

SUMMER INTERNSHIP PROGRAM

At

NARAYANA HEALTH, JAIPUR

From 01st May 2024 to 30th June 2024

A REPORT BY

ANAND KASWAN

Master of Business Administration

Roll Number - 1675

Health & Hospital Management

2023-2025

Under the Mentorship of

MRS PIYUSHA MAJUMDAR



NH-HRD/TNG.LTTR/2024/038

DATE: 02 July 2024

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr Anand Kaswan**, a student of **MBA-HHM (2023-25 Batch)** in **Indian Institute of Health Management Research, Jaipur, Rajasthan** has successfully completed his internship training from **01 May 2024 to 30 June 2024** at **Narayana Multispeciality Hospital, Jaipur** in the **Department of Supply chain management**. His project title was **“Optimizing the Inventory Control Management and reducing of TAT in IPD Pharmacy Services at NH Jaipur Unit ”**.

During the internship his performance was good.

We wish him all the success in his future endeavors.

For Narayana Hrudayalaya Limited;



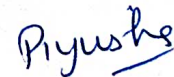

Nikhil Mathur
Deputy General Manager – HR

IIHMR University Faculty Mentor Approval

This is to certify that **MR. ANAND KASWAN** of the academic year 2023-25 of Institute of Health Management Research has prepared a poster concerning his summer internship held from 1st May – 30th June 2024.

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

Date: 22/07/2024

A handwritten signature in blue ink, appearing to read 'Piyusha'.

Mrs. Piyusha Majumdar
Associate Professor

ABOUT THE ORGANISATION

- Narayana Health Jaipur is a 330 bedded multispecialty tertiary care hospital, located at Pratap Nagar in the Southern part of Jaipur.
- Narayana Multispecialty Hospital, Jaipur offers comprehensive care across 37 specialties which include its six Centres of Excellence - Cardiology & Cardio-vascular surgery, Medical & Surgical Gastroenterology, Orthopaedics & Joint Replacement, Renal Sciences & Kidney Transplant, Medical & Surgical Oncology (Cancer) and Critical Care Medicine.
- 7, 00,000+ patients treated in the last 7 years

VISION AND MISSION

- Vision:**
To evolve as the most preferred destinations for quality healthcare that provides a comprehensive range of services and is trusted for personalized care with compassion.
- Mission:**
Committed to deliver quality & personalized care to improve the well-being of patients and communities we serve.
- Key Principles:**
 - Compassion
 - Quality
 - Affordability



AIM AND OBJECTIVE

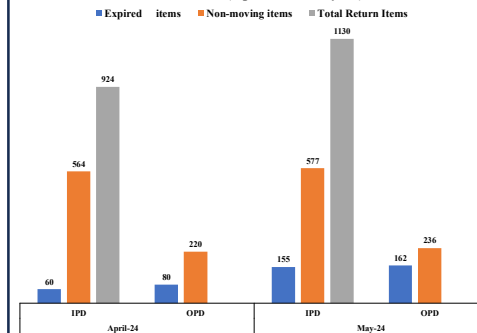
- Aim:**
 - To study and analyze Inventory Management process in a Multispecialty Hospital.
- Objectives:**
 - To analyze optimal stock levels to meet patient needs.
 - To minimize costs associated with inventory storage and wastage.
 - To check the accuracy and efficiency of the inventory management process.
 - To practice the techniques used in Inventory Management.
 - To study the gap and give appropriate suggestions.

STUDY METHODOLOGY

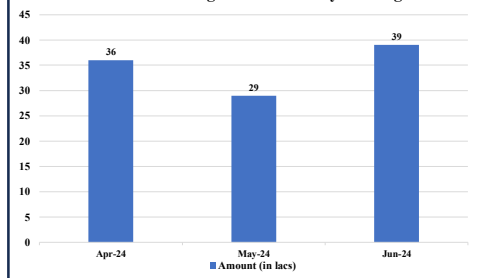
- Study Area: Narayana Health Multispecialty Hospital, Jaipur
- Study Type: Observational Study
- Study period: 6 weeks
- Primary Source of Data: 1. Through interaction with SCM employees, 2. Through Direct observation.
- Secondary Source of Data: Through record of return order.

FINDINGS

Return Data (April 24 & May 24)



Consignment Inventory Earnings

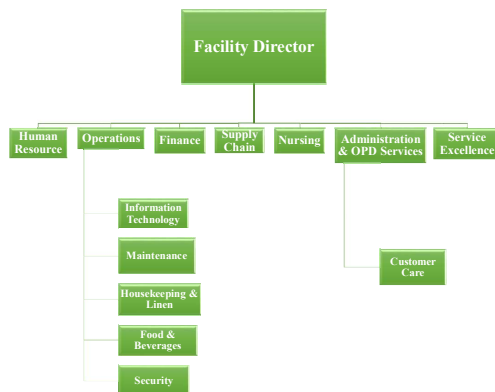


STUDY RESULTS

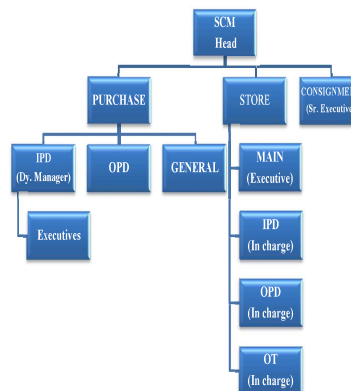
- In April, there were 924 expired items and 564 non-moving items returned, for a total of 1488 items. This number increased in May to 1130 expired items and 577 non-moving items returned, for a total of 1707 items.
- The graph shows the average consignment inventory earnings per month from April to June 2024. The earnings appear to fluctuate over the three months, with the highest earnings in June (around 39 lacs) and the lowest in May (around 29 lacs).

