by latest technology and cutting-edge research.

ORGANIZATIONAL STRUCTURE



PRACTICAL EXPOSURE

- Deals with the implementation of work.
- Internships provide opportunities to apply theoretical knowledge to real-life situations in a healthcare setting.
- To adapt working conditions
- Interaction with patient and Dealing with staff and doctors on ground.

THEORETICAL UNDERSTANDING

- Deals with documentation of file
- Conceptual Framework like understanding of fundamental concepts, theories and models.
- Gap analysis and problem-solving methods

SWOT ANALYSIS OF HOSPITAL OPERATION

STRENGTH

- Good treatment result
- Trained and skilled staffs
- Advance medical and surgical equipment like Robotic Sugery Machines
- Experience doctors and nurses
- Efficient processes

WEAKNESS

- Staffing constraints
- Communication challenges
- Infrastructure limitation
- Limited Resources like transport, wheelchair
- Wrong Patient Billing

SWOT

OPPORTUNITY

- Collaborative Partnership
- Staff training and development
- Medical Tourism
- Telemedicine Expansion
- Regulatory Changes

THREATS

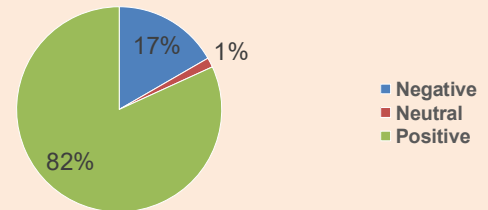
- Competition
- Logistics (Transportation)
- Technological Disruption
- Dissatisfied Patients

PICTURE AT THE ORGANIZATION

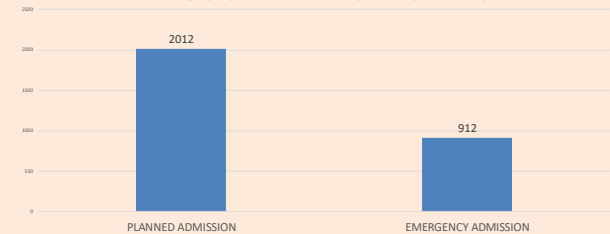


ANALYSIS

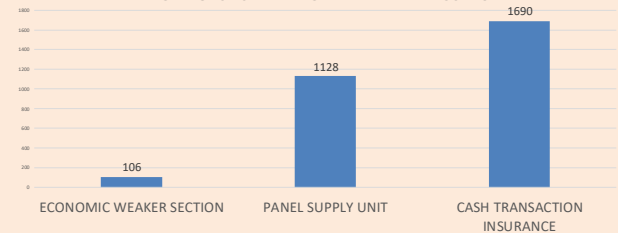
PATIENT EXPERIENCE



DISTRIBUTION OF PATIENTS BASED ON TYPE OF ADMISSION



DISTRIBUTION OF PATIENTS IN DIFFERENT CATEGORIES



USEFULNESS OF INTERNSHIP

- Exposure of various department in a hospital and their interdependency.
- Teamwork Skills
- Different clinical terms which I got to know.
- Work Experience

SUGGESTIONS

- Appropriate number of trained manpower should be assigned in the respective area of admission process.
- Separate Admission Counter to be start working for Senior Citizen Patients.
- Use of Electronic Health Record(EHR) to minimize paperwork delay.

CHALLENGES

- Time Management: To manage multiple tasks simultaneously.
- Coordination with other departments for initiation of smooth admission process.
- Communication with nursing staff and other staff of the department.

LEARNINGS

- Understanding Working cultures and workplace.
- Practical Exposure
- Communication abilities in terms of how to communicate with patients, juniors and higher authorities in the organization.

PROJECT UNDERTAKEN:

A Study on Planned and Emergency Admission in Relation to Patient Experience Management.

Objective:

- To Study the Process of the Admission of Patients in the Selected Hospital.
- To understand about the patients' experiences for the process of admission
- To identify various categories of patients during admission

Admission Process:

- Doctor advice for admission.
- Patient registration for admission.
- Document collection of the patient or parents/ attendant(if patient is minor or vulnerable)
- Enroll the patient for Admission Log
- Bed allocation for the patient coordinating with the Bed Manager
- Generating Face Sheet which contains patient details and doctor's info.
- Taking consent from the patient or attendant which to be attach with the patient file
- Issuing Wrist Band for the patient and visitor and attendant pass
- Collection of deposit amount which is 30% for ward admission, 50% for the ICU admission and 90% for surgery patient from the estimation of the treatment. (The amount is refundable for cashless patients)
- Shifting the patient to Ward or ICU

SIP Weekly Report 1

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Subhajit Das

Roll no: 1857.

