

SUMMER INTERNSHIP PROGRAM

at

FORTIS MEMORIAL RESEARCH INSTITUTE, GURGAON

From 1ST May 2024 to 30th June 2024

A REPORT BY

Dr. Kassamkuthiyal Rohan George

Master of Business Administration

in Hospital and Healthcare

2023-25

under the Mentorship of

Dr. Varsha Tanu



30th June 2024

To Whomsoever It May Concern

This is to certify that **Dr. Kassamkuthiyal Rohan George** has undergone Training Course as an Intern in the department of Quality & Nursing from 01-May-2024 to 30-Jun-2024 at Fortis Memorial Research Institute.

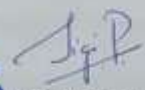
During his training he exhibited a high level of professionalism and a tremendous zeal for learning.

We wish **Dr. Kassamkuthiyal Rohan George** all the best in his future endeavors.

For Fortis Hospitals Limited


Shivani Dhillon
SBU Head
Learning & Development


Dr. Mohan Prasad (PhD)
Head of Department
Quality & Nursing
Fortis Memorial Research Institute
Sector-44, Gurugram-122002, Haryana


Ms. Jigi Pradeep
Chief of Nursing
Fortis Memorial Research Institute
Sector-44, Gurugram-122002, Haryana

Annexure A

**Completion Certification from the Organization
CERTIFICATE**

This is to certify that **Dr. KASSAMKUTHIYAL ROHAN GEORGE** of 28th Batch (2023-25) of Hospital and Health Management of IIHMR University, Jaipur has worked with **FORTIS MEMORIAL RESEARCH INSTITUTE, GURGAON** for his summer internship from 1st May to 30th June 2024

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

Date: 30th June 2024




(Signature of organization Mentor)

Name: **DR. MONIKA PATNI**

Designation: **HEAD - QUALITY**

Seal/Stamp of the Organization

Dr. Monika Patni (PhD)
Head - Quality Department
Fortis Memorial Research Institute
Sector-44, Gurugram-122002, Haryana

Annexure A

**Completion Certification from the Organization
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Date: 30th June 2024




(Signature of organization Mentor)

Name: *Jigi Pradeep*

Designation: *Chief of Nursing*

Seal/Stamp of the Organization

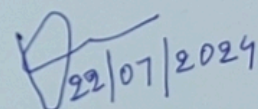
Ms. Jigi Pradeep
Chief of Nursing
Fortis Memorial Research Institute
Sector-44, Gurgaon-122002, Haryana

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. KASSAMKUTHIYAL ROHAN GEORGE** 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: 22nd July 2024

A handwritten signature in blue ink, appearing to be 'Dr. Varsha Tanu', with the date '22/07/2024' written below it.

(Signature of Faculty Mentor)

Dr. Varsha Tanu

(Associate Professor)

IIHMR University

ABOUT FMRI

Fortis Memorial Research Institute (FMRI) is a 311-bed multisuper-speciality, quaternary care hospital with advanced Centers of Excellence in Robotic Surgery, Oncology, Cardiology, and more. It boasts a team of reputed clinicians, super-specialists, and specialty nurses, supported by cutting-edge technology. The hospital specializes in areas including Gastroenterology, Neurology, Orthopedics, and Pediatric.

OUR VISION

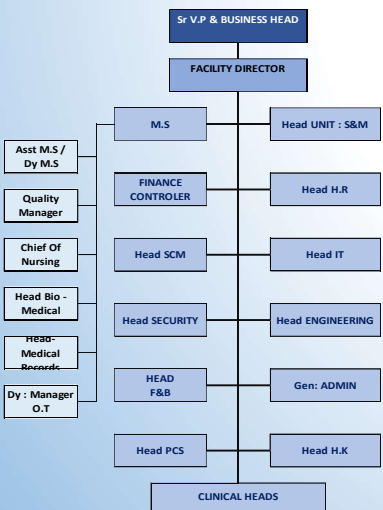
To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.

OUR MISSION

To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care

METHODOLOGY & SAMPLE

Study Design: Descriptive Cross-sectional study. From 7th May till 20th June with Convenience Sampling Technique.

