

SUMMER INTERNSHIP PROGRAM

at

Artemis Hospitals, Gurugram

From 6th May 2024 to 3rd July 2024

A REPORT BY

Name of the student – Anubhav Singh

Master of Business Administration

Hospital and healthcare management

2023-25

under the Mentorship of

Dr. S.P. Chattopadhyay, Professor

Dated: 02nd July, 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Anubhav Singh has successfully completed his internship in the Department of Operations (Business Analytics), Gurugram from 06th May, 2024 till 03rd July, 2024.

During this internship, he was found to be sincere and hardworking.

We wish him all the best for future.

For Artemis Medicare Services Ltd,



Flt. Lt. Saras Malik

(Chief People Officer)



Dr. Vishal Arora

(Chief of Business Transformation & Operation
Excellence)



IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Anubhav Singh** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESEARCH** has prepared a poster with respect to his summer internship held during May-June 2024.

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

Date:

A handwritten signature in blue ink, appearing to read 'S.P. Chattopadhyay'.

(Signature of the Faculty Mentor)

Dr. S.P Chattopadhyay
(Assistant Professor)
IIHMR UNIVERSITY
JAIPUR

HISTORY



Established in 2007 by the Apollo Tires Group, Artemis Health Institute is a leading healthcare provider in Gurugram. It was the first hospital in the region to receive Joint Commission International (JCI) accreditation in 2013, highlighting its commitment to global healthcare standards. Within three years, Artemis also achieved National Accreditation Board for Hospitals & Healthcare Providers (NABH) accreditation, reinforcing its dedication to quality care. Known for its advanced medical technology and skilled professionals, Artemis offers specialized services in cardiology, oncology, orthopedics, neurology, and more. The hospital emphasizes patient-centric care, innovation, and excellence, continually setting new benchmarks in the healthcare industry.

VISION

"To create an Integrated World Class Healthcare System, Fostering, Protecting, Sustaining and Restoring Health through Best in Class Medical Practices and Cutting Edge Technology developed through in depth Research carried out by the World's Best Scientific Minds"

MISSION

"To provide exceptional outcome for patient and families by providing excellent nursing care services through evidence based practices, cutting edge technology & compassionate care"

ORGANISATION STRUCTURE



SWOT ANALYSIS

Strength

- Good reputation and expertise in providing high quality medical care.
- Collaborated with national and international healthcare networks.
- Advance medical technology.

Weakness

- High cost of services.
- Delays due to delay in insurance approval
- Lack of coordination among departments

Opportunity

- Expansion of organisation and increasing bed capacity.
- Growing medical tourism in India.
- Increasing Healthcare Market

Threat

- Regulatory change in healthcare
- Rapid expansion in a highly competitive market
- Slow Integration of IT systems

"PROJECT ON EVENING OPD ASSESMENT"



Aim

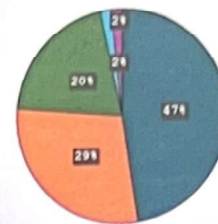
"The aim of this study is to evaluate the newly established Evening OPD by analyzing patient sources, doctors' availability, and system readiness, while enhancing patient experience"

SCOPE & METHODOLOGY

- Time Period- 7 May 2024- 30 June 2024 from 5 PM to 8 PM
- Patient Types Covered- OPD
- Sample Size - 200
- Departments Involved- Key departments include Cardiology, Neurology, Orthopedics, Oncology, Pediatrics, and more
- Study Design: Descriptive Study to characterize the current state of Evening OPD within the hospital
- Sampling Type- Convenience Sampling

DATA ANALYSIS & FINDINGS

Source of Information



- Word of mouth
- Website/Social Media
- Doctor's Referral
- Follow Up
- Text SMS

1. Sources of Patients: 47% from word of mouth, 29% from website/social media, 20% from doctor referrals, 2% from follow-ups, and 2% from text SMS.
2. Patient Experience Ratings:
 - Patients rated ease of contacting the hospital at 4.7/5(Average)
 - Average rating of billing and registration process was 4 out of 5
3. Evening OPD Average:
 - The Evening OPD sees an average of 37 patients per day.

