

SUMMER INTERNSHIP PROGRAM
at
APOLLO HOSPITAL, JUBILEE HILLS, HYDERABAD

From 02/05/2024 To 30/06/2024

A REPORT BY
BHAWANA PRAKASH NAWARE
Master of Business Administration
MBA HOSPITAL AND HEALTH MANAGEMENT
2023-25

under the Mentorship of
DR. ANUPAM MEHROTRA
ASSISTANT PROFESSOR IIHMR UNIVERSITY, JAIPUR



July 01, 2024

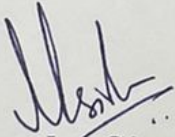
TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Ms. Bhawana Naware** of **IIHMR University**, has done her internship from 02-May-2024 to 30-June-2024 in Quality department at Apollo Health City Jubilee Hills, Hyderabad.

During the period we found her performance to be good and regular in her duties.

We wish all the success in her future endeavors.

For Apollo Hospitals Enterprise Limited



Mamtha Singh
Manager – Human Resources



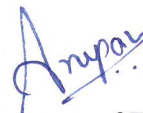
IIHMR University Faculty Mentor Approval

This is to certify that Ms. BHAWANA PRAKASH NAWARE of academic year 2023-25 INSTITUTE OF HEALTH MANAGEMENT RESEARCH has prepared a 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:

22/7/24

A handwritten signature in blue ink, appearing to read 'Anupam', written over a horizontal line.

(Signature of Faculty Mentor)

Name: Dr. Anupam Mehrotra

Designation: Assistant Professor

IIHMR UNIVERSITY, JAIPUR



HISTORY

Apollo Hospitals was founded by Prathap C. Reddy in 1983 as the first corporate health care in India. The first branch at Chennai was inaugurated by the President of India Zail Singh. Several of Apollo's hospitals have been among the first in India to receive international healthcare accreditation by the America-based Joint Commission International (JCI) as well as NABH accreditation. Apollo Hospitals Enterprise Limited is an Indian multinational healthcare group headquartered in Chennai. It is the largest for-profit private hospital network in India, with a network of 71 owned and managed hospitals. Along with the eponymous hospital chain, the company also operates pharmacies, primary care and diagnostic centres, telehealth clinics, and digital healthcare services among others through its subsidiaries.

DISCUSSION

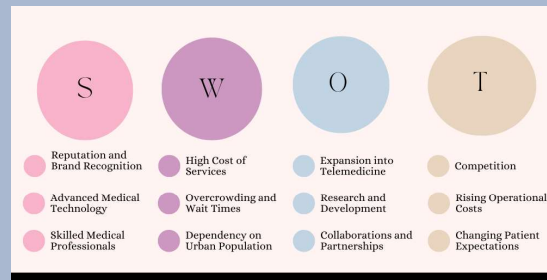
Apollo Hospitals Hyderabad first opened its doors to the world in 1988. Today, after nearly 3 decades, Apollo Hospitals, Hyderabad has emerged as the most renowned and trusted integrated Health City in Asia, specializing in the entire spectrum from illness to wellness and holistic therapy.

VISION

'Touch a Billion Lives'

MISSION

To bring healthcare of International standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity.



ORGANIZATION STRUCTURE



LEARNING DURING INTERNSHIP

- Data collection and comprehensive data analysis and the development of effective strategies.
- Conducted audits on pain management and drug chart documentation emphasized the importance of meticulous record-keeping and effective patient communication.
- learned about Root Cause Analysis (RCA) and other quality tools to enhance healthcare processes.
- These experiences allowed me to apply theoretical knowledge to real-world situations, significantly improving my understanding and skills in healthcare management.

Improving Pain Management for Post-Operative Patients at Apollo Hospital, Jubilee Hills, Hyderabad.

