



DISSERTATION AND INTERNSHIP REPORT

INTERNSHIP ORGANIZATION



FORTIS HOSPITAL

Fortis Hospital, Kangra is one of the leading multispecialty hospitals that offer comprehensive medical care to every patient. With a pioneering status in the healthcare domain, Fortis hospital, Kangra deliver services in a safe and compassionate environment and enhance the wellbeing of the patients and their families. Fortis hospital in Kangra has highly skilled and experienced doctors and paramedical staff.

The specialties of Fortis Kangra include Anesthesiology, Dental, Orthopedics Joint Replacement Centre, Cardiology (Interventional), General Surgery, Gynecology and Obstetrics, Infertility, Internal Medicine, Neonatology, Urology and Lithotripsy, Pediatrics, Physiotherapy. Fortis Kangra has been committed to the delivery of world-class, holistic healthcare services to each & every patient.

OBJECTIVE

OBJECTIVE OF INTERNSHIP

- To understand the working culture of hospitals.
- To learn how to deal with patients on each level.
- To learn working with co-workers in a team and trying to solve day to day problems faced by management.
- To learn basic documentation and data analysis.
- To learn and practice problem solving and decision making.
- To learn and understand practical working in the organization.

ORGANIZATIONAL PROFILE

MISSION-

"To be a globally respected healthcare organization known for Clinical Excellence and Distinctive Patient Care"

VISION-

"Saving & Enriching Lives"

VALUES-

- Patient Centricity
- Integrity
- Teamwork
- Ownership Innovation

SWOT ANALYSIS

STRENGTHS

- Only hospital accredited to NABH in the area.
- Only private hospital in Kangra with a brand name.
- Best doctors with excellence in their departments.
- Good infrastructure and open space hospital.

OPPORTUNITIES

- ECHS patients handled by this only private hospital.
- Best doctors available to invite patients with their experience.
- Opportunity to invite best management.
- Can bring some other specialties too.

WEAKNESSES

- Lack of trained staff in front office.
- Unprofessional staff in admin block.
- Lack of decision making.
- Lack in patient handling team.

THREATS

- Staff leaving dissatisfied.
- Regular threats by nursing staff due to less compensation.
- Other growing Hospitals nearby with additional specialties.
- Lack in marketing of the hospital and doctors.

KEY ACTIVITIES PERFORMED



WORKED IN FOLLOWING DEPARTMENTS

- PCS
- Security
- IT
- Engineering
- Housekeeping
- F&B
- SCM

KEY LEARNINGS

- Team Leadership
- Managing tasks in tough situation.
- Maintaining quality of products and services with lack in manpower.
- Application of TQM.
- Application of 5S in hospital.
- Teamwork / socializing
- Training and counselling the co-employees and new appointments.
- Induction and training to management team.
- To handle and manage working in abnormal situations.
- Patient handling and satisfying along with employee's satisfaction.
- Basics of quality management and patient's feedback analysis.
- Basics of asset management.
- Basics of pharmacy management.
- To keep track of SOP compliances in an organization.



DISSERTATION REPORT



STUDY ON THE OPERATIONAL PROCESSES THAT ENSURE PATIENT AND EMPLOYEE SATISFACTION



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BY
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OBJECTIVES



TITLE

Study on operational processes that ensure patient and employee satisfaction.

OBJECTIVES

- To study determinants that follow the operational processes.
- To determine the top insights that address the aspects of healthcare operational outcomes.
- To study the satisfaction regarding services among patients.
- To study the work culture and level of satisfaction among employees in organizations.
- To recognize the importance of 3 aspects in hospitals- Quality, Timely delivery, and Cost.

METHODS

- Observational Study
- Cross-Sectional Study

RESEARCH QUESTION

How effective operational processes are and how they are beneficial to patients and employees of the organization?

STUDY DESIGN

- Using the structural and infrastructural operations strategy framework.
- Comparing the standard procedures with operating procedures.
- Primary data collection by using questionnaire and interviews.
- Interviews conducted for 100 patients to analyze their level of satisfaction.
- A survey to analyze the level of satisfaction among employees shall also be conducted.

METHODS

Observational Study to analyze and study operations and processes.

Cross-Sectional Study (Patient and Employee Satisfaction Survey)

STUDY POPULATION

Patients (IPD and Patients with health packages) and Attendees in Hospitals. Employees working in Hospital organizations.