LEARNING DURING INTERNSHIP



- Gained insights into various hospital processes, including admission and discharge procedures, CSSD lab operations, blood bank management, and TPA processes.
- Project Management: Managed multiple projects successfully
- Interdisciplinary Collaboration: Worked effectively with diverse teams.
- Data-Driven Decisions: Analyze data for better patient care.

USEFULLNESS OF INTERNSHIP



- Exposure to the working environment of the hospital setting
- Learn the challenges faced while implementing protocols and how to overcome that
- Developed skills and confidence, equipping for future challenges and opportunities

THEORETICAL VS PRACTICAL EXPOSURE

PRACTICAL

- Problem Solving
- Data Collection and analysis
- Organisation Understanding
- Communication planning in day to day conversation

THEORETICAL

- Learn all the same theoretically in classroom

CHALLENGES FACED



- Data collection from different stakeholder
- Managing different projects at same time
- Managing multiple task and adherence to deadlines
- Lack of data availability hinders the provision of accurate results

SUGESSTION FOR IMPROVEMENT

- Introduce pathology and diagnostic services during the evening OPD hours.
- Ensure the availability of senior consultants during the evening OPD sessions
- Clearly communicate to patients the importance of disclosing all medical conditions to prevent delays in claim approvals.
- Establish a policy to avoid initiating TPA discharges after 6 PM to ensure the TPA department can process claims before closing.
- Proper training is required for the staff to ensure a thorough understanding and efficient execution of the processes
- We should implement planned discharges by prioritizing rounds for likely discharge patients or preplanning discharges a day in advance to reduce delays.



Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 1(6st May-24 to 10th May-24) From: ...6st May 2024...to...5th July....

Activity Done	• Participated in orientation sessions within the Business Operations Department at Artemis Hospitals. • Conducted research and prepared a feedback form for the Evening OPD. • Monitored system readiness, doctors' availability, and patient sources during the Evening OPD. • Reviewed documentation for the preparation of a Detailed Project Report (DPR) for a nursing college proposed by the hospital.
Linking theory (Classroom learning) with practice at your organisation	• Applied concepts of Essentials of hospital services to understand the clinical operations of Artemis Hospitals. • Utilized knowledge of organizational behaviour and healthcare management theories to analyse departmental functioning and identify areas for improvement.
Gaps identified on the working area.	• Inconsistencies in system readiness for the Evening OPD, leading to potential patient dissatisfaction and operational inefficiencies. • Limited data on patient sources, hindering the hospital's ability to optimize marketing strategies and resource allocation.
Suggestions for improvement	• Implement a standardized checklist or protocol for ensuring system readiness before the start of the Evening OPD to enhance operational efficiency. • Establish mechanisms for capturing comprehensive data on patient sources to inform targeted marketing efforts and enhance patient acquisition strategies.
Plan for the next week	• Monitoring the Evening OPD and Finding the Gaps • Preparation Documents on process of Setup a nursing college

Signature of the Student

Approved by the IIHMR University's Mentor

Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 2(13st May-24 to 17th May-24)

From: ...6st May 2024...to...5th July....

Activity Done	- Collected and analysed data from evening OPD sessions, assessing patient feedback and system readiness. - Ensured doctor availability and operational readiness for the evening OPD. - Worked on data collection for the preparation of a Detailed Project Report (DPR) for a proposed nursing college, facing challenges due to the lack of available data on the new college setup.
Linking theory (Classroom learning) with practice at your organisation	- Applied knowledge from research methodology to optimize the data collection process and improve system readiness evaluations. - Utilized principles of management course knowledge to address the challenges in preparing the DPR for the nursing college despite data limitations.
Gaps identified on the working area.	Limited data availability regarding the new nursing college setup, which hindered comprehensive planning and reporting
Suggestions for improvement	Engage a consulting agency or visit the Directorate of Medical Education and Research (DMER) office to better understand the procedural framework and gather essential data for the new nursing college setup
Plan for the next week	- Continue to monitor and refine the data collection process for the evening OPD. - Begin preliminary drafting of the DPR for the nursing college, focusing on the available data and outlining areas needing further research.