ORGANIZATION STRUCTURE**USEFULLNESS OF INTERNSHIP**

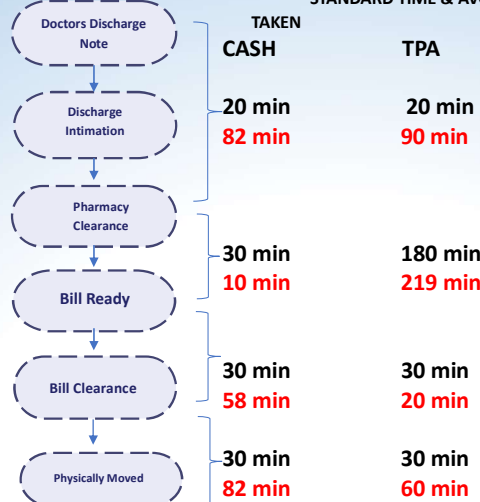
- Gained hands-on experience in the operations and quality management of a hospital, bridging the gap between theoretical knowledge and real-world application.
- Building a network of professional contacts, including mentors, colleagues, and senior staff, which will be valuable for future career opportunities and professional growth.

OBJECTIVES

The ultimate objective is to promote a culture of continuous improvement, where stakeholders work collaboratively to improve the efficiency, effectiveness, and quality of the discharge process.

Discharge Process flow & TAT

STANDARD TIME & AVG TIME

**THEORY**

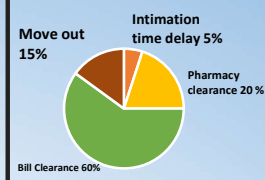
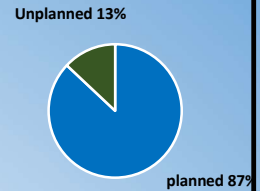
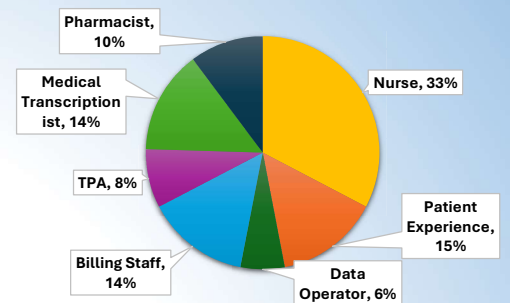
- Planning and road map is important before execution.
- Theory knowledge of various functions & work is very crucial.
- Roles and responsibilities vary and should be understood.

PRACTICAL

- Planning differs during implementation due to practical experience outside of the text book.
- Practical exposure supported by knowledge but the roles & responsibilities change according to the diversity of work.

CHALLENGES FACED

- Facilitating effective communication and inter-department coordination to maintain operational efficiency.
- Conducting thorough and accurate audits for crash cart, doctor's and nurse's rounds, bed fall, bed sore, hand-hygiene and initial assessment.
- Balancing multiple responsibilities, including presentations and audits, within tight deadlines.

**% Reason of Delay****Planned & Unplanned Cases****Stakeholder's role in discharge process****STRENGTH**

- Multiple Super-Speciality diagnostics and treatments.
- Fast admissions and discharge process
- Advanced hospital information system

WEAKNESS

- 320 beds can't facilitate heavy patient flow for admission
- Slow TPA and Discharge summary process.

OPPORTUNITY

- Potential for expanding services and specialties
- Technological advancements & further improvement in hospital information system.

THREATS

- Competition with higher capacity hospitals.
- Losing patients due to delay in bed clearance.

LEARNINGS DURING THE INTERNSHIP

- Developing the ability to quickly identify problems and implement effective solutions in a dynamic healthcare environment.
- Understood healthcare regulations, ensuring compliance with legal and ethical standards in hospital operations.

SUGGESTIONS

- Dedicated team & training for discharge
- Improvement in HIS system
- Increase patient education
- Improve planned discharge.



