

SUMMER INTERNSHIP PROGRAM

at

CK BIRLA HOSPITAL, JAIPUR

From 1st May 2024 to 1st July 2024

A REPORT BY

Arshia Chopra

Master of Business Administration

HOSPITAL AND HEALTH MANAGEMENT

2023-25

under the Mentorship of

Dr. Sandesh Sharma, Professor



RBH/2024/Jul/HRD/6155

Date: 01 Jul 2024

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Arshia Chopra** has successfully completed her training in Operations Department from 01 May 2024 to 01 Jul 2024.

We found her sincere, punctual & hardworking. We wish her every success in her future and career.

For CK Birla Hospital - RBH



Raju Kumar

Unit Head - HR

Completion Certification from the Organization

CERTIFICATE

This is to certify that ☒ Dr./Mr./ Ms. ARSHIA CHOPRA of
HM-28 (batch) of
IIHMR, JAIPUR (Name of the department/institute) has
worked with our organization for his/her summer internship from
1st MAY '24 to
1st JULY '24 (date). The overall
performance shown by him/her during the period was excellent/good/average. This
certificate is being issued to meet the requirements of the IIHMR University.

Date: 1st JULY '24

(Signature of organization Mentor)

Name: DR. NIHAR BHATIA

Designation: Head operations

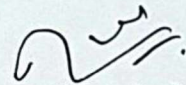
Seal/Stamp of the Organization

IIHMR University Faculty Mentor Approval

This is to certify that **DR. ARSHIA CHOPRA** academic year 2023-25 of **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 presentation.

Date: 22/07/2024

A handwritten signature in black ink, appearing to be 'Dr. Sandesh Sharma'.

(Signature of Faculty Mentor)

Dr. Sandesh Sharma

Associate Professor

IIHMR UNIVERSITY, JAIPUR

ABOUT THE ORGANISATION

RUKMANI BIRLA HOSPITAL in Jaipur is a state-of-the-art multispecialty facility offering extensive inpatient and outpatient services. Since its inception, RBH has been dedicated to delivering comprehensive medical care to the patients, including gynecology , neurosurgery , gastroenterology, renal science, cardiology, orthopedics, joint replacement, and more.

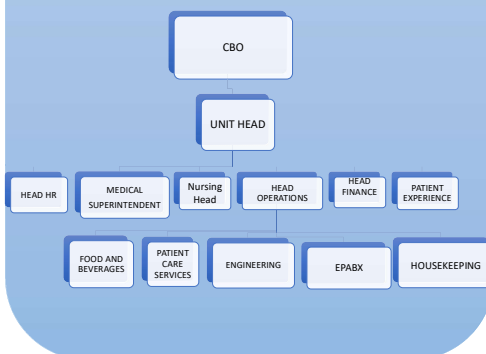
HISTORY-As the first private hospital in the city, Rukmani Birla Hospital was founded by the late B M Birla and Y B Chavan. The hospital was established with the guiding principle of integrating research into clinical practice and providing high-quality medical care to all segments of society.

VISION AND MISSION

VISION - To provide best of Patient Service & Clinical Excellence.

MISSION - To create Clinical Centers of Excellence on a strong backbone of research, academics and evidence-based medicine *for best clinical and patient outcomes.*

ORGANISATION STRUCTURE



THEORETICAL UNDERSTANDING	PRACTICAL EXPOSURE
In theory, we learned that effective communication and professional behavior among staff members significantly influence patient decisions.	Practical observations confirmed that appropriate communication and desired conduct positively impact patients' decision-making processes.
Theoretically, we learned that efficient resource utilization is essential for increasing productivity.	Practically, we observed how high-quality care can still be delivered to patients even in situations where resources are limited.
Theoretically, we gained knowledge about various research methods and study designs	In practice, we applied this knowledge by implementing the study design in this project.

STRENGTHS

- Potential increase in revenue by understanding and addressing barriers to IPD admission.
- Understanding patients' reasons for refusing IPD admissions, allows the hospital to address their concerns, improving patient satisfaction and care quality

WEAKNESSES

- Preference for medicinal treatment over surgical intervention.
- Long waiting time for doctors' consultation and lab/radio reports

SWOT ANALYSIS

OPPORTUNITIES

- Overall operational efficiency by streamlining the hospital processes.
- Expanding the financial assistance programs
- Enhanced hospitals' reputation through improved processes.

THREATS

- Competition from other corporate hospitals in the city
- Competition from alternative medicinal treatment
- Economic factors affecting patients' stability.

AIM

To increase the proportion of patients transitioning from outpatient department (OPD) to inpatient department (IPD) ,as evidenced by a decrease in the percentage of patients opting against inpatient admission after receiving recommendations, subsequently leading to measurable growth of hospitals' revenue.

