

SUMMER INTERNSHIP PROGRAM

at

Aditya Birla Memorial Hospital, Pune

From 1st May 2024 to 30th June

A REPORT BY

SAKSHI SUNIL TOSHNIWAL

Master of Business Administration

MBA (HOSPITAL AND HEALTH MANAGEMENT)

2023-25

under the Mentorship of

VARSHA TANU

Associate Professor

Institute of Health Management Research

IIHMR University, Jaipur





**ADITYA BIRLA
MEMORIAL HOSPITAL**

Affordable, World-Class Healthcare

Ref. No.: ABMH/Academics/379

Date: 29/06/2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Sakshi Toshniwal**, has successfully completed her **02 months** Internship at **Aditya Birla Memorial Hospital**, Pune in **Medical Administration Department** from **01st May 2024 to 29th June 2024**.

During her tenure, she has been hardworking, sincere and eager to learn.

We wish her "All the Best" in her future endeavor.

For Aditya Birla Memorial Hospital.

Dr. Ashutosh Srivastava
Medical Director-
Aditya Birla Memorial Hospital



Subhankar Majhi
Manager- Academics



ADITYA BIRLA HEALTH SERVICES PRIVATE LIMITED

ACHS INTERNATIONAL & NABH ACCREDITED HOSPITAL

CIN:U85199PN2001PTC019881

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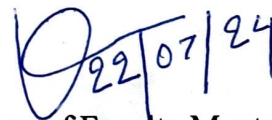
H-2013-0169
Feb 1, 2022 to Jan 31, 2026
Since Feb 1, 2013

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Sakshi Sunil Toshniwal** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT AND RESERACH** has prepared poster with respect to her summer internship held during 1st May- 31st June 2024.

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

Date-22 July,2024

A handwritten signature in blue ink, appearing to be 'V' followed by the date '22/07/24'.

(Signature of Faculty Mentor)

Varsha Tanu

Associate Professor

Evaluation of USG TAT in radiology department: A DMAIC study

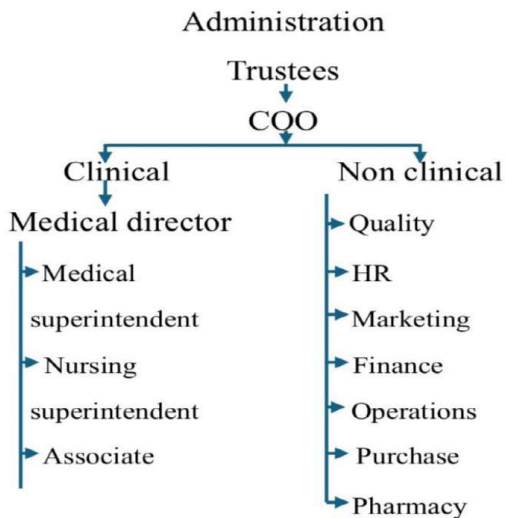
Introduction:

- Aditya Birla Memorial Hospital (ABMH) is a multi-specialty medical centre located at Pimpri-Chinchwad, Pune. The quaternary healthcare centre provides high quality and cost-effective medical services
- It is Maharashtra's First Joint Commission International and National Accreditation Board for Hospital accredited hospital, and also India's first HACCP and ISO: 22000:2005 certified hospital.
- It is a private limited organization and Mrs. Rajashree Birla, chairperson of the Aditya Birla Foundation.

Vision: Excellence first and always

Mission: Compassionate quality care

ORGANISATION STRUCTURE



Difference between practical exposure and theoretical experience -

- Practical** exposure involved hands-on experience with the operational aspects, such as observing procedures, understanding equipment functionality, and interacting with hospital staff and patients.
- Theoretical** understanding helped in making informed management decisions, ensuring compliance with regulations, implementing best practices and enhanced knowledge of hospital principles.

