

SUMMER INTERNSHIP PROGRAM

at

MAX Super Specialty Hospital, Shalimar Bagh, New Delhi

From 2nd May 2024 to 1st July 2024

A REPORT BY

Dr. Shobhit Adhikari

Master of Business Administration

(Hospital And Health Management)

2023-25

under the Mentorship of

Dr. Jagajeet Prasad Singh



Completion Certification from the Organization CERTIFICATE

This is to certify that Dr. Shobhit Adhikari of 2023-25 (batch) of IIHMR UNIVERSITY, JAIPUR has worked with our organization for his summer internship from 02/05/2024 to 01/07/2024. The overall performance shown by him/her during the period was excellent/good/average. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 02/07/2024

(Signature of organization Mentor)

Name: Dr. Gupreet Kaur

Designation: Manager

Seal/Stamp of the Organization



CERTIFICATE

OF ACHIEVEMENT



Max Institute of Medical Education

Certifies that

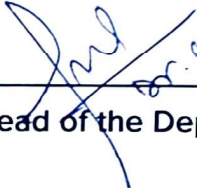
Dr. Shobhit Adhikari

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


Head of the Department




Dr Vinitaa Jha
Director - Research & Academics
Max Healthcare Institute Ltd

University Mentor
Dr. Jagjeet Prasad Singh

Presented By- Shobhit Adhikari, MBA HM 28
Roll No. 1836

Organization Mentor
Dr. Gurpreet Kaur

ORGANIZATION HISTORY AND DESCRIPTION

The Shalimar Bagh branch of Max Super Specialty Hospital, established in 2011, has received prestigious accreditations, including the First Global Green OT accreditation, as well as recognition from NABH and NABL. Originally a 250-bed facility, it has now expanded to 402 beds. The hospital offers comprehensive medical services across various specialties, including Cardiology, Oncology, Neurosciences, Nephrology, Bariatric Surgery, Orthopaedics, Kidney Transplant, and Urology.

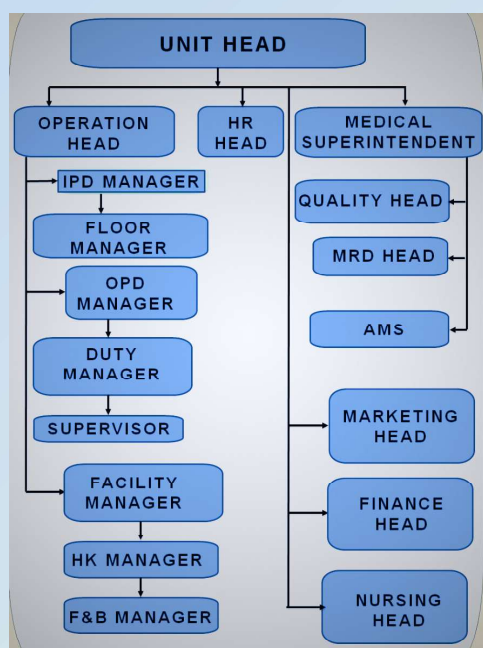
MISSION

To provide advanced, affordable medical services meeting global standards in India, with a patient-centric focus ensuring unmatched quality and excellence in healthcare outcomes.

VISION

To be the most regarded healthcare provider in India committed to the highest standards of clinical excellence and patient care supported by the latest technology and cutting-edge research.

ORGANISATIONAL STRUCTURE



OBJECTIVE

- Study the process of discharge in the hospital.
- Calculate discharge TAT of different category of patient.
- Study the factors leading to delay in the process.

METHODOLOGY

- Study- Observational Study
- Time period- 1 Month
- Number of patients - 121
- Inclusion Criteria- IPD patients of Tower 1
- Exclusion Criteria- Day Care Patients and Tower 2 patients.



- Experienced doctors.
- Staff sufficiency
- Structured hospital policies.
- Robotic treatment.

- Inter-department miscoordination
- Communication gaps.
- Employee turnover.

- Patient dissatisfaction.
- Hesitant staff mindset.
- Competition.
- Shortage of logistics.