Stream: MBA- HM

Week no: 01

From: 06th May'24 to 11th May'24

Activity Done	During the initial week, I dedicated my time towards observing the MAX SUPER SPECIALITY HOSPITAL, focusing on its OPD (Outpatient Department) and Dialysis Department. For first week, I was designated in the Renal and Dialysis department of the hospital. This phase involved interacting with the OPD manager, duty manager, staff and patients to gain insights of the hospital's operations and culture, understanding the registration and billing process at Dialysis, bed allocation and other medical procedures. I also learned about the distinctions between cash billing and panel billing, that caters to different categories of patients, and gained insight about the process of initiating refunds, ensuring patients receive them within 24-48 hours. After establishing a foundational understanding of the hospital, I transitioned into observing multiple footfall instances within Dialysis. This involved closely monitoring patient movements, staff activities, and interactions between them to identify areas of congestion and inefficiency.
Linking theory (Classroom learning) with practice at	Engaging with the OPD manager, duty manager and staff helped me apply concepts learned in the classroom, such as understanding organizational dynamics, communication patterns, leadership styles and teamwork, to real-world scenarios in healthcare settings.
Gaps identified on the working area.	Certain inconsistencies in the billing process and potential delays in bed allocation initiation was observed. There seemed to be a lack of training of staff for standardized

	protocols for handling certain billing scenarios, leading to potential confusion among staff and patients. Also, interaction between the staff and patients in certain scenarios caused commotion and disruption of otherwise a streamlined framework.
Suggestions for improvement	Implementing a comprehensive training program for staff to improve soft skills and stating clear guidelines to billing staff for patient interactions can maintain a conducive environment for patient while ensuring the decorum of the hospital.
Plan for the next week	With a comprehensive understanding of Dailasys, I will deploy to Emergency Department to understand the emergency patient flow and departmental process.

Signature of the Student: Subhajit Das.

SIP Weekly Report 2

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: Operations (Emergency Department)

Name of the Student: Subhajit Das

Roll no: 1857.

Stream: MBA- HM

Week no: 02

From: 13th May'24 to 18th May'24

Activity Done	During 2 nd week of the SIP, I was designated in the Emergency Department. I primary objective was the understand the process of the department and to analyse the gaps lacking to improve patient experience. I have started from the registration process, billing, bed allocation, admission to ward/ ICU from ER, also the discharge process includes (LAMA/ DAMA). After establishing a foundational understanding of the Emergency Department, I transitioned into observing multiple footfall instances within ER. This involved closely monitoring patient movements, staff activities, and interactions between them to identify areas of congestion and inefficiency.
Linking theory (Classroom learning) with practice at	Engaging with the ER manager, duty manager and staff helped me apply concepts learned in the classroom, such as understanding organizational dynamics, communication patterns, Departmental process and teamwork, to real-world scenarios in healthcare settings.
Gaps identified on the working area.	Certain inconsistencies in the billing process and potential delays in bed allocation initiation was observed. There seemed to be a lack of training of staff for standardized protocols for handling certain billing scenarios, leading to potential confusion among staff and patients. Also, interaction between the staff and patients in certain scenarios caused commotion and disruption of otherwise a streamlined framework.

Suggestions for improvement	Implementing a comprehensive training program for staff to improve soft skills and stating clear guidelines to billing staff for patient interactions can maintain a conducive environment for patient while ensuring the decorum of the hospital.
Plan for the next week	For better understanding of the Emergency Department, I will continue working on the same department to gain vast knowledge about the day-to-day activity and the process flow.

Signature of the Student: Subhajit Das.