By: **DR. SAKSHI TOSHNIWAL** HM-28 ROLL NO.: 1876

FACULTY MENTOR: **VARSHA TANU**

ORGANISATION MENTOR: **DR. ASHUTOSH SRIVASTAVA**

SWOT ANALYSIS

Strengths - Advanced Technology - Highly trained hospital staff - High standards of care and trust	Weaknesses - Constant need to update and maintain cutting-edge technology, can be financially demanding. - High demand lead to longer wait times
Opportunities - Introducing new technologies and services - Reaching underserved and rural locations by utilising tele services..	Threats - Growing number of private hospitals offering similar services - Modifications in policies and regulations could impact daily operations

Methodology :

- Study type: observational study
- Sample size: 200 patients
- Inclusion criteria: All OPD patients entering radiology department for USG procedure .
- Exclusion criteria: IPD patients for USG procedures, other radiological tests

Learnings:

- Observed the flow of accident and emergency department, IPD, OPD and radiology department
- Got familiar with Hospital information system and radiology hospital information system
- Got to learn how to communicate with staff and patients

Findings:

- Target TAT: 2 hours from order to report completion.
- Current percentage of patients exceeding TAT: $81/200 \times 100 = 40.5\%$
- Current percentage of patients within TAT: $119/200 \times 100 = 59.5\%$

Usefulness of internship:

- Better exposure to hospital work and culture
- Understanding working of various aspects of hospital including accident and emergency department, IPD and radiology department along with interaction with organisation experts
- Gained confidence and valuable work experience

Challenges faced during internship:

- Took time to adapt to organisation's work culture
- Uncooperative behaviour of some staff

Recommendations for improvement:

- Revise scheduling protocols to minimize conflicts and reduce wait times. Improve interdepartmental communication to prioritize urgent cases efficiently.
- Allocate resources based on real-time demand and patient load.
- Upgrade IT systems to facilitate faster order entry, image processing, and report generation to simplify the documentation process.
- Implement patient reminder systems to ensure timely arrival and preparation. Develop protocols to handle complex cases more efficiently.

Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Aditya Birla Memorial Hospital

Area/ Department/ Project of Summer Internship Program: IPD-Medical Admin

Name of the Student: Dr. Sakshi Toshniwal

Roll no: 1876

Stream: HHM

Week no: 1

From: 01/05/2024 to 05/05/2024

Activity Done	Observation on -Patient reception, management and treatment -Managing of emergency patient brought in ambulance -Effective management of uncooperative patient Learning about triaging process of Aditya Birla Memorial Hospital
Linking theory (Classroom learning) with practice at your organisation	Team work and coordination among healthcare professionals or hospital staff in A and E department
Gaps identified on the working area.	-Miscommunication among staff -Negligence on effective patient management
Suggestions for improvement	-Implementing standardised communication protocols - Negligence can be improved by effective communication among doctor-patient and other healthcare professionals, involving patients and their families along with continuous quality improvement
Plan for the next week	-Chart preparation on health related topics -Discussions on various topics of A and E department like infrastructure, MLC, quality indicators, inventory, IT system - Continuous learning on emergency patient management in A and E

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Aditya Birla Memorial Hospital

Area/ Department/ Project oalf Summer Internship Program: IPD-Medical Admin

Name of the Student: Dr. Sakshi Toshniwal

Roll no: 1876

Stream: MBA-HHM

Week no: 2

From: 06 May 2024 to 12 May 2024

Activity Done	-Infrastructure and inventory briefing in A & E department -Medico-legal management -Basic learning on IT system work of ABMH -Patient monitoring & evaluation in wards -Patient dressing & history taking
Linking theory (Classroom learning) with practice at your organisation	-Importance of digital health records -Team participation -Time and work management
Gaps identified on the working area.	-Unavailability of doctors -Poor communication among healthcare professionals -High workload and time constraints
Suggestions for improvement	-Managing duty hours of resident doctors in the ward -Implementing regular team meetings -Optimise staffing level, encourage them to prioritise task based on patient need & urgency, streamline processes, assign responsibilities to other team members
Plan for the next week	-Patient management from admission to discharge -Conducting rounds in wards to interact with patients and address their concerns -Participating in interdisciplinary rounds to discuss patient cases and coordinate care plans with healthcare team -Assisting various patient procedures

Signature of the Student : Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)**Name of the Organisation:** Aditya Birla Memorial Hospital**Area/ Department/ Project oalf Summer Internship Program:** IPD-Medical Admin**Name of the Student:** Dr. Sakshi Toshniwal**Roll no:** 1876**Stream:** MBA-HHM**Week no:** 3**From:** 13 May 2024 to 19 May 2024

Activity Done	-Management of patient in IPD from admission to discharge -Resolving patient complaints -Brief learning on working of wards
Linking theory (Classroom learning) with practice at your organisation	-Team work -Conflict management -Learning on ward infrastructure
Gaps identified on the working area.	-Delayed patient admission time due to inadequate staffing and poor communication -Patient felt uninformed and unsatisfied with their care -Poor and miscommunication among hospital staff
Suggestions for improvement	-Timely staff management along with working on communication strategies by conducting team meetings and using standardised communication tools -Informing patient about each and every protocol,procedure and treatment -Optimising staff scheduling
Plan for the next week	-Patient management from admission to discharge -Conducting patient rounds -Effective management in radiology department