Pain management in post-operative patients is a critical component of patient care that directly impacts recovery outcomes and patient satisfaction. Therefore, it is essential to develop and implement strategies to enhance the accuracy of pain score documentation and improve the effectiveness of pain management interventions for all post-operative patients. The gap in pain management practices can lead to prolonged recovery times, increased patient discomfort, and decreased overall satisfaction with the care provided.

Findings:

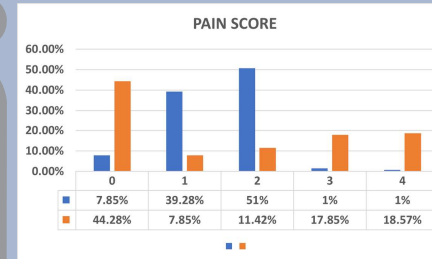


Fig 1: Pain score documented in files vs pain score as per patients.

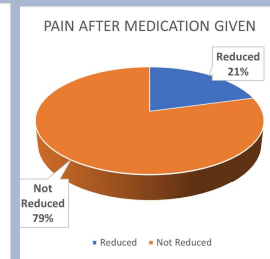


Fig 2: Pain after medication given.

SUGGESTIONS

- Regular training sessions for nurses on pain assessment techniques.
- Conducting periodic audit and providing constructive feedback can help ensure consistent and precise documentation of pain score.
- Ensuring all patients have access to a pain manager contact number.
- Pain scale should be available inside each patient's room.
- Provide training sessions for healthcare staff on the importance of accurate documentation.



CHALLENGES FACED

I faced communication barriers with Somali and Telugu-speaking patients.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 01

From: 01/05/24 to 04/05/24

Activity Done	• Successfully completed the joining and orientation program facilitated by HR department. • Joined quality department under Vamshi Krishna sir. • Take responsibility for a project aimed at enhancing the management of hypoglycaemia within hospital settings.
Linking theory (Classroom learning) with practice at our organisation	• Oriented with international block and main block in the hospital has been done and correlated observations with the theoretical concepts. • Collaborated with senior's staffs and medical professional to identify areas for improvement and thinking to develop a comprehensive action plan on hypoglycaemia.
Gaps identified on the working area	• The hospitals OPD area is experiencing severe overcrowding.
Suggestions for improvement	• Visitors control management is essential.

Plan for the next week.	Collecting more information about the project and review the literature and analysing the data to increase efficiency.
--------------------------------	--

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 02

From: 06/05/24 to 11/05/24

Activity Done	- Conducted the quiz competitions on occasion of world hand hygiene day program for patients and their relatives and to raise awareness about hand hygiene. - Attended meeting on hypoglycaemia and pain management and engaging with professional and discussing key insights and solutions.
Linking theory (Classroom learning) with practice at our organisation	Observing the OPD department practices and correlating findings with theoretical studies.
Gaps identified on the working area	Identified gaps in meeting on pain management and hypoglycaemia management through the nurse educator and pain management nurse.

Suggestions for improvement	• Use a combination of medication, physical therapy and alternatives tailored to the patients' needs. • Monitor blood glucose level closely and informed to respected doctors as early as possible by floor doctor and to educate the patients about the self-insulin administration and diet.
Plan for the next week.	• Reviewing the problem and cause of problem and enhancing best practices and monitoring and improving patient care outcomes.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 03

From: 13/05/24 to 18/05/24

Activity Done	• I visited the emergency department, observing patient intake, triage operations and transportation team dynamics and visited the general ward to access layout and operations. • I visited post operative's patients with pan management nurse to access their pain score, evaluated their treatments and ensure they received proper information and emergency contact number.
----------------------	--

Linking theory (Classroom learning) with practice at our organisation	• Visted emergency department and general ward of the hospital correlating the theoretical knowledge with practical knowledge and gains insights about it.
Gaps identified on the working area	• Overcrowding in the patient room. • Delay in transferring the discharged patients from the bed to the wheelchair.
Suggestions for improvement	• Ensuring that the staff follow the designated visiting hours and allow only one visitor at a time to prevent the overcrowding near the patient and reduce the risk of infection.
Plan for the next week.	• Visiting the more post operative patient for pain management.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 04

