

SUMMER INTERNSHIP PROGRAM

At

PSRI Hospital, Delhi

From 06/05/2024 to 05/07/2024

A REPORT BY

MRINALINI KUMARI

Master of Business Administration

Hospital and Health Management

2023-25

under the Mentor-ship of

Dr. Sanjay Gupta



Date: 05.07.2024

INTERNSHIP COMPLETION CERTIFICATE

This is to certify that **Ms. Mrinalini Kumari** of 2023-25 batch of IIHMR university, Jaipur has done her summer internship with our organization from **06th May 2024 to 05th July 2024.**

The overall performance shown by her during the period was excellent.

This certificate is being issued to meet the requirements of the IIHMR University.



Dr. Anju Wali
Medical Director



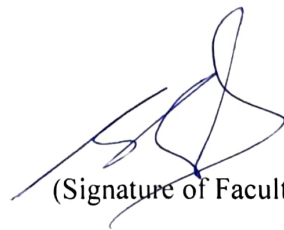
Dr. Kaushalendra Pratap Singh
Deputy General Manager-Operations

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Mrinalini Kumari** of the academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESEARCH** has prepared poster with respect to her summer internship held during May-June 2024.

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

Date: 23rd July 2024

A handwritten signature in blue ink, appearing to be 'Dr. Sanjay Gupta', written over a horizontal line.

(Signature of Faculty Mentor)

Dr. Sanjay Gupta

(Professor)

IIHMR University

OPTIMIZING RADIOLOGY PATIENT WAITING TIMES : ENHANCING EFFICIENCY, EFFECTIVENESS AND PATIENT SATISFACTION



ABOUT THE ORGANIZATION

PSRI is a 201 bed multi-specialty hospital with world class infrastructure which is offering comprehensive inpatient and outpatient services in Delhi.



FINDINGS

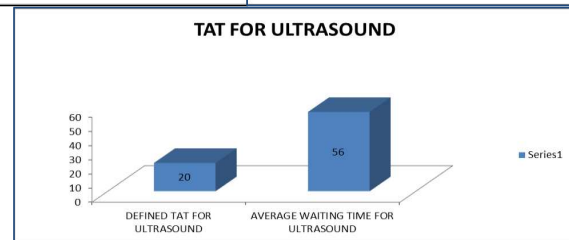
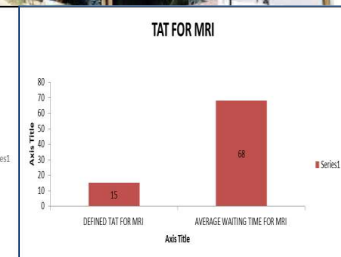
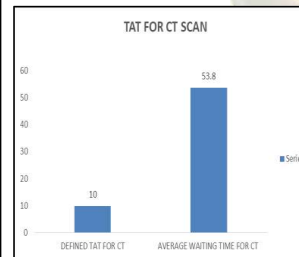
- More Investigation Machines are required
- Effective utilization of investigation machines
- Long waiting time especially for OPD patients
- Time clashes of IPD and OPD patients which delays investigation procedures
- Long pre-scan time preparations of patients and equipment

METHODOLOGY

It was an observational study and the data was collected around the period of 1 month from Department of Radiology for Ultrasound, MRI and CT In PSRI Hospital the overall waiting time in Radiology Department identified was based on observational study and by calculating the total number of minutes from billing done for Radiology Investigation to scan time.

Data Collection Method

Patients Consent Form and Billing receipt, Personal Observation and Records of Radiology Department



RECOMMENDATIONS

- Hire additional radiologists and technologists and ensure their presence during peak hours
- Schedule routine and non-urgent cases during off-peak hours

Submitted by:

MRINALINI KUMARI

MBA(HM) -28, 1754

University Mentor : DR. SANJAY

GUPTA

Turn Around Time (TAT) of Radiology
Difference or Time Gap between Billing time and Scan time of Patient in minutes

Average Waiting Time of Radiology

Total waiting time in minutes / Total number of patients

Report (Week-1)

Name of the Organisation: **PSRI HOSPITAL, South Delhi**

Area/ Department/ Project of Summer Internship Program: **Operations Department**

Name of the Student: **MRINALINI KUMARI**

Roll no:1754

Stream: **MBA(HM)**

Week no: **01**

From:...6th May 2024.....to...11th May

2024.....

