

**Summer Training at
Fortis O.P. Jindal Hospital Research Centre, Raigarh C. G.**

Inventory Control Management

**By
Kedarnath Dansena**

**Under the guidance of
Mr. Rahul Sharma**

**MBA Pharmaceutical Management
2017-2019**

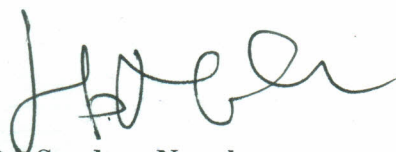

School of Pharmaceutical Management
The IIHMR University, Jaipur
2018

CERTIFICATE

This is to certify that **Kedarnath Dansena** has undergone summer training in IIHMR University at **Fortis O.P. Jindal Hospital & Research Centre Raigarh Chhattisgarh** on **Inventory Control Management** from **02nd April 2018 to 29th May 2018**.

The candidate himself completed the project assigned to his summer training. His approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Pharmaceutical Management.

I wish his success in all her future endeavors.



Dr. Sandeep Narula
Dean (Academics and Student Affairs)

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Mr. Rahul Sharma
Assistant professor

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Ref: OPJHRC/HR & ES/2018-19/14

Date: 29.05.2018

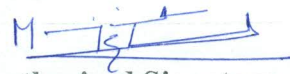
TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Mr. Kedarnath Dansena**, student of **MBA-Pharmaceutical Management** from **IIHMR University, Jaipur, Rajasthan** had undergone summer training in our hospital from 02.04.2018 to 29.05.2018.

During his stay with us **Mr. Kedarnath Dansena** found sincere, hardworking and punctual in his approach towards training.

We wish him all the success in his future endeavors.

For OPJHRC, Raigarh



Authorized Signatory

DR. MANJINDER BHATTI

MBBS MHA DHA

CHIEF OPERATING OFFICER

FORTIS O.P. JINDAL HOSPITAL & RESEARCH CENTRE

ACKNOWLEDGEMENT

First, “I would like to thanks my parents for allowing me to realize my potential. All the support they have provided me over the years was a greatest gift anyone has ever given me”.

Next, I need to thank **Fortis O.P. Jindal Hospital & Research Centre, Raigarh C.G** for giving the opportunity to complete my project in the organization and **The IIHMR University** for placing me in such a wonderful organization. I would also like to thank my university mentor **Mr. Rahul Sharma** and my organizational mentor **J.C JOSHI (HR-HEAD)/ALISH B SONA** who guided me about my project, shared their knowledge, suggested me the way for preparing my report and helped me to complete the summer training.

I also need to thank all the departments where I worked and visited, and thanks to their staff members for making me understand their work, teaching me the procedures and creating such a good atmosphere in the organization.

I am greatly thankful to **Dr. MANJINDER BHATTI (COO)**, who have helped me directly or indirectly in completing the training..

I express my gratitude towards **Staff of Pharmacy and Store/Purchase**, those who have shared their expertise and knowledge with me.

ABBREVIATIONS

- ABC- Always Better Control
- CBU-Central Buying Unit
- CSR- Corporate social responsibilities.
- DG- Diesel Generator
- DTC- Drugs and therapeutic committee
- FEFO- First Expiry First Out
- FIFO- First in First Out
- FOS- Fortis Operating System
- FSN- Fast, Slow, Non-Moving
- GRN- Goods Receipt Note
- HIS- Hospital Information System
- IP- In-Patient
- IT- Information Technology
- KVA- Kilo Volt Ampere
- LASA- Look Alike Sound Alike
- NRGP- Non-Returnable Gate Pass
- OPD- Out Patient Department
- PQ- Purchase Order
- PR- Purchase Return
- PTC- Pharmacy Therapeutic Committee
- RGP- Returnable Gate Pass
- ROL- Re-Order Level
- ROQ- Re-Order Quantity
- RTV- Return To Vendor
- SCM- Supply Chain Management
- SOP- Standard Operating Procedure
- TAT- Turn Around Time
- VED- Vital , Essential , Desirable
- TPA- Third Party Assurance

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Introduction of Fortis Healthcare

Fortis Healthcare Limited is a leading, pan Asia-Pacific, integrated healthcare delivery provider. The healthcare verticals of the company span diagnostics, primary care, day care specialty and hospitals, with an asset in 7 countries, many of the represent the fastest-growing healthcare delivery markets in the world. Fortis healthcare is driven by the vision of becoming a global leader in the integrated healthcare delivery space and the larger purpose of “***saving