

SUMMER INTERNSHIP PROGRAM

At

NARAYANA HEALTH, JAIPUR

From 01st May, 2024 to 30th June, 2024

A REPORT BY

HARSH YADAV

Master of Business Administration

HHM-28

2023-25

Under the Mentorship of

DR. NUTAN P. JAIN (Professor)



NH-HRD/TNG.LTTR/2024/037

DATE: 02 July 2024

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Mr Harsh Yadav, a student of MBA-HHM (2023-35 Batch) in Indian Institute of Health Management Research, Jaipur, Rajasthan has successfully completed his summer internship training from 01 May 2024 to 30 June 2024 at Narayana Multispeciality Hospital, Jaipur in the Department of Supply chain management. His Project title was "Process mapping of procurement process in supply chain management department of NH-Jaipur Unit & monitoring on dispensing errors in IPD pharmacy, finding gaps and providing suitable suggestions for improvement."

During the internship his performance was good.

We wish him all the success in his future endeavors.

For Narayana Hrudayalaya Limited;


Nikhil Mathur
Deputy General Manager – HR

Narayana Multispeciality Hospital

(A unit of Narayana Hrudayalaya Limited) CIN: L85110KA2000PLC027497

Registered Office: 258/A, Bommasandra Industrial Area, Anekal Taluk, Bangalore 560099

Hospital Address: Sector-28, Kumbha Marg, Pratap Nagar, Jaipur 302033

Tel: +91 141 7122 233 | Email: info.jpr@narayanahealth.org | www.narayanahealth.org

GST No. 08AABCN1685J1Z8



Appointments
1800-309-0309 (Toll Free)

Emergencies
99837-32222

IIHMR University Faculty Mentor Approval

This is to certify that Dr./Mr./ Ms. HARSH YADAV of academic year 2023-25 INSTITUTE OF HEALTH MANAGEMENT RESEARCH has prepared a poster with respect to his/her summer internship held during May-June 2024.

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

Date: 19/07/2024


(Signature of Faculty Mentor)

Name: Dr. Nutan P. Jain

Designation: Professor

ABOUT THE ORGANISATION

- Narayana Health Jaipur is a 330 bedded multispecialty tertiary care hospital, located at Pratap Nagar in the Southern part of Jaipur.
- Narayana Multispecialty Hospital, Jaipur offers comprehensive care across 37 specialties which include its six centers of Excellence - Cardiology & Cardio-vascular surgery, Medical & Surgical Gastroenterology, Orthopedics & Joint Replacement, Renal Sciences & Kidney Transplant, Medical & Surgical Oncology (Cancer) and Critical Care Medicine.

VISION AND MISSION

Vision: To evolve as the most preferred destinations for quality healthcare that provides a comprehensive range of services and is trusted for personalized care with compassion.

Mission: Committed to deliver quality & personalized care to improve the well-being of patients and communities we serve.

Key Principles

- Compassion
- Quality
- Affordability

<https://www.narayanahealth.org/hospitals/jaipur/narayana-multispecialty-hospital-jaipur>



OBJECTIVE

Objective:

Mapping of Procurement Process in Narayana Health Hospital, Jaipur.

PROCESS MAPPING

Process mapping of current Procurement process at Narayana Health, Jaipur:

Minimum Stock Quantity is run on daily basis to check the actual requirement for procurement.

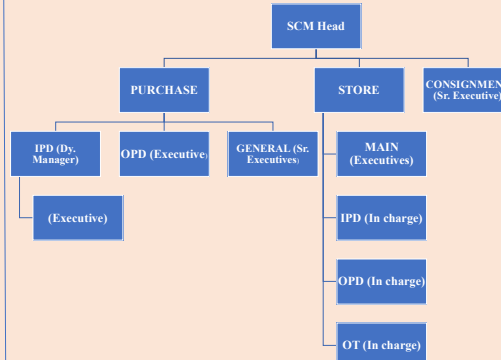
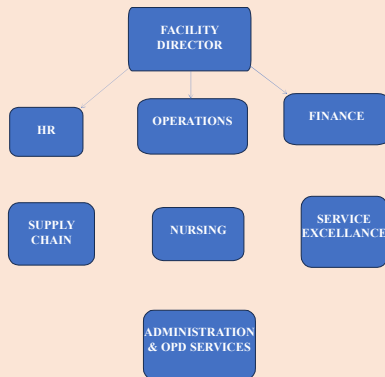
Depending upon the consumption, Purchase Requisition is prepared & demand is generated.