Patient Satisfaction interviews-

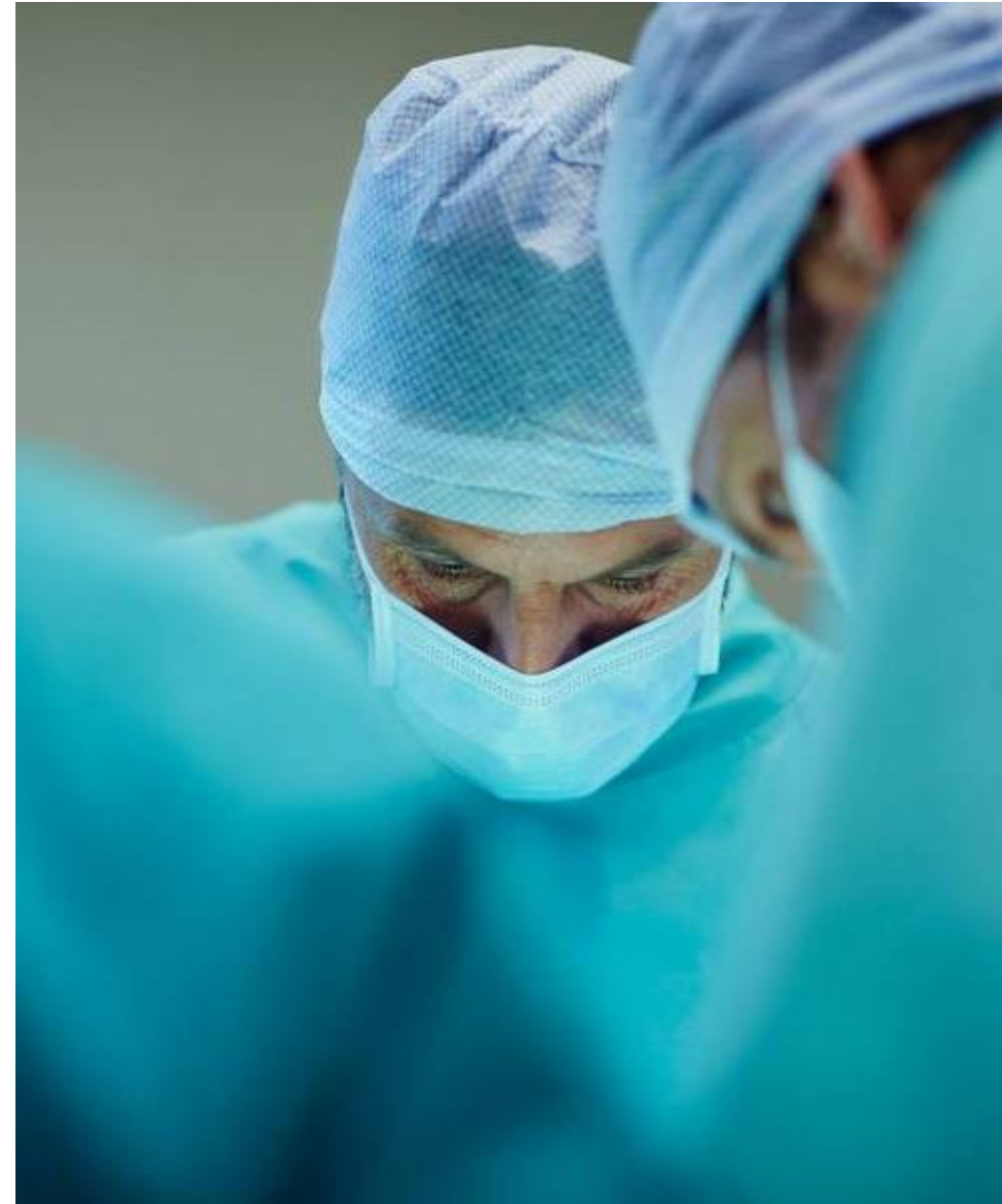
- 40 patients from OPD
- 50 patients from IPD
- 10 patients selected with package

Employee satisfaction Survey-

- Random sampling from admin.
- Management staff
- Front office staff and Coordinators.

HYPOTHESIS

- A patient should be benefited with the role of management operations in hospitals with patient care and quality services. Quality care should be provided to all the patients, whether VIPs or ordinary people.
- Everyone has right to health. Patients coming in emergency, whether they are provided with immediate care and response or not.
- Whether OPD patients are well informed about the processes, and they are benefited with the services.
- IPD patients are receiving quality care from nurses and hospital. Cleanliness is maintained, food services are good, patient feel secure and safe at hospital.
- Better infrastructure is provided to patients along with good air conditioning.
- Along with patients, an employee who is providing services to the patients and running the hospital should be satisfied too with management.
- Enough compensation should be given to employees along with benefits that can help them during their medical emergencies.
- Level of stress employees are handling in the current situation.