Activity Done	Orientation of Hospital and its Working System to become familiar with its operations • Observation of Works at OPD, Registration and Billing Counter • Hospital's Software and System Functioning • Appointment, Registration, Billing and Refunds • Helping Patients in Resolving their queries • Maintaining proper records of Bill Payments and Refunds
Linking theory (Classroom learning) with practice at your organisation	• Layout of Hospital's Infrastructure • Services of Hospital • NABH's Guidelines • Principles of Cooperation not Individualism • Principle of Division of Work • Superior Subordinate Relationship • Digitalization of Health • Human Resource Management
Gaps identified on the working area.	• Delay in Cards Payment system • Long Waiting Hours • Offline Registration slip for Patients coming for first time even after online appointment • Lack of Information and Proper Communication
Suggestions for improvement	• Online Registration and Payment system • Proper Training of Newly selected employees and trainees • Information about Doctors and Departments should be made available at every possible area. • Circulating area in Emergency need better management and made Hustle free.
Plan for the next week	• Visit to Admission Department • Getting Information about Process of Admission and Discharge of Patients

	• Working System of Emergency Department
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Signature of the Student

Approved by the IIHMR University’s Mentor

Report (Week-2)

Name of the Organization: **PSRI HOSPITAL, SOUTH DELHI**

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

Name of the Student: **MRINALINI KUMARI**

Roll no: 1754

Stream: MBA(HM)

Week no: 02

From:...13th May 2024.....to.....18th May

2024.....

Activity Done	• Admission of Patients • Management of Patient's Data • Third Party Administration(TPA) and its working procedure • Visited Emergency and Observed its working • Working Process of Corporate Desk which is related with Admission and Payment of Corporate Patients • Information about working of Front Office Department
Linking theory (Classroom learning) with practice at your organisation	• Admission process, Documentation and Formalities required • Colour Codes of Hospitals • Management of Operations • Centralisation and Decentralisation • Financial Management • Essentials of Hospital Services • Emergency Services
Gaps identified on the working area.	• Lots of Manual Work • Overburdened Employees • Time Consuming Process of Insurance • Workloads on TPA Department • Lack of Proper Management in Operations of Hospitals • Long and Time consuming Discharge Process
Suggestions for improvement	• Adoption of New and Advanced Technologies for its Day to Day Operations • Assigning Duties and Responsibilities in a proper manner to capable employees • Reducing Paper Work • Make Admission and Discharge process more effective • Reducing Burden from TPA, Admission and Corporate Department
Plan for the next week	• Working of Corporate Desk

	• Visit IPD • Observe and Analyse Working process of IPD • Managing Operations and working of IPD
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Signature of the Student

Approved by the IIHMR University’s Mentor

Report (Week-3)

Name of the Organisation: PSRI HOSPITAL

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: MRINALINI KUMARI

Roll no: 1754

Stream: MBA(HM)

Week no: 03

From: ...20th May.....to 25th May.....

Activity Done	• Visited IPD(In-Patient Department) • Observed Operations Of IPD • Visited Nursing Station • File and Details Management of Patients • Medication and Consumables Management • Attended Patient's Call
Linking theory (Classroom learning) with practice at your organisation	• IPD • Nursing • Medication Management • Medical Record Department • Digitalization of Health Records • Delegation Of Authority and Responsibility
Gaps identified on the working area.	• Lack of Proper Human Resource Management • Less Patient's Satisfaction sometimes • Unattended Patient's call • Rush during morning hours
Suggestions for improvement	• Proper Time slot Allotment for Duties of Nurses • Attentive during Patient's call • Reach Maximum level of Patient's satisfaction by improving quality of services • Working on Patient's pain point
Plan for the next week	• Visit Operation Theatre • Observe working of Operation Theatre • Get Patient's feedback about services • Go through the Discharge Process of Patients

Signature of the Student

Approved by the IIHMR University's Mentor

Report (Week-4)

Name of the Organisation: **PSRI HOSPITAL, SOUTH DELHI**

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: **MRINALINI KUMARI**

Roll no:1754

Stream: MBA(HM)

Week no: 04

From:...27 May 2024.....to.....1 June

2024.....