PR is sent to Main Store and is Reviewed & Approved by SCM Head or SCM Manager.
After approval, Purchase Order is prepared as per Rate Contract which is fixed by Purchase Team.

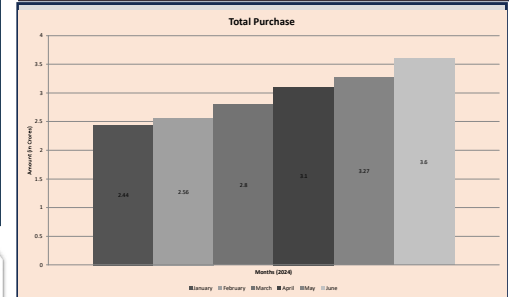
List of items with code is sent to the authorized vendor through mail & vendor supply goods accordingly.

Items are received in the receiving area of Main Store.
After items/goods are received, Goods Receiving Note is made and stock is updated into the system.

ORGANISATION STRUCTURE



FINDINGS



STUDY RESULTS

- In last six months i.e. January to June 2024, increase in procurement of goods has been observed due to increased patient admissions, changes in procurement strategies and seasonal variation in demand of medical supplies.
- Majority of supplies are listed under Central Buying Unit list which is approved from the corporate head office at Bengaluru.
- Major proportion while procuring supplies of pharmaceutical products whereas lesser proportion of consignment goods.
- A fluctuation has been observed in procurement of consignment goods due to seasonal trends. For example: Surgeries are less planned during monsoon season or winter season when compared to summer or spring season.

SUGGESTIONS

- Focusing on implementing standardized procedure to reduce procurement cycle times. For example: Monitoring procurement of goods from different vendors on regular basis.
- Digital tools like Radio Frequency Identification tags could be introduced for better inventory management along with saving time for department executives. For example: Using Radio Frequency Identification tags and barcode scanning to automate tracking of inventory items as they move through hospital.
- Reducing waste and exploring cost saving opportunity avoiding repetitive purchase of same items frequently in place of placing bulk orders and managing inventory. This will save cost & time.
- Managing expired and near expiry items in store and pharmacies through regular audits to avoid them to float through hospital.
- Having an active system in place for inter-department feedback regarding quality and timeliness of supplies. The will help in continuous improvement.

CHALLENGES FACED

- Keeping track of vast data across various departments.
- Time management.
- Lack of regular inter-department feedback.
- Bridging the gap between theoretical knowledge and practical application.

SWOT ANALYSIS

STRENGTHS

- Efficient inventory management.
- Quality control.
- Strong supplier coordination.
- Efficient Healthcare delivery.

WEAKNESS

- Limited use of AI.
- Dependency on suppliers.

OPPORTUNITIES

- Adoption of AI.
- Collaboration with suppliers.

THREATS

- Digital remote patient care.
- Supply chain disruptions.
- Competition with other hospitals with more advanced SCM practices.



THEORETICAL UNDERSTANDING

- Studied about different types of studies in Epidemiology.
- Studied quality parameters in Hospital services.
- Learnt about professional conversation in organizational behavior.

PRACTICAL EXPOSURE

- Conducted observational study of procurement process in Supply Chain Management Department.
- Maintained high quality standards in purchase process.
- Interviewed staff across SCM department while conducting process mapping for the project.

LEARNING AND VALUE ADDITION

- Learnt about various quality requirements under NABH draft Chapter-3, Management of Medications.
- Critical role of data accuracy and timely information in inventory management.
- Role of effective communication and collaboration among departments to ensure smooth inventory flow.
- Conducted and learnt implementing auditing tools while assisting department executives in monthly audits.
- Learnt about workings of various departments and hospital as a whole.
- Learnt about professional communications and etiquettes.

