

SUMMER INTERNSHIP PROGRAM

at

SAIFEE HOSPITAL

Maharashi Karve Rd, Charni Road (E), Opera House, Girgaon, Mumbai, Maharashtra, India.

From 2nd May 2024 to 30th June 2024

A REPORT BY

Krutik N. Rawal

Master of Business Administration

In

Hospital and Health Management

2023-25

under the Mentorship of

Dr. Jagajeet Prasad Singh
Faculty Representative
and Professor of IIHMR University, Jaipur



Completion Certification from the Organization



SAIFEE HOSPITAL

under the auspices of Saifee Hospital Trust Reg. No. E-5448 (Bom)

Ref:SH/HR/Certificate/06/2024

28/06/2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Krutik N. Rawal of MBA HM-28 of IIHMR University Jaipur has worked with our organization for his summer internship from 2nd May 2024 to 30th June 2024.

The overall performance shown by him during the period was excellent/~~good~~/~~average~~. This certificate is being issued to meet the requirements of the IIHMR University

Tasneem Fidvi
Assistant Director (Administration)

IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Krutik N. Rawal** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT AND 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:

Dr. Jagajeet Prasad Singh
Professor IIHMR University



Week -1

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 1

From: 02/05/2024 to 04/05/2024

Activity Done	• Prepared out line and timeline by Gantt Chart for the project. • Had small discussion with staff and manager to understand their expectations. • Set objectives as per the need of project.
Linking theory (Classroom learning) with practice at your organisation	• Preparation of Gantt Chart was learned in Research methods module • Exploring PE scale from OB module
Gaps identified on the working area.	• Existing material for review is few
Suggestions for improvement	• Introduce non-monetary motivating factors e.g.: Star performer of month (Staff Suggestion) • Competency mapping should require communication as core cluster
Plan for the next week	• Interview stakeholders, Preparation of questionnaire, explore application of PE Scale • Conduct group or individual interviews

Signature of the Student

Approved by the IIHMR University's Mentor



Week -2

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 2

From: 06/05/2024 to 11/05/2024

Activity Done	• Review of existing material • Interview with stakeholders • Selection of clusters • Formation of questionnaire tool
Linking theory (Classroom learning) with practice at your organisation	• Effective communication • Johari Window
Gaps identified on the working area.	• Manager was not able to give time for interview as there was constant need of guidance for day-to-day operation.
Suggestions for improvement	• The department can avoid micromanagement and improve operation by communication training
Plan for the next week	• Interview with HOD and discuss PE Scale with application • Check validity and reliability of tool

Signature of the Student

Approved by the IIHMR University's Mentor



Week -3

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 3

From: 13/05/2024 to 18/05/2024

Activity Done	• Project work is on hold as NABH Audit Work has been assigned to me • Updating Quality Apex Manual
Linking theory (Classroom learning) with practice at your organisation	• Understanding Quality and its importance by application from Essentials of hospital service module • Using Microsoft office
Gaps identified on the working area.	• Old software and system hinder the working speed
Suggestions for improvement	• Use of updated version of Office and train staff for same will improve working speed and productivity
Plan for the next week	• Continue project work after completing NABH Apex Quality Manual

Signature of the Student

Approved by the IIHMR University's Mentor



Week -4

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 4

From: 20/05/2024 to 25/05/2024

Activity Done	Updating Quality Apex Manual
Linking theory (Classroom learning) with practice at your organisation	- Understanding Quality and its importance by application from Essentials of hospital service module - Using Microsoft office
Gaps identified on the working area.	Validity and Reliability of questionnaire is not checked
Suggestions for improvement	Use of statistical approach to check Validity and Reliability of questionnaire
Plan for the next week	- Pilot data collection for project - Schedule staff as per availability

Signature of the Student

Approved by the IIHMR University's Mentor



Week -5

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 5

From: 27/05/2024 to 01/06/2024

Activity Done	Pilot data collection
Linking theory (Classroom learning) with practice at your organisation	Effective communication and importance of Rapo Building before collecting data
Gaps identified on the working area.	It is difficult to collect data during staff duty hours
Suggestions for improvement	Request staff to spare 15/20 mins after duty hours
Plan for the next week	Collection and Data Entry

Signature of the Student

Approved by the IIHMR University's Mentor



Week -6

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 6

From: 03/06/2024 to 08/06/2024

Activity Done	• Data collection and feeding is completed
Linking theory (Classroom learning) with practice at your organisation	• Collecting data was difficult, Rapo Building is Key to establish effective communication
Gaps identified on the working area.	• Night Duty Staff has filled the tool without supervision. • Sample Size is too small
Suggestions for improvement	• Suggestion for improvement will be provided once the analysis is completed
Plan for the next week	• Analysis of data, formation of charts and graphs