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 3(20st May-24 to 25th May-24)

From: ...6st May 2024...to...5th July....

Activity Done	- Continued working on the Detailed Project Report (DPR) for the proposed nursing college. - Conducted research and reviewed necessary documentation to support the project. - Monitored and evaluated the readiness of systems and availability of doctors in evening OPD. - Participated in orientation sessions focused on hospital operations and discharge processes. - Gained insights into discharge Turn-Around-Time (TAT) and its impact on patient flow and satisfaction.
Linking theory (Classroom learning) with practice at your organisation	- Applied concepts from "Essentials of Hospital Services" to understand and improve clinical operations. - Utilized organizational behaviour and healthcare management theories to analyse and enhance departmental functions, focusing on discharge processes and Evening OPD efficiency.
Gaps identified on the working area.	- Inconsistencies in system readiness for the Evening OPD, leading to potential patient dissatisfaction and operational inefficiencies. - Limited data on patient sources, hindering the hospital's ability to optimize marketing strategies and resource allocation.
Suggestions for improvement	- Develop and enforce a standardized checklist or protocol to ensure system readiness before the Evening OPD starts. - Create mechanisms to capture comprehensive data on patient sources to inform marketing strategies and improve patient acquisition.
Plan for the next week.	- Continue working on the Discharge Turn-Around-Time (TAT) improvement project. - Ongoing monitoring and evaluation of the Evening OPD to identify and address operational gaps.

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 4(27th May to 31st May-24) From: ...6st May 2024...to...5th July....

Activity Done	- Collected data for the calculation of Discharge TAT. - Recorded all data in an Excel sheet for analysis. - Prepared a progress report for the Evening OPD project.
Linking theory (Classroom learning) with practice at your organisation	- Applied statistical analysis techniques learned in coursework to calculate and analyze Discharge TAT. - Used project management skills to prepare and present progress reports effectively.
Gaps identified on the working area.	- Incomplete data sets causing challenges in accurate calculation of Discharge TAT. - Delay in TPA approval and Bed Evacuation process.
Suggestions for improvement	- Implement a strict discharge norms for different payer like Cash, TPA, Panel Patient . - Introduce training sessions for staff to improve efficiency in discharge processes
Plan for the next week.	- Continue working on the Discharge TAT improvement project. - Further analysis of collected data and presentation of findings

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 5(3rd June to 7th June-24) From: ...6st May 2024...to...5th July....

Activity Done	- Continued work on Discharge TAT, collecting samples from various departments. - Conducted financial analysis of 11 listed hospitals in India, including metrics such as EBITDA, PAT, ARPOB, Occupancy Rate, Specialty Mix, and Payer Mix. - Continued work on the Evening OPD project.
Linking theory (Classroom learning) with practice at your organisation	- Applied financial analysis techniques from coursework to evaluate and compare hospital performance. - Used healthcare management theories to improve operational efficiency in the discharge process and Evening OPD.
Gaps identified on the working area.	- Variability in data collection methods across departments affecting TAT analysis. - Financial data discrepancies causing analysis challenges
Suggestions for improvement	- Implement a strict discharge norms for different payer like Cash, TPA, Panel Patient. - Introduce training sessions for staff to improve efficiency in discharge processes
Plan for the next week.	- Continue working on the Discharge TAT improvement project. - Work on Evening OPD project.

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 6(10th June to 14th June-24) From: ...6st May 2024...to...5th July....

Activity Done	• Work on Discharge TAT, collecting samples from various departments. • Understand the TPA and Panel department working. • Observed the IPD Admission Process. • Observed the Emergency Management.
Linking theory (Classroom learning) with practice at your organisation	• Applied EoHS Knowledge in understanding Emergency management. • Used Pharmaceutical management knowledge in Discharge Project.
Gaps identified on the working area.	• Unavailability of Exact Data across departments affecting TAT analysis. • Major Problem in TPA; Causing Delay in discharge process.
Suggestions for improvement	• Implement a strict discharge norms for different payer like Cash, TPA, Panel Patient. • Introduce training sessions for staff to improve efficiency in discharge processes
Plan for the next week.	• Continue working on the Discharge TAT improvement project. • Work on Evening OPD project.