ORGANISATION STRUCTURE

HOSPITAL ORGANOGRAM



SCM ORGANOGRAM



SWOT ANALYSIS

STRENGTH

- Strong vendor relationships ensuring timely delivery.
- Well experienced and skilled staff.

WEAKNESS

- Inaccurate demand forecasting
- Inefficiencies in manual inventory processes.

OPPORTUNITY

- Partnerships with suppliers for consignment inventory models.
- Integration of real-time data analytics for better decision-making.

THREATS

- Expired or non-moving inventory incurring financial losses.

THEORETICAL UNDERSTANDING

- Observing real-time inventory tracking and control mechanisms.
- Hands-on experience with hospital inventory management software.
- Interaction with supply chain staff to understand operational challenges.
- Participation in inventory audits and reconciliation processes.

PRACTICAL EXPOSURE

- Knowledge of inventory management techniques.
- Understanding of supply chain management principles in a healthcare context.
- Familiarity with healthcare regulations and standards affecting inventory management.
- Study of case studies on successful inventory control in hospitals.

LEARNING AND VALUE ADDITION

- Importance of flexibility and adaptability in inventory control processes.
- The critical role of data accuracy and timely information in inventory management.
- The benefits of leveraging technology for real-time inventory tracking and decision-making.
- Effective communication and collaboration among departments to ensure smooth inventory flow.



SUGGESTIONS

- Use RFID and Barcode Scanning:** Implement RFID tags and barcode scanners to automate the tracking of inventory items as they move through the hospital, ensuring accurate and up-to-date inventory records.
- Enhance Quality Control:** Develop a fast-track returns process for defective or incorrect items, minimizing delays in inventory restocking. Set up dedicated areas and workflows for handling returns, ensuring they are processed quickly and efficiently.
- Reduce waste & Explore Cost-saving Opportunities:** Reduce supply chain costs through bulk purchasing, inventory optimization, and waste reduction. Partner with group purchasing organizations (GPOs) for discounted pricing on medications and supplies.
- Expiry Management Systems:** Implement systems that track the expiry dates of inventory items and provide automated alerts and reports on items approaching their expiry, allowing for proactive management.
- Strengthen FIFO Compliance with Training and Technology:** - Implementing inventory rotation practices, such as FIFO (First In, First Out), to minimize the risk of expiry and obsolescence. Using inventory management software that tracks expiration dates and provides alerts for timely action.

CHALLENGES FACED

- Connecting theoretical knowledge with practical application.
- Insufficient data availability.

(Weekly Report 01week to 09week)

WEEKLY REPORT – 01

NAME OF THE ORGANISATION: - Narayana Health; Jaipur

DEPARTMENT FOR SUMMER INTERNSHIP: - Supply Chain Management

NAME OF THE STUDENT: - Anand Kaswan

ROLL NO: - 1675

STREAM: - MBA-HHM (28)

WEEK NUMBER: - 1st

FROM: - 01st May, 2024

TO: - 04th May, 2024

ACTIVITY DONE	• I Met HR Mrs Aditi Saxena, HR Unit Head Mr Nikhil Mathur & head of SCM department Mr Yogesh Mathur. • Has been given a project on the subject of "Turn Around Time (TAT)" for the first 15 days at IPD Pharmacy. • Keeping hard copy records (Patient's Name, MRN number, Order number, Ward, Issue Time) maintained related to Turn Around Time (TAT).
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Monitoring TAT (Turn Around Time between issue time from IPD Pharmacy to near patient).

GAPS IDENTIFIED ON THE WORKING AREA	• Insufficient Human Resources at IPD Pharmacy to further divide the workload from a fixed group of employees in the IPD pharmacy area. • Insufficient number of runners (Boys who deliver medications from IPD Pharmacy to nearby patients). • Delayed dispensing as a result of negligence and occasionally heavy workload from fewer employees. • Runners sometimes rush to take medicine baskets due to an increased workload, making it impossible to cross-verify medications and their batches in addition to making entries.
SUGGESTIONS FOR IMPROVEMENT	• More human labour must be employed in order to optimize every process. • In the event that adding more workers is not possible, the existing workforce should be managed to reduce Turnaround Time (TAT). • Tracking runner's time also.
PLAN FOR THE NEXT WEEK	• Monitoring the entire dispensing procedure and timing, i.e., from the IPD pharmacy to the nursing staff's arrival in the wards. • Reducing errors in dispensing time. • Reducing any additional dispensing errors (batch errors, quantity error, cross verification of medicines).