Activity Done	• Acquired knowledge about the Discharge Process • Gained insight into various IPD forms and checklists • Studied the surgical safety checklist • Understood the operations of pre and post -operative areas • Observed the functioning of the Pre-Anaesthesia Check-up(PAC) UNIT. • Visited the Central Sterile Services Department (CSSD) to comprehend its workflow, distinct areas, and their critical functions • Examined the workflow and sterilization process of the operation theatre(OT)
Linking theory (Classroom learning) with practice at your organisation	• Operation Theatre, zoning and sterilization • Cooperation and Coordination • Time Management for effective treatment
Gaps identified on the working area.	• Noted the extended turnaround time for the discharge process • Observed insufficient manpower in the TPA department • Identified that the CSSD is confined to a single block of the hospital
Suggestions for improvement	• Increase manpower in the TPA Department • Address factors causing delays in the discharge process • Expand CSSD services to both blocks of the hospital
Plan for the next week	• Visit International Lounge • Visit ICU • Observe working of Corporate desk

Signature of the Student

Approved by the IIHMR University's Mentor

Report (Week-5)

Name of the Organisation: PSRI HOSPITAL, SOUTH DELHI

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: MRINALINI KUMARI

Roll no:1754

Stream: MBA(HM)

Week no: 05

From:3rd May 2024.....to...9th May

2024.....

Activity Done	• Admission of International Patients in International Lounge • Documentations of International Patients • Worked in Radiology Department • Data collection and its recording in Radiology Department • Gathered knowledge about Radiology Department, Equipment, and its Functioning • TAT in Radiology
Linking theory (Classroom learning) with practice at your organisation	• Role of IPD and OPD in Hospital Operations • Functions of Management • Services of Hospitals • Accident and Emergency functioning • Emergency Codes, its announcement and termination
Gaps identified on the working area.	• Delay in Admission Process • Less Manpower • Late Service Delivery to International Patients due to extra Formalities and Paper Work • Time taking Payment and Refund Process of International Patients
Suggestions for improvement	• Admission and Documentations of International patients should be less time consuming • Estimate needs of Manpower in each Departments and Hire Accordingly • Reduce waiting time • Service Delivery must be fast for Patients
Plan for the next week	• ICU its operations, way of operations, Data Management • IPD Billing • Registration and Billing Counter for Collecting Data • Functioning and Documentations of Corporate Desk

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Signature of the Student

Approved by the IIHMR University’s Mentor

Report (Week-6)

Name of the Organisation: **PSRI HOSPITAL, SOUTH DELHI**

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: **MRINALINI KUMARI**

Roll no: 1754

Stream: MBA (HM)

Week no: 06

From: 10th May 2024.....to...15th May

2024.....

Activity Done	• Attending Patient's queries and Maintained their Documents And Records properly • Gone through the Process of Admission, shifting And Discharge of ICU patients • Maintaining proper records of Patients of Ultrasound ,CT Scan and MRI • Collected Data from Radiology for project and report • Get information about various types of investigation in detail Ultrasound ,CT Scan and MRI • Get to know process of collecting and analysing data
Linking theory (Classroom learning) with practice at your organisation	• Effective communication • Departmental coordination and functioning • Methods of collecting and analysing data • ICU (Intensive Care Unit) • Investigations • NABH's guidelines for maintaining Quality and Internal auditing • Division of work according to knowledge, capabilities and skills
Gaps identified on the working area.	• Lack of proper manpower • Less number of Investigations machine • Lack of Doctors for performing procedure • Long waiting time for patients • Sometimes problems of patients are ignored and takes too longer to attend them • Delay in Preparation and Dispatch of Report
Suggestions for improvement	• Hiring Good Technicians, Staffs and Doctors for Effective functioning of Department • Managing Patients flow in a proper manner to reduce problems of patients and increasing their satisfaction • Reducing time for Dispatch of Reports • Managing IPD and OPD both patients effectively

Plan for the next week	• Collect Data from Ultrasound Department for project • Executive Health check up • Pathology labs and its functioning • Functioning of Medical Record Department
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Signature of the Student

Approved by the IIHMR University’s Mentor

Report

(Week-7)

Name of the Organisation: **PSRI HOSPITAL, SOUTH DELHI**

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: **MRINALINI KUMARI**

Roll no: 1754

Stream: MBA(HM)

Week no: 07

From:...17th JUNE 2024.....to.....22th JUNE

2024.....

Activity Done	• Collected Data for project from Radiology Department • Collecting, Organising Patient's investigation Reports • Gone through the process of IPD Billing of Hospital • Gone through the process of MRI, Ultrasound and CT Scan • Preparation of TAT Report of Radiology Department • Collected Patient's and Attendant's feedback
Linking theory (Classroom learning) with practice at your organisation	• Effective Management • Patient's satisfaction • Services of Hospital • Record keeping • Medical Records Department
Gaps identified on the working area.	• Long Waiting Hours • Time gap between Billing and scan time • Investigation time clashes of OPD and IPD Patients • Time taking process of Preparation of Reports and its Dispatch
Suggestions for improvement	• Time Management • Improving skills and efficiency of staffs • Shifting of IPD Patients can be done smoothly • Increase Patient's satisfaction by improving quality of services
Plan for the next week	• Observe functioning of Laundry, F&B Department • Working process of MRD Department • Dialysis and Blood Bank • Endoscopy

Signature of the Student

Report (Week-8)

Name of the Organisation: **PSRI HOSPITAL, SOUTH DELHI**

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: **MRINALINI KUMARI**

Roll no:1754

Stream: MBA(HM)

Week no: 08

From:...24th June 2024.....to.....29th June

2024.....