Weekly Report: 1

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUE HOSPITAL GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

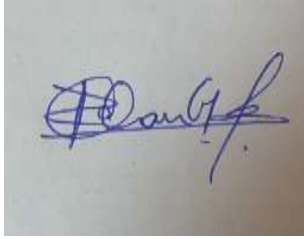
Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 1 **From:** May 1, 2024 to May 5ST, 2024

Activity Done	Weekly Report: Key Learnings Quality Rounds and Audits: Conducted various compliance audits. - Discharge and Admissions: Understood patient transition processes. - TPA and Billing: Gained insights into financial operations. - Operations and Patient Experience: Explored workflows and patient satisfaction. - Sales and Marketing: Learned about patient acquisition strategies. - Medical Record Department: Studied record management protocols. This week provided a comprehensive overview of hospital operations.
Linking theory (Classroom learning) with practice at your organisation	Weekly Report: Integration of Theory and Practice Quality Audits: Applied healthcare quality management theories. - Discharge and Admissions: Utilized patient flow and transition management knowledge. - TPA and Billing: Integrated financial management theories with practical billing insights. - Operations and Patient Experience: Linked operational management to enhance patient satisfaction. - Sales and Marketing: Connected classroom marketing strategies to real-world patient acquisition. - Medical Records: Applied information management principles to record maintenance.
Gaps identified on the working area.	Lack in discharge process smoothness and lack in clinical audits and lack in time management in the hospital
Suggestions for improvement	To increase the process smoothness and a very good semitry with the nursing the various staff to hasten the discharge process. Make more Quality audits and keep a good record of this while done.
Plan for the next week	Next week plan is to understand the discharge process , find gaps and do some Quality audits and understand the operations process and also to visit all department to understand the flow of the system and to think of a good project to work on this next week and month .

A handwritten signature in blue ink, appearing to read 'Dhanu', is shown within a rectangular frame.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 2

Name of the Organization: FORTIS MEMORIAL RESEARCH INSTITUTE HOSPITAL GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

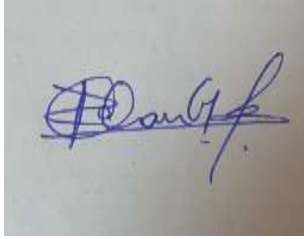
Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 8 **From:** June 24, 2024 to JUNE 30ST, 2024

Activity Done	Medical Record Department: Understood record management protocols. Patient Experience: Explored strategies to enhance patient satisfaction. Sales and Marketing Risk Management: Analysed risk management in sales and marketing. Discharge Process: Conducted discharge procedures and collected data for a project. Audits: Performed audits on bed fall, bed sore, and AMS empiric. Discharge Tool: Developed a discharge tool for my study. So gaining insights on these work were my top priority these days and the coming week will be getting more in depth with the study.
Linking theory (Classroom learning) with practice at your organisation	This week had a strong connection btw the classroom study in hospital services and the practical work in the hospital. Also got to learn how to make audit tools bases on the previous experience I had with making presentation and data visualization.
Gaps identified on the working area.	MRD has a lot of unprocessed files before coming in the department hands , nurses , do are completing the files after discharge , patient experiences is bad in terms of food and beverage department , discharge process had lots of gaps and is slow .
Suggestions for improvement	Reports and files should be updated , patient experience should be carefully studies and supported by the staff , food and beverage should be reaching the patient on time and should be in a orderly system. Audits to be done more often and be reported timely.
Plan for the next week	Discharge Audit tool and taking 30 discharge cases in the next week. Learning about various audits and going for audits. Trying to finds gaps in the system and trying to provide interventions based on the project.

A handwritten signature in blue ink, appearing to read "Dhanu", is shown on a light-colored background.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 3

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUE HOSPITAL GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

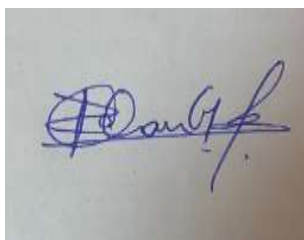
Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 3 From: June 12, 2024 to May 18th, 2024

Activity Done	Bed Fall and Bed Sore Audits: Conducted audits to ensure patient safety. Process Audit for Nurses: Evaluated nursing procedures for compliance. Initial Patient Audit: Performed initial assessments of patient care. Discharge Process Audit Tool: Developed and utilized a tool to audit discharge processes, including filling discharge timings.
Linking theory (Classroom learning) with practice at your organisation	Being proactive and trying to make the best out of this week , working hard and managing the work and time given the best to the work.
Gaps identified on the working area.	Various undocumented reports in the file and discharge Nurses not using the protocol to do process audit and initial assessment audit is delayed. Discharge delay in the whole process.
Suggestions for improvement	Proper education to nurses on everything, continuous audit and reporting of all nurses' work. Working on the tat on discharge and initial assessment audit.
Plan for the next week	To do more audit, explore audits and explore radiology, explore nephrology explore sales and marketing.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 4