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 7(17rd June to 22th June-24) From: ...6st May 2024...to...5th July....

Activity Done	- Collected patient discharge samples. - Identified and analysed deficiencies in the discharge process. - Provided updates and communicated findings to the department head. - Prepared the final report for the Evening OPD project and closed it.
Linking theory (Classroom learning) with practice at your organisation	- Applied knowledge from the Essentials of Hospital Services course to understand and streamline discharge processes. - Utilized principles from Organization Behavior to effectively communicate with department heads and staff.
Gaps identified on the working area.	- Inconsistencies in the discharge process across different departments. - Nurses are taking pharmacy clearance over phone calls. - No system exists to verify pharmacy clearances - Communication gaps leading to delays in the discharge process
Suggestions for improvement	- Standardize discharge procedures across all departments. - Enhance communication channels between departments for smoother discharge processes
Plan for the next week.	- Review published papers on discharge TAT. - Continue collecting samples and analysing data for the discharge TAT project

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 8(24th June to 29th June-24) From: ...6st May 2024...to...5th July....

Activity Done	• Reviewed Published Papers on Discharge TAT: Read and analysed relevant literature to gain deeper insights. • Data Collection and Analysis: Collected a total of 150 patient discharge samples. Conducted detailed data analysis and noted observations. • Presentation Preparation: Started creating a presentation summarizing the data and findings
Linking theory (Classroom learning) with practice at your organisation	• Applied Research Methodology techniques to collect, analyse, and interpret data. • Integrated Medication Management principles to understand the impact of discharge processes on medication administration
Gaps identified on the working area.	• Lack of exact data affecting the consistency of analysis. • Variability in discharge times due to different patient types and treatment complexities. • Initiating Discharge after 5 PM by and TPA department closes after at 8 PM resulting in patient dissatisfaction.
Suggestions for improvement	• Develop a protocol to not initiate TPA discharge after 5 PM. • Implement a checklist of pharmacy clearance and no due.
Plan for the next week.	• Finalize the presentation on discharge TAT. • Prepare for the final handover and presentation to the department head and MD of the hospital

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Annexure-E

Reporting Format (Weekly)

Name of the Organisation: Artemis Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Business Operations/MD Office

Name of the Student: Anubhav Singh

Roll no:1681

Stream: Hospital and Healthcare management

Week no: 9(1st July to 3rd July-24)

From: ...6th May 2024...to...3rd July....

Activity Done	• Final Presentation Preparation: Completed the final presentation on discharge TAT. Consolidated all findings and prepared a comprehensive handover document. • Presentation to MD: Presented the work done on discharge TAT to the MD of the hospital
Linking theory (Classroom learning) with practice at your organisation	• Utilized Essentials of Hospital Services to highlight the importance of efficient discharge processes in overall hospital operations. • Demonstrated the application of Organization Behaviour in presenting and communicating the findings effectively to senior management.
Gaps identified on the working area.	• Need for continuous monitoring and improvement of discharge processes. • Importance of regular training for staff to maintain efficiency.
Suggestions for improvement	• Establish a continuous improvement plan for discharge processes. • Schedule regular training sessions for staff to keep them updated on best practices.
Plan for the next week.	• Obtain the internship completion letter. • Wrap up any remaining tasks and complete the internship

Signature of the Student

Approved by the IIHMR University's Mentor



Compiled Report

Name of the Organisation: Artemis Hospitals, Gurugram

Department/ Project of Summer Internship Program: Business Operations/ MD Office

Name of the Student: Anubhav Singh

Roll no:1691

Stream: MBA (Hospital and Health Management)