WEEKLY REPORT – 1

NAME OF THE ORGANISATION: - Narayana Health , Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 1 (01st May, 2024 TO 04th May, 2024)

ACTIVITY DONE	• Met HR, Unit Head & SCM department Head. • Has been assigned a project for first 15 days in IPD Pharmacy on topic “Batch wise Dispensing & Dispensing Errors.” • Keeping hard copy records maintained related to dispensing time & whether batch wise medicines are being dispensed or not.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Monitoring Dispensing Errors. (All errors and possibilities that can occur while dispensing medicines from IPD Pharmacy to different wards, ICUs etc.)
GAPS IDENTIFIED ON THE WORKING AREA	• Lack of Human Workforce in IPD Pharmacy to further distribute the work load from a fix set of staff within pharmacy area. • Lack of Runners (boys working to supply medicines from IPD Pharmacy to different staffs). • Delayed dispensing due to carelessness and sometimes work load due to less staff in number. • Due to increased workload at some instances, Runners rush to take medicine baskets due to which it is impossible to cross verify medicines & their batches along with making entries.

SUGGESTIONS FOR IMPROVEMENT	• Human Workforce has to increase as per the need for optimizing all over process. • If in case workforce cannot be increased then the available workforce should be managed in such a way to minimize human errors. • At least one or two individuals should be assigned the work to cross verify the batches of medicines to be dispatched.
PLAN FOR THE NEXT WEEK	• Tracking whole dispensing process I-e: from IPD pharmacy till receiving in wards by nursing staff. • Minimizing batch wise dispensing errors. • Minimizing all other dispensing errors (eg: errors related to time, cross verification of medicines etc.)

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 2

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 2 (06th May, 2024 TO 11th May, 2024)

ACTIVITY DONE	• For whole week-2, our mentor had assigned wards visits. Had visited two or three wards on daily basis to monitor the process from dispensing till receiving in wards. Met the entire ward in charges. • Discussed all the issues in meeting with our mentor and tried to optimise the process. • Also minimized almost all dispensing errors that used to occur earlier by finding out the solution of adding one or two people for cross checking the batches and even
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	quantities of medicines that are supplied from IPD pharmacy - As worked with pharmacy so attended induction on 'How to become a seven star Pharmacist' with whole department organized by GSK (GlaxoSmithKline) and met Mr. Sashikant Sharma (Area Sales Manager, GSK). - Encountered one case of CODE BLUE in cardiac OPD where a mid aged female fainted suddenly and was attended by doctor who rushed her to emergency.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	- Monitoring Dispensing Errors. (All errors and possibilities that can occur while dispensing medicines from IPD Pharmacy to different wards. - This week, learnt about receiving of medicine by nursing staff in wards.
GAPS IDENTIFIED ON THE WORKING AREA	- Lack of Runners (boys working to supply medicines from IPD Pharmacy to different staffs). - Delayed receiving by nursing staff due to work load as they are handling 11 patients per one nursing staff (general ward). - Even when Nursing In charges are free , they never receives any medicines - Delayed dispensing due to carelessness and work load.
SUGGESTIONS FOR IMPROVEMENT	- If Nursing In charges receive medicines then this will save time of runners and will optimize all over process. - Human Workforce has to increase as per the need for optimizing the process. - If in case workforce cannot be increased then the available workforce should be managed in such a way to minimize human errors.
PLAN FOR THE NEXT WEEK	Since the target of minimizing dispensing errors has been achieved so from next week onwards, my mentor will assign a new part of the department and work in same.

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 3

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 3 (13th May, 2024 TO 18th May, 2024)

ACTIVITY DONE	• Worked with senior pharmacist in Operation Theatre (OT) Pharmacy. • Assisted in preparing and dispensing medications for surgeries. • Observed the process of medication matching for surgical patients. • Assisted in dispensing medications to patients in OPD Pharmacy. • Monitored inventory management, sales and stock out medications. • Monitored dosage errors, labelling errors, issuing errors and documentation errors.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Patient communication (effective communication skill allow pharmacists to counsel patient on medication use, answer questions). • Dosage calculations (accurate calculations are important to ensure patients receive the correct amount of medicines required). • Pharmacy law and ethics (knowing legal requirements and ethical responsibilities ensure medicines are dispensed accordingly).
GAPS IDENTIFIED ON THE WORKING AREA	<u>Gaps identified in OT Pharmacy:-</u> • Adherence of medication. • Communication gaps between pharmacist, doctor, nurse and patients. • Inefficiencies in workflow. • Inventory management. <u>Gaps identified in OPD Pharmacy:-</u> • Waiting time due to long queues. • Communication gap between patient and pharmacist.