Activity Done	• Collected Data from Radiology Department for my project • Prepared TAT for Radiology Department, including CT, Ultrasound and MRI • Learn how to maintain records, what should be considered in this • Observed Investigation Process of MRI, CT and Ultrasound • Learn How to prepare reports and entire process from reports preparation to Dispatch
Linking theory (Classroom learning) with practice at your organisation	• Coordination among All Departments of Hospitals • Coordination is essential as lack of coordination leads to Delay in service delivery and reduced Patients satisfaction • Management of flow of work in Departments • Follow steps and procedures according to requirements of work
Gaps identified on the working area.	• Printing Machine is not effective and not working properly • Long waiting time • Delay in Shifting IPD patients for investigations • OPD Patients have to wait for long as priority is given to IPD Patients
Suggestions for improvement	• Install more effective machines for Films and Reports • Reduce waiting time which are unnecessary • Managing Patient's flow in Department • Effective utilisation of time in all procedures of Investigation and Report making
Plan for the next week	• Go to all Areas and Departments of Hospitals • Observe working of other Departments • Final Submission of Project Report • Winding up work as it will be the last week of internship

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Signature of the Student

Compile Report

Name of the Organisation: **PSRI HOSPITAL, South Delhi**

Area/ Department/ Project of Summer Internship Program: **Operations Department**

Name of the Student: **MRINALINI KUMARI**

Roll no: **1754**

Stream: **MBA Hospital and Health Department**

Activity Done	Orientation of Hospital and its Working System to become familiar with its operations • Observation of Works at OPD, Registration and Billing Counter. • Hospital's Software and System Functioning. • Appointment, Registration, Billing and Refunds. • Helping Patients in resolving their queries. • Maintaining proper records of Bill Payments and Refunds. • Admission of Patients. • Management of Patient's Data. • Third Party Administration (TPA) and its working procedure. • Visited Emergency and observed its working. • Working Process of Corporate Desk which is related with Admission and Payment of Corporate Patients. • Information about working of Front Office Department. • Visited IPD (In-Patient Department). • Observed Operations Of IPD. • Visited Nursing Station. • File and Details Management of Patients. • Medication and Consumables Management. • Attended Patient's Call. • Acquired knowledge about the Discharge Process. • Gained insight into various IPD forms and checklists. • Studied the surgical safety checklist. • Understood the operations of pre and post - operative areas. • Observed the functioning of the Pre-Anaesthesia Check-up(PAC) UNIT. • Visited the Central Sterile Services Department (CSSD) to comprehend its workflow, distinct areas, and their critical functions. • Examined the workflow and sterilization process of the operation theatre (OT). • Admission of International Patients in International Lounge. • Documentations of International Patients • Worked in Radiology Department. • Data collection and its recording in Radiology
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	Department. • Gathered knowledge about Radiology Department, Equipment, and its Functioning • TAT in Radiology. • Attending Patient's queries and Maintained their Documents and Records properly. • Gone through the Process of Admission, shifting And Discharge of ICU patients. • Maintaining proper records of Patients of Ultrasound, CT scan and MRI. • Collected Data from Radiology for project and report. • Get information about various types of investigation in detail Ultrasound, CT scan and MRI. • Get to know process of collecting and analysing data. • Collected Data for project from Radiology Department. • Collecting, Organising Patient's investigation Reports. • Gone through the process of IPD Billing of Hospital. • Gone through the process of MRI, Ultrasound and CT scan. • Preparation of TAT Report of Radiology Department. • Collected Patient's and Attendant's feedback. • Collected Data from Radiology Department for my project. • Prepared TAT for Radiology Department, including CT, Ultrasound and MRI. • Learn how to maintain records, what should be considered in this. • Observed Investigation Process of MRI, CT and Ultrasound. • Learn How to prepare reports and entire process from reports preparation to Dispatch.
Linking theory (Classroom learning) with practice at your organisation	• Layout of Hospital's Infrastructure • Services of Hospital • NABH's Guidelines • Principles of Cooperation not Individualism • Principle of Division of Work • Superior Subordinate Relationship • Digitalization of Health • Human Resource Management. • Admission process, Documentation and Formalities required. • Colour Codes of Hospitals. • Management of Operations. • Centralisation and Decentralisation.