OPERATIONS MANAGEMENT

The key operations that a hospital management team carry is-

- PCS (Front office, reception, and coordination)
- SCM (Supply Chain Management)
- Housekeeping
- F&B (Food and Beverage Services)
- Engineering
- IT
- Security

Handling the patient is a difficult task, and it is more difficult when a hospital is facing issues with less manpower. The rising demand for healthcare services combined with the relative shortage of healthcare professionals makes it difficult for hospitals and other health care providers to provide consistently high levels of care. Success in healthcare industry depends on the quality of the care and satisfaction that the patient experiences. A hospital runs on these basics only. The staff from these departments is in direct contact with the patients. The possibility of conflict, complaints rises when services are not provided to patients and attendees as expected. Now we will study the compliance percentages of all the above-mentioned departments.

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
OPD-1	Registrations	4	4	100%
OPD-2	Appointment	5	4	80%
OPD-3	Co-ordinating	3	3	100%
OPD-4	Preventive Health Check-up	4	4	100%
OPD-5	Billing, cancellation, refund and scroll deposit	10	10	100%
OPD-6	Conversions Tracking	5	4	80%
IPD-1	Admission	7	7	100%
IPD-2	Counselling	6	6	100%
IPD-3	Bed Management	3	3	100%
IPD-4	Pass for Inpatients	2	2	100%
IPD-5	Handling economically weaker section patient	5	0	0%
IPD-6	Handling Bill Disputes	8	8	100%
Overall Status		62	55	89%

SECURITY

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Returnable Gate Pass	4	4	100%
2	Non- Returnable Gate Pass	3	3	100%
3	Key Management	4	4	100%
4	Personal Belonging	2	2	100%
5	Contractor Material Movement	10	10	100%
6	Medico-Legal Case Intimation	7	7	100%
7	Handling Death Case	3	3	100%
8	Mortuary Management	10	10	100%
9	Handling of Theft case	11	11	100%
10	Handling VVIP	10	9	90%
11	Waste Management	5	5	100%
12	Store Handling after duty Hours	6	6	100%
13	Shift Handling, Pre briefing and De-briefing	19	19	100%
14	Material in Security	8	8	100%
15	Staff Movement control	8	8	100%
16	Vehicle Parking Management	2	2	100%
17	Fire Management	21	21	100%
18	Handling Bomb Threat	5	5	100%
19	Terrorist Attack	6	6	100%
20	Handling Hysterical Patient Attendant and Disgruntled Employee	6	6	100%
21	Mob Handling	10	10	100%
22	Handling Earthquake Situation	11	11	100%
23	Hospital Evacuation	20	20	100%
Overall Status		191	190	99%

HOUSEKEEPING

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Cleaning High Risk Areas	15	15	100%
2	Cleaning Medium Risk Areas and Ambulance	10	9	90%
3	Cleaning Low Risk Areas, Maintaining outside areas	13	12	92%
4	Cleaning Service Areas	6	6	100%
5	Basic Processes and Other Areas	10	9	90%
6	Linen, Uniform and Laundry Management	8	7	88%
7	Furniture Management	3	3	100%
8	Equipment Maintenance	3	2	67%
9	Consumables Maintenance	2	2	100%
10	Garbage and Bio-medical waste removal	6	6	100%
11	Pest Control	3	3	100%
12	Quality Service and Training	3	3	100%
13	Lost & found	5	5	100%
14	Glass Cleaning	4	4	100%
OVERALL STATUS		91	86	95%

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Complaints resolving	3	3	100%
2	HT/LT Transformer Operation & Maintenance	2	2	100%
3	HT/LT Panel Operation & Maintenance	2	2	100%
4	Central UPS	2	2	100%
5	Water Treatment	4	4	100%
6	Hot water generator	1	1	100%
7	Sewage treatment Plant	2	2	100%
8	Medical Gas	2	2	100%
9	AHU & FCU Maintenance	5	0	0%
10	DVM Operation & Maintenance	2	2	100%
11	Elevator maintenance	3	3	100%
12	Fire Fighting Pump Room Equipment & Hydrant	2	2	100%
13	Diesel Generator Operations & Maintenance	4	4	100%
Overall Status		34	29	85%

F&B DEPARTMENT	S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
	1	Patient Meals	7	7	100%
	2	Attendants Meals	4	4	100%
	3	Patient Extra Orders	4	4	100%
	4	Dialysis Meals	4	4	100%
	5	Preparation of Ryle’s Tube & Oral Feed	3	3	100%
	6	Checking of Stores	7	7	100%
	7	Raw food handling	4	4	100%
	8	Storing Refrigerated Perishable Food	3	3	100%
	9	Inventory Crockery Cutlery Breakage	2	1	50%
	10	Kitchen Equipment Maintenance	3	3	100%
	11	Kitchen Cleaning and Dish Cleaning	9	8	89%
	12	Managing outsourced Food outlets and Vendors	5	4	80%
	13	Staff & OT Meal Services	4	4	100%
	14	Hand Hygiene	4	4	100%
		OVERALL STATUS	63	60	95%