Activity done	During my internship at Artemis Hospitals, Gurugram, I was engaged in three significant projects, each contributing to the hospital's strategic objectives. Below, I will discuss each project in detail, highlighting their impact on healthcare services and operational efficiencies. 1) Development of Detailed Project Report (DPR) for a Proposed Nursing College: During my internship, one of the key projects I was involved in was the preparation of a Detailed Project Report (DPR) for a proposed nursing college. This initiative was part of Artemis Hospitals' strategic plan to diversify its revenue streams and create an in-house production of qualified nursing staff. With the company currently valued at approximately ₹2,500 crores, the objective was to leverage this new venture to enhance revenue while addressing the hospital's staffing needs. Objective and Strategic Importance: The primary objective of the project was to prepare a comprehensive DPR that would guide the establishment of a nursing college. This initiative was strategically important for several reasons: • Revenue Diversification: By entering the education sector, Artemis Hospitals aimed to tap into a new revenue stream. • In-House Staffing: Establishing a nursing college would ensure a steady supply of well-
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	trained nursing staff for the hospital, reducing dependency on external recruitment. • Brand Enhancement: Expanding into education would enhance the hospital's brand and reputation in the healthcare industry. Research and Data Collection: The first step in this project involved extensive research and data collection. I thoroughly reviewed the guidelines and criteria provided by the Indian Nursing Council (INC), which is the governing body that sets the standards for nursing education in India. Key aspects of the INC guidelines included: • Staffing Requirements: Minimum qualifications and numbers of faculty and administrative staff. • Infrastructure Needs: Specifications for classrooms, laboratories, and other facilities. • Land Requirements: Criteria for the amount of land required to establish a nursing college. Also, I explored the guidelines provided by the Haryana government, as the nursing college would be established in this state. I identified the necessary documents required for application, such as the Letter of Intent (LoI) and No Objection Certificate (NOC) from the Haryana government. Preparation of Requirements: Based on my research, I compiled a detailed list of necessary requirements for setting up the nursing college. This included: • Staffing: Detailed descriptions of the required faculty, administrative, and support staff positions. • Infrastructure: Specifications for building design, classrooms, laboratories, and other essential facilities. • Land and Building: Requirements for land area and building specifications as per INC and Haryana government guidelines. • Documentation: A checklist of required documents for the application process, including the LoI and NOC from the Haryana government.
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	Process Flow and Documentation: To ensure a clear and structured approach to setting up the nursing college, I developed a process flow chart. This chart outlined each step involved in the establishment process, from initial planning to final approval. The key stages included: • Initial Planning: Assessing feasibility, securing funding, and selecting a suitable location. • Regulatory Compliance: Preparing and submitting applications to the INC and Haryana government, obtaining necessary approvals and certificates. • Construction and Setup: Overseeing the construction of facilities as per the guidelines, procuring equipment, and recruiting staff. • Operational Readiness: Ensuring all aspects are operationally ready for the commencement of academic sessions. Engagement with Consultancy Agency: Understanding the complexity of setting up a nursing college, I initiated contact with a consultancy agency specializing in this field. The agency provided expertise and guidance on navigating the regulatory landscape and meeting compliance requirements. To facilitate this collaboration, I arranged a meeting with my reporting manager, Dr. Vishal Arora, who is the Chief of Business Transformation and Operational Excellence. This meeting was pivotal in aligning our internal strategies with the consultancy's recommendations. 2) Implementation of Evening OPD Consultation Services: Introduction During my internship at Artemis Hospitals, Gurugram, I undertook a pivotal project to introduce Evening OPD consultation services. This initiative aimed to optimize patient occupancy rates and enhance healthcare service delivery amidst ongoing infrastructure development, including the addition of 200 new beds within three months.
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	Context and Objectives Hospital Overview Artemis Hospitals is a prominent healthcare facility in Gurugram, known for its comprehensive range of medical services and patient-centric care. With approximately 600 beds currently operational and an additional 200 beds under construction, the hospital is expanding its capacity to meet the growing healthcare demands of the region. The current occupancy rate of 66% highlighted the need for strategic initiatives to increase patient admissions, particularly through OPD conversions or emergency admissions. Motivation for Evening OPD The decision to introduce Evening OPD services was driven by several strategic considerations. Firstly, Gurugram's status as a bustling metropolitan city with a significant corporate presence presented an opportunity to cater to working professionals who often find it challenging to access healthcare during regular working hours. By extending OPD consultation hours into the evening, Artemis Hospitals aimed to enhance accessibility and convenience for this demographic. Moreover, with the imminent completion of additional beds, ensuring a steady flow of patients through OPD consultations became crucial to maintaining optimal hospital occupancy rates and operational efficiency. Implementation Strategies Marketing and Outreach A robust marketing strategy was pivotal to the successful launch of Evening OPD services. Artemis Hospitals employed a multi-channel approach to raise awareness and promote the new service offering. This included targeted bulk SMS campaigns through WhatsApp, engaging social media content highlighting the benefits of evening consultations, hospital branding initiatives to enhance visibility, and leveraging technological tools such as the "My Gate" application for personalized patient notifications. These efforts were aimed at not only attracting patients but also educating them about the convenience and advantages of seeking healthcare services during extended hours. Role and Responsibilities As part of the project team, my responsibilities encompassed evaluating
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the effectiveness of marketing initiatives, analysing patient booking patterns, and assessing overall patient experience and system readiness. This involved designing and implementing a comprehensive feedback mechanism to gather insights directly from patients regarding their appointment booking preferences, overall satisfaction with the Evening OPD services, and feedback on staff interactions and service quality.