OBJECTIVES

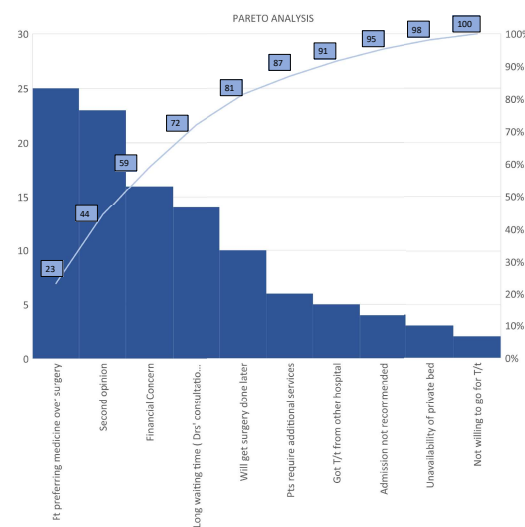
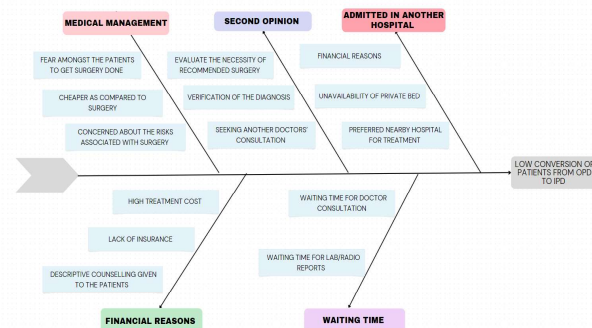
- To conduct an analysis on the proportion of patients transitioning from OPD to IPD
- To Delineate the underlying reasons across various departments
- To increase the conversion of patients from OPD to IPD

METHODOLOGY

- Research Design**- Prospective study
- Duration**- 40 days
- Sampling technique**- Purposive Sampling
- Sample Size**- 251 patients
- Quantitative Data Collection**-
 - In-patient admission recommendations.
 - In-patient admission declines
- Qualitative Data Collection**- Develop and administer questionnaire to the patients who decline in patient admissions.

CHALLENGES FACED

- Technical errors in the new HIS hindered data collection
- Couldn't gather data from some depts like gynecology as they prefer to maintain the confidentiality of patients' information.



LEARNINGS DURING INTERNSHIP

- Develop skills in audit processes, including identifying areas for improvement and ensuring compliance with established standards.
- Gained practical experience in standardising recipes, ensuring uniformity and quality in the food served to the patients.
- Gained understanding of the importance of clear guidelines and protocols in maintaining service quality.
- Worked with the F&B dept to ensure that no patient is overlooked during meal service.

USEFULNESS OF INTERNSHIP

- Acquired comprehensive knowledge of the functioning and operations of a hospital setting.
- Gained practical, hands-on experience in specific areas of the Operations Department.
- Facilitated networking and establishment of professional connections.

SUGGESTIONS

- Display testimonials from highly satisfied patients to those recommended for admission, showcasing the quality of services provided to attract their interest
- Offer counselling sessions with experienced healthcare professionals to address patient concerns and alleviate fears.
- Provide sufficient time to the patients during financial counselling to address their concerns comprehensively.
- Regularly follow up with patients seeking second opinions to encourage their return to the hospital if they decide to proceed with the procedure



Weekly Report-1

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 1

From: 13/05/2023 to 18/05/2023

Activity Done	• Monitored the Number of patients getting admitted in IPD • Conducted housekeeping audit in ICUs • Prepared a checklist for Food & Beverages audit • Revised the SOP manual for Food and Beverages as per the NABH guidelines
Linking theory (Classroom learning) with practice at your organisation	• Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same • Application of NABH guidelines in operating various depts.
Gaps identified on the working area.	• Less patient satisfaction in F&B department due to delay in delivery of food. • Amongst the patients who were advised admission only 50% agreed to take up the IPD services and remaining 50% denied the treatment due to financial reasons
Suggestions for improvement	• More staff needs to be hired in Food and Beverage department
Plan for the next week	Continue working on the project Complete the SOP

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report-2

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 2

From: 6/05/2024 to 11/05/2024

Activity Done	• Discussed the project topic • Tracked the conversion of patients from OPD to IPD • Coordinated with the Patient coordinators and tracked the flow of patients • Discovered the functioning of different departments
Linking theory (Classroom learning) with practice at your organisation	• Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same
Gaps identified on the working area.	• Amongst the patients who were advised admission only 80% agreed to take up the IPD services and remaining 20% denied the treatment due to financial reasons
Suggestions for improvement	• A proper financial counselling should be the done for the patients
Plan for the next week	• Analyse further into the project