SIP Weekly Report 3

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: Subhajit Das

Roll no:1857

Stream: MBA HM

Week no: 3

From: 20th May 2024 **To** 25th May 2024

Activity Done	For 3 rd week , I was assigned to the outpatient department (OPD) front office counter. Here I acquired practical knowledge in processing both cash and government panel billing transactions. I compiled the necessary documentation for panel billing procedures. Furthermore, I familiarized myself with the Transaction Management System (TMS), which is utilized for the registration of panel patients on the government portal. Additionally, I facilitated the coordination between patients and doctors, ensuring a seamless operational flow.
Linking theory (Classroom learning) with practice at your organisation	My engagement with the Transaction Management System (TMS) and the facilitation of patient-doctor communications necessitated a comprehensive grasp of healthcare systems and effective patient management strategies. Leveraging my theoretical knowledge of patient circulation and hospital administrative functions, I was able to proficiently manage the operations of the outpatient department (OPD) billing counter.
Gaps identified on the working area.	Physicians conduct rounds to observe in-patient department (IPD) and operating theatre (O.T) patients during intervals in the outpatient department (OPD) consultation schedule. Additionally, billing for diagnostic procedures is carried out independently of laboratory staff availability, leading to waiting times for patients
Suggestions for improvement	During outpatient department (OPD) consultation hours, it is advisable for physicians to refrain from conducting in-patient rounds, unless there is an emergency. Enhanced staff coordination is essential to ensure a streamlined flow of patients and optimize the efficiency of healthcare delivery.
Plan for the next week	I am committed to enhancing my knowledge and expertise in hospital operations and management in Discharge counter, with a focus on continuous learning and professional development

Signature of the Student- SUBHAJIT DAS

SIP Weekly Report 4

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SUBHAJIT DAS

Roll no:1857

Stream: MBA HM

Week no: 04

From:27th MAY 24 **TO:** 1st JUNE 24

Activity Done	During 4th week of the SIP, I was designated in the Discharge counter. I primary objective was the understand the process of the department and to analyse the gaps lacking to improve patient experience. I have started from the discharge update, billing, counselling discharge process includes TPA. After establishing a foundational understanding of the Discharge counter. Additionally, I assisted patients discharge bed clearance and checking status of the upcoming admissions.
Linking theory (Classroom learning) with practice at your organisation	I applied my theoretical knowledge of hospital administration through direct patient interaction and documentation. By utilizing my management skills, I effectively coordinated the flow of information between patients and hospital staff. Additionally, I practiced communication techniques to bridge gaps between patients' understanding and staff instructions.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the admission staff and the nursing station, affecting the efficiency of patient care.
Suggestions for improvement	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between admission staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients in the discharge process, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll be assigned to Admission.

Signature of the Student: Subhajit Das

SIP Weekly Report 5

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SUBHAJIT DAS

Roll no:1857

Stream: MBA HM

Week no: 05

From:3rd JUNE 24 **TO:** 8th JUNE 24

Activity Done	At the admission counter, I ensured smooth patient intake by conducting pre-admission assessments and facilitating the entire admission process. I created attendant and visitor passes to maintain hospital security and effectively track visitors. Additionally, I assisted patients in filling out admission forms, providing necessary guidance and clarification as needed. To streamline the process for future patients, I compiled a list of necessary documents required for admission.
Linking theory (Classroom learning) with practice at your organisation	I applied my theoretical knowledge of hospital administration through direct patient interaction and documentation. By utilizing my management skills, I effectively coordinated the flow of information between patients and hospital staff. Additionally, I practiced communication techniques to bridge gaps between patients' understanding and staff instructions.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the admission staff and the nursing station, affecting the efficiency of patient care.
Suggestions for improvement	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between admission staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients in the admission process, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll be assigned to TPA AND ESTIMATION.

Signature of the Student: SUBHAJIT DAS

SIP Weekly Report 6

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SUBHAJIT DAS

Roll no:1857

Stream: MBA HM

Week no: 06

From:10TH JUNE 24 **TO:** 15th JUNE 24

Activity Done	At the TPA and Estimation, I ensured smooth patient intake by conducting pre-auth assessments, further insurance process and providing estimation on the entire stay of a patient. I counselled the patient and their attendant to understand the bed categories, expenses related to the treatment. Additionally, I assisted patients in filling out the TPA forms and subsequently providing necessary guidance and clarification as needed. To streamline the process for future patients, I compiled a list of necessary documents required for insurance claim.
Linking theory (Classroom learning) with practice at your organisation	I applied my theoretical knowledge of hospital administration through direct patient interaction and documentation. By utilizing my management skills, I effectively coordinated the flow of information between patients and hospital staff. Additionally, I practiced communication techniques to bridge gaps between patients' understanding and staff instructions.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the management staff and the nursing station, affecting the efficiency of discharge process.
Suggestions for improvement	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between management staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients in the Insurance process, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll be assigned to IPD Floors.