Feedback Mechanism and Data Analysis-

Development of Feedback Form: To gather actionable insights, I developed a structured feedback form tailored to capture specific aspects of patient experience and service delivery. The feedback form included questions related to appointment scheduling ease, waiting times, interaction with healthcare staff, facility cleanliness, and overall satisfaction with the consultation experience.

Monitoring and Analysis: Systematic data collection and analysis were integral to evaluating the operational efficiency of the Evening OPD setup. This included monitoring the workflow within the OPD, tracking doctor availability and patient flow, and assessing the adequacy of staffing levels during evening hours. Through detailed data analysis, I identified trends, patterns, and potential areas for improvement to optimize service delivery and enhance patient satisfaction.

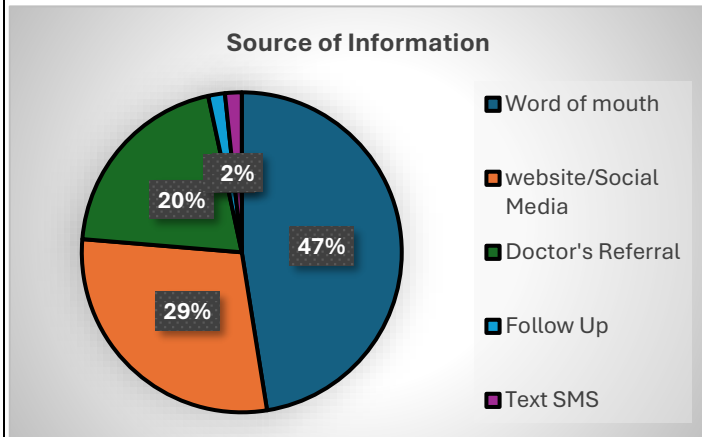
Progress Reporting and Recommendations

Progress Reporting Throughout the implementation phase, I prepared regular progress reports on Evening OPD services, highlighting key performance indicators, patient feedback trends, and operational challenges. These reports were presented to my reporting manager, to review project milestones and make necessary adjustments in real-time.

Actionable Insights: Based on the comprehensive data analysis and feedback received from patients, I have provided several actionable recommendations that were proposed to further enhance the

effectiveness and efficiency of Evening OPD Services.

The major Findings were-



3) Discharge Turnaround Time (TAT) Assessment:

Introduction

I also undertook a project focused on optimizing the Discharge Turnaround Time (TAT). This project aimed to streamline the discharge process, ensuring timely and efficient transitions for patients leaving the hospital. A smooth discharge process is essential for maintaining high patient satisfaction, improving bed availability, and optimizing overall hospital operations.

Objectives

The project had three primary objectives:

- To Study the discharge process of patients
- To find out reasons for the delay in discharge process
- To recommend measure to reduce discharge time of patients

Methodology

Data Collection and Sample Size: To thoroughly understand the discharge process, I collected a total of 150 samples of various necessary payers. This involved observing and documenting the discharge

procedures and interactions across multiple patient discharges.