PHARMACY

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Purchase Requisition	5	5	100%
2	Receiving of Materials	6	6	100%
3	Chargeability Criterion for Materials	3	3	100%
4	Storage & Arrangement of Materials at Main Stores	6	5	83%
5	Issue of Materials by stores	7	4	57%
6	Issue of Materials from O.T.	2	2	100%
7	Acceptance of Material Returns from Nursing Stations & Wards	1	1	100%
8	Consignment Handling	4	2	50%
9	Unused Open Consignment Items Handling	1	1	100%
11	Purchase Returns	9	9	100%
12	Physical Stock Verification	6	6	100%
13	Dispensing at OPD Pharmacy	5	5	100%
14	Faulty Medicines & Drugs	3	3	100%
15	New SKU in Stores	1	1	100%
16	Count Correction	3	3	100%
17	Emergency Cash Purchase	3	3	100%
Overall Status		65	59	91%
10	Narcotics Handling	58		

IT DEPARTMENT

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%age Compliance
1	End User ID Password	2	2	100%
2	E-MAIL ID Management	2	1	50%
3	E-MAIL ID Deletion	5	4	80%
4	E-MAIL ID Creation	7	6	86%
5	Install, Move, Add and Change Services	2	2	100%
6	Data Backup	4	4	100%
7	End User Restoration	1	1	100%
8	Virus Protection	1	1	100%
9	Patch Management	1	1	100%
10	Asset Installation	2	2	100%
11	Asset Projection	1	1	100%
12	Asset Return	1	1	100%
13	Asset Movement	2	2	100%
14	Asset Change	2	2	100%
15	IT Partner Management	1	1	100%
16	IT Change Management	4	0	0%
17	Incident Management	2	2	100%
18	Problem Management for IT Systems	1	1	100%
19	Active Directory Creation	3	3	100%
20	Active Directory Deletion	3	3	100%
21	Active Directory Modification	2	2	100%
22	Antivirus EPO Server (Deletion, Creation & Modification)	5	5	100%
23	Asset Configuration	2	2	100%
24	Distribution List Creation	3	3	100%
25	Distribution List Deletion	3	3	100%
26	Distribution List Modification	4	4	100%
27	Install, Move, Add & Change Service Request	2	2	100%
Overall Status		68	61	90%

PURCHASE

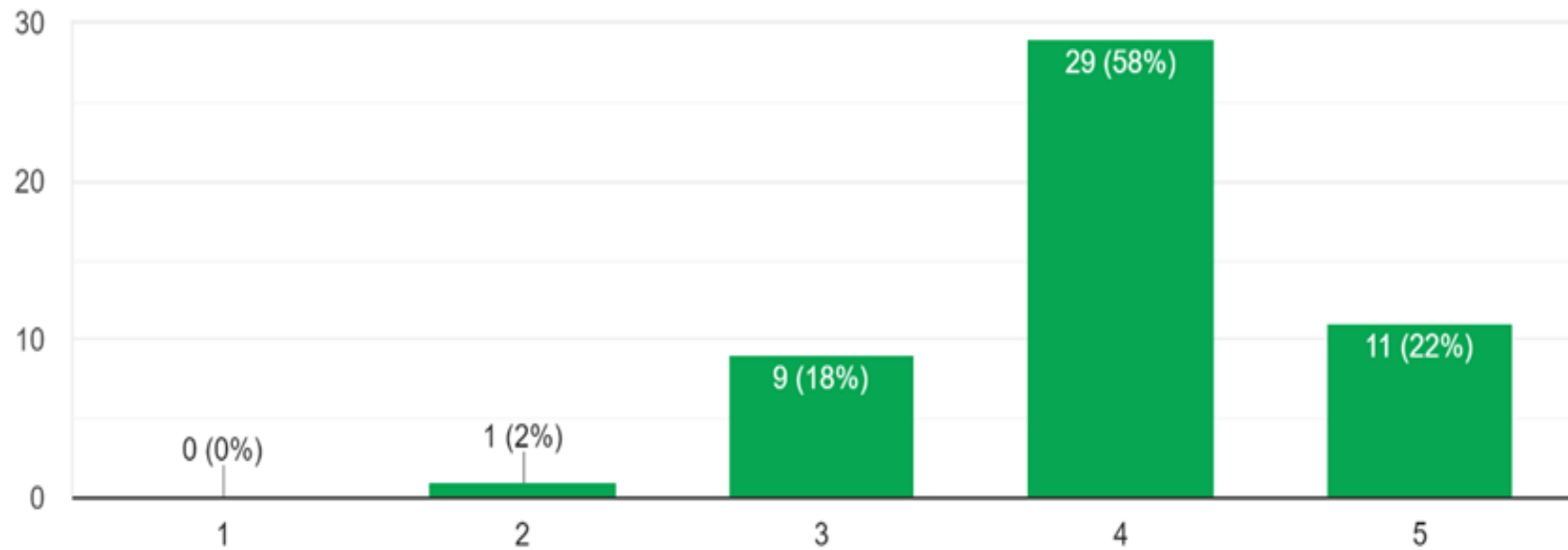
S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%age Compliance
1	Procurement of OPEX Materials & Services	16	14	88%
2	Item Master and Vendor Master Management	7	7	100%
3	Purchase Committee	3	3	100%
4	Vendor Rating & Development	3	3	100%
5	Cancellation & Amendment of Purchase Order	1	1	100%
Overall Status		30	28	93%