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUTE HOSPITAL GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 4 **From:** May 19th, 2024 to May 25th, 2024

Activity Done	Finished with the data collection for discharge process, Identified gaps in the system and provide with intervention on how to improve the timing of tpa and cash patients along with the planned and unplanned cases, along with this I did a audit on crash cart and worked on my part time job also which is helping me gain a lot of insights on my hospital project.
Linking theory (Classroom learning) with practice at your organisation	There is so much I can link with classroom learning , it is mostly how I can manage my time and work , how I can be creative in my thinking and work in a space among other competitive people who are also doing there best to be the best. Practically I can relate how it is to be work and grow as individuals in a highly tough competitive space.
Gaps identified on the working area.	Discharge has gaps from , nursing intimation to drug return , to financial discharge and bill ready to bill settlement to physical move out . These along with how the tat for all process is out of order and how no protocol is in place to limit this tat and help the discharge process we made on time for planned and unplanned and for tpa and cash patient.
Suggestions for improvement	Protocol for discharge, one day before discharge planning , billing activity to be send to tpa asap. Planned cases should be executed as early as possible in the morning after doctors round.
Plan for the next week	To give a presentation on discharge and to work on crash cart and how to practice mock drills in a organizations.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 5

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUE HOSPITAL
GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 5

From: May 26, 2024 to JUNE 3rd , 2024

Activity Done	Presentation Summary: Optimization of Hospital Discharge Process and Crash Cart Maintenance I had the privilege of presenting my project to Ms. Jigi, Chief of Nursing, and Ms. Monika, Quality Head. My comprehensive analysis identified critical gaps in the discharge process, intricately detailing the turnover times across various departments. I proposed targeted interventions to streamline these procedures, enhancing overall efficiency. Furthermore, I showcased a meticulously audited project on crash cart maintenance within the hospital. This involved presenting the compliance rates for each parameter and evaluating departmental crash carts. My findings highlighted areas for improvement, ensuring that our emergency response readiness is both robust and reliable. Other than this I did multiple audits on in the quality department and also worked along side the staff in the hospital administration and floor managers to overcome the gaps in the discharge process and how we can limit the gaps and help improve the discharge process in the hospital .
Linking theory (Classroom learning) with practice at your organisation	How to make a good presentation and how to present it with complex details . other than this how to identify gaps in the process

	and how to help with interventions and to improve the process by providing complex interventions and easy to implement ideas to help the system and the hospital .
Gaps identified on the working area.	There are multiple areas in the hospitals where there are gaps such as – quality audits , process audits , nursing audits , discharge gaps such as – GDA time taken , tat for insurance and various departments , gaps in the crash cart – no proper maintains of the documentation and – lack of attention to oxygen cylinders in the crash cart , no proper auditing of the crash cart, lack of nursing education and training to operate the crash cart .
Suggestions for improvement	Timely auditing of nursing and audits of crash cart and can improve the gaps in the discharge process by proving more man power in the department to overcome to the time taken due to the lack in the manpower increase the manpower in GDA and MT room by at least to 5 more people . improve the training standards of the hospitals of staff and various departments.
Plan for the next week	To work on one more project in quality department and how to implement the intervention given by me on discharge and on the maintains of crash cart.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 6

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUTE HOSPITAL
GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 6