Understanding the Discharge Process

Nursing Stations: Initiating Discharge and Preparing Documents: At the Nursing Stations, the discharge process begins. Nurses initiate discharge by:

- Informing patients and their families about the discharge.
- Preparing relevant documents, including medical reports, discharge summaries, and patient files.
- Coordinating with doctors for final discharge approvals and instructions.
- Ensuring all required forms and documentation are complete and accurate before forwarding them to the next department.

IPD Pharmacy: Medication Clearance The IPD Pharmacy plays a critical role in the discharge process by:

- Processing medication clearances for discharged patients.
- Ensuring that patients receive the necessary take-home medications and understand their usage.
- Nurses often take the lead in coordinating with the pharmacy to ensure timely medication clearance and availability.

Billing Process:

Key Steps and Considerations: The billing process is a crucial component of discharge, involving several key steps:

- Preparation of the final bill, including all services rendered, medications provided, and any additional charges.
- Verification of charges to ensure accuracy and completeness.
- Addressing patient queries and concerns regarding the bill.

	• Coordination with the TPA or Panel Departments for patients with insurance coverage or on corporate health panels. TPA and Panel Departments: Approval Process: The TPA and Panel Departments are responsible for processing billing approvals for insured patients or those under corporate health plans: • Initiating the approval process by submitting necessary documentation to insurance providers or corporate health panels. • Following up with these entities to expedite approvals and address any discrepancies or queries. • Communicating approval status to the billing department for final processing. Activities and Implementation Data Collection and Analysis A total of 150 discharge samples were collected from various departments involved in the discharge process. This included detailed observations and documentation of each step in the discharge process, from Discharge Intimation to Bed Evacuation.
Linking theory with practice at your organisation	During my internship, I had the opportunity to apply the knowledge gained from my classroom studies, particularly regarding the Organization and various aspects of hospital operations. The integration of theoretical learning with practical experience significantly enhanced my understanding and skills. 1) Essentials of Hospital Services: The coursework on hospital services provided foundational knowledge on the essential components of hospital operations, including patient flow, resource management, and service delivery. This theoretical understanding was critical in dissecting and analysing the existing discharge process at Artemis Hospitals. 2) Research Methodology: Research methodologies, including qualitative and quantitative data collection and analysis, were vital in designing and implementing surveys and feedback forms. This

coursework equipped me with the skills necessary to gather accurate data and perform rigorous analyses, which were essential for identifying inefficiencies in hospital operations.

3) Principles Of Management: Principles from healthcare management, such as strategic planning, process optimization, and performance measurement, were applied to manage and improve various projects. This included evaluating hospital performance, optimizing patient flow, and implementing quality improvement initiatives.

4) Lean Management: The principles of Lean management, including process mapping, bottleneck analysis, and Lean methodologies, were used to streamline the discharge process and enhance the efficiency of the Evening OPD services.

5) Continuous Learning and Training: As we have studied in the class, learning is a continuous process for all healthcare workers. I observed and participated in multiple training sessions on different topics. The nurse in charge ensured that her staff was well-versed in theory by randomly quizzing them on essential knowledge, emphasizing the importance of ongoing education.

6) Operational Efficiency in OPD: In class, we were taught about the operations of the Outpatient Department (OPD) and methods to minimize consultation time. I identified managerial issues and find ways to reduce them.

7) Data Analysis: From our Biostatistics class, I applied my knowledge of data analysis in practical settings. This included collecting primary data for projects and analysing it to improve hospital operations.

8) Pharmaceutical Management: Effective pharmaceutical management was crucial in the Discharge Turnaround Time (TAT) project at Artemis Hospitals. Implementing medication reconciliation ensured all discharge medications

