

SUMMER INTERNSHIP PROGRAM

at

Eternal Hospital, Jaipur

From 1st of May, 2024 to 29th of June 2024

A REPORT BY

Amey Sharma

Master of Business Administration

(Hospital and Health Management)

2023-25

under the Mentorship of

Dr Susmit Jain



Certificate of Completion Certification from the Organization



**ETERNAL
HOSPITAL**



TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Amey Sharma** student of **IIHMR University, Jaipur** has completed his internship at **"Eternal Hospital, Jaipur"** from **1st May 24 to 29th June 24**.

Eternal Heart care Centre & Research Institute, Jaipur is a 225-bedded multispecialty Hospital.

During this period, he was inducted, oriented, and trained in the working and processes of **Quality Department** under the guidance of **Milind G Kulkarni**.

During the period we found him sincere, intelligent, obedient, and hard working.

We wish him all the best for future endeavours.

For **ETERNAL HEART CARE CENTRE AND RESEARCH INSTITUTE, JAIPUR**


Ashok K. Jeenwal
Head- HR & Training



(A Unit of Eternal Heart Care Centre & Research Institute Pvt. Ltd.)

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Phone : +91-141-5174000, 2774000, Website : www.eternalhospital.com

CIN No. UB5110RJ2007PTC023653

IIHMR University Faculty Mentor Approval

This is to certify that Mr. Amey Sharma 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: 18/07/2024

A handwritten signature in blue ink, appearing to read 'Susmit Jain', with the date '18/7/2024' written next to it.
(Signature of Faculty Mentor)
Name: **Dr. Susmit Jain**
Designation: Associate Professor

ETERNAL
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Presented By: Amey Sharma [1672, MBA HHM 28]
Faculty Mentor: Dr Susmit Jain [Associate Professor, IIMR University, Jaipur, India]

Organisation Mentor: Milind G. Kulkarni [Manager, Quality Department, Eternal Hospital, Jaipur, India]

The hospital is JCI (Joint Commission International) accredited and affiliated with The Mount Sinai Hospital, New York, USA. Mount Sinai also has NABH & NABH accreditation.

[illegible]

To maintain productivity by increasing a team's and experience of talent through cutting edge research and personalized clinical care including innovative and personalized therapeutic and behavioral interventions.

[illegible]

- Participants improve in quality improvement principles
- Participants in real-world inspections, competing with the creation learning
- Experiencing Day-to-Day Challenges and Problem-Solving in Real-World
- Observing and understanding the actual actions of various departments
- Communication and Teamwork

MARKETING MIX

- PRODUCT**
 - A company's offering to the market
 - Includes the goods and services that the company offers to its customers
 - Includes the quality, features, and benefits of the product
 - Includes the packaging and branding of the product
- PRICE**
 - The amount of money that a customer pays for a product or service
 - Includes the pricing strategy and the pricing policy
 - Includes the discounts and incentives offered to customers
 - Includes the payment terms and conditions
- PROMOTION**
 - The communication and promotion of the product or service to the target market
 - Includes advertising, sales promotion, and public relations
 - Includes the promotional strategy and the promotional mix
 - Includes the promotional budget and the promotional objectives
- PLACE**
 - The distribution and availability of the product or service to the target market
 - Includes the distribution channels and the distribution strategy
 - Includes the distribution network and the distribution partners
 - Includes the distribution cost and the distribution objectives

- lack of innovation among staff in carrying out team initiatives
- lot of approvals required to explore different areas
- Hesitation of staff in sharing relevant information and other concerns related to confidentiality
- Limited access to Clinical Areas like OT and Cath lab

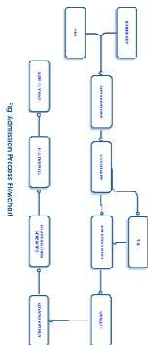
Contributed to several important projects and played a key role in the success of the following:

- **International Inspector's visit to Ternal Hospital on June 16th and 16th, 2024.**
- **Explored the critical aspects of various departments including PCS - OPD/ER, Billing & TPA, Laboratory, Food and Beverages, A/R Marketing, Imaging, Radiology, OH & IP Pharmacy, Medical Records Department, CDD, and IT.**