	• Financial Management. • Essentials of Hospital Services. • Emergency Services. • IPD. • Nursing. • Medication Management. • Medical Record Department. • Digitalization of Health Records. • Delegation Of Authority and Responsibility. • Operation Theatre, zoning and sterilization. • Cooperation and Coordination. • Time Management for effective treatment. • Role of IPD and OPD in Hospital Operations. • Functions of Management. • Services of Hospitals. • Accident and Emergency functioning. • Emergency Codes, its announcement and termination. • Effective communication. • Departmental coordination and functioning. • Methods of collecting and analysing data. • ICU (Intensive Care Unit). • Investigations. • NABH's guidelines for maintaining Quality and internal auditing. • Division of work according to knowledge, capabilities and skills. • Effective Management. • Patient's satisfaction. • Services of Hospital. • Record keeping. • Medical Records Department. • Coordination among All Departments of Hospitals. • Coordination is essential as lack of coordination leads to Delay in service delivery and reduced Patients satisfaction. • Management of flow of work in Departments. • Follow steps and procedures according to requirements of work.
Gaps identified on the working area.	• Delay in Cards Payment system. • Long Waiting Hours. • Offline Registration slip for Patients coming for first time even after online appointment. • Lack of Information and Proper Communication. • Lots of Manual Work. • Overburdened Employees. • Time Consuming Process of Insurance. • Workloads on TPA Department. • Lack of Proper Management in Operations of Hospitals. • Long and Time consuming Discharge Process. • Lack of Proper Human Resource Management.

	• Less Patient's Satisfaction sometimes. • Unattended Patient's call. • Rush during morning hours. • Noted the extended turnaround time for the discharge process. • Observed insufficient manpower in the TPA department. • Identified that the CSSD is confined to a single block of the hospital. • Delay in Admission Process. • Less Manpower. • Late Service Delivery to International Patients due to extra Formalities and Paper Work. • Time taking Payment and Refund Process of International Patients. • Lack of proper manpower. • Less number of Investigations machine. • Lack of Doctors for performing procedure. • Long waiting time for patients. • Sometimes problems of patients are ignored and take too longer to attend them. • Delay in Preparation and Dispatch of Report. • Long Waiting Hours. • Time gap between Billing and scan time. • Investigation time clashes of OPD and IPD Patients. • Time taking process of Preparation of Reports and its dispatch. • Printing Machine is not effective and not working properly. • Long waiting time. • Delay in Shifting IPD patients for investigations. • OPD Patients have to wait for long as priority is given to IPD Patients.
Suggestions for improvement	• Online Registration and Payment system • Proper Training of Newly selected employees and trainees • Information about Doctors and Departments should be made available at every possible area. • Circulating area in Emergency need better. • Management and made Hustle free. • Adoption of New and Advanced Technologies for its Day to Day Operations. • Assigning Duties and Responsibilities in a proper manner to capable employees. • Reducing Paper Work. • Make Admission and Discharge process more effective. • Reducing Burden from TPA, Admission and Corporate Department. • Proper Time slot Allotment for Duties of Nurses • Attentive during Patient's call.

	• Reach Maximum level of Patient's satisfaction by improving quality of services. • Working on Patient's pain point. • Increase manpower in the TPA Department. • Address factors causing delays in the discharge process. • Expand CSSD services to both blocks of the hospital. • Admission and Documentations of International patients should be less time consuming. • Estimate needs of Manpower in each Departments and Hire Accordingly. • Reduce waiting time. • Service Delivery must be fast for Patients. • Hiring Good Technicians, Staffs and Doctors for Effective functioning of Department. • Managing Patients flow in a proper manner to reduce problems of patients and increasing their satisfaction. • Reducing time for Dispatch of Reports. • Managing IPD and OPD both patients effectively. • Time Management. • Improving skills and efficiency of staffs. • Shifting of IPD Patients can be done smoothly. • Increase Patient's satisfaction by improving quality of services. • Install more effective machines for Films and Reports • Reduce waiting time which are unnecessary • Managing Patient's flow in Department • Effective utilisation of time in all procedures of Investigation and Report making.
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Signature of the Student: Mrinalini Kumari

Approved by the IIHMR University's Mentor