Signature of the Student : Dr. Sakshi Toshniwal**Approved by the IIHMR University's Mentor**

Reporting Format (Weekly)**Name of the Organisation:** Aditya Birla Memorial Hospital**Area/ Department/ Project oalf Summer Internship Program:** IPD-Medical Admin**Name of the Student:** Dr. Sakshi Toshniwal**Roll no:** 1876**Stream:** MBA-HHM**Week no:** 4**From:** 20 May 2024 to 26 May 2024

Activity Done	-Management of patients in wards -Management of workflow and patiernt of radiology department Collection of data regarding project time
Linking theory (Classroom learning) with practice at your organisation	-Operation management: workflow, patient scheduling, improve patient throughput -Human resource management in radiology department -Importance of effective communication
Gaps identified on the working area.	-Long waiting time for patient in radiology department - Interdepartmental miscommunication leading to poor scheduling of patient
Suggestions for improvement	-Enhancing workflow efficiency by Increasing staff and training Enhancing communication i.e. clear instructions to patient regarding appointment times and preparation -Interdepartmental collaboration to ensure timely and accurate communication of orders and results by strategizing standarised communication protocols
Plan for the next week	-Management and improvement of radiology department - Continuous and effective learning of infrastructure and working of radiology department

Signature of the Student : Dr. Sakshi Toshniwal**Approved by the IIHMR University's Mentor**

Reporting Format (Weekly)

Annexure-E

Name of the Organisation: Aditya Birla Memorial Hospital

Area/ Department/ Project of Summer Internship Program: IPD-Medical Admin

Name of the Student: Dr. Sakshi Toshnkiwal

Roll no: 1876

Stream: MBA- HHM

Week no: 5

From: 27/05/2024 to 02/06/2024

Activity Done	-Workflow management in radiology department -Patient data collection to estimate waiting time -Continuous learning on working of radiology department
Linking theory (Classroom learning) with practice at your organisation	-Workflow management -Improving communication skills -Problem solving
Gaps identified on the working area.	-Different billing counters for x-ray,USG and MRI, CT scan which lead to multiple counter visit for patient, creating confusion and dissatisfaction -Increased waiting time for patient due to late reporting of doctors -Unsatisfied patient due to long appointment scheduling
Suggestions for improvement	-Design centralised counter for handling all radiologic services - -Waiting time can be improved by identifying cause, developing clear scheduling protocols, improving communication between doctors, administrative staff and patient to ensure everyone is informed about schedules and delays
Plan for the next week	-Experience and management in radiology department -Learning on working of radiology department and hospital

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

Area/ Department/ Project of Summer Internship Program: Medical Admin

Name of the Student: Dr. Sakshi Toshnkiwal

Roll no: 1876

Stream: HHM

Week no: 6

From: 03/06/2024 to 09/06/2024

Activity Done	-Learning on working of radiology department and hospital -Management of patient and workflow in radiology department -Learning about hospital information system
Linking theory (Classroom learning) with practice at your organisation	-Quality management and continuous improvement -Healthcare information system -Patient centered care
Gaps identified on the working area.	-Long turnaround time -Shortage of radiologist and staff leading to workflow disruption -Low patient satisfaction due to long wait time or lack of communication
Suggestions for improvement	-Design efficient patient pathways and use lean management techniques to minimise delays and improve throughput - -Increasing number of radiologist or staff as needed to meet patient demand -Improving waiting time along with providing patient with clear instructions and information about their procedure through digital platform or verbally
Plan for the next week	-Overview of radiology services -Observing patient workflow from check-in to completion of radiology procedures -Learning about scheduling and appointment management -HIS learning -Learning on working of various department in hospital

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Aditya Birla Memorial Hospital