- Expansion Possibilities.
- Staff training programmes and development.
- Collaborative partnership.

USEFULNESS

- Exposure of various department in the hospital and their interdependency.
- Teamwork Skills and work experience.
- Soft Skills
- Data analysis and management skills.

CHALLENGES

- Communication gap within the staff.
- Misuse of allocated resources by employees.
- Miscoordination with other departments.

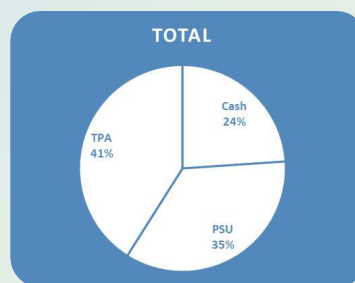
THEORETICAL UNDERSTANDING

- Theoretical concepts of essentials in hospital.
- Hospital codes.
- Documentation of file.
- Structured coursework on fundamentals.

PRACTICAL EXPOSURE

- Real world hospital operations.
- Addressing miscommunication and staff issues.
- Collaborated with managers to solve problems.

DISTRIBUTION OF PATIENTS IN DIFFERENT CATEGORIES



TURN AROUND TIME FOR DISCHARGE OF DIFFERENT CATEGORIES OF PATIENTS



DISCHARGE PROCESS

- Discharge intimation by doctor.
- Indentations by nursing staff
- Nursing clearance
- Pharmacy clearance
- IP billing: Bill prepared
- Bill freeze
- Bill settlement & discharge slip given
- Discharge summary, medications, precautions explained
- Patient vacates the room

LEARNINGS

- About working cultures of organization.
- Gained hands-on experience in various hospital departments including OPD, ER, TPA, IPD, and call center.
- Understanding workflow dynamics in hospital department.
- Importance of data-driven decision making.
- Practical exposure.
- Communication Skills.

SUGGESTIONS

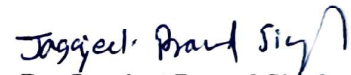
- Nurses should keep a checklist of patients to be discharged and start with the nursing clearance immediately after the doctor's approval to avoid delays.
- Discharge summary needs to be finalized one day before the day of discharge.
- Avoid in-patient rounds during OPD hours unless there's an emergency.
- Clear and separate sign boards for both the towers

IIHMR University Faculty Mentor Approval

This is to certify that Dr. Shobhit Adhikari of the academic year 2023-25 of Institute of Health Management Research has prepared a poster concerning his summer internship held from May - June 2024.

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

Date: 22/07/2024


Dr. Jagajeet Prasad Singh
Professor

Annexure B

IIHMR University Faculty Mentor Approval

This is to certify that Dr. Shobhit Adhikari of academic year 2023-25 of Indian Institute of Health Management and Research has prepared a poster with respect to his summer internship held during May-June 2023.

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

Date:

(Signature of Faculty Mentor)

Name:

Designation:

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: SHOBHIT ADHIKARI

Roll no: 1836

Stream: 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). For the first week, I was designated in the Urology section of the Renal Sciences department of the hospital. This phase involved interacting with the OPD manager, duty manager, staff, and patients to gain insights into the hospital's operations and culture and, understanding of the registration and billing procedures at the OPD billing counter for consultations, investigations, and other medical procedures. I also learned about the distinctions between cash billing and panel billing, which caters to different categories of patients, and gained insight into 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 the OPD. 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 refund initiation were 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 an otherwise 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 patients while ensuring the decorum of the hospital.
Plan for the next week	With a comprehensive understanding of OPD footfall dynamics, I will analyze the gathered data and collaborate with the OPD manager and stakeholders to propose strategies for reducing footfall and optimizing patient flow.

Signature of the Student: Shobhit Adhikari.