THE OVERALL COMPLIANCE REPORT 8/03/20XX	S.No.	Department	Total standardised Areas	Total standardised points	Compliance as per standardised points	%Age Compliance
	1	Engineering & Maintenance	13	34	29	85%
	2	IT	28	68	61	90%
	3	Pharmacy & Stores	17	65	59	91%
	4	Purchase	5	30	28	93%
	5	PCS	12	62	55	89%
	6	Security	23	191	190	99%
	7	Housekeeping	14	91	86	95%
	8	Food & Beverages	14	63	60	95%
	Overall Status		126	604	568	94%

EMPLOYEE SATISFACTION

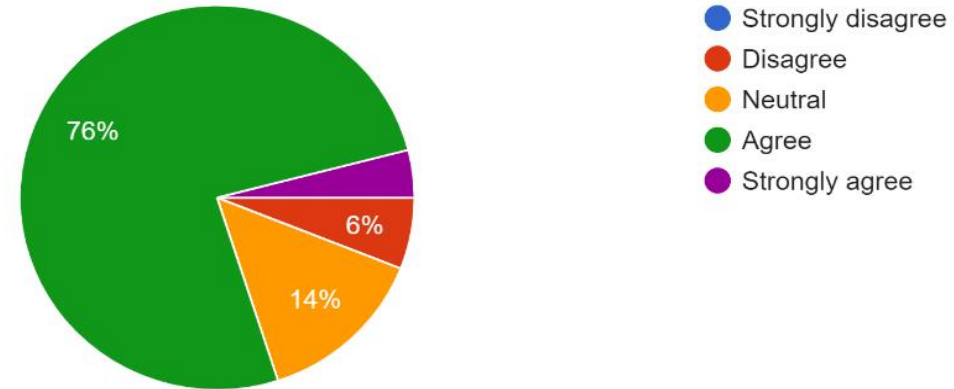
I enjoy working in this Organization.

50 responses



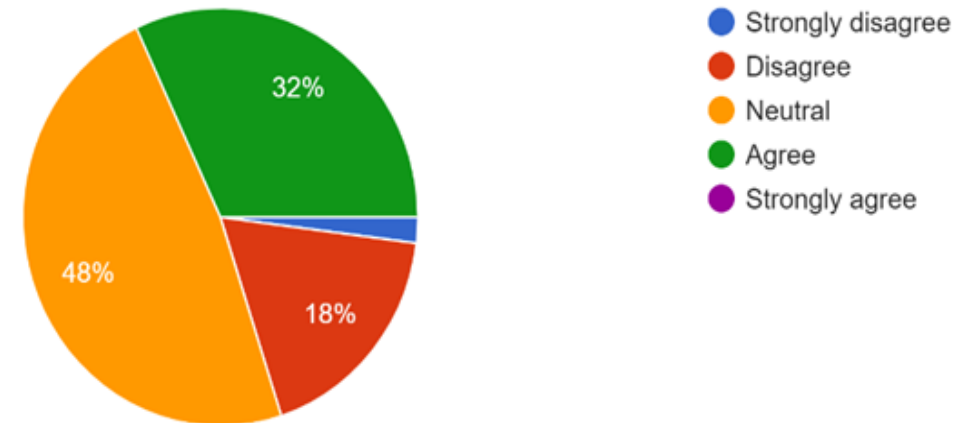
I'm satisfied with my organization's work culture.

50 responses



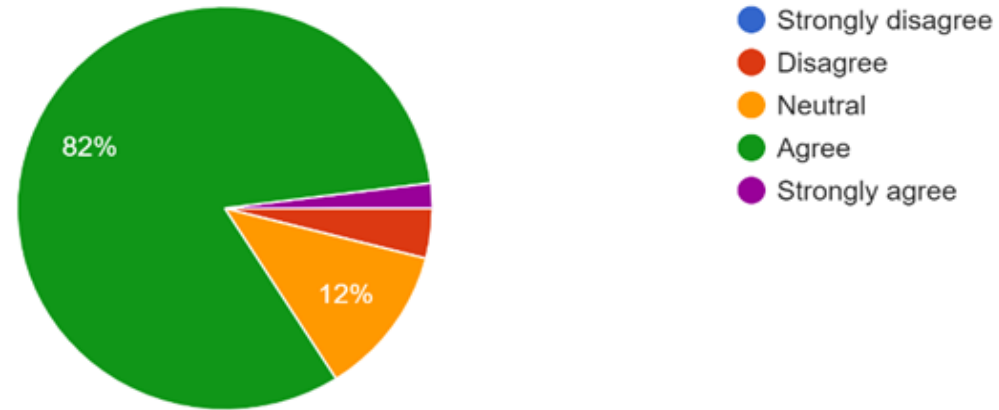
I'm satisfied with my opportunities for professional growth.