Signature of the Student: SUBHAJIT DAS

SIP Weekly Report 7

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SUBHAJIT DAS

Roll no:1857

Stream: MBA HM

Week no: 07

From:17TH JUNE 24 **TO:** 22nd JUNE 24

Activity Done	On the IPD floors, I ensured smooth and comfortable patient stay, further looked into the newly admitted patients and patients on discharge for the entire process of patient in and out. I counselled the patient and their attendant to understand the daily facilities, expenses related to the treatment. Additionally, I assisted in handling patient concerns and subsequently providing necessary action to ensure proper floor management. To streamline the process for future patients, I compiled a list of necessary management skills and process from ensure better patient experience.
Linking theory (Classroom learning) with practice at your organisation	I applied my theoretical knowledge of hospital administration through direct patient interaction and documentation. By utilizing my management skills, I effectively coordinated the flow of information between patients and hospital staff. Additionally, I practiced in handling patient concerns and ensuring better patient experience.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the management staff and the nursing station, affecting the efficiency of floor management process.
Suggestions for improvement	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between management staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients need, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll be assigned to IPD Billing.

Signature of the Student: SUBHAJIT DAS

SIP Weekly Report 8

Name of the Organisation: MAX SUPER SPECIALITY HOSPITAL, SHALIMAR BAGH, NEW DELHI

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SUBHAJIT DAS

Roll no:1857

Stream: MBA HM

Week no: 08

From:24TH JUNE 24 **TO:** 29th JUNE 24

Activity Done	At the IPD Billing, I ensured smooth patient intake by conducting billing assessments, further billing process and providing day to day billing updates on the entire stay of a patient. I counselled the patient and their attendant to understand the billing issues faced by them, expenses related to the treatment. Additionally, I assisted in collecting daily payments from the patients and subsequently maintaining all the transaction records. To streamline the process for future patients, I compiled a list of necessary documents required for smooth and fast billing.
Linking theory (Classroom learning) with practice at your organisation	I applied my theoretical knowledge of hospital administration through direct patient interaction and documentation. By utilizing my management skills, I effectively coordinated the flow of information between patients and hospital staff. Additionally, I practiced communication techniques to bridge gaps between patients' understanding and staff instructions.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the management staff and the nursing station, affecting the efficiency of discharge process.
Suggestions for improvement	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between management staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients in the Discharge process, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll be assigned to Patient Experience Management.

Signature of the Student: SUBHAJIT DAS



Compiled Reporting

Name of the Organisation: Max Super Speciality Hospital, Shalimar Bhag, New Delhi

Area/ Department/ Project of Summer Internship Program: Hospital Operation

Name of the Student: Subhajit Das

Roll no: 1857

Stream: MBA- (Hospital & Health Management)

Activity Done

In the first week, I started my internship activity at MAX SUPER SPECIALITY HOSPITAL, paying particular attention to the dialysis and OPD departments. To obtain an awareness of the hospital's operations and culture, as well as the registration and billing procedures at Dialysis, bed allocation, and other medical procedures, this phase includes interaction with the OPD manager, duty manager, personnel, and patients. In addition, I gained knowledge about the differences between cash billing and panel billing, which serve various patient demographics, and the steps involved in starting refund requests so that patients receive them in a timely manner (24–48 hours). Once I had a basic understanding of the facility, I moved on to seeing several foot traffic patterns. I was assigned to the Emergency Department in the second week of the SIP. My main goal was to comprehend the department's procedures and identify any areas that needed improvement in order to enhance the patient experience. I have begun the registration, billing, bed assignment, ER admission to a ward or ICU, and discharge procedure (including LAMA/DAMA). I started by getting a basic overview of the Emergency Department before moving on to seeing several foot traffic situations there. To find areas of traffic and inefficiency, this required closely observing the movements of patients, the activities of staff, and how they communicate with one another. I worked at the front desk of the outpatient department (OPD) for the third week. It was here that I gained experience handling government panel billing transactions in addition to cash transactions. I put together the paperwork required for panel billing processes. In addition, I became acquainted with the Transaction Management System (TMS), which is employed in the government portal for panel patient registration. To ensure a smooth operating flow, I also assisted in the coordination between doctors and patients.