Signature of the Student

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Week -7

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 7

From: 02/06/2024 to 04/06/2024

Activity Done	• Data entry and analysis using graphical representation of data
Linking theory (Classroom learning) with practice at your organisation	• SWOT Analysis and use of statistical tools learned in Bio statistics class
Gaps identified on the working area.	• 47.61% are at Novice Proficiency for listening • 48% opted not to write in questionnaire
Suggestions for improvement	• Training for listening and writing as core communication cluster will improve staff proficiency
Plan for the next week	• Prepare presentation and report for management, discuss the findings and get insights from Organization Mentor

Signature of the Student

Approved by the IIHMR University's Mentor



Week -8

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Week no: 8

From: 17/06/2024 to 22/06/2024

Activity Done	• Presented the data and report to management • Prepared a matrix framework for front office
Linking theory (Classroom learning) with practice at your organisation	• PE Scale (OB)
Gaps identified on the working area.	• Task obsessed staff are strength as well as weakness • 4 out of 20 staff are effective
Suggestions for improvement	• Use matrix framework and PE Scale at time of recruitment and selection can help to reduce attrition • Training on the identified gap can improve productivity
Plan for the next week	• Make final report and matrix after suggestion from HOD

Signature of the Student

Approved by the IIHMR University's Mentor



Compiled Report

Name of the Organization: Saifee Hospital

Project of Summer Internship Program: Optimizing Front Office Performance, Competency mapping Audit

Name of the Student: Krutik N. Rawal

Roll no: 1792

Stream: MBA-HM

Activity Done	• Project Title: Optimizing Front Office Performance, Competency Mapping Audit • Completion: Successfully completed the project according to the SIP guidelines and the needs of hospital management. Objectives: 1. Evaluate the current competency levels of hospital front office staff. 2. Identify strengths and weaknesses among the staff. 3. Develop a competency framework to guide recruitment, training, and performance management for front office staff. Inclusion and Exclusion Criteria: The audit included 21 out of 35 staff members from the hospital front office department. New staff members and operators were excluded from the study. Additionally, one respondent refused to take the Personal Effectiveness (PE) scale test. Methodology: Competency mapping and questionnaire formation were based on three clusters: 1. Core Competencies: Communication (listening, speaking, writing). 2. Functional Competencies: Customer service, conflict resolution, SOP assessment, NABH assessment. 3. Behavioural Competencies: Personal effectiveness scale. Results: The audit revealed several key insights into the competencies of front office staff. Core competencies such as advanced speaking skills were prevalent among 15 staff members. However, listening skills were identified as a major area of weakness, with a larger proportion rated as novice. The competency framework developed has been handed over to hospital management and is currently under review. Conclusion: The audit of competency mapping identified areas where front office staff can improve, especially in listening skills and overall
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	effectiveness. The newly developed competency framework will guide improvements in recruitment, training, and performance management. Addressing these areas of improvement and building on strengths can lead to better staff productivity and higher patient satisfaction. • Additional Activities Updating Apex Quality Manual: Revised the Quality Apex Manual as per the new edition of NABH standards. This task was completed within the first two weeks of the internship. Standard Operating Procedures (SOP): Assisted in understanding daily operations and preparing detailed SOPs for the front office, with guidance from the Assistant Director Admin. The SOPs for the admission desk, helpdesk, and operators were modified to ensure smooth workflow and error-free functioning.
Linking theory (Classroom learning) with practice at your organisation	• During the internship, I learned how hospital operations are more complex than what I studied in theory. Concepts like personal effectiveness, the Johari window, and effective communication were directly applicable when adapted to the hospital's requirements. The experience of preparing for NABH audits and participating in mock drills showed me the real-life challenges of applying theoretical knowledge in practice.
Gaps identified on the working area.	• Core Competency Cluster (Communication): Identified a major gap in written and listening proficiency. • Performance Management: Lack of existing materials for performance management of front office staff made new matrix formation challenging.
Suggestions for improvement	• Non-Monetary Motivation and Training: Implement training on emotional intelligence to boost staff morale and reduce attrition. Staff engagement programs and task allocation based on competencies were suggested to improve productivity. • Updating Operational Systems: Recommended training in effective communication and updating operational systems to enhance customer satisfaction and manage potential threats. • WISN Tool: Suggested using the WHO-approved WISN tool to avoid high attrition.

Signature of the Student

Approved by the IIHMR University's Mentor