50 responses



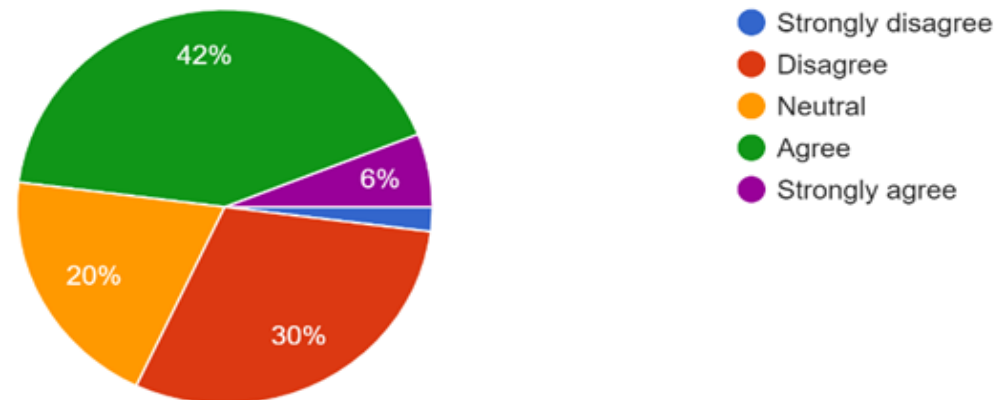
My job opportunities match well with my strengths.

50 responses



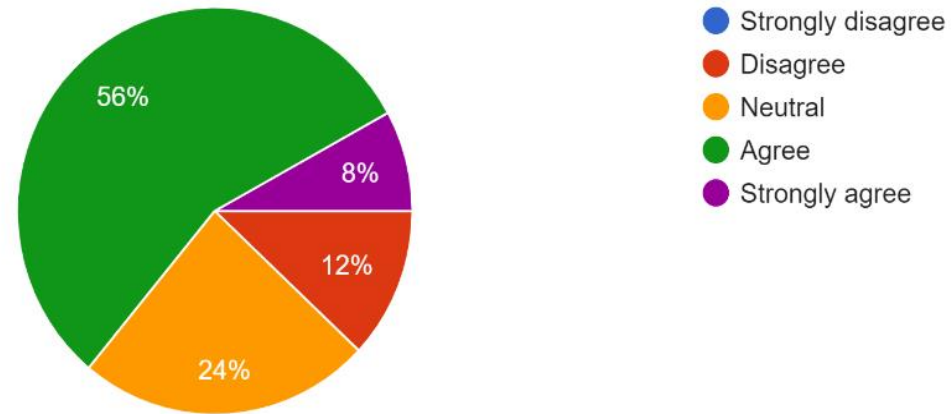
I'm satisfied with my work life balance while working in this organization.

50 responses



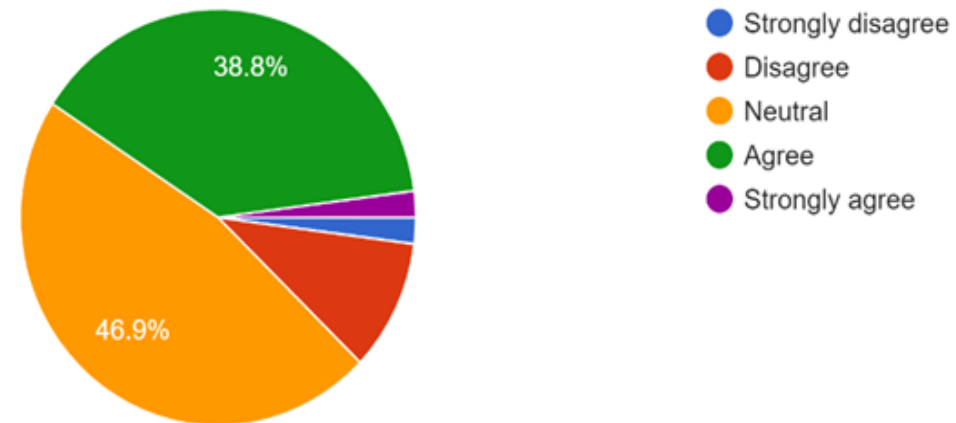
Communication between the senior leaders and employees is good in my organization.