	were accurate, preventing last-minute errors. A standardized pharmacy clearance protocol streamlined medication dispensing. Regular pharmacy audits provided continuous improvements. These strategies collectively reduced discharge delays and improved overall efficiency, ensuring timely and accurate patient discharges. 9) Marketing Management: Implemented knowledge gained from marketing management in Evening OPD in current market analyses for evening OPD and overall organization analysis. 10) Primary Data Collection: As part of my project work, I conducted primary data collection, a skill discussed in our classroom sessions. This hands-on experience was invaluable for my learning. 11) Team Building and Work Division: Working with Business operations team taught me about team building and the division of work. Practically applying these concepts helped me understand their importance in achieving project goals.
Gaps identified	Discharge Order & Intimation • Irregular Doctors' Rounds: Doctors' rounds occur irregularly, affecting timely discharge planning and patient readiness. • Senior Doctors' Availability: Senior doctors are often unavailable for final sign-offs on discharge orders, causing delays in patient release. • Cross Consultations on Discharge Day: Cross consultations recommended on the discharge day prolong discharge processes and frustrate patients. • Nurses across various floors inconsistently use the Artemis ConnectMD app for initiating discharge, hindering process efficiency. Pharmacy Clearances & Billing Process

	• Multiple floors handle pharmacy clearances via phone calls, lacking a streamlined system, causing delays. • Absence of a verification system results in billing discrepancies when pharmacists falsely report clearance completion. • Nurses updating pharmacy clearances without accurate system updates lead to patient dissatisfaction over unreflected returns in final bills. TPA Process & Room Readiness • Discrepancies between final bills and pre-agreed quotations delay TPA claim processing and resolution. • Undocumented additional diseases or complications delay TPA settlements and add complexity to claims. • TPA department closing at 8 PM conflicts with late discharge starts, causing patient dissatisfaction and process delays. • Housekeeping delays due to unprepared patient luggage during transfers hinder room readiness and patient admissions. Other Observations • Absence of standardized discharge policies and procedures impedes efficient discharge processes. • Poor coordination among staff members contributes to delays in completing discharge procedures. • Lack of commitment to timely discharge affects overall discharge process efficiency and patient satisfaction. • Limited preparation of discharge summaries by doctors one day prior to planned discharge extends patient stay and preparation times. • Allocated patient beds often lack timely preparation, causing inconvenience upon patient floor arrival. • There is inadequate awareness among patients regarding the availability and services offered during the evening OPD hours, which impacts patient turnout and utilization.
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	• Senior consultants are not available during evening OPD hours, limiting access to specialized care and potentially affecting the quality of medical advice provided. • Diagnostic tests are not available or accessible during evening OPD hours, necessitating patients to return during regular hours or delaying diagnosis and treatment initiation. • Package counters for lab tests are closed during evening OPD hours, preventing patients from utilizing bundled testing services offered through packages. • There is a perceived decline in staff responsiveness and diligence after 6 PM, potentially affecting patient care quality and operational efficiency during evening OPD hours.
Suggestions for improvement	• Proper training is required for the staff to ensure a thorough understanding and efficient execution of the discharge process • We should implement planned discharges by prioritizing rounds for likely discharge patients or preplanning discharges a day in advance to reduce delays. • Implement an electronic pharmacy clearance system to standardize and document clearances, eliminating phone calls, ensuring accuracy, and enhancing accountability. Alternatively, establish a manual clearance checklist signed by nursing and pharmacy staff for accuracy and traceability, with regular audits. • Ensure all discrepancies between the final bill and the pre-decided quotation are resolved promptly to avoid delays. • Clearly communicate to patients the importance of disclosing all medical conditions to prevent delays in claim approvals. • Establish a policy to avoid initiating TPA discharges after 6 PM to ensure the TPA department can process claims before closing.

	• Implement a streamlined process to ensure beds are prepared and ready before patients arrive on the floor, involving timely coordination between housekeeping and nursing staff • Rotational Scheduling: Implement a rotational schedule ensuring senior consultants are available during evening OPD sessions, especially in high-demand specialties. • Extended Laboratory Hours: Extend laboratory operational hours to accommodate diagnostic testing during evening OPD sessions, ensuring comprehensive patient care and timely treatment initiation • Operational Continuity: Keep package counters for lab tests operational during evening OPD hours to facilitate streamlined testing services for patients enrolled in diagnostic packages. • Integration with Evening Services: Integrate package counters with evening OPD operations to ensure seamless service delivery and comprehensive patient care planning. • Staff Training and Accountability.
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Signature of the Student

Approved by the IIHMR University's Mentor