Area/ Department/ Project of Summer Internship Program: Medical Admin

Name of the Student: Dr. Sakshi Toshnkiwal

Roll no: 1876

Stream: HHM

Week no: 7

From: 10/06/2024 to 16/06/2024

Activity Done	-Report making of project topic 'evaluation of ultrasound turnover in radiology department: A DMAIC study' -Overview of hospital operations -Management of patient and workflow in radiology department
Linking theory (Classroom learning) with practice at your organisation	-Research methods -Patient centered care -Quality management and improvement -Healthcare information system
Gaps identified on the working area.	-Workflow inefficiency: delays in scheduling, long wait time and slow TAT for result -Insufficient staffing and machinery leading to patient burnout and long wait time -Low patient satisfaction due to long wait time or lack of communication
Suggestions for improvement	-Optimise staffing based on demand -Increase number of radiologist and equipments as needed to meet patient demand -Improving waiting time along with providing patient with clear instructions and information about their procedure through digital platform or verbally
Plan for the next week	-Report making of project topic -Overview of hospital operations -Observing patient workflow from check-in to completion of radiology procedures -HIS learning

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIMR University's Mentor

Area/ Department/ Project of Summer Internship Program: Medical Admin

Name of the Student: Dr. Sakshi Toshniwal

Roll no:1876

Stream: HHM

Week no: 8

From: 17/06/2024 to 23/06/2024

Activity Done	-Summarising and finalising of project report - Management experience in radiology department -Learning on working of various department of hospital
Linking theory (Classroom learning) with practice at your organisation	-Lean management -Six sigma: improving quality of process by identifying and removing cause of defects -Quality management
Gaps identified on the working area.	-Radiologists delaying procedure, also working part time or being available only on-call creating a gap in coverage and causing delay -Long waiting time and appointment scheduling causing patient dissatisfaction
Suggestions for improvement	-Assess workload demands and consider hiring additional part time radiologist to fill gap in coverage -Utilising telemedicine for off-site radiologist to provide interpretation remotely, ensuring continuous coverage regardless of physical presence -Setting and informing of standardised operating protocols to patients and hospital staff
Plan for the next week	-Reporting and finalising of project topic -Internship completion in the hospital

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIMR University's Mentor

Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Aditya Birla Memorial Hospital

Area/ Department/ Project of Summer Internship Program: Medical Admin

Name of the Student: Dr. Sakshi Toshniwal

Roll no: 1876

Stream: HHM

Week no: 9

From: 24/06/2024 to 30/06/2024

Activity Done	-Summarising and finalising of project report - Management experience in radiology department
Linking theory (Classroom learning) with practice at your organisation	-Lean management -Quality management
Gaps identified on the working area.	-Interdepartmental miscommunication -Long appointments and waiting time for USG procedure
Suggestions for improvement	-Setting standardised communication protocols for sharing information between departments -Use of various communication tools such as instant messaging apps, mails and interdepartmental chat platforms
Plan for the next week	Completion of internship program in Aditya Birla Memorial Hospital, Pune

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: Aditya Birla Memorial Hospital, Pune

Area/ Department/ Project of Summer Internship Program: Medical Admin

Name of the Student: Dr. Sakshi Toshniwal

Roll no: 1876

Stream: MBA-HHM

Activity Done	During my first week in the hospital I was posted in A and E department where got to observe on triaging process, interdepartmental coordination, how to manage emergency patients along with learning on infrastructure, inventory and working of various aspects of A and E department. I also prepared 2-3 charts regarding pain scale, management, triaging and submitted it to the department In short my experience and role in A and E department was to observe each and every aspect of day to day working of the department and the staff. After that in 2nd and 3rd week I was posted in wards where I monitored and evaluated patient's admission to discharge process along with that I also learned about working of HIS in hospital.
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Also I assisted doctors for minor procedures and history taking which helped me gain a little knowledge in clinical aspect. I also used to monitor working of staff posted in the wards of hospital.

My experience and role in the wards was to observe, monitor and evaluate patients, staff and working of the department.

After the 3rd week, I was assigned a project in radiology department which was on 'Evaluation of USG turnaround time in radiology department: A DMAIC study'.

Along with collecting data for evaluating TAT from patient entering to the department for USG to generation of report, I also learnt various managerial aspects on how to manage patient crowd, resolve patient complaints, manage uncooperative patients and workflow management.

Also I had a brief learning about working of RHIS and HIS in radiology department and hospital.

My project was for about 20 days and a sample size of 200 patients.

After collection of sample size of 200 patient, I worked on making a report of project, summarised,finalised and submitted it.

I also attended lecture on world antihypertension day which was on 17th May.

Also there was a short celebration on International nursing day which was on 12th May.

In the hospital, I got to experience and learn about various aspects and working of various department of the hospital and also helped me gain my experience in managerial aspects.