50 responses



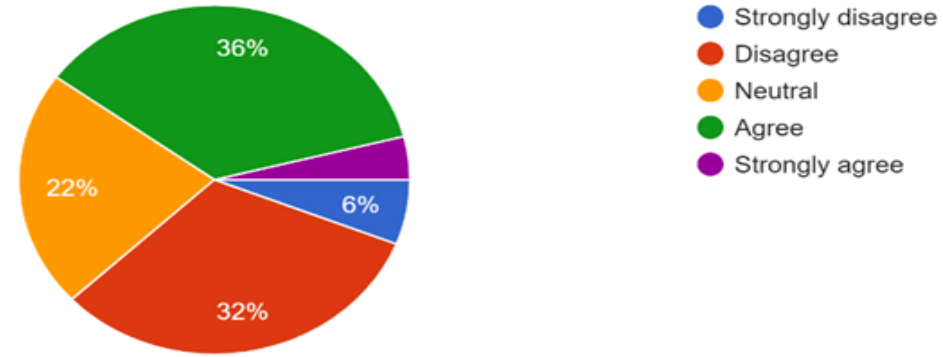
I feel inspired while working in this organization.

49 responses



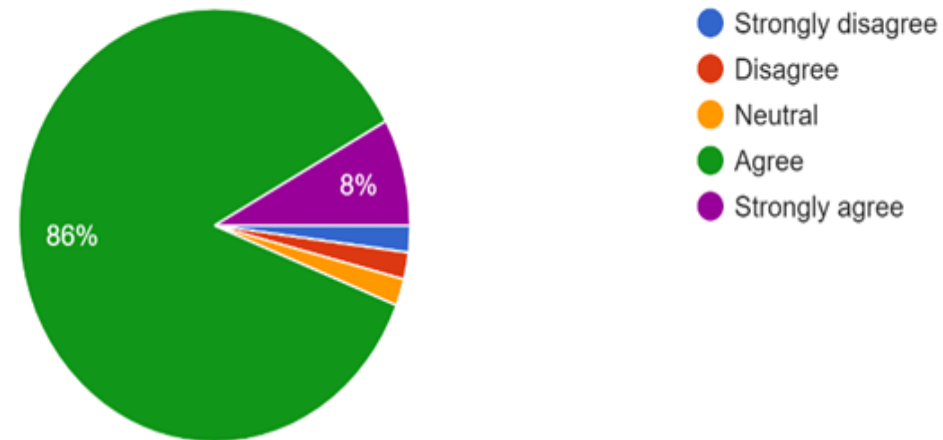
My organization's management recognizes strong job performance.

50 responses



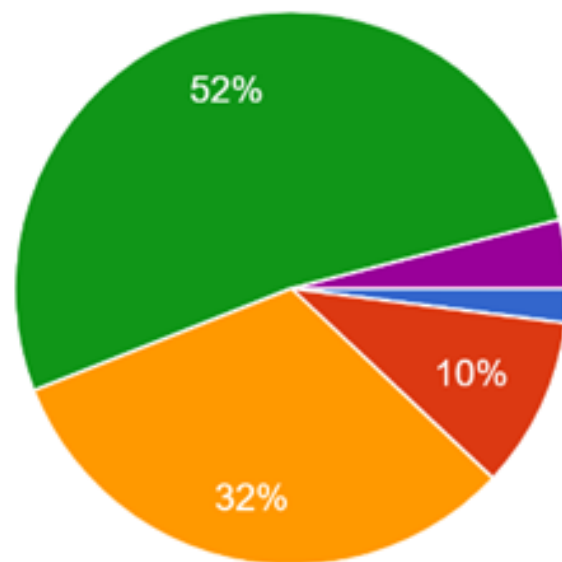
My organization has a safe work environment.