From: June 9th, 2024 to JUNE 15th, 2024

Activity Done	The discharge process is a pivotal aspect of patient care, often encountering various inefficiencies that demand systematic interventions. This report delineates the critical areas of focus and the interventions implemented to ameliorate identified gaps, particularly concerning bill reopening, medication return protocols, and legal compliance regarding consent forms. Focus Areas and Interventions Bill Reopening and Analysis Issue Identification: Bill reopening is frequently necessitated by discrepancies in patient charges or the addition of services post initial billing. Intervention: A thorough audit system was established to identify common discrepancies and streamline the billing process. Enhanced communication channels between departments were implemented to ensure accuracy before final billing, reducing the need for reopening. Nurse Efficiency in Medication Returns Issue Identification: The duration taken by nurses to return unused medications to the pharmacy and secure pharmaceutical clearance was identified as a significant delay in the discharge process. Intervention: Standardized protocols and time management practices were introduced to expedite this process. Training sessions were conducted to educate nursing staff on the importance of timely medication returns and clearance procedures, thereby reducing overall discharge time. Legal Compliance and Consent Forms Issue Identification: Ensuring the accuracy and legal compliance of patient consent forms is essential to protect patient rights and institutional integrity. Intervention: A mini-project was initiated to review and revamp the process of obtaining and documenting patient consent. This included the development of a comprehensive checklist to ensure all legal requirements are met and regular audits to maintain compliance standards.
Linking theory (Classroom learning) with practice at your organisation	HOW TO IDENTIFY GAPS IN THE SYSTEM AND HOW CLASS ROOM EXPERIENCE CAN HELP YOU GROW AS INDIVIDUALS AND BE MORE PROFESSIONS AND HOW ONE CAN IDENTIFY AND PROVIDE GOOD RESULTS AND OUTCOME WHICH I AM LINKING ALONG WITH THE CLASS STUDY.

Gaps identified on the working area.	The discharge which is not improving , along with this many reasons for bill reopening and nurses delay in the drug return and how it is affecting the process and the major gap is the consent part as well , many times the forms are unfilled which can lead to legal charges on the hospital.
Suggestions for improvement	Timely auditing of the discharge process and the nurses who are doing the drug return have to be under-timely check and how we can minimize the work delay and one more suggestion for improving the gaps is by keeping a record of all bill reopening reasons and how can we minimize the bill reopening as well the delay in the process.
Plan for the next week	To work on consent form audits and give a report of the same to Giji ma'am and complete the crash cart audit and make a final report on it , as well as meet the housing head for meeting.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 7

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUE HOSPITAL
GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 7

From: June 16 , 2024 to JUNE 22ST , 2024

Activity Done	This week, our efforts focused on NABH guidelines, quality indicators, research on Gamma Knife Esprit, and conducting various mock drills to enhance departmental preparedness and compliance. Review and Update: Analysed and updated departmental documentation to align with the latest NABH standards. Training: Conducted staff training sessions and distributed educational materials on key changes. Quality Indicators Viva and Presentations: Participated in viva sessions and delivered presentations on quality indicators, emphasizing patient outcomes and process efficiency. Gamma Knife Esprit Research Research and Consultation: Conducted comprehensive research and consulted with experts on Gamma Knife Esprit technology. Report Preparation: Compiled findings and provided recommendations for potential adoption. Mock Drills • Fire Drill: Executed a fire drill, evaluated procedures, and updated protocols. • Disaster Drill: Conducted a disaster drill, assessed readiness, and implemented corrective actions. • Code Blue Drill: Held a medical emergency drill, monitored performance, and enhanced training programs. • Pandemic Management Drill: Simulated a pandemic scenario, reviewed measures, and strengthened protocols.
Linking theory (Classroom learning) with practice at your organisation	Integrating university teaching with hospital work experience enhances learning and practice. Students can participate in NABH compliance projects, analyse quality indicators using hospital data, engage in research on Gamma Knife Esprit technology, and gain hands-on experience through participation in emergency preparedness drills. This synergy bridges theory and practice effectively
Gaps identified on the working area.	Not all staff have a comprehensive understanding of the latest NABH guidelines. Inconsistencies in documentation and adherence to updated standards. Limited understanding of the importance and application of quality

	indicators among some staff members. Inadequate data collection and analysis processes for quality indicators. Uncertainty about how to integrate Gamma Knife Esprit technology into current practices.
Suggestions for improvement	We can improve the staff education and training in regards to all drill and various process in the hospital and monthly updates regarding the various job roles of each staff and various department to work on new teaching and work on the new policy implementation .
Plan for the next week	To make complete reports and complete my internship project within this week and learn new things in making my knowledge more accurate .



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report: 8

Name of the Organisation: FORTIS MEMORIAL RESEARCH INSTITUTE HOSPITAL GURUGRAM, HARYANA

Area/ Department/ Project of Summer Internship Program: QUALITY DEPARTMENT

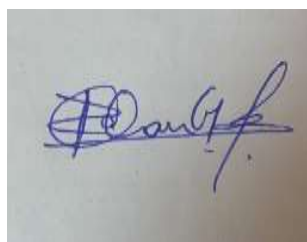
Name of the Student: KASSAMKUTHIYAL ROHAN GEORGE

Roll no: 1728

Stream: MBA HOSPITAL AND HEALTH MANAGEMENT

Week no: 8 **From:** June 24, 2024 to JUNE 30ST, 2024

Activity Done	This week has been exceptionally demanding. I had the opportunity to present to esteemed individuals such as Mr. Rahul Khandelwal, Mr. George Thomas, Ms. Gji Pradeep, and Dr. Monika Patni. In addition to the presentations, I successfully completed several critical audits, including those for hand hygiene, doctors' rounds, nurses' rounds, physicians' rounds, and dietitian rounds. Despite the intensity, the presentations were well-received, and the audits were thorough, contributing to the ongoing quality improvement efforts.
Linking theory (Classroom learning) with practice at your organisation	Integrating this practical hospital experience with my university teaching and studies has been immensely beneficial.. It bridges the gap between theoretical knowledge and practical application, making the academic content more relevant and impactful. This integration ensures that my academic pursuits are grounded in practical realities, fostering a deeper understanding and appreciation of the healthcare field.
Gaps identified on the working area.	There was not much gaps identifies In this week but I would say corporate hr and management are not the very best , they can be very political and influenced sometimes.
Suggestions for improvement	More presentation and a positive working atmosphere in the hospital and within hr and staff. Other will be the last minute orientation on the process of the hospital can be made effective
Plan for the next week	Will be making the university project file and working on that.



Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organization: FORTIS MEMORAIL RESEARCH INSTITUTE, GURGAON

Area / Project of Summer – Quality &

Nursing Internship Program: Dr.

Kassamkuthiyal Rohan George

Roll no: 1728

Stream: HM

Activity Done	Two-Month Internship Report During my two-month internship at Fortis Memorial Research Institute, Gurgaon, I engaged in various projects across multiple departments, gaining comprehensive insights into hospital operations. Quality Rounds and Audits I conducted multiple compliance audits focusing on bed fall, bed sore, AMS empiric, and crash cart maintenance. These audits ensured patient safety and identified critical gaps, leading to targeted interventions to improve compliance and efficiency. Discharge and Admissions I studied the patient transition processes and developed a discharge process audit tool, collecting data to identify system gaps. My analysis led to interventions aimed at improving discharge timings for both TPA and cash patients, as well as managing planned and unplanned cases. TPA and Billing I gained insights into the financial operations, identifying issues in bill reopening and medication return processes. Implementing a thorough audit system and standardized protocols helped streamline billing and expedite pharmaceutical clearances, reducing discharge delays. Operations and Patient Experience Exploring workflows and patient satisfaction strategies, I worked alongside hospital administration and floor managers. I developed strategies to enhance patient experience and improve operational efficiency. Sales and Marketing I analyzed patient acquisition strategies and risk management in sales and marketing. This provided a holistic view of how marketing efforts impact overall hospital operations and patient satisfaction. Medical Record Department I studied record management protocols, understanding the importance of accurate documentation and legal compliance. A mini-project focused on revamping patient consent processes, ensuring legal standards were met.
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	Project Presentations I had the privilege of presenting my projects to esteemed individuals, including Ms. Jigi, Chief of Nursing, and Dr. Monika Patni, Quality Head. My presentations covered: 1. Optimization of Hospital Discharge Process: Detailed analysis of turnover times and proposed interventions to streamline discharge procedures. 2. Crash Cart Maintenance: Audited project on crash cart compliance rates, highlighting areas for improvement in emergency response readiness. NABH Guidelines and Quality Indicators I reviewed and updated departmental documentation to align with NABH standards, conducted training sessions, and delivered presentations on quality indicators. These efforts emphasized patient outcomes and process efficiency. Research and Mock Drills I researched Gamma Knife Esprit technology, preparing a comprehensive report with recommendations for potential adoption. Additionally, I conducted various mock drills, including fire, disaster, Code Blue, and pandemic management drills, to enhance departmental preparedness and compliance. Key Learnings Quality and Compliance: Extensive experience in conducting audits and developing tools to improve compliance and operational efficiency. Patient Care and Transition: Deep understanding of discharge processes, identifying and addressing inefficiencies. Interdepartmental Collaboration: Worked closely with various departments, enhancing workflows and patient satisfaction strategies. -Research and Analysis: Conducted thorough research and presented findings to senior management, contributing to informed decision-making. This internship provided a comprehensive overview of hospital operations, equipping me with practical skills and knowledge to contribute effectively to healthcare management.
Linking theory (Classroom learning) with practice at your organization	Linking Internship Experience with MBA Classroom Learning My internship at Fortis Memorial Research Institute provided a practical application of the theories and concepts learned during my MBA in Hospital and Healthcare Management. Quality Management and Compliance: In the classroom, I learned about quality improvement frameworks and compliance standards, which I applied during my audits on bed fall, bed sore, and crash cart maintenance. The development of the discharge process audit tool and the implementation of standardized protocols for billing and medication returns directly mirrored the quality management techniques studied in my courses. Operations and Patient Experience: The operations management emphasized the importance of efficient workflows and patient satisfaction. My work with hospital administration and floor managers to streamline discharge processes and enhance patient experience strategies put these principles into practice. The identification of system gaps and the subsequent interventions highlighted the real-world application of operational efficiency concepts. Financial Management: Insights into TPA and billing operations during my internship were a direct application of financial management lessons from my MBA program. Understanding bill reopening issues and implementing an audit system to streamline the billing process demonstrated the practical use of financial controls and audits learned in

	class. Strategic Management and Marketing: My analysis of patient acquisition strategies and risk management in sales and marketing drew from strategic management and marketing principles. This experience allowed me to see how theoretical strategies are deployed in a real-world healthcare setting to attract and retain patients. Research and Development: The research on Gamma Knife Esprit technology and the preparation of a comprehensive report aligned with the research methods and innovation management modules. This task demonstrated the importance of evidence-based decision-making and the application of research skills in healthcare technology assessment. Leadership and Communication: Presenting my projects to senior management and conducting training sessions on NABH guidelines and quality indicators showcased the leadership and communication skills emphasized in my MBA program. These presentations required the ability to synthesize complex information and convey it effectively to diverse stakeholders. Overall, the integration of classroom learning with practical experience during my internship has strengthened my understanding of hospital and healthcare management, providing a solid foundation for my future career.
Gaps identified on the working area.	Identified Gaps at Fortis Memorial Research Institute. During my two-month internship at Fortis Memorial Research Institute, I identified several critical gaps across various departments that impact the efficiency and effectiveness of hospital operations. 1. Discharge Process Inefficiencies: Nursing Intimation to Drug Return: Nurses are not promptly notifying the pharmacy about discharge, leading to delays in drug returns and pharmaceutical clearance. Financial Discharge and Billing: There are significant delays from bill preparation to settlement. The turnaround time (TAT) for these processes is out of order, with no standardized protocol in place to streamline TAT for planned, unplanned, TPA, and cash patients. Physical Move Out: The entire discharge process, from nursing intimation to patient departure, is slow and inefficient. 2. Clinical Audits and Time Management: Quality Audits: There is a lack of consistent quality audits across departments. The absence of a structured audit process leads to gaps in maintaining quality standards. Process Audits: Nurses are not adhering to the established protocols for conducting process audits. Initial assessment audits are often delayed, affecting the overall quality of patient care. Nursing Audits: The delay in nursing audits and the failure to follow protocols indicate a need for better time management and training. 3. Medical Record Department (MRD) Challenges: Unprocessed Files: The MRD receives a backlog of incomplete files from nurses, who often finish documentation post-discharge. This delay in documentation hampers the timely

	processing of medical records. Undocumented Reports: Many reports and discharge summaries remain undocumented, posing risks for legal compliance and patient care continuity. 4. Patient Experience Issues: - Food and Beverage Department: Patients have reported dissatisfaction with the services provided by the food and beverage department, indicating a need for improvements in this area. 5. Crash Cart Maintenance: -Documentation and Equipment: There is a lack of proper maintenance and documentation for crash carts. Oxygen cylinders are often neglected, and crash cart audits are inadequate. This is compounded by insufficient nursing education and training on operating crash carts. 6. Consent Forms and Legal Compliance: Incomplete Forms: Many patient consent forms are incomplete, which could lead to legal issues for the hospital. Ensuring accurate and complete documentation is critical for legal compliance and patient safety. 7. NABH Guidelines and Quality Indicators: Staff Understanding and Adherence: Not all staff members are well-versed in the latest NABH guidelines, leading to inconsistencies in documentation and standard adherence. -Quality Indicator Integration: There is inadequate data collection and analysis for quality indicators, and some staff members lack understanding of their importance and application. 8. Corporate HR and Management: Political Influence: The corporate HR and management teams can be politically influenced, impacting decision-making and overall organizational effectiveness. Addressing these gaps is essential for improving hospital operations, ensuring compliance with standards, and enhancing patient care and satisfaction.
Suggestions for improvement	Suggestions for Improvement of Identified Gaps at Fortis Memorial Research Institute 1. Enhance Discharge Process Smoothness: To hasten the discharge process, a comprehensive discharge protocol should be established. This includes planning the discharge a day in advance and ensuring that all billing activities are sent to the TPA as soon as possible. For planned cases, execution should occur early in the morning post-doctor rounds. Regular audits and timely checks on nursing staff involved in drug returns will minimize delays. Additionally, increasing manpower in the General Duty Assistant (GDA) and Medical Transcription (MT) rooms by at least five more people will address the time delays caused by understaffing. 2. Increase Quality Audits: Regular quality audits are crucial. These audits should be conducted more frequently and reported in a timely manner to keep track of compliance and identify areas for improvement. Detailed records of these audits should be maintained for future reference and continuous improvement. Audits should cover all aspects, including crash cart

maintenance and nursing procedures, to ensure high standards are consistently met.

3. Improve Medical Records and Documentation:

Efforts should be made to ensure that all reports and files are updated promptly. Nurses and other staff should complete documentation before the patient is discharged to avoid backlog and ensure timely processing in the Medical Record Department (MRD). A system should be implemented to keep a record of all bill reopening reasons and strategies to minimize these occurrences.

4. Enhance Patient Experience:

Patient experience, particularly in the food and beverage department, should be carefully studied and supported. Meals should reach patients on time and follow a systematic approach. Staff should be trained to understand and prioritize patient satisfaction, ensuring that patients feel well-cared for throughout their stay.

5. Strengthen Nursing Education and Training:

Continuous education and training for nurses on all protocols, including the discharge process and crash cart management, are essential. Regular updates and refresher courses on NABH guidelines and quality indicators should be provided. Training standards should be improved, and monthly updates should be given regarding job roles and new policy implementations.

6. Optimize TAT for Discharge and Initial Assessment Audits:

Efforts should be made to streamline the turnaround time (TAT) for discharge processes and initial assessment audits. This can be achieved by improving interdepartmental communication, implementing efficient workflows, and ensuring that all necessary documentation and billing are completed promptly.

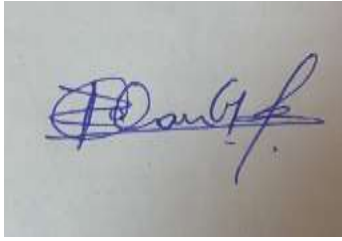
7. Foster a Positive Working Environment:

Creating a positive working atmosphere within the hospital, particularly within HR and staff, will enhance overall efficiency and morale. Encouraging more presentations and open communication will help address issues promptly and foster a collaborative environment. Regular orientation sessions on hospital processes and last-minute updates can keep staff informed and prepared.

8. Implement Robust Training and Drills:

Improving staff education and training regarding all drills and hospital processes is crucial. Monthly updates and continuous learning opportunities should be provided to ensure staff are well-versed in their roles and responsibilities. This will enhance readiness for emergencies and ensure that all procedures are executed efficiently.

By implementing these suggestions, Fortis Memorial Research Institute can address the identified gaps, improve operational efficiency, and enhance the overall patient experience.

A handwritten signature in blue ink, appearing to read 'D. G. P.', is shown on a light-colored background.

Signature of the Student

Approved by the IIHMR University's Mentor