[illegible]

Fig. A3C-2 - The organization has a well-defined process that will maintain a record of the study's significant findings in these processes can lead to patient suffering and frustration. It is also aligned with the Accreditation Standards for Hospitals (St. John's, Apr. 2020) set by the NATIONAL ACCREDITATION BOARD FOR HEALTHCARE PROVIDERS

The in-patient admission process is a part of hospital operations, usually overseen by the patient care Services (PCS) Department. The Process follows the below flow chart:



Findings:

- TAT was according to usual hours (11 AM to 2 PM)
- Patient Admissions: can vary, but mostly in preferred time
- Average TAT in Same Day Admissions is 11hour 37 minutes ranging from lowest 16 minutes to highest 3 hours 34 minutes
- Average TAT in Planned Admissions is 42 minutes ranging from lowest 15 minutes to highest 1 hour 18 minutes
- TAT testing for 2 urgency patients is reflecting a considerable increase in wait TAT

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graph TD
    A[Idea for a new product] --> B[New product development]
    A --> C[New product commercialization]
    B --> D[Product development]
    B --> E[Product testing]
    C --> F[Product launch]
    C --> G[Product evaluation]
    D --> E
    E --> F
    F --> G
    
```

The flowchart illustrates the proposed model for the development of a new product. It starts with 'Idea for a new product' and branches into 'New product development' and 'New product commercialization'. 'New product development' includes 'Idea for a new product', 'Product development', and 'Product testing'. 'New product commercialization' includes 'Product testing', 'Product launch', and 'Product evaluation'. The flowchart shows the progression from idea to product launch and evaluation, with various milestones and decision points.

The framework allows students to gain practical knowledge and have the theoretical concepts with the relevant world application.

It is also useful in development of skill like Creativity, critical thinking, team work, public speaking, self-life Problem solving and several other soft skills.

The two well-confirmed contributions in peak, source and Ony/Albain financial records could be viewed with a process counselling of transients to prevent the re-occurring process.

Considerable more information could be obtained by the psychological understanding and earlier data techniques.

Digital measures by an online – based Admission process.

There can be improved coordination between the French Counsellors and the TSA department for better experience in the Multi-process (Admission phase and TSA data could be stored as usual).

Later Coordinated techniques (open to easy modification) for better coordination.

Concurrent with targeted change process and unfolding of concerns along with timing diagnosis.

SIP Weekly Report – Week 1

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 1
2024

From 1st of May 2024 **to** 4th of May

Activity Done	• Orientation by HR Department • Induction Lecture by Quality Department Head • Quality Improvement Program • General Quality Assessment visits to different departments
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Gap Analysis • Root Cause Analysis
Gaps identified on the working area.	• Manual Documentation could be prone to errors in reporting • Food and Beverage Department Efficiency has some scope of improvement
Suggestions for improvement	• Electronic Medical Records can be used to minimize the risk of errors
Plan for the next week	• Allotment of Individual Topics • Continuation of Current ongoing QIPs

SIP Weekly Report- Week 2

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 2

From 6th of May 2024 **to** 11th of May 2024

Activity Done	• Quality Improvement Program • General Quality Assessment visits • Orientation by the Patient Care Services (PSC) Department
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Turn Around Time (TAT) assessment • Gap Analysis
Gaps identified on the working area.	• Manual Documentation could be prone to Human errors • IP Pharmacy Efficiency could be Improved
Suggestions for improvement	• Electronic Medical Records can be used to minimize the risk of errors • Better Token Display System at OP Pharmacy
Plan for the next week	• Allotment of Individual Topics • Continuation of Current ongoing QIPs • Short Project Under PCS Department

SIP Weekly Report- Week 3

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 3

From 13th of May 2024 **to** 18th of May 2024

Activity Done	• Quality Improvement Program • Attended 'Disaster Code Mock Drills' of 'Code Orange' and 'Code Green' • Orientation by the Billing and TPA Department • Interdisciplinary Team Round [IDTR]