	• Inventory management (stock-outs and expired medicines).
SUGGESTIONS FOR IMPROVEMENT	<u>Suggestions for improvement in OT Pharmacy:-</u> • Standardizing dispensing protocols. • Bar-coding and tracking the medications. • Adopting technology for preloading medications based on surgery schedules. • Real time inventory management. • Post operative medication reviews. <u>Suggestions for improvement in OPD Pharmacy:-</u> • Streamlining patient experience by appointment scheduling & waiting room/area optimization. • Improved medication management and safety by electronic medication record integration & implementing programs to improve medication adherence.
PLAN FOR THE NEXT WEEK	Will start a new major project on Purchase to Inventory optimization of goods in a hospital under guidance of my mentor Mr. Yogesh Mathur (SCM Head).

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 4

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 4 (20th May, 2024 TO 25th May, 2024)

ACTIVITY DONE	• Introduction to process of PR (Purchase Requisition) from IPD Pharmacy along with procurement needs, form reviews, documentation and initial training on ATHMA software used by Narayana Health. Simulation, handling, tracking, and advanced software features training for comprehensive understanding of PR process. • Detailed walkthrough of creating Purchase Requisition including stock selection, approval process and tried to identify best practices and common errors. • Practiced creating sample PR keeping in mind the budget management, identifying and understanding routine v/s urgent requirements and reviewing compliance and regulatory requirements. • Understanding the supply chain dynamics influencing PR, cross department collaboration with Main Store, Cath Lab Pharmacy, OT Pharmacy & IPD Pharmacy to understand respective roles and participation of department. • Doing final assessment, identifying areas of improvement and planning for skill enhancement for optimizing the process.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	➤ In the first year, we were not exposed to Module: - Supply Chain Management/ Materials Management as it is scheduled in second year of HHM. The Module includes concepts applied such as Understanding Hospital Supply Chain, Inventory Management in Hospitals, and Procurement Processes in Hospitals, Logistics and Distribution in Hospitals, Technology in Hospital Supply Chain etc.
GAPS IDENTIFIED ON THE WORKING AREA	• <u>Inaccuracy or incomplete information:</u> - Could include typing mistake in medicine names, dose and quantities. Requisition might lack details on specific brand requirements, urgency or substitutes. • <u>Inventory Management Issue:</u> - Overstocking & Understocking. • <u>Communication and Approval Delays:</u> - Delays in receiving requisitions from IPD wards or from other procurement departments. Lack of visibility on order status can lead to delays. • <u>Price & Contract Management:</u> - Failing to consider discounts or negotiating better deals with suppliers. Missing out better terms if contracts with suppliers/ vendors are not renewed on time.

SUGGESTIONS FOR IMPROVEMENT	- Analyze data on usage patterns of medicines and predict future needs accordingly. - Prior favourable contract negotiation with suppliers which include pricing, delivery timelines and return policies. Evaluate possibility of consolidating number of vendors used by IPD pharmacy. This can simplify PR process and potentially lead to better pricing through bulk discounts. - Explore Pharmacy software that automates parts of PR process. This could involve features like automatic generation of requisitions based on pre-defined order sets or inventory levels.
PLAN FOR THE NEXT WEEK	- Will continue to work on understanding Purchase Requisition process and steps of approval for the same. - Getting knowledge of all the features of ATHMA Software.

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 5

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 5 (27th May, 2024 TO 01st June, 2024)