50 responses



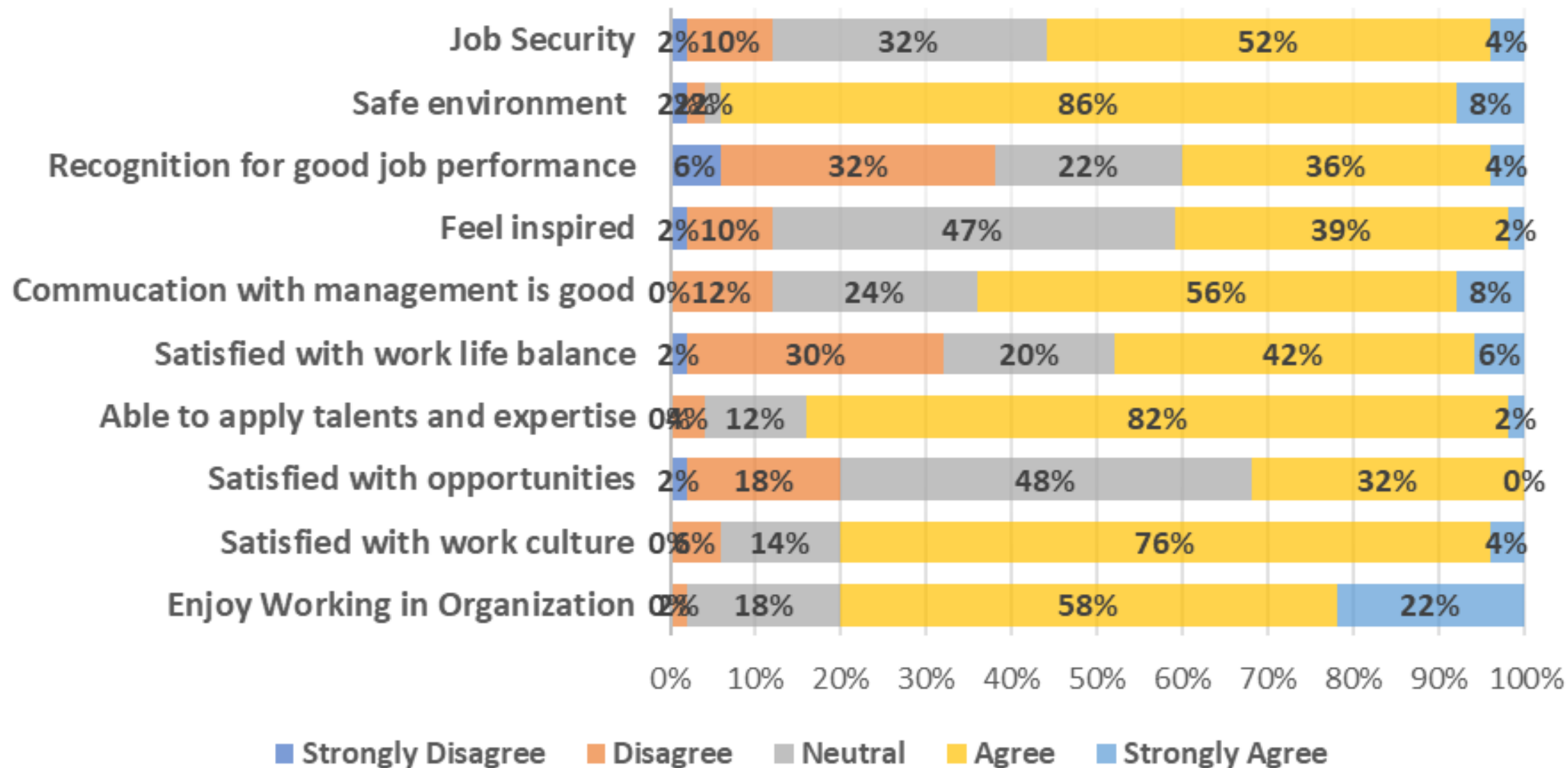
I'm satisfied with my overall job security.

50 responses



- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

LIKERT'S SCALE



PATIENT SATISFACTION

Areas which made patients happy in developing hospitals-

- Communication with doctors
- Diagnostic procedures
- Processes from Nursing end
- Cleanliness
- Counselling procedures.
- Quality services

Patients were unhappy because of-

- Lousy operations
- Waiting time
- F&B services
- Infrastructure and layout
- No clear communication
- No enough manpower

To keep the procedures streamlined, HODs of all the departments should divide responsibilities to their supervisors and design their services in such a way that employees could handle stress and more occupancy easily. HODs need to create a checklist for their daily works and a monthly checklist.

8 Essential Elements of Patient Satisfaction



Source: Medicare.gov

. Here are some steps that hospitals are suggested to take to improve their patient satisfaction ratio:

- Use patient satisfaction as a balance measure.
- Evaluate entire care teams and not individual providers.
- Use healthcare analytics and indicators to understand and act on services.
- Leverage innovations, for technology and manpower.
- Improve employee engagement.

CONCLUSION

HODs need to create a checklist for their daily works and a monthly checklist. A daily routine checklist would help departments to identify issues on daily basis and then they can resolve and find better solutions in a better way. Daily meetings of department or briefing should be a mandatory step towards improvement of management in hospital. Team leaders and HODs must motivate their staff, so that they keep on doing their work with dedication. With my observation, I came to a concluding note that while recruiting a staff member, they should be given a proper training for their work. There should be direct and clear communication between senior management and staff, this will keep them motivated and staff would feel that they are getting enough respect and compensation for their work. For patient's, daily rounds by HODs, senior management should be conducted to keep themselves updated about any complaint and suggestions. Daily and monthly checklist would keep the work streamlined and organized.



THANK YOU