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Lean management • Hospital Information Systems • Turn Around Time (TAT) assessment • Gap Analysis
Gaps identified on the working area.	• Manual Documentation could be prone to Human errors • Location of TPA and Billing Desk is not appropriate • Feedback box is not easily accessible.
Suggestions for improvement	• TPA and Billing Desk could be shifted closer to admission desk • Nursing Billing Process has some scope of improvement • Feedback box could be easily accessible
Plan for the next week	• Assessment of IPD Admission TAT • Continuation of Current ongoing QIPs • Mock Drills of Disaster Codes

SIP Weekly Report- Week 4

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 4

From 20th of May 2024 **to** 25th of May 2024

Activity Done	• Project: Evaluating IPD Admission TAT • Quality Improvement Program • Attended 'Code Orange' Mock Drill of HAZMAT Spill • Orientation by the Billing Audit Team
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Lean management • Hospital Information Systems- Billing and TPA Software • Turn Around Time (TAT) assessment • Gap Analysis
Gaps identified on the working area.	• Financial Counselling Process sometimes takes more time than desired • Running Bill of IPD patients are prepared separately by Billing Department every day
Suggestions for improvement	• There is a scope of improvement in IPD Admission process which can be explored in later stages of ongoing project • Running Bill could be prepared by the nursing staff at nursing station to reduce time and labor waste
Plan for the next week	• Assessment of IPD Admission TAT • Continuation of Current ongoing QIPs • Mock Drills of Disaster Codes

SIP Weekly Report – Week 5

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 5

From 27th of May 2024 **to** 1st of June 2024

Activity Done	• Project: Evaluating IPD Admission TAT • Quality Improvement Program • Orientation by Radiology Department
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Lean management • Hospital Information Systems- Billing and TPA Software • Turn Around Time (TAT) assessment • Gap Analysis
Gaps identified on the working area.	• Financial Counselling Process sometimes takes more time than desired • Filing of OPD medical records have scope of improvement • Availability of General Duty Staff is not sufficient and consistent
Suggestions for improvement	• There is a scope of improvement in IPD Admission process which can be explored in later stages of ongoing project • Digitalization of Medical records could save time, efforts and, risk of errors.
Plan for the next week	• Assessment of IPD Admission TAT • Continuation of Current ongoing QIP

SIP Weekly Report- Week 6

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 6

From: 3rd of June 2024 **to** 8th of June 2024

Activity Done	• Project: Monitoring IPD Admission TAT ➤ Data compilation of 'Same-Day IPD Admissions' Done • Quality Improvement Program • Orientation by Marketing Department
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Sampling Techniques • Accounts Receivables- Financial Management • Hospital Information Systems- Billing and TPA Software • Turn Around Time (TAT) assessment
Gaps identified on the working area.	• Filing of OPD medical records have scope of improvement • Availability of General Duty Staff is not sufficient and consistent
Suggestions for improvement	• There is a scope of improvement in IPD Admission process which can be explored in later stages of ongoing project • Digitalization of Medical records could save time, efforts and, risk of errors.
Plan for the next week	• Assessment of IPD Admission TAT • Continuation of Current ongoing QIP

SIP Weekly Report- Week 7

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 7
2024

From: 10th of June 2024 to 16th of June

Activity Done	• Project: Monitoring IPD Admission TAT ➤ Data compilation of 'Planned Admissions' Done • Quality Improvement Program • Orientation by A/R Marketing Team
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Sampling Techniques • Accounts Receivables (A/R)- Financial Management • Hospital Information Systems- Billing and TPA Software • Turn Around Time (TAT) assessment
Gaps identified on the working area.	• Filing of OPD medical records have scope of improvement • Availability of General Duty Staff is not sufficient and consistent • Lack of Coordination among different departments
Suggestions for improvement	• There is a scope of improvement in IPD Admission process which can be explored in later stages of ongoing project • Digitalization of Medical records could save time, efforts and, risk of errors.
Plan for the next week	• Assessment of IPD Admission TAT ➤ Data Analysis and Poster Designing • Continuation of Current ongoing QIP • Further Observation of remaining departments of Hospital