ACTIVITY DONE	- Worked on creating complex and bulk purchase requisitions and conducted simulation to tackle challenges in ATHMA software. - Explored supplier management, supplier information with requisitions, reviewed supplier evaluation criteria and collaborated with procurement team.
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	• Learned to create reports, analyze requisition data and use visualization tools ATHMA software for effective data presentation. • Learned to manage user roles, control access and review audit trails in ATHMA software for data security and accountability. • Reviewed purchase requisition process, developed an improvement plan and created an implementation strategy on ATHMA software.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	➤ In the first year, we were not exposed to Module: - Supply Chain Management/ Materials Management as it is scheduled in second year of HHM. The Module includes concepts applied such as Understanding Hospital Supply Chain, Inventory Management in Hospitals, and Procurement Processes in Hospitals, Logistics and Distribution in Hospitals, Technology in Hospital Supply Chain etc.
GAPS IDENTIFIED ON THE WORKING AREA	• <u>Strategic Drug Purchasing:-</u> 1. Strategic Purchasing (Contract management, cost control, influence on internal process and costs & continuous market analysis.) 2. Operational Purchasing (purchase order processing, invoice management & disposition.) • Lead Time in Drug Procurement. • Inadequate market analysis (related to drug availability, pricing & suppliers.) • Lack of Standardization. • Inefficient contract management with the suppliers. • Delayed internal lead time. • Ineffective disposition.
SUGGESTIONS FOR IMPROVEMENT	• <u>Clear Policies & Procedures:-</u> Developing a comprehensive purchase policy that outlines roles, responsibilities & procedures related to procurement within hospital. Ensuring all the staff involved in purchasing activities are aware of these policies and abide to them. • <u>Centralized Procurement:-</u> Centralizing the purchasing function and avoid duplication of efforts. • <u>Effective Communication:-</u> Encourage close communication between purchasing department & other hospital departments. • <u>Supplier Relationship Management:-</u> Establishing & maintaining effective relationship with the suppliers. • <u>Bundling & Standardization:-</u>

	Standardize specs of commonly used items to simplify procurement. • <u>Cost Control:-</u> Monitoring costs closely and actively influence internal process to optimize expenses & implementing cost saving measures without compromising quality.
PLAN FOR THE NEXT WEEK	• As Purchase Requisition (PR) process has been covered so from next week onwards, will be shifted to Main Store to understand approval process of PR and issuing Purchase Orders (PO). • Getting knowledge of all the features of ATHMA Software.

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 6

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: -6 (03rd June, 2024 TO 08th June, 2024)

ACTIVITY DONE	• Received and checked deliveries of medical supplies, pharmaceuticals and equipment from various vendors. • Verified quantities against purchase orders. • Assisted in entering received items into inventory management system. • Communicated with different hospital departments to ensure timely delivery of requested supplies. • Maintained accurate records of receiving goods including delivery invoices and challans & internal receiving reports. • Inspected received items for damage, expiration dates and compliance with hospital standards.
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	• Monitored inventory to prevent shortages and overstock situations. • Ensured all activities were compliant with hospital policies and regulatory requirements. • Attended a session on providing BLS (Basic Life Support) to cardiac- respiratory arrest patients.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• <u>Documentation and Reporting:-</u> Maintaining accurate records and processing paperwork, generating detailed reports on inventory levels, trends and discrepancies to support decision making and financial reconciliation. • <u>Storage Optimization:-</u> Applied efficient storage principles to optimize inventory management and worked cross-functionally with other departments to meet their inventory needs.
GAPS IDENTIFIED ON THE WORKING AREA	• <u>Inaccurate Inventory Data:-</u> Manual data entry in some cases can lead to discrepancies between what's on shelf and what the computer system shows. • <u>Poor Inventory Control Practice:-</u> Ineffective method of tracking items (e.g.: no bar-coding) or disorganized storage layouts make it difficult to locate and manage stock efficiently. • <u>Lack Of Communication With Departments:-</u> Poor communication between main store and departments using the supplies in some cases can lead to inaccurate forecasts and stockouts. • <u>Lack Of Automation:-</u> Manual processes can be automated using technology like automated inventory management systems to improve accuracy and efficiency.
SUGGESTIONS FOR IMPROVEMENT	• <u>Implementing Forecasting Tools:-</u> Some advanced software or statistical method could be used to predict demand for supplies, reducing stockouts and overstocking, • <u>Optimize Inventory Levels:-</u> Establish minimum and maximum inventory levels for different supplies to ensure adequate stocks without unnecessary holding costs. • <u>Using RIFD Tags:-</u> Use of Radio Frequency Identification Tags for faster and more accurate stock tracking and processing could be helpful. • <u>Using RPA (Robotic Process Automation):-</u>

	Automating repetitive tasks like order processing and data entry to free up staff time for more strategic activities.
PLAN FOR THE NEXT WEEK	Will continue to find out more such observations in Main Store and ways to optimize them.