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report 3

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 3

From: 13/05/2023 to 18/05/2023

Activity Done	• Monitored the Number of patients getting admitted in IPD • Conducted housekeeping audit in ICUs • Prepared a checklist for Food & Beverages audit • Revised the SOP manual for Food and Beverages as per the NABH guidelines
Linking theory (Classroom learning) with practice at your organisation	• Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same • Application of NABH guidelines in operating various depts.
Gaps identified on the working area.	• Less patient satisfaction in F&B department due to delay in delivery of food. • Amongst the patients who were advised admission only 50% agreed to take up the IPD services and remaining 50% denied the treatment due to financial reasons
Suggestions for improvement	• More staff needs to be hired in Food and Beverage department
Plan for the next week	• Continue working on the project • Complete the SOP

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report- 4

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no:4

From: 20/05/2023 to 25/05/2023

Activity Done	• Completed the revision of SOP manual of food and beverages department • Started working on optimization of bed management for transfer of patients from ICUs to normal category rooms • Obtained data on the number of patients from OPD getting converted to IPD • Started standardising the recipes for food to be prepared for patients in food and beverage department
Linking theory (Classroom learning) with practice at your organisation	• Efficient utilisation of resources for optimal allocation of beds • Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same • Application of NABH guidelines in operating various depts.
Gaps identified on the working area.	• Less patient satisfaction in F&B department due to delay in delivery of food. • Delay in transfer of patients from ICU to desired category of rooms
Suggestions for improvement	• More staff needs to be hired in Food and Beverage department • Efficient utilisation of resources should be done for optimal allocation of bed.
Plan for the next week	• Continue working on the project of conversion of patients from OPD to IPD. • Continue working on project of optimisation of bed management. • Continue working on the standardisation of recipes.

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report- 5

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 5

From 27/05/2023 **to** 1/06/2023

Activity Done	- Continued working on optimization of bed management for transfer of patients from ICUs to normal category rooms - Obtained data on the number of patients from OPD getting converted to IPD - Continued standardising the recipes in F&B Dept. - Called the patients and asked them the reasons for not getting admitted.
Linking theory (Classroom learning) with practice at your organisation	- Efficient utilisation of resources for optimal allocation of beds - Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same - Importance of proper communication at various steps between the staff members and patients in influencing the patients' decisions
Gaps identified on the working area.	- Delay in transfer of patients from ICU to desired category of rooms. - Some of the patients do not want to get admitted due to long waiting time in OPD.
Suggestions for improvement	Efficient utilization of resources should be done For optimal allocation of beds.
Plan for the next week	- Continue working on the project of conversion of patients from OPD to IPD. - Continue working on project of optimisation of bed management. - Continue working on the standardisation of recipes.

Arshia Chopra

Signature of the Student

Weekly Report 6

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 6

From 3/06/2024 **to** 8/06/2024

Activity Done	- Continued working on optimization of bed management for transfer of patients from ICUs to normal category rooms - Obtained data on the number of patients from OPD getting converted to IPD - Continued standardising the recipes for food to be prepared for patients in food and beverage department - Called the patients and asked them the reasons for not getting admitted.
Linking theory (Classroom learning) with practice at your organisation	- Efficient utilisation of resources for optimal allocation of beds - Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same - Importance of proper communication at various steps between the staff members and patients in influencing the patients decisions
Gaps identified on the working area.	- Delay in transfer of patients from ICU to desired category of rooms. - Some of the patients do not want to get admitted due to long waiting time in OPD.
Suggestions for improvement	Efficient utilization of resources should be done For optimal allocation of beds.
Plan for the next week	- Continue working on the project of conversion of patients from OPD to IPD. - Continue working on project of optimisation of bed management. - Continue working on the standardisation of recipes

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report-7

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 7

From 10/06/2024 **to** 15/06/2024

Activity Done	• Obtained data on the number of patients from OPD getting converted to IPD • Continued standardising the recipes for food to be prepared for patients in food and beverage department • Called the patients and asked them the reasons for not getting admitted. • Started with the analysis of the data obtained for the project • Conducted an audit for overall operations department and prepared a snag list for the same
Linking theory (Classroom learning) with practice at your organisation	• Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same • Importance of proper communication at various steps between the staff members and patients in influencing the patients' decisions • The importance of patient satisfaction for the overall success of the organisation
Gaps identified on the working area.	• Some of the patients do not want to get admitted due to long waiting time in OPD. • Some patients do not want to get admitted due to lack of availability of beds. • Lack of training of GDA and other ground level staff in proper handling of the patients. • Lack of communication amongst different departments leading to dissatisfaction of the patients.
Suggestions for improvement	• Every staff member should be adequately trained to maximise the overall satisfaction of the patients.
Plan for the next week	• Complete the analysis of the project of conversion of patients from OPD to IPD. • Continue working on the standardisation of recipes.