**Linking theory
(Classroom learning)
with practice
at your organisation**

In A and E department I observed on how important team work and coordination is among all the hospital staff to effectively provide quality service, care and treatment to the patients. Also I got to learn about infrastructure and inventories of A and E department.

In wards, I observed and practised on how to resolve patient complaints, conflict management, patient management from admission to discharge.

Along with this learning about infrastructure of wards helped me to understand working of various factors of wards effectively.

In radiology department, I practiced on operation management that is workflow management, patient scheduling, resolving patient complaints regarding waiting time and scheduling of procedures and human resource management.

Along with this I focused on practising how to improve quality to provide

effective patient centred care taking in note their safety and risk.

Also I practised and learned about hospital information system and HIS of radiology department used particularly for scheduling of patient upto generation of report for various radiological procedures.

Overall, I practiced and observed on various managerial theories like lean management, conflict management, quality management, effective communication, team work, hospital information system, maintenance of digital health records which helped me to gain experience during my 2 months of internship in the hospital.

**Gaps identified on
the working area.**

**In A and E department during my one
week periods gaps identified by me were:**

**-High workload and time constraints:
ineffective management of patient flow
can lead to overcrowding, prolonged wait
time and compromised care quality -**

**Negligence on patient history taking by
doctor caused a trouble to patient which
led to unsatisfied tservice provided to
patient**

**-Gaps and miscommunication among
staff, between department and within
patient resulted in misunderstanding,
error and a lack of coordinated care -**

**Unavailability of doctors specially during
emergency case led to decreased attention
needed for immediate patient care, nurses
and other healthcare**

professionals were overburdened, increased patient wait time and compromised patient care.

Gaps identified in wards:

-Delayed patient admission as well as discharge time due to negligence by healthcare professionals, inadequate staff and poor communication among hospital staff

-Patient felt uninformed and dissatisfied with their care

-Interdepartmental miscommunication causing delayed procedures such as radiological procedures of IPD patient and inconvenience to patient

Gaps identified in radiology department:

-Low patient satisfaction due to long appointment scheduling, waiting time and poor communication with the patient -

Interdepartmental miscommunication leading to delivery of poor quality care to patients

-Different billing counters for x-ray,USG and MRI, CT scan which lead to multiple counter visit for patient, creating confusion and dissatisfaction

-Increased waiting time for patient due to late reporting of doctors

-Long turnaround time for USG procedure

-Shortage of radiologist,equipment and staff leading to workflow disruption

Radiologist delaying procedure,also working part time or being available

	only on call creating gap in coverage and causing delay.
Suggestions for improvement	Improvements needed in A and E department: -Implementing standardised communication protocols so that patients are well informed about the procedures and protocols of hospital and also to avoid miscommunication happening in the department and also with other departments -Negligence can be improved by effective communication among doctor-patient and other healthcare professionals, involving patients and their families and focusing on continuous quality improvement -Assure that doctors are available all the time or provide a replacement in case any doctor is on leave or busy so as to solve the problem of doctors not being available during peak hours and emergency cases Improvements needed in wards: - Delaying process can be improved by optimising staffing level, encouraging them to prioritise task based on processes, assign responsibilities to other team members. Also managing and scheduling of time for resident doctors to ensure work is done on time -Interdepartmental and intradepartmental miscommunication

can be improved by setting standard communication protocols

-Patient feedback and suggestions are important to focus on quality care

Improvement needed in radiology department:

-Long appointment scheduling and waiting time can be improved by enhancing workflow efficiency which can be done by increasing staff abd training, enhance communication that is clear instructions to patient regarding appointment times and preparation for procedures

-Interdepartmental miscommunication can be improved by doing interdepartmental collaboration to ensure timely and accurate communication of orders and results this can be done by strategizing standardised communication protocols

-Problem of different billing counter causing trouble to patient can be improved by designing centralised billing counter for handling all radiology services

-Also waiting time can be improved by identifying cause, developing clear scheduling protocols for doctors, improving communication between doctors, admin staff and patient to ensure everyone is informed about schedules and delays

-Design efficient patient pathways and use lean management techniques to minimise delays and improve throughput

-Increase number of radiologist and staff as needed to meet patient demand -Assess workload demands and consider hiring additional part time or locum radiologist to fill gaps in coverage -Utilising telemedicine for off site radiologists to provide interpretation remotely, ensuring continuous coverage regardless of physical presence.

Signature of the Student: Dr. Sakshi Toshniwal

Approved by the IIHMR University's Mentor

10/22/7/24