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 7

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 7 (10th June, 2024 TO 15th June, 2024)

ACTIVITY DONE	- Reviewed PR (purchase requisitions) and GRN (goods receiving notes) in the main store for accuracy and completeness. - Observed requisitions approval after purchase orders are generated. - Addressed discrepancies in GRNs. - Communicated with department executives and manager Mr. Pramod Kr. Sharma for discrepancies. - Finalized GRN approvals & documented inventory updates.
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LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Strategies for conducting effective review meetings with manager. • Case studies on consequences of non-compliance in inventory management. • Importance of staff training in enhancing operational efficiency. • Strategies for handling inventory discrepancies. • Theoretical approaches on GRN processing.
GAPS IDENTIFIED ON THE WORKING AREA	• Delay in GRN approval due to workload affects distribution timelines. • Lack of coordination between main store and other departments. • Lack of communication cause delays in discrepancy resolution. • Lack of regular audits leading to compliance issues.
SUGGESTIONS FOR IMPROVEMENT	• Establishing a feedback mechanism for ongoing process refinement. • Introducing performance metrics for GRN approval timelines. • Implementing real time inventory tracking system could be useful. • Implementing automated GRN approval system could be time saving.
PLAN FOR THE NEXT WEEK	• Will work in Purchase Department for analysing POs (Purchase Orders) and keeping observations to find gaps if any.

Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 8

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (Batch-28)

WEEK NUMBER: - 8 (17th June, 2024 TO 22nd May, 2024)

ACTIVITY DONE	• Reviewed existing PO (purchase orders) in ATHMA software. • Analysed pending purchase orders and verifies their status. • Assisted in processing new POs & updated their status in ATHMA. • Audited POs against received goods to ensure accuracy. • Coordinated with the inventory team to mention problem faced during the process & sought resolution for the same. • Analyzed PO data to identify trends and patterns
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	➤ In the first year, we were not exposed to Module: - Supply Chain Management/ Materials Management as it is scheduled in second year of HHM. The Module includes concepts applied such as Understanding Hospital Supply Chain, Inventory Management in Hospitals, and Procurement Processes in Hospitals, Logistics and Distribution in Hospitals, Technology in Hospital Supply Chain etc.
GAPS IDENTIFIED ON THE WORKING AREA	• Noticed discrepancies between actual processing time & delivery dates. • Lack of automated reminders for pending actions. • Discovered that some orders were not fully updated in system, leading to confusion.
SUGGESTIONS FOR IMPROVEMENT	• Implementing automated notification for pending POs. • Establishing clear guidelines for updating order status to ensure timely processing. • Regularly updating vendor contact information in ATHMA. • Ensuring that POs are promptly updated into systems.

PLAN FOR THE NEXT WEEK	• Summarizing the project into one single report. • Presenting the project to managers. • Preparing a poster by compiling all data collected since week-1.
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Signature of the Student

Approved by the IIHMR University's Mentor

WEEKLY REPORT – 9

NAME OF THE ORGANISATION: - Narayana Health, Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Harsh Yadav

ROLL NO: - 1715

STREAM: - MBA-HM (28)

WEEK NUMBER: - 9 (24th June, 2024 TO 29th June, 2024)

ACTIVITIES DONE:-

- Prepared a comprehensive project presentation, highlighting key achievements and lessons learned.
- Conducted a final review and analysis of the project deliverables, ensuring all tasks were completed as per the project plan.
- Completed the documentation and handover process to Mentor (Head SCM) and HR.
- Submitted the final report to the Mentor (Head SCM) and HR.
- Gave presentation on my project "Process Mapping Of Procurement Process in Supply Chain Management Department of a Multi-speciality Hospital & Finding Gaps in it." & "Monitoring dispensing errors in IPD pharmacy, finding gaps in it and providing suitable suggestions for improvement." to Head HR and HR. Mentioned challenges encountered and how I overcame them.

- Took photograph with SCM team and HR Team, celebrated the successful completion of the internship and expressed gratitude to all for the internship opportunity and the learnings gained.