From: 20/05/24 to 25/05/24

Activity Done	• I conducted a pain management audit for all the patients in the hospital. I audited total 60 patients and found that 12 patients reported pain score of 4.
----------------------	--

Linking theory (Classroom learning) with practice at our organisation	Connecting the pain management audit to classroom learning means using what we have learned in class to understand real situations, analysing audits data to improve critical thinking and using feedback to make our classroom learning even better.
Gaps identified on the working area	Pain scores were not documented by nurses accurately for those patients with higher pain scores.
Suggestions for improvement	- Regular training sessions for nurses on pain assessment techniques. - Conducting periodic audit and providing constructive feedback can help ensure consistent and precise documentation of pain score.
Plan for the next week.	I intend to continue auditing pain management by assessing patient pain scores, reviewing interventions effectiveness, ensuring accurate documentation and providing recommendations for improvement.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 05

From: 27/05/24 to 01/06/24

Activity Done	• I conducted an audit at pro health clinic, examining patient arrival times, the efficiency of billing and token processes, patient pathways post check -in, consultations regarding further procedures, patient feedback on their health check-up, report distributions procedures and departure times from the hospital. • I conducted a pain management audit for all the patients in the hospital. I audited total 18 patients and found that 4 patients reported pain score of 4.
Linking theory (Classroom learning) with practice at our organisation	• This audit directly applied classroom learning by using theoretical concepts such as healthcare operation management for improving patients flow, data collection and statistical analysis.
Gaps identified on the working area	• Pain scores were not documented by nurses accurately for those patients with higher pain scores. • Inefficiencies in billing procedures • Long waiting time for checkups • Inadequate signage that causes patients to roam aimlessly.
Suggestions for improvement	• Regular training sessions for nurses on pain assessment techniques. • Improving signage within the clinic to guide patients effectively. • More efficient checkup scheduling system.

Plan for the next week.	I plan to continue auditing pain management by evaluating patient pain scores and reviewing the effectiveness of interventions.
--------------------------------	---

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 06

From: 03/06/2024 TO 08/06/2024

Activity Done	I conducted a pain management audit for all the patients in the hospital. I audited total 56 patients and found that 6 patients reported pain score of 4
Linking theory (Classroom learning) with practice at our organisation	This experience reinforced the significance of meticulous documentation in healthcare, emphasizing its role in ensuring precise patient care and facilitating effective treatment monitoring.
Gaps identified on the working area	Pain scores were not documented by nurses accurately for those patients with higher pain score.
Suggestions for improvement	- Regular training sessions for nurses on pain assessment techniques. - Ensuring all patients have access to a pain manager contact number.

	Pain scale should be available inside each patient's room.
Plan for the next week.	The pain following this audit will focus on implementing a training session for nursing staff on accurate pain score documentation practices and ensure that every patient room is equipped with a readily assessable pain scale.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 07

From: 10/06/2024 TO 15/06/2024

Activity Done	- I conducted a pain management audit for all the patients in the hospital. I audited total 26 patients and found that 2 patients reported pain score of 4. - I visited the department to conduct an audit on DVT interventions. I reviewed the types of interventions doctors are providing to patients to prevent DVT risk.
Linking theory (Classroom learning) with practice at our organisation	These audits underscored the importances of precise documentation and effective communication in healthcare to ensure optimal patient care and treatment outcomes.
Gaps identified on the working area	Pain scores were not documented by nurses accurately for those patients with higher pain score.