WEEKLY REPORT – 2

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT: - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 02

FROM: - 06th May, 2024

TO: - 11th May, 2024

ACTIVITY DONE	• Had a meeting with departmental In charge of C.C.U. , H.D.U. , ANC Ward, Paediatric ward, Private and Semi Private Ward, General medical ward, N.I.C.U. , M.I.C.U. , I.T.U. , Day care ward, Super speciality ward, P.I.C.U. and Neuro ICU for determining Turn Around Time and optimizing it. • Informed the nursing in charge of all departments regarding of noting receiving time of medicines by receiver nursing staff. • Integrated a separate column in entry register for dispensing time of medicine from IPD pharmacy. • Audited runners and assisted in training of IPD Pharmacy staff • Attended conference on “Antibiotic Awareness Programme” on 8th May, 2024. • Encountered code blue case in cardiac OPD. • Achieved reduction in delivery time of medicines from IPD Pharmacy to near patient from average of 3 hours to 1-1.5 hours at present.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Determining TAT and finding issues related to it. • Observed and applied learnt method to optimize the overall TAT of various processes related to medication management.

GAPS IDENTIFIED ON THE WORKING AREA	• Insufficient IPD Pharmacy staff in morning shift as compared to workload requirement. • Insufficient number of runners. • Negligence from supporting staff in crucial processes. • Delayed in receiving medicines in wards due to heavy workload on nursing staff leading to delay.
SUGGESTIONS FOR IMPROVEMENT	• Regular auditing and training of runners. • Employing qualified and competent healthcare staff. • Making it mandatory noting dispensing and receiving time of medicines. • In case of busy nursing staff, nursing in charge should receive the medicines.
PLAN FOR THE NEXT WEEK	• Continue work on this project next week. • Follow instruction by Mentor Mr Yogesh Mathur.

WEEKLY REPORT – 03

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT: - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 03

FROM: - 13 May, 2024

TO: - 18 May, 2024

ACTIVITY DONE	• Observed the senior pharmacist in the operating theatre pharmacy, aiding in the medication preparation procedures for surgeries and witnessing the medication reconciliation conducted for surgical patients. • Participated in medication safety audit, organized and labelled medications, and attended team meeting to discuss cases and medication-related issues in OT pharmacy. • Understand the process of medication dispensing OPD pharmacy. • Participated in inventory management, including stock level checks, and observed prescription preparation and labelling. • Observed conversations on pharmaceutical therapy management between pharmacists and medical professionals. • Minimize the all issues of OPD pharmacy and make sure that all stock of medicine available according to their labelling, high risk management and row wise.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Shadowing Senior Pharmacist in OT Pharmacy. • Participation in Medication Safety Audit and Team Meetings. • Understanding Medication Dispensing in OPD Pharmacy. • Inventory Management and Prescription Preparation. • Observation of Pharmaceutical Therapy Management. • OPD Pharmacy Issue Minimization.

GAPS IDENTIFIED ON THE WORKING AREA	• In Operating Theatre (OT) Pharmacy, focus on medication preparation for surgeries, medication reconciliation, and active participation in medication safety audits. • In Outpatient Department (OPD) Pharmacy, prioritize mastering the medication dispensing process, efficient inventory management, and understanding pharmaceutical therapy management. • Emphasize thorough documentation, on-going education, and patient-centred care in general pharmacy practice.
SUGGESTIONS FOR IMPROVEMENT	• OT Pharmacy medicine indent should be online. • Ensure daily that availability of all medications in the OT pharmacy. • Regular audit in OT and OPD pharmacy. • Greeting to patient or attendant. • Minimize the bouncing of medicine.
PLAN FOR THE NEXT WEEK	• Looking forward to the upcoming project guidance from my mentor.

WEEKLY REPORT – 04

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT : - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 04