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organization: **Narayana Health, Jaipur**

Area/ Department/ Project of Summer Internship Program: **Supply Chain Management**

Name of the Student: **Harsh Yadav**

Roll no: **1715**

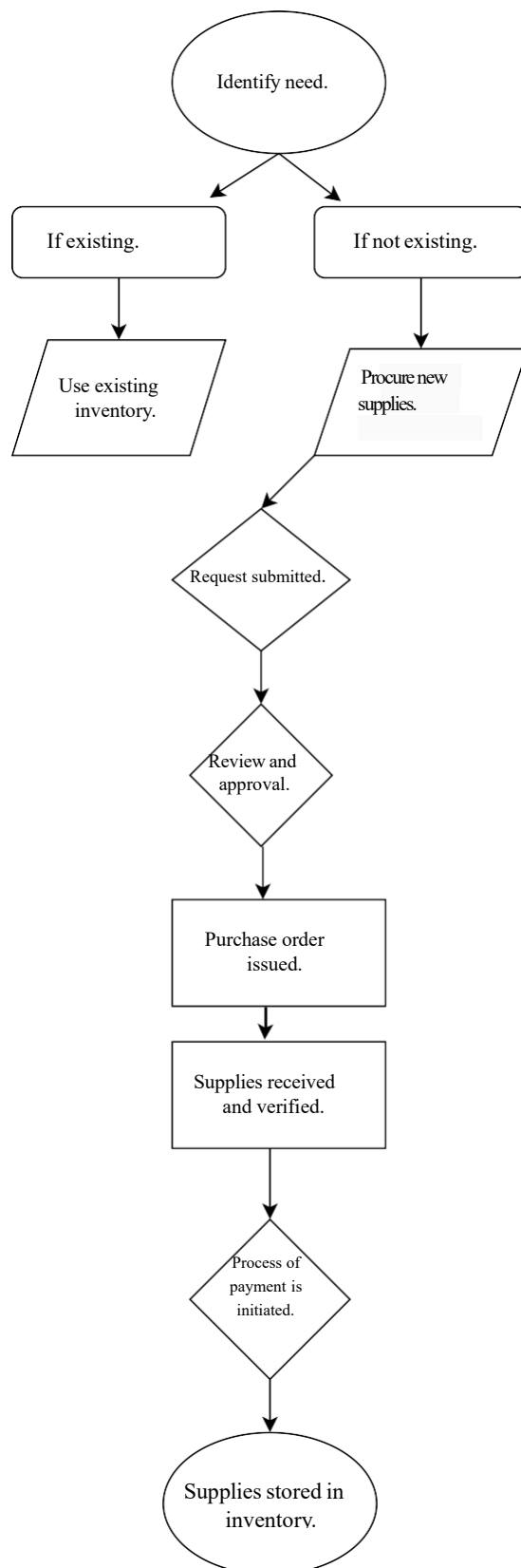
Stream: **MBA HHM (Batch-28)**

❖ Activity Done:-

- Introduced to HR, Unit Head, and SCM Department Head for orientation on Supply Chain Management Department.
- Started project on Monitoring Batch wise Dispensing & Dispensing Errors in IPD Pharmacy (first 15 days).
- Maintained records of dispensing times and batch-wise dispensing practices.
- Identified and addressed dispensing errors through additional staff for cross-checking.
- Attended induction program on "How to become a seven-star Pharmacist" by GSK on 10th May, 2024
- Observed a CODE BLUE event and emergency response in the Cardiac OPD on 11th May, 2024.
- Assisted in preparing and dispensing medications for surgeries in the OT Pharmacy.
- Observed medication matching procedures for surgical patients.
- Dispensed medications to patients in the OPD Pharmacy.
- Monitored inventory management, sales, stock levels, and medication errors.

- Introduced to Purchase Requisition (PR) process, documentation, and ATHMA software.
- Created sample PRs considering budget management and routine vs. urgent needs.
- Understood supply chain dynamics, collaboration with other departments, and roles.
- Enhanced skills through complex PR creation and ATHMA software simulations.
- Explored supplier management information, and evaluation criteria.
- Learned purchase report creation, data analysis, and visualization using ATHMA software.
- Managed user roles, access control, and audit trails in ATHMA for data security.
- Reviewed purchase requisition process, developed improvement plans, and created implementation strategies.
- Performed cycle counts and physical inventory audits for accuracy.
- Reconciled inventory discrepancies and investigated root causes.
- Assisted with vendor selection based on quality, pricing, and delivery terms.
- Negotiated contracts with vendors to secure best pricing and service levels.
- Processed invoices, ensuring accuracy and timely payments to vendors.
- Implemented new inventory management systems or processes to improve efficiency.
- Participated in creating and maintaining safety stock levels for essential medications.
- Coordinated logistics for internal stock transfers between departments.
- Assisted with managing expired medications and implementing waste reduction strategies.
- Compiled reports on inventory levels, purchasing activity, and stock control metrics.
- Presented findings and recommendations to department heads and hospital management.
- Researched and identified new sources for medications and medical supplies.