WEEKLY REPORT 2

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

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: SHOBHIT ADHIKARI

Roll no:1836

Stream: HM

Week no: 2

From: 13th May 2024 **To** 18th May 2024

Activity Done	For 2 nd week, I was assigned to the renal and nephrology outpatient department (OPD) billing 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, physicians should 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 within the outpatient department, with a focus on continuous learning and professional development

Signature of the Student- SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no:1836

Stream: HM

Week no: 3

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

Activity Done	For the 3 rd week, I was assigned to the hospital's Call Centre. Here, I gained insights into the telephonic consultation booking process. Additionally, the call centre serves as a vital communication hub, facilitating interactions between various hospital departments. Important announcements, including codes and critical messages, are relayed through the call centre. Furthermore, the call centre hosts a repository of various Transaction Management Systems (TMS) for efficient hospital operations.
Linking theory (Classroom learning) with practice at your organisation	My responsibilities in the Call Centre included scheduling doctor appointments through telephone calls, which demanded a good knowledge of telehealth care systems and efficient patient management. With my background knowledge of hospital codes and critical message protocols, I contributed to the smooth operation and improved coordination of hospital services.
Gaps identified on the working area.	The call centre is currently operating with limited staff, consisting of two experienced agents and two less experienced ones. Unfortunately, the average call duration has exceeded our expectations. Additionally, the consultation booking process is taking longer than desired. When relaying messages to other departments, it is essential to repeat them at least three to five times to ensure effective communication.
Suggestions for improvement	Enhanced training for the team is essential to optimize efficiency and reduce time wastage.
Plan for the next week	In the upcoming week, I will conduct an observational study at the Third-Party Administrator (TPA) and Price Estimation counter to understand their operational procedures.

Signature of the Student- SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no: 1836

Stream: HM28

Week no: 04

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

Activity Done	During my week at the Third-Party Administration (TPA) department, I Gained insights into how TPA serves as a crucial intermediary between the hospital and insurance companies. Observed the variety of documents required for policyholders/patients to obtain pre-authorization and the steps involved in claiming insurance. Guided patients through the insurance process and assisted them in filling out pre-authorization forms.
Linking theory (Classroom learning) with practice at your organisation	—
Gaps identified on the working area.	A notable gap in the TPA department is the limited space and staffing: The TPA counter's small area and single-person capacity create a bottleneck, reducing efficiency and patient privacy.
Suggestions for improvement	Expanding the space or adding additional staff could improve functionality and patient service. Providing a checklist of necessary documents to patients at admission could streamline the pre-authorization process, saving valuable time for both staff and patients.
Plan for the next week	Next week I'll be assigned to the IPD Admission Counter

Signature of the Student: SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no:1836

Stream: HM28

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 Emergency Department.

Signature of the Student: SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no: 1836.

Stream: HM

Week no: 06

From: 10th June'24 to 15th June'24

Activity Done	During 6th week of the SIP, I was designated in the Emergency Department. My primary objective was to understand the process of the department and to analyze 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 including 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 processes 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 were 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 an otherwise 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 patients while ensuring the decorum of the hospital.

Plan for the next week	Next week I'll be assigned to The Bill Till Date (BTD) Department

Signature of the Student: SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no:1836

Stream: HM28

Week no: 07

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

Activity Done	At the BTB (Bill Till Date) department, 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 in IPD. I counseled the patient and their attendant to understand the billing issues faced by them, and 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 the 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 while assisting the Floor Manager of Maternity Ward.

Signature of the Student: SHOBHIT ADHIKARI

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: SHOBHIT ADHIKARI

Roll no: 1836.

Stream: HM

Week no: 08

From: 24th June'24 to 29th June'24

Activity Done	During the 8th week of the SIP, I was assigned to the Floor Manager of the maternity ward for patient experience management. As part of my responsibilities, I collaborated with the floor manager to conduct IPD rounds. During these rounds, we engaged with each patient, inquiring about their hospital experience and addressing any concerns related to services such as nursing and housekeeping. Additionally, we gathered feedback from patients scheduled for discharge on the same day. After completing our rounds, we focused on resolving any issues faced by patients. Later in the afternoon, upper management convened for a one-hour meeting to discuss and address these matters.”.
Linking theory (Classroom learning) with practice at your organization.	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 handling patient concerns and ensuring a 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 the 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' needs, streamlining their experience and improving overall efficiency.
Plan for the next week	Next week I'll continue with assisting the floor manager in managing the maternity IPD floor.