FROM: - 20 May, 2024

TO: - 25 May, 2024

ACTIVITY DONE	• Overview of the purchase requisition procedure; IPD pharmacy operations and procurement requirements; form and documentation review; and first software training utilizing Narayana Health's ATHMA software. • A thorough tutorial on generating a purchase request, covering the steps involved in choosing a vendor and ATHMA software approval protocols. • Gaining an understanding of the ATHMA software's functionality in INDENT pharmaceutical purchase requisitions, as well as the significance of opening, closing, and stock value in these processes. • Work with the IPD Pharmacy In charge to develop sample buy requisitions, monitor budgets, and comprehend standard requests for urgent care, Vital Medicine, 8-day supply, and Oncology Protocol medication. • Gets in-depth training on the buy requisition process using advanced software functions, tracking, role-playing, and simulation. • Understanding of supply chain dynamics influencing purchase requisitions, cross-departmental collaboration of IPD Pharmacy with Main Store, Cath Lab and OT Pharmacy for fulfil Final Demand.
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LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	1. Complex Supply Chain Networks: Healthcare supply chains are complex, involving various stakeholders like manufacturers, distributors, and healthcare providers. 2. Demand Variability: Healthcare demand often fluctuates, making it hard to predict and manage inventory properly. 3. Regulatory Requirements: Healthcare industry regulations are complex, requiring supply chain managers to stay updated and ensure compliance. 4. Technological Integration: Adopting technology (ATHMA software) in supply chain management is vital for efficiency and accuracy, despite being costly and time-consuming. 5. Relationship with supplier: Establishing strong supplier relationships through trust, transparency, and mutual respect fosters long-term partnerships, collaboration and innovation.
GAPS IDENTIFIED ON THE WORKING AREA	1. Inventory Management: Inefficient inventory management leading to stock outs or overstock situations, indicating a need for better demand forecasting and stock replenishment strategies. 2. Technology Integration: Limited use of technology for inventory tracking, ordering, and communication, hindering efficiency and data accuracy in supply chain processes. 3. Sustainability: Supply chain department considering sustainability factors, such as reducing packaging waste or sourcing medications from environmentally responsible suppliers.
SUGGESTIONS FOR IMPROVEMENT	1. Optimize Procurement Processes: Review and streamline procurement procedures, implementing electronic ordering systems and automated created final demand. 2. Enhance Emergency Preparedness: Developing and updating contingency plans for supply chain disruptions, maintaining emergency medication stockpiles, and establishing alternative sourcing options. 3. Explore Cost-saving Opportunities: Reduce supply chain costs through bulk purchasing, inventory optimization, and waste reduction. Partner with group purchasing organizations (GPOs) for discounted pricing on medications and supplies.
PLAN FOR THE NEXT WEEK	• Awaiting and prepared for the next instruction from the mentor. • Learn more about ATHMA software of Narayana Health.

WEEKLY REPORT – 05

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT: - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 05

FROM: - 27 May, 2024

TO: - 01 June, 2024

ACTIVITY DONE	• Worked on creating complex and bulk requisitions, customized templates for repetitive requests, and conducted simulations to tackle potential challenges in ATHMA software. • Explored supplier management in ATHMA software, integrated supplier information with requisitions, reviewed supplier evaluation criteria, and collaborated with the procurement team for a smooth transition. • Learned to create custom reports, analyse requisition data, track performance metrics, and use visualization tools in ATHMA software for effective data presentation. • Learned to manage user roles, control access, configure permissions, and review audit trails in ATHMA software for data security and accountability. • Reviewed the purchase requisition process, collected end-user feedback, developed an improvement plan, and created an implementation strategy for ATHMA software. • Recapped weekly learning, applied skills in a practical exercise, shared knowledge with peers, and updated personal documentation in ATHMA software. • On 28 May - 2024, attended an ergonomic workshop titled "Occupational Health & Safety - An Initiative in Promoting Preventive Health," presented by Dr. Vikash Mathur, Senior Physiotherapist. • On May 30, 2024, attended a training program on "Radiation Safety Training," conducted by T. Natarajan, Senior Medical Physicist and Radiation Safety Officer-III.
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LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Applied decision-making theories from MBA in Hospital Management to manage complex requisition scenarios. • Examined and applied supply chain management theories to supplier evaluation and integration. • Used performance measurement and benchmarking concepts to develop procurement performance metrics and analytics. • Applied organizational behaviour theories to improve role clarity, authority delegation, and accountability in user roles and access management. • Utilized change management theories to devise strategies for implementing process improvements and integrating feedback. • Reviewed strategic management theories to emphasize knowledge consolidation and sharing for organizational learning and improvement.
GAPS IDENTIFIED ON THE WORKING AREA	• Strategic Drug Purchasing: Hospital pharmacists manage drug supply, market analysis, purchasing, logistics, contracts, and cost control, aligning with clinical needs and the executive board. • Potential Gaps: Gaps include poor market analysis, lack of standardization, inefficient contracts, long lead times, and delays in disposition and invoice processing. • Manual Processes: Reliance on manual methods for generating purchase requisitions, resulting in inefficiencies, potential errors, and delays. • Slow work of ATHMA software on month end.
SUGGESTIONS FOR IMPROVEMENT	• Clear Policies and Centralized Procurement: Enforce clear purchasing rules and centralize procurement. • Effective Communication and Supplier Management: Improve communication and manage supplier relationships. • Standardization and Bundling: Standardize specs and bundle purchases for discounts. • Robust Tendering and Cost Control: Use strong tendering and monitor costs carefully. • Adoption of Electronic Systems: Use electronic systems for orders and keep policies updated and auto create final demand. • Regular work on server of ATHMA Software, avoid any slow performance.
PLAN FOR THE NEXT WEEK	• Awaiting and prepared for the next instruction from the mentor Mr. Yogesh Mathur • Learn more about Purchase requisition, Purchase order and ATHMA software.