I was assigned to the discharge counter during the fourth week of the SIP. My main goal was to understand the department's procedures and identify any areas that needed improvement in order to enhance the patient experience. I began with the discharge update, which incorporates TPA in the billing and counseling discharge process. following the establishment of an essential understanding of the Discharge counter. I also helped people get their beds cleared for discharge and checked on the progress of their upcoming admissions. I conducted pre-admission assessments and assisted with the admission process at the admission counter to ensure an effortless admission of patients. In order to uphold safety standards and efficiently monitor visits, I created attendant and visitor passes. In addition, I helped patients complete their admission forms by offering advice and clarity as needed. I made a list of the paperwork needed for admission to make things easier for future patients. Through pre-auth assessments, additional insurance processing, and patient stay estimation, I made sure that patient admission at the TPA and Estimation went smoothly. I gave the patient and their attendant advice on how to understand bed categories and treatment-related costs. Furthermore, I helped patients complete the TPA paperwork and then followed up with any necessary clarifications and suggestions. I created a list of the paperwork needed for insurance claims to make the process easier for prospective patients. I oversaw the seamless and comfortable patient stay on the IPD floors and also kept an eye on the newly admitted and discharged patients during the whole patient in and out procedure. I gave the patient and their companion advice on how to comprehend daily amenities and treatment-related costs. I also helped address patient complaints and then take the appropriate steps to guarantee effective floor management. I made a list of the procedures and managerial skills required for ensuring a better patient experience to shorten the process for next patients. I made sure that patient admission went smoothly at IPD Billing by doing billing evaluations, continuing the billing process, and giving daily billing updates for the duration of a patient's stay. I gave the patient and their attendant advice on how to understand the bills they were receiving, and the costs associated with their care. I also helped with the daily patient payment collection and afterwards keeping track of all the transaction data. I made a list of the paperwork needed for quick and easy billing to make the process easier for future patients.

Linking theory (Classroom learning) with practice at your organisation

During my internship, I had the opportunity to closely observe the Hospital Operation Management. Engaging with managers, duty managers, and staff allowed me to apply theoretical concepts learned in the classroom to real-world healthcare scenarios. Here are the key takeaways:

Organizational Dynamics:

Witnessed the intricate dynamics within the hospital structure.

Explored how different departments collaborate and communicate.

Effective Communication:

Observed communication patterns between staff, patients, and management.

Learned the importance of clear and efficient communication channels.

Leadership Styles:

Identified various leadership approaches among managers.

Recognized the impact of leadership on team morale and performance.

Teamwork and Collaboration:

Noted how teams worked together to ensure smooth operations.

Understood the significance of cross-functional collaboration.

-Transitioning to the Emergency Department (ER), I delved deeper into hospital processes and organizational dynamics. Here's what I learned:

ER Workflow:

Analyzed patient flow from registration to bed allocation.

Observed the critical role of efficient processes during emergencies.

Staff Interactions:

Studied interactions between medical staff, nurses, and administrative personnel.

Recognized the need for seamless coordination to optimize patient care.

Efficiency Improvements:

Identified bottlenecks and areas for improvement within the ER.

Proposed strategies to enhance patient experience and reduce waiting times.

-In the maternity ward, I collaborated closely with the floor manager to enhance patient experience. Here is what I accomplished:

IPD Rounds:

	Participated in daily rounds to engage with patients. Addressed concerns related to nursing, housekeeping, and overall comfort. Patient-Centric Approach: Applied theoretical knowledge to practical situations. Ensured that patients felt heard and supported during their stay. Documentation and Feedback: Documented patient feedback and concerns. Contributed to continuous improvement efforts within the ward. Integration of Theory and Practice: The internship bridged classroom learning with real-world challenges. I witnessed firsthand how theoretical concepts manifest in healthcare operations. Patient-Centered Focus: Every department emphasized patient well-being and satisfaction. Balancing efficiency with empathy was a recurring theme. Leadership and Adaptability: Effective leadership and adaptability were critical for success. The ability to navigate dynamic healthcare environments was essential.
Gaps identified on the working area.	I noted occasional communication gaps between staff and patients, which led to confusion and delays. Additionally, I observed a lack of coordination between the management staff and the nursing station, affecting the efficiency of management process. Certain inconsistencies in the billing process and potential delays in bed allocation initiation was observed. There seemed to be a lack of training of staff for standardized protocols for handling certain billing scenarios, leading to potential confusion among staff and patients. Also, interaction between the staff and patients in certain scenarios caused commotion and disruption of otherwise a streamlined framework.
Suggestions for improvement	Implementing a comprehensive training program for staff to improve soft skills and stating clear guidelines to billing staff for patient interactions can maintain a conducive environment for patient while ensuring the decorum of the hospital.

	To address these issues, I propose implementing a standardized communication protocol to ensure clear and consistent information exchange between staff and patients. Additionally, I suggest introducing regular coordination meetings between management staff and nursing stations to synchronize patient care efforts. Furthermore, developing a document checklist will assist patients in the management process, streamlining their experience and improving overall efficiency.
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Signature of the Student: Subhajit Das

Approved by the IIHMR University's Mentor