Signature of the Student: SHOBHIT ADHIKARI



Compiled Reporting Format

Name of the Organisation: MAX Super Speciality Hospital, Shalimar Bagh, New Delhi.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Shobhit Adhikari

Roll no: 1836

Stream: HM

Activity Done	Week 1 (Observation in Urology OPD): Observed hospital operations, registration, and billing procedures. Learned about cash and panel billing distinctions. Focused on patient flow and efficiency within the OPD. Week 2 (Renal and Nephrology OPD Billing): Processed cash and government panel billing transactions. Familiarized with the Transaction Management System (TMS). Ensured smooth coordination between patients and doctors. Week 3 (Call Centre Insights): Explored the telephonic consultation booking process. Call center as a communication hub for hospital departments. Repository of Transaction Management Systems (TMS). Week 4 (Third-Party Administration - TPA): Learned about TPA's role as an intermediary with insurance companies. Observed pre-authorization and insurance claim processes. Assisted patients with filling out pre-authorization forms. Week 5 (Admission Counter): Conducted pre-admission assessments for smooth intake.
----------------------	---

	Created attendant and visitor passes for security. Compiled a list of necessary admission documents. Week 6 (Emergency Department Analysis): Analyzed ER processes (registration, billing, bed allocation). Observed patient movements and staff interactions. Identified areas for improvement in patient experience. Week 7 (BTD Department - Billing and Transaction Records): Conducted billing assessments and managed day-to-day billing updates. Counseled patients and attendants on billing issues and treatment expenses. Collected daily payments and maintained transaction records. Compiled a list of necessary documents for efficient billing. Week 8 (Maternity Ward Patient Experience Management): Collaborated with the floor manager for IPD rounds. Engaged with patients, addressing concerns related to nursing and housekeeping. Gathered feedback from patients scheduled for discharge. Resolved issues and participated in upper management meetings.
Linking theory (Classroom learning) with practice at your organisation	-During the initial weeks of my internship, I had the opportunity to closely observe the Outpatient Department (OPD). Engaging with OPD managers, duty managers, and staff allowed me to apply theoretical concepts learned in the classroom into real world 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.	OPD Observations: Inconsistent billing procedures. Delays in refund initiation. Lack of standardized protocols for handling billing scenarios. Staff-patient interactions cause disruptions. Physicians conduct rounds during OPD intervals. Waiting times due to the billing process. Call Center Observations: Limited staff in the call center. Exceeded average call duration. Consultation booking delays. Importance of clear message relay. TPA Observations: Limited space and staffing at the TPA counter. Efficiency and patient privacy impacted. ER Observations: Communication gaps between staff and patients. Lack of coordination between admission staff and nursing station. Impact on patient care efficiency. IPD Billing Observations: Inconsistent billing process. Delays in bed allocation initiation. Need for staff training and streamlined protocols. Discharge Observations: Communication gaps affect discharge efficiency.

	Coordination challenges between management and nursing. IPD Floor Management Observations: Communication gaps persist. Importance of effective coordination. Balancing patient experience and operational efficiency.
Suggestions for improvement	Staff Training and Soft Skills: Implement comprehensive training programs for staff. Focus on soft skills to enhance patient interactions. Clear guidelines for billing staff to maintain professionalism. Physician Rounds and Coordination: Physicians should avoid in-patient rounds during OPD hours unless there is an emergency. Enhanced staff coordination ensures streamlined patient flow. Communication Protocols: Standardized communication protocols are crucial. Regular coordination meetings synchronize patient care efforts. Efficiency Improvements: Expand space or add staff where needed. Document checklists streamline processes (admission, discharge). Patient-Centric Approach: Balance empathy with operational efficiency. Optimize patient experience through clear communication. Leadership Adaptability: Leaders should adapt to dynamic healthcare environments. Address gaps collaboratively across departments.

Signature of the Student: *Shobhit Adhikari*

Approved by the IIHMR University's Mentor