WEEKLY REPORT – 06

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT : - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 06

FROM: - 03rd May, 2024

TO: - 08th May, 2024

ACTIVITY DONE	• Maintained accurate records of GRN (Goods Receiving Notes), including delivery notes, invoices, and internal receiving reports on ATHMA software. • Checked new shipments, made sure everything was correct, ensure bar code on all, same batch number, updated records, put items in the right place, and worked with suppliers if there were problems. • Organized items by category, prepared them for storage or distribution, counted stock, handled damaged goods, and worked with other departments OPD pharmacy, IPD pharmacy, OT pharmacy, Cath Lab and other departments to meet their inventory needs. • Handled paperwork for returned or damaged goods, coordinated returns with vendors, checked returned items, updated records, and helped resolve return issues. • Checked inventory for accuracy, helped prepare reports, worked with finance on inventory value, answered questions about stock, and handled paperwork. • Attended a Basic Life Support (BLS) session conducted by the HR team on June 8th.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Inventory and Quality Control: I managed inventory by receiving, recording, and regularly checking goods. I also inspected items to ensure they met quality standards. • Supplier and Return Management: I worked with suppliers to fix issues and handle returns of damaged or incorrect items, keeping relationships positive and solving problems effectively. • Warehouse and Storage Optimization: I organized storage efficiently to keep inventory under control and collaborated with other teams to meet their inventory needs.

	• Documentation and Reporting: I kept accurate records, completed paperwork, and created reports on inventory levels, trends, and issues to support decision-making. • Training and Process Improvement: I led and participated in training sessions to improve skills, updated training materials, and suggested ways to make inventory and supply chain processes better. • Safety and Team Collaboration: I conducted safety checks to prevent hazards and took part in team activities to build a positive and collaborative work environment.
GAPS IDENTIFIED ON THE WORKING AREA	• Time and Accuracy Issues: Physical inventory checks, manual updates, and resolving supplier discrepancies can be time-consuming and lead to delays and errors. • Quality Control Challenges: Manual inspections might overlook quality issues, while slow returns processes can delay inventory restocking and disrupt stock levels. • Proactive Management and Training: Mid-week stock audits being reactive and training gaps can lead to stock outs and unpreparedness for advanced challenges. • Collaboration and Forecasting Issues: Insufficient collaboration with clinical departments leads to inaccurate needs forecasting, compounded by delayed integration of SOP updates into daily operations. • Delayed into approval of GRN and delayed into barcode installation on all supply.
SUGGESTIONS FOR IMPROVEMENT	• Advanced Analytics and Demand Forecasting: Implement machine learning for accurate demand prediction and use demand shaping strategies such as bundled products to influence demand patterns. • Visibility and Transparency: Implement Vendor-Managed Inventory (VMI) with suppliers and adopt end-to-end visibility systems for proactive problem-solving. • Cost Optimization: Analyse product value and negotiate with suppliers, utilizing Group Purchasing Organizations (GPOs) for better pricing. • Risk Management and Compliance: Ensure contingency planning and robust security for inventory control, while maintaining compliance with medical supply regulations. • Sustainability: Emphasize eco-friendly procurement, implement waste reduction, and invest in energy efficiency.
PLAN FOR THE NEXT WEEK	• Ready and awaiting further instructions from mentor Mr. Yogesh Mathur. • Exploring ATHMA software, focusing on GRN process approval and inventory management within the main store.

WEEKLY REPORT – 07

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT : - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 07

FROM: - 10 June, 2024

TO: - 15 June, 2024

ACTIVITY DONE	• Reviewed and reconciled Goods Received Notes (GRNs) for accuracy, compliance with procurement policies, and alignment with inventory records; addressed any discrepancies and finalized approvals. • Facilitated and documented GRN approval processes, including initiating discussions on improving turnaround times, and conducted training for staff on GRN procedures. • Conducted audits and review meetings to ensure adherence to inventory control measures and discussed weekly performance and potential improvements. • Learned about the processes and management of Consignment Inventory in a hospital setting. • Studied the procedures and regulations for managing Narcotics Inventory in a hospital setting, focusing on compliance and security measures. • Created a poster for World Environment Day to raise awareness about environmental conservation and promote actions to save the Earth. • Donated blood on World Blood Donor Day to support lifesaving efforts and promote awareness of the need for regular blood donations.
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LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Inventory management discussions: accuracy, control, discrepancies, and strategies. • GRN processing and approval: theoretical approaches, case studies, reconciliation. • Operational efficiency: staff training, audit procedures, compliance consequences. • Continuous improvement: performance management, review meetings, consignment, narcotics inventory importance in hospitals.
GAPS IDENTIFIED ON THE WORKING AREA	• Integration gaps between main store and distribution, and communication issues in discrepancy resolution. • Errors in GRN documentation from manual processes, impacting accuracy and efficiency. • Compliance and audit challenges stemming from irregular audits, inadequate procurement policy enforcement, and inconsistent documentation. • Challenges in managing consignment inventory bill approvals and timely provision of narcotics inventory.
SUGGESTIONS FOR IMPROVEMENT	• Implement automated GRN approval and real-time inventory tracking systems. • Standardize GRN procedures and documentation, and enforce procurement policies. • Conduct cross-departmental training, regular refresher courses, and performance monitoring. • Establish audit schedules, communication protocols for discrepancies, and continuous process refinement.
PLAN FOR THE NEXT WEEK	• Currently awaiting further instructions from mentor Mr Yogesh Mathur. • Actively engaged in learning the processes involved in conducting Purchase Orders (POs).