SIP Weekly Report- Week 8

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 8

From: 18th of June 2024 **to** 22nd of June

2024

Activity Done	- Project: Monitoring IPD Admission TAT ➤ Data compilation and Analysis of desired sample Done - Orientation by Primary Health Check-up: PHC Department - Orientation by Medical Records Department MRD
Linking theory (Classroom learning) with practice at your organization	- NABH Guidelines - Medical Records Storage - Civil Registration System- Pehchan Portal - Patient Footfall Analysis - Turn Around Time (TAT) assessment
Gaps identified on the working area.	- Physical Medical Records requires more space and resources to be stored and have limited accessibility. - Crowd Management at PHC during rush hours is not adequate. - Lack of Coordination among different departments.
Suggestions for improvement	- Implementation of Electronic Medical Records could save a lot of resources and enhance the accessibility of records. - Use of ICT (Information Communication Technologies) in time slot allotment of PHC Appointments.
Plan for the next week	- Assessment of IPD Admission TAT ➤ Poster Designing and Final Report Compilation - Further Observation of remaining departments of Hospital - Final Presentation to the Organization Mentor

SIP Weekly Report- Week 9

Name of the Organization: Eternal Hospital, Malviya Nagar Branch, Jaipur

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

Name of the Student: Amey Sharma

Roll no: 1672

Stream: MBA HHM 28

Week no: 9
2024

From: 24th of June 2024 **to** 29th of June

Activity Done	• Visited Out-Patient Pharmacy ○ Observed the Process of Procurement, Sorting, Storage, and Billing of prescribed Medicines and other products • Orientation by Laundry Department: ○ Room and Bed Category-wise usage of linen and maintaining the supply chain of fresh linen • Orientation by IT Department ○ Storage of Data, HIS Backup, HIS Maintenance, Addition/Deletion of New Features, Daily Data Usage • Final Presentation to Manager, Quality Department. ○ About the learnings from the Internship ○ Results and Findings of the Project: Monitoring IPD Admission TAT • Collected Completion Certificate from HR
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Digital Infrastructure of Hospitals • Hospital Information System • Supply Chain Management • Hospital Support Services- Laundry • Turn Around Time (TAT) assessment
Gaps identified on the working area.	• Manual Inventory management of linen at the Laundry leading to leakages in maintaining the supply chain. • Sometimes, Staff found the User Interface of HIS inadequate to complete their task, leading to hesitation for use and manual documentation. • Lack of Coordination among different departments.

Suggestions for improvement	• Better User Interface of existing HIS • Incorporation of laundry supply chain management into the HIS to remove the lapses. • Use of ICT (Information Communication Technologies) in time slot allotment of PHC Appointments.
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Summer Internship Program 2024

Compiled Report

Name of the Organization: Eternal Hospital, Malviya Nagar, Jaipur.

Department of Summer Internship Program: Quality Department

Project of Summer Internship Program: Evaluating IPD Admission TAT

Name of the Student: Amey Sharma

Roll no: 1672

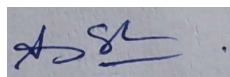
Stream: MBA HHM 28

Activity Done	• Orientation by HR Department • Induction Lecture by Quality Department Head • Ongoing Quality Improvement Programs of Quality Department: ○ Administering First-Dose TAT- for newly admitted patients ○ Consultant referral TAT ○ OP Pharmacy TAT • General Quality Assessment visits to different departments ○ Part of Internal Audit ○ Audit for necessary Displays and Signage in different departments • Interdisciplinary Team Round [IDTR] ○ General Patient's Feedback Round of different department personnel: PWO, Quality, PCS, Medical Admin • Individual Project: Evaluating IPD Admission TAT ○ Data Collection: timing of arrival, counselling, formality, and allocation of bed to the newly admitted patients ○ Data Analysis: based on the admission type (Same Day Admission and Planned Admission) ○ SWOT analysis of PCS ○ Cause-Effect Analysis • Orientation by the Patient Care Services (PSC) Department ○ OPD Billing and Consultation Appointment Process ○ IPD Admission Process ○ Bed Management ○ Staffing of OPD and IPD counters • Attended 'Disaster Code Mock Drills' ○ 'Code Orange' – Hazmat Spill ○ 'Code Green' – Global Emergency