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report- 8

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no: 8

From 17/06/2024 **to** 22/06/2024

Activity Done	- Continued standardising the recipes for food to be prepared for patients in food and beverage department - Called the patients and asked them the reasons for not getting admitted. - Completed the analysis of the data obtained for the project - Worked with the F&B dept to ensure that all patients receive their required meals promptly, ensuring no patient was overlooked during the meal service
Linking theory (Classroom learning) with practice at your organisation	- Analysing patients' attitude towards getting the treatment and impact of the behaviour of staff members on the same - Importance of proper communication at various steps between the staff members and patients in influencing the patients decisions - The importance of patient satisfaction for the overall success of the organisation
Gaps identified on the working area.	- Lack of communication amongst different departments leading to dissatisfaction of the patients. - Gaps in the new HIS system leading to problems with the food delivery services.
Suggestions for improvement	Every staff member should be adequately trained to maximise the overall satisfaction of the patients.
Plan for the next week	- Continue working on the standardisation of recipes. - Finalise the poster and prepare the presentation as required by the organisation

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report- 9

Name of the Organisation: CK Birla Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: MBA-HHM

Week no:9

From 24/06/2024 to 29/06/2024

Activity Done	• Worked with the F&B dept to ensure that all patients receive their required meals promptly, ensuring no patient was overlooked during the meal service • Completed the standardisation of recipes in F&B department. • Worked on the quality tools to be used in the project • Prepared the poster and got it approved from the organisation mentor • Prepared the report and got it approved.
Linking theory (Classroom learning) with practice at your organisation	• The importance of patient satisfaction for the overall success of the organisation. • The importance of standardisation to deliver quality care to the patients.
Gaps identified on the working area.	• Gaps in the new HIS system leading to problems with the food delivery services.
Suggestions for improvement	• Every staff member should be adequately trained to maximise the overall satisfaction of the patients.

Arshia Chopra

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: CK BIRLA HOSPITAL, JAIPUR

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Arshia Chopra

Roll no: 1688

Stream: HHM

Activity Done	• I undertook a project that focused on the conversion of patients from OPD to IPD which involved analysing the underlying reasons and providing strategic recommendations. • Performed audits across various departments in operations and evaluated compliance with the established standards . • Standardised the recipes for the meals prepared for the patients, ensuring uniformity and quality in the food served to the patients. • Worked with the Food and Beverages department to ensure that no patient is overlooked during meal service and coordinated with the nursing and F&B staff to monitor meal distribution and addressed the issues immediately to maintain high standards of patient care. • Reviewed and modified the SOP of the Food and Beverages department and gained understanding of the importance of clear guidelines and protocols in maintaining the service quality. • Gained insights and overview of different areas within the hospitals' operations department. • Coordinated with the patient coordinators and tracked the flow of patients. • Monitored the TAT for step down bed transfers for 15 days.
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Linking theory (Classroom learning) with practice at your organisation	• In theory, we learned that effective communication and professional behaviour among staff members significantly influence patient decisions and practical observations confirm that proper communication and behaviour positively affect patient choices. • Theoretically, we learned that efficient resource utilization is essential for increasing productivity and practically, we observed how high-quality care can still be delivered to patients even in situations where resources are limited. • Theoretically we gained knowledge about various research methods and study designs and in practice we applied this knowledge by implementing the study design in this project. • Practically observed the adherence to NABH guidelines in operating different departments in a hospital.
Gaps identified on the working area.	• Extended waiting periods in the OPD, delays in receiving lab/radiology reports • Lack of communication amongst different departments leading to dissatisfaction of the patients. • Insufficient availability of private beds • Less patient satisfaction from Food and Beverages department due to delay in delivery of food. • Delay in step-down bed transfer of patients from ICUs to the normal rooms. • Gaps in the new HIS system leading to problems in the food delivery services.

Suggestions for improvement	• Display testimonials from highly satisfied patients to those recommended for admission, showcasing the quality of services provided to attract their interest • Offer counselling sessions with experienced healthcare professionals to address patient concerns and alleviate fears. • Provide sufficient time to the patients during financial counselling to address their concerns comprehensively. • Regularly follow up with patients seeking second opinions to encourage their return to the hospital if they decide to proceed with the procedure. • More staff needs to be hired in Food and Beverages department • Every staff member should be adequately trained to maximise the overall satisfaction of the patients.
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Arshia Chopra

Signature of the Student



Approved by the IIHMR University's Mentor