WEEKLY REPORT – 08

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT: - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 08

FROM: -17 June, 2024

TO: - 22 June, 2024

ACTIVITY DONE	• Reviewed and prioritized all pending and new purchase orders (POs) in ATHMA software. • Ensured accurate details and budget approvals for high-value POs by coordinating with the finance team. • Updated vendor information, confirmed orders with suppliers, and adjusted delivery dates for back-ordered items. • Checked received goods against POs, reconciled discrepancies, and updated stock levels with the inventory team. • Analysed PO data to create performance reports, identify trends, and prepared summaries for senior management. • Studied and implemented consignment inventory purchase order process to streamline inventory management and supplier relationships.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	• Applied supply chain management concepts to improve inventory control and vendor management practices. • Utilized ATHMA software tools effectively to navigate its functionalities. • Implemented vendor relationship management strategies from procurement courses for efficient supplier interactions. • Developed and applied data management skills for precise order entry and data-driven decision-making in procurement.

GAPS IDENTIFIED ON THE WORKING AREA	• Noticed discrepancies between expected delivery dates and actual processing times. • Identified lack of automated reminders for pending actions. • Found out dated vendor contact details and no standardized communication template. • Observed issues with feedback loops, incomplete order updates, data extraction, reporting capabilities, meeting agendas, action item tracking, and role clarity among team.
SUGGESTIONS FOR IMPROVEMENT	• Implement automated notifications for pending purchase orders and real-time feedback between teams. • Establish clearer guidelines for updating order statuses and prompt updates upon receipt of goods. • Regularly update vendor contact information and develop a standard communication template. • Enhance data extraction and reporting functionalities in ATHMA, and establish structured agendas for focused meetings with tracked action items.
PLAN FOR THE NEXT WEEK	• Awaiting further instructions from mentor Mr Yogesh Mathur. • Submitting the complete internship report to Mentor and HR Mrs Aditi Saxena. • Preparing to present the project to Head of HR, Mr Nikhil Mathur.

WEEKLY REPORT – 09

NAME OF THE ORGANISATION: - NARAYANA HEALTH, JAIPUR

DEPARTMENT FOR SUMMER INTERNSHIP: - SUPPLY CHAIN MANAGEMENT

NAME OF THE STUDENT: - ANAND KASWAN

ROLL NO: - 1675

STREAM: - MBA HHM 28

WEEK NUMBER: - 09

FROM: -24 June, 2024

TO: - 29 June, 2024

ACTIVITY DONE	• Prepared a comprehensive project and presentation, highlighting key achievements and lessons learned. • Conducted a final review and analysis of the project deliverables, ensuring all tasks were completed as per the project plan. • Completed the documentation and handover process to Mentor Mr Yogesh Mathur (SCM Head) and Mrs Aditi Saxena (HR). • Submitted the final report and all required documents to the Mentor Mr Yogesh Mathur (SCM Head) and Mrs Aditi Saxena (HR). • Give presentation on my project "Optimizing Inventory Management in Multi-Speciality Hospital" to Mr Nikhil Mathur (HR Head) and Mrs Aditi Saxena (HR) and feedback session with them. • Taken photograph with SCM team and HR Team, celebrate the successful completion of the internship and express gratitude to all.
LINKING CLASSROOM THEORY WITH PRACTICE AT ORGANISATION	
GAPS IDENTIFIED ON THE WORKING AREA	
SUGGESTIONS FOR IMPROVEMENT	

Compiled Report

Name of the Organisation: NARAYANA HEALTH, JAIPUR

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

Name of the Student: ANAND KASWAN

Roll no: 1675

Stream: MBA HHM 28 (2023-25)

Activity Done	• My first 15 days at the IPD Pharmacy were spent working on a project centered around "Turn Around Time (TAT)," where I worked with HR Head Mr Nikhil Mathur, SCM Head Mr Yogesh Mathur, and HR Mrs Aditi Saxena. We kept hard copy records that contained important information like the patient's name, MRN number, Order number, Ward, and Issue Time. • To ascertain and optimize Turn Around Time (TAT), I met with the departmental in-charges of a number of wards, including C.C.U., H.D.U., ANC Ward, Paediatric Ward, Private and Semi Private Ward, General Medical Ward, N.I.C.U., M.I.C.U., I.T.U., Day Care Ward, Super Speciality Ward, P.I.C.U., and Neuro ICU. I audited runners, helped train IPD Pharmacy staff, incorporated a separate column for the dispensing time from the IPD pharmacy, and advised the nursing in-charges to record the receiving time of medications by nursing staff. As a result, the delivery of medications took an average of one to one and a half hours instead of three. In addition, on May 8, 2024, I went to a meeting on the "Antibiotic Awareness Programme" and saw a code blue case in the cardiac outpatient department. • I took part in medication safety audits, organized and labelled medications, observed and assisted senior pharmacists in the operating room with medication preparation, and attended team meetings to talk about medication-related matters while working at the OT and OPD pharmacies. I also watched the production and labelling of prescriptions, helped with inventory management by helping to check stock levels, and learned more about the medicine dispensing procedure. I also
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	participated in talks between pharmacists and medical specialists on pharmacological therapy management, and I made sure that all of the stock in the OPD pharmacy was properly labelled, managed for high-risk, and arranged in a methodical manner in order to reduce problems. • I learned about the purchase request process at the IPD Pharmacy, including the operating and procurement requirements of the pharmacy, throughout my training there. This included a thorough examination of the forms and supporting paperwork, first software training on the ATHMA system of Narayana Health, and in-depth instruction on creating purchase requests, choosing vendors, and approval procedures. In order to better grasp budgeting and urgent care requirements, I created sample requisitions and became knowledgeable about the essential features of the ATHMA software, especially in the management of INDENT pharmaceutical requisitions. During the training, which included tracking, simulations, and sophisticated software functions, I learned about the dynamics of the supply chain and how departments such as Main Store, Cath Lab, and OT Pharmacy collaborate across departments to meet ultimate demand. • I worked a lot with the ATHMA program during my training in May 2024, including preparing intricate requisitions and customized templates and running simulations to solve any issues. I worked with others on supplier assessments, investigated supplier management, and learned how to create customized reports and use visualization tools to examine requisition data. I also examined the purchase requisition procedure to create an improvement strategy and handled user responsibilities and permissions to guarantee data security and accountability. Additionally, I took part in T. Natarajan's "Radiation Safety Training" program and Dr. Vikash Mathur's ergonomic training on "Occupational Health & Safety". • Kept thorough records of Goods Receiving Notes (GRN) and oversaw all inventory management tasks using ATHMA software, such as confirming shipments, guaranteeing the accuracy of barcodes and batch numbers, and arranging and allocating goods among various departments such as OT pharmacy, Cath Lab, OPD, and IPD. Oversaw damages and returns, communicated with suppliers, and worked with finance to value and report inventory. Additionally participated in a June 8 Basic Life Support (BLS) training led by the HR department.
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	- Throughout my internship period, I was in charge of the painstaking examination and reconciliation of Goods Received Notes (GRNs), guaranteeing precision and adherence to procurement guidelines. In order to implement inventory control measures, I regularly audited the company, trained staff members on GRN procedures, and supported expedited approval processes. I also learned more about consignment and drug inventory management in medical settings, with a focus on security and compliance. Beyond keeping track of stock. I supported lifesaving efforts by giving blood on World Blood Donor Day and raised awareness of environmental issues by designing a poster for World Environment Day. - ATHMA software was used to manage all aspects of procurement, including setting priorities for purchase orders, obtaining budget approvals, liaising with finance, updating vendor information, verifying orders, balancing received goods, and analysing PO data to produce performance reports and expedite inventory management through consignment procedures. - Prepared and presented a comprehensive project on "Optimizing Inventory Management in Multi-Speciality Hospitals," highlighting key achievements and lessons learned. Conducted a final review and analysis, ensuring all tasks were completed per the project plan. Completed documentation and handover to Mentor Mr Yogesh Mathur (SCM Head) and Mrs Aditi Saxena (HR). Submitted the final report and all required documents. Presented the project to Mr Nikhil Mathur (HR Head) and Mrs Aditi Saxena (HR), followed by a feedback session. Celebrated the successful completion of the internship with the SCM and HR teams, expressed gratitude, and took a commemorative photograph.
Linking theory (Classroom learning) with practice at your organisation	- Assess the effectiveness of drug delivery in the IPD context by tracking the turnaround time (TAT) from the pharmacy's dispensing to the patient's arrival. - To improve efficiency and patient care in multispecialty hospitals, it is essential to track and optimize the Turnaround Time (TAT) from the In-Patient Department (IPD) Pharmacy to the patient. Through accurate TAT determination and identification of any delays or problems, hospitals may make targeted changes. Hospitals can drastically lower TAT and guarantee on-

	time drug delivery by utilizing taught optimization techniques and observed best practices. This emphasis on TAT optimization advances overall process efficiency and improves patient outcomes, which is consistent with the hospital's objective of providing timely and high-quality care. • By shadowing a senior pharmacist, taking part in medication safety audits and team meetings, seeing medication dispensing, inventory management, prescription preparation, and therapeutic management practices, you can get practical experience in a hospital outpatient pharmacy and help reduce OPD pharmacy issues. • Strong, cooperative supplier relationships are essential for navigating complicated healthcare supply chains, which also need for controlling a variety of stakeholders, erratic demand, stringent regulations, and technology integration (such as ATHMA software) for efficiency. • Utilized MBA expertise in organizational behaviour, change management, supply chain, hospital management, and performance measurement to address challenging procurement problems, improve supplier selection, create procurement metrics, improve user access control, execute process enhancements, and promote knowledge exchange for on-going organizational development. • Through the receipt, recording, and inspection of goods; management of supplier relationships and returns; optimization of warehouse storage; maintenance of accurate documentation and reports; facilitation of training on process improvement; and prioritization of safety and teamwork within the team, I ensured effective and high-quality inventory control. • Discuss inventory management (accuracy, control, discrepancies, and solutions), processing and approval protocols (theory, case studies, reconciliation), staff efficiency training, audit procedures and compliance consequences, and continuous improvement through performance reviews, meetings, and consignment and heightened narcotics control to gain a deep understanding of hospital pharmacy operations. • Utilized data analytic abilities, management strategies, and IT technologies to improve order accuracy and data-driven decision-making in procurement operations.
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Gaps identified on the working area.	• IPD pharmacy is overworked and understaffed, which causes delays in the administration of medications because of both carelessness and an increased workload. Medication verification is compromised since there are insufficient runners to distribute drugs effectively. • Found inefficiencies in the IPD pharmacy process, such as the morning shift's understaffing, the absence of runners, carelessness on the part of support staff, and delays brought on by the staff nursing's workload. • Prioritize surgical drug preparation, reconciliation, and safety audits in the Operating Theatre (OT) Pharmacy; concentrate on dispensing expertise, effective inventory management, and knowledge of pharmacological therapy in the Outpatient Department (OPD) Pharmacy. • Ineffective inventory management plagues pharmacy operations, resulting in overstocks or stock outs of prescription drugs. It is necessary to enhance forecasting and replenishing techniques. Limited technology also makes it more difficult to track, order, and communicate across the supply chain with efficiency and precision. Last but not least, neglecting sustainability might result in more packaging waste and possibly even procurement from suppliers that don't care about the environment. • In accordance with clinical requirements and executive directions, hospital pharmacists handle strategic medication purchase requests, procurement logistics, contract administration, and cost control. Among the difficulties include manual request techniques, delayed disposal, non-standardized processes, and invoicing processing. Furthermore, operational efficiency is impacted by ATHMA software performance slowdowns at month's end. • Concerns include delays in GRN approval and barcode installation, quality control issues that cause delays in restocking, proactive management gaps that result in stock outs, and time and accuracy issues with physical inventory checks and manual updates.

	• Integration gaps between the main store and distribution, communication problems in resolving discrepancies, errors in GRN documentation compromising accuracy, difficulties managing consignment inventory bill approvals and timely provision of drugs inventory are among the challenges. Compliance and audit issues stemming from irregular audits and procurement policy enforcement issues are also challenges. • Found inefficiencies in the way operations are run, such as differences in how long it takes to process deliveries, the lack of automated follow-up reminders, out-of-date vendor contact details, inconsistent communication templates, and a host of other problems with order updates, feedback loops, data extraction, reporting, agendas, action item tracking, and role clarity in the team.
Suggestions for improvement	• The main priorities should be streamlining procedures by adding more employees, managing the current staff more effectively to cut down on Turnaround Time (TAT), and setting up time monitoring for runners. • Put in place strong procedures, such as frequent audits, training for runners, employing medical professionals, requiring the recording of medication distribution and receipt timings, and making sure the nurse in charge gets medication during peak hours. • For increased pharmacy efficiency and patient satisfaction, implement online medication indenting for OT Pharmacy, make sure daily medication availability checks are made, perform routine audits in OT and OPD pharmacies, greet patients or attendants, and reduce medication bouncing. • Reduce costs through bulk purchasing, inventory optimization, waste reduction, and partnerships with group purchasing organizations for discounted pricing. Streamline processes with electronic ordering and automated demand forecasting to optimize procurement. Improve emergency preparedness with updated contingency plans, emergency stockpiles, and alternative sourcing. • Improve communication and supplier management,

	standardize specifications and bundle purchases for cost savings, adopt electronic systems for automated demand generation and streamlined ordering, enforce clear policies and centralize purchasing, and maintain regular ATHMA software maintenance for optimal performance are all ways to improve procurement efficiency. • Utilize machine learning and advanced analytics to shape and forecast demand; improve supply chain visibility with Vendor-Managed Inventory (VMI) and end-to-end systems; reduce costs with product value analysis and Group Purchasing Organizations (GPOs); control risks with strong security and backup plans; comply with regulations; and give sustainability top priority with eco-friendly procurement, waste minimization, and energy-efficient investments. • Establish audit schedules, communication protocols for discrepancies, and continuous process improvement. Incorporate automated GRN approval and real-time inventory tracking. Standardize procedures and documentation. Enforce procurement policies. Provide cross-departmental training and refresher courses. • Implementing automated pending order notifications and real-time team feedback, setting clear guidelines for order status updates, keeping up-to-date vendor contacts with standardized communication templates, enhancing data extraction and reporting in ATHMA, and organizing meetings with targeted agendas and action items will all help to improve procurement efficiency.
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Signature of the Student: Anand Kaswan

Approved by the IIHMR University's Mentor: Mrs Piyusha Majumdar

Associate Prof. IIHMR