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	• Orientation by the Emergency Department ○ Triage Assessment ○ Doctors Call ○ Medico Legal Case (MLC) ○ Road Traffic Accident (RTA) ○ Refuse for Admission (PFA) ○ Leave against Medical Advice (LAMA) ○ Emergency Calls Management- Ambulance Services • Orientation by the Billing and TPA Department ○ Billing Process, Advance Collection ○ TPA- Third Party Administrator ○ Pre-Authorization, Credit Billing • Orientation by the Billing Audit Team ○ Matching running bill with patient's medical file • Orientation by Radiology Department • Orientation by IP Pharmacy • Orientation by Marketing Department • Orientation by A/R Marketing Team ○ Credit Sales and Payment Follow-ups • Preparations for Mount Sinai International (15th-16th June 2024) Visit • Orientation by Primary Health Check-up: PHC Department • Orientation by Medical Records Department MRD • Visited Out-Patient Pharmacy ○ Observed the Process of Procurement, Sorting, Storage, and Billing of prescribed Medicines and other products • Orientation by Laundry Department: ○ Room and Bed Category-wise usage of linen and maintaining the supply chain of fresh linen • Orientation by IT Department ○ Storage of Data, HIS Backup, HIS Maintenance, Addition/Deletion of New Features, Daily Data Usage • Final Presentation to Manager, Quality Department. ○ About the learnings from the Internship ○ Results and Findings of the Project: Monitoring IPD Admission TAT • Collected Completion Certificate of SIP from HR
Linking theory (Classroom learning) with practice at your organization	• NABH Guidelines • Gap Analysis • Root Cause Analysis • Turn Around Time (TAT) assessment • Lean management • Sampling Techniques • Hospital Information Systems • Disaster Mitigation and Public Announcement System • Accounts Receivables- Financial Management

	• Medical Records Storage • Civil Registration System- Pehchan Portal • Patient Footfall Analysis • Supply Chain Management
Gaps identified on the working area	• Manual Documentation could be prone to errors in reporting • At Food and Beverage Department ○ Efficiency of staff and food delivery system for the patients could be better. • At Patient Care Services (PSC) Department <i>[Part of Individual Project]</i> ○ Delays in Bed allotment to the newly admitted patients ○ Location of TPA and Billing Desk is not appropriate, it is situated at a distance from the Admission Desk leading to patient suffering and confusion. ○ Financial Counselling Process sometimes takes more time than desired ○ Filing and Storage of OPD medical records is not appropriate and irregular ○ Availability of General Duty Staff is not sufficient and consistent • At Billing and TPA Department ○ Running Bill of IPD patients are prepared separately by Billing Department every day leading to excessive manpower and resources • At MRD ○ Physical Medical Records requires more space and resources to be stored and have limited accessibility. • At PHC ○ Crowd Management during rush hours was not adequate • At Laundry Department ○ Manual Inventory management of linen at the Laundry leading to leakages in maintaining the supply chain. • At IT Department ○ The User Interface of HIS is not easy to use and users face certain difficulties in performing their task, leading to hesitation for use and manual documentation. • Lack of Coordination among different departments • Feedback box is not easily accessible for the patients and visitors

Suggestions for improvement	• Electronic Medical Records can be used to minimize the risk of errors • For Patient Care Services (PSC) Department <i>[Part of Individual Project]</i> ○ TPA and Billing Desk could be shifted closer to admission desk. ○ Two well trained counsellors in peak hours and One Full-Time Financial Counsellor has to be present with proper counselling chambers ○ Counsellors should have certain soft skills like psychological understanding and better sales techniques. ○ Coordination between Financial Counsellors and TPA department for better experience in Pre-Auth process ○ Improved Discharge process for early availability of beds ○ Counter status signages : Open/Close • Better Token Display System at OP Pharmacy • For Billing and TPA Department ○ Running Bill could be prepared by the nursing staff at nursing station to reduce time and labor wastage. • For MRD ○ Implementation of Electronic Medical Records could save a lot of resources and enhance the accessibility of records ○ OPD medical records should also be stored by MRD, since the department has better expertise of records handling. • For PHC ○ Better use of ICT (Information Communication Technologies) in time slot allotment of PHC Appointments. • For Laundry Department ○ Incorporation of linen supply chain management into the HIS to remove the lapses • For IT ○ Better User Interface of existing HIS
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Signature of the Student

Approved by the IIHMR University's Mentor