Suggestions for improvement	• Regular training sessions for nurses on pain assessment techniques. • Ensuring all patients have access to a pain manager contact number. • Pain scale should be available inside each patient's room.
Plan for the next week.	• I plan to conduct additional audit to ensure the implementation of accurate documentation practices, the placement of pain scale in patients' room and improvements in the documentations system.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 08

From: 17/06/2024 TO 22/06/2024

Activity Done	• I conducted an audit of the drug chart used in the ward for 16 patients and I compared the hospital online drug chart documentation with physical chart in patient's files.
Linking theory (Classroom learning) with practice at our organisation	• These findings highlight the importance of accurate and synchronized documentation in both online and physical records to ensure proper patient care and medication management.

Gaps identified on the working area	I identified discrepancies between the online documentation and physical files as the timing and frequency of drug administration recorded online did not match the information documented in patients' files.
Suggestions for improvement	- Conduct regular audits to identify and rectify discrepancies between online and physical drug charts. - Provide training sessions for healthcare staff on the importance of accurate documentation and proper use of the online drug chart system.
Plan for the next week.	I will conduct an audit focused on deep vein thrombosis (DVT) interventions within our healthcare facility.

Weekly Report

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762

Stream: MBA Hospital and Health Management.

Week no: 09

From: 24/06/2024 TO 29/06/2024

Activity Done	• I conducted an audit on DVT interventions of 6 patients and collected their data. I observed that doctors are providing both mechanical and pharmacological interventions for DVT interventions. • I attended a workshop on quality tools and technique in healthcare, highlighting the importance of root cause analysis.
Linking theory (Classroom learning) with practice at our organisation	• Learned about RCA is crucial for identifying underlying issue and implementing effective solutions. • These hands-on experiences reinforced the theoretical concepts from my coursework, demonstrating how these tools can effectively solve healthcare issues and improve processes.
Gaps identified on the working area	• Limited use of brainstorming and other creative techniques to generate solutions, which can lead to a narrow range of potential fixes.
Suggestions for improvement	• Need to improve monitoring and evaluations processes to ensure that implemented solutions are effective and sustainable over time.
Plan for the next week.	• Internship end here.

COMPILED REPORT

Name of the Organisation: Apollo Hospital, Jubilee Hills Hyderabad.

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

Name of the Student: Bhawana Prakash Naware

Roll no:1762
Management.

Stream: MBA Hospital and Health

ACTIVITY DONE

- I am pleased to announce that I have successfully finished the extensive joining and orientation program conducted by the Human Resources department.
- Afterward, I joined the Quality Department under the esteemed guidance of Mr. Vamshi Krishna.
- In this role, I am responsible for a project aimed to reduce the incidence of hypoglycaemia by 85%. For this project, I did a detailed analysis of the relevant data to help with further investigation and to develop effective strategies.
- On May 5th, 2024, we celebrated World Hand Hygiene Day to raise awareness about the importance of hand hygiene, we organized quiz competitions for patients and their relatives. This initiative aimed to educate and engage patients and their relatives in the critical practice of maintaining hand hygiene.



Celebration of world hand hygiene day



Demonstrating hand hygiene steps



Patients and their relatives participated in the hand hygiene quiz competition



- Participated in a meeting focused on hypoglycemia and pain management, engaging with professionals to discuss key insights and potential solutions.
- I visited the emergency department to observe patient intake, triage operations, and the dynamics of the transportation team. Additionally, I assessed the layout and operations of the general ward.
- I accompanied the pain management nurse to visit postoperative patients, assessing their pain scores, reviewing their treatments, and ensuring they received necessary information and emergency contact numbers.
- I conducted a pain management audit for all postoperative patients in the hospital, This involved examining patients' files to access pain scores recorded by the staff nurses as well as identifying instances where patients reported pain and the corresponding notifications to the doctors. Furthermore, I assessed whether patients were actively engaged in discussions regarding pain management. In cases where a patient's pain score exceeds 4, I investigated the type of treatment administered by the doctors. Moreover,
I ensured the patients were informed about emergency contact information's. Finally I monitored the effectiveness of interventions in reducing patients pain level.
- I audited a total of 140 patients. Among them, 26 patients reported a pain score of 4 or higher. Subsequently, I reviewed their files to ensure that doctors were administering appropriate interventions and that nurses were accurately documenting the pain scores. During this audit, I identified discrepancies in the documentation of patient pain scores by nurses. Some patients were complaining about pain after drug administration, but they were unaware of the emergency contact number.

The findings are illustrated in the following:

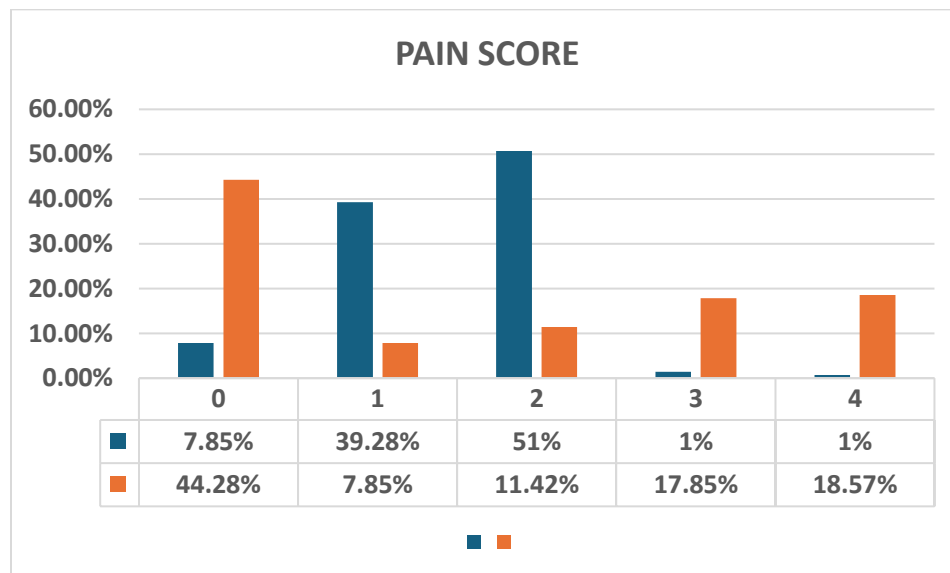


Figure 1 Pain score documented in file v/s pain score as per patient

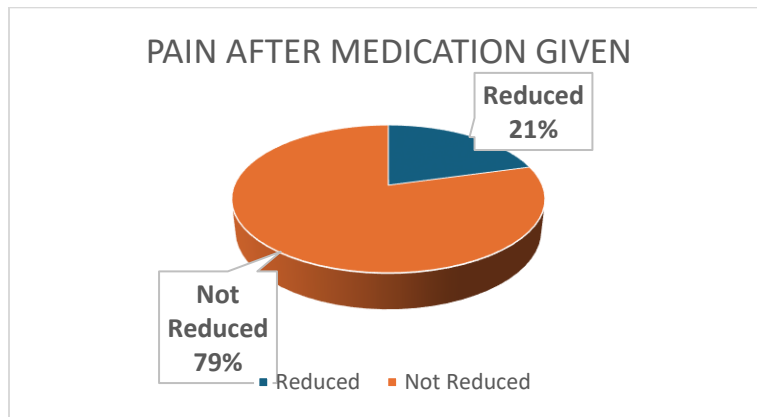
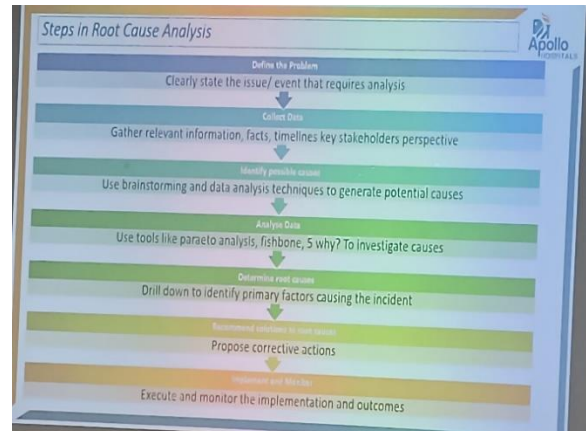


Figure 2 Pain after medications given

- I conducted an audit at pro health clinic, examining patient arrival times, the efficiency of billing and token processes, patient pathways after check-in, consultations for further procedures, patient feedback on their health check-ups, procedures for distributing reports, and departure times from the hospital.
- In an audit focusing on Deep Vein Thrombosis (DVT) prevention interventions, I prepared a detailed checklist and developed a process flow for these interventions. The audit covered 14 patients, examining the types of interventions doctors used to prevent DVT risk. The findings showed that all patients received both mechanical and pharmacological interventions. Specifically, doctors utilized bandage compressions, DVT stockings, limb elevation over pillows, and administered Clexane injections to prevent DVT.
- I attended a workshop focused on quality tools and techniques in healthcare, where the importance of Root Cause Analysis (RCA) was emphasized. The workshop provided valuable insights into how RCA can be effectively applied to identify and address underlying causes of issues in healthcare processes. The steps in RCA include defining the problem, collecting data, identifying causal factors, determining the root cause, recommending and implementing solutions and monitoring their effectiveness. Key tools discussed were the 5 ways method, fishbone analysis, flow charts, control charts, six sigma, run charts, pareto charts, stratification, diagrams, brainstorming, histograms and FMEA. The workshop emphasized the importance of choosing the right tool for each specific issue, as such offers unique insights. This session greatly improved my understanding of applying RCA and various quality tools to enhance health care processes.



Workshop on Quality Tools and Techniques presented by the Reshma Mam (HOD of Quality Department)

- I conducted an audit of the drug charts used in the ward. This audit involved comparing the online drug chart documentation with the physical charts in the patients' files. The audit covered a total of 16 patients. Through this comparison, I identified the following errors:

S.NO	CONTENT	TOTAL
1	TOTAL PATIENTS	16
2	TOTAL DRUG IN SYSTEM	189
3	DOUBLE ENTRY OF DRUG N SYSTEM	64
4	DOUBLE ENTRY OF DRUG GIVEN IN SYSTEM	19
5	ERROR WRITTEN IN FILES	3
6	ENTRY NOT FOUND N FILES	23
7	DRUG NOT WRITTEN IN DRUG CHART	18
8	DRUG NOT GIVEN TO PATIENTS BUT SHOWING IN SYSTEM	13
9	DRUG WAS ADVISED PREVIOUS DAY BUT SYSTEM SHOWING DIFFERENT DATE AND TIME	8
10	DRUG WAS STOP BUT SYSTEM SHOWING IT WAS GIVEN	30

LINKING THEORY (CLASSROOM LEARNING) WITH PRACTICE AT YOUR ORGANIZATION

- During my orientation, I explored both the international block and the main block of the hospital, which helped me connect my observations with the theoretical concepts I had studied in the classroom.
- Furthermore, I worked alongside senior staff and medical professionals to pinpoint areas needing improvement. Our efforts were concentrated on creating a comprehensive action plan for hypoglycemia management, effectively applying my academic knowledge to practical, real-world situations.
- Visited and observing OPD department practices, emergency department and general ward of the hospital correlating the theoretical knowledge with practical knowledge and gains insights about it.
- Connecting the pain management audit to classroom learning means using what we have learned in class to understand real situations, analysing audits data to improve critical thinking and using feedback to make our classroom learning even better.
- This audit directly applied classroom learning by using theoretical concepts such as healthcare operation management for improving patients flow, data collection and statistical analysis.
- This experience reinforced the significance of meticulous documentation in healthcare, emphasizing its role in ensuring precise patient care, facilitating effective

- treatment monitoring, documentation in both online and physical records to ensure proper patient care and medication management.
- Learned about RCA is crucial for identifying underlying issue and implementing effective solutions.
 - These hands-on experiences reinforced the theoretical concepts from my coursework, demonstrating how these tools can effectively solve healthcare issues and improve processes.

GAPS IDENTIFIED ON THE WORKING AREA

- The hospitals OPD area is experiencing severe overcrowding.
- Identified gaps in meeting on pain management and hypoglycaemia management through the nurse educator and pain management nurse.
- Overcrowding in the patient room.
- Delay in transferring the discharged patients from the bed to the wheelchair.
- Inefficiencies in billing procedures.
- Long waiting time for checkups
- Inadequate signage that causes patients to roam aimlessly.
- Pain scores were not documented by nurses accurately for those patients with higher pain score.
- Identified discrepancies between the online documentation and physical files as the timing and frequency of drug administration recorded online did not match the information documented in patients' files.
- Limited use of brainstorming and other creative techniques to generate solutions, which can lead to a narrow range of potential fixes.

SUGGESTIONS FOR IMPROVEMENT

Inpatient department:

- Visitors control management is essential in inpatient departments.
- Ensuring that the staff follow the designated visiting hours and allow only one visitor at a time to prevent the overcrowding near the patient and reduce the risk of infection.
- All visitors should wear a visitor pass.

Audit of Post-Operative Pain Management Practices:

- Use a combination of medication, physical therapy, and alternative treatments tailored to the patients' needs to manage their pain.
- Regular training sessions for nurses on pain assessment techniques.

- Conducting periodic audit and providing constructive feedback can help ensure consistent and precise documentation of pain score.
- Ensuring all patients have access to a pain manager contact number.
- Pain scale should be available inside each patient's room.
- Provide training sessions for healthcare staff on the importance of accurate documentation.

Audit of Hypoglycaemia Management Practices:

- Monitor blood glucose level closely and informed to respected doctors as early as possible by floor doctor.
- Educate the patients about the self-insulin administration and diet.

Patient Tracking Audit at Pro Health Clinic:

- Improving signage within the clinic to guide patients effectively.
- More efficient checkup scheduling system.
- An Arabic translator should be available at Pro Health Clinic.

Drug Chart Documentation Audit: Comparing Online Systems with Physical Charts:

- Conduct regular audits to identify and rectify discrepancies between online and physical drug charts.
- Provide training sessions for healthcare staff on the importance of accurate documentation and proper use of the online drug chart system.
- Need to improve monitoring and evaluations processes to ensure that implemented solutions are effective and sustainable over time.
- Update the system used for drug entry to ensure it accurately records the proper timing of medication administration.

- Conducting periodic audit and providing constructive feedback can help ensure consistent and precise documentation of pain score.
- Ensuring all patients have access to a pain manager contact number.
- Pain scale should be available inside each patient's room.
- Provide training sessions for healthcare staff on the importance of accurate documentation.

Audit of Hypoglycaemia Management Practices:

- Monitor blood glucose level closely and informed to respected doctors as early as possible by floor doctor.
- Educate the patients about the self-insulin administration and diet.

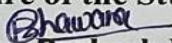
Patient Tracking Audit at Pro Health Clinic:

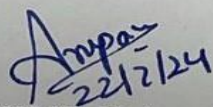
- Improving signage within the clinic to guide patients effectively.
- More efficient checkup scheduling system.
- An Arabic translator should be available at Pro Health Clinic.

Drug Chart Documentation Audit: Comparing Online Systems with Physical Charts:

- Conduct regular audits to identify and rectify discrepancies between online and physical drug charts.
- Provide training sessions for healthcare staff on the importance of accurate documentation and proper use of the online drug chart system.
- Need to improve monitoring and evaluations processes to ensure that implemented solutions are effective and sustainable over time.
- Update the system used for drug entry to ensure it accurately records the proper timing of medication administration.

Signature of the Student


Bhawana Prakash Naware


Approved by the IIHMR University's Mentor