- **PROCUREMENT PROCESS FLOWCHART:-**



Athma is not exactly software from another company that Narayana Health uses. It's actually a home-grown records management system that they entwinkled (developed) in collaboration with NetApp.

ATHMA is a comprehensive hospital automation product suite developed by **Narayana Health**. Here are the key points about **ATHMA**:

1. Evolution:

- ❖ **2016-2017:** ATHMA laid the foundation with consumer-grade tech and design principles, focusing on scalability and user experience.
- ❖ **2018:** The platform expanded to cater to clinical, operational, and financial workflows, involving input from 2000 doctors, 9000 nurses, and 4000 administrators.
- ❖ **2019-2020:** ATHMA became a complete hospital automation system, serving 1000-bed hospitals, single doctor clinics, and more. It introduced doctor and patient apps with video consultations and online health records, especially valuable during the COVID-19 pandemic.
- ❖ **2021-Present:** Continuous innovation improved clinical automation, patient, doctor, and administrator functions. A lab information system for pathology sample processing & reporting was also launched.

2. Collaboration with NetApp:

- Narayana Health collaborated with NetApp to deploy a cloud-based patient records management system, which led to the creation of ATHMA.

3. Features:

- ATHMA offers seamless storage and processing of patient records. It empowers medical staff and patients to access comprehensive medical histories swiftly & efficiently.

4. Design Philosophy:

- ATHMA prioritizes simplicity, automation, and interoperability.
- It aims to enhance productivity, patient experience and revenue acceleration.

❖ **Linking theory (Classroom learning) with practice at your organization):-**

- The Module: - Supply Chain Management/ Materials Management is scheduled in second year of MBA HHM. Therefore did not have exposure to the concepts.
- **Medication Dispensing:**
 - Focuses on preventing dispensing errors through monitoring and staff training.
 - Covers common errors like wrong medication, dosage, or strength.

❖ **Gaps identified on the working area:- {Observations in Hospital Pharmacy Departments}**

IPD Pharmacy:

- **Delivery:** Inadequate HR (pharmacy staff); Less number of runners may contribute to delays in delivering medications to nursing stations.
- **Verification:** Increased workload at times (Monday & Saturday) may lead to rushed medication dispensing, hindering proper verification procedures.
- **Nursing Staff:** High nurse-to-patient ratios may contribute to delays in receiving medications. Each nursing staff should attend 5 patients but they attend 9-10 patients.

OPD Pharmacy:

- **Wait Times:** Due to heavy rush on Monday and Saturday, waiting time is more.
- **Communication:** Difficulties in communication between pharmacists and patients due to low level of education leads to misunderstandings.
- **Inventory Management:** Stock-outs, expired medications, and inaccurate prescriptions create challenges for dispensing medications.

Overall Inventory Management:

- **Communication:** Poor communication among departments can lead to inaccurate forecasting and stockouts.

Procurement:

- **GRN Approvals:** Workload-related delays in approving GRNs (Goods Received Notes) can affect distribution timelines.
- **Communication:** Communication gaps can cause delays in resolving discrepancies.
- **Order Processing:** Discrepancies between processing times and delivery dates, as well as incomplete order updates, need investigation.
- **Reminders:** The absence of automated reminders for pending actions could lead to missed tasks.

❖ **Suggestions for improvement:- {Actions May Be Taken for Improvement in Pharmacy Department}**

➤ **Human Resources:**

- Optimizing process efficiency.
- Minimize human error through process improvement and cross-checking procedures. For Example:- Consider assigning at least two designation to verify medication batches before dispatch.

➤ **OPD Pharmacy:**

- Streamline patient experience through appointment scheduling and waiting room optimization.
- Analyze medication usage patterns to predict future needs and optimize inventory management.

➤ **Inventory Management:**

- Explore pharmacy software featuring functionalities like automatic requisition generation based on pre-defined order sets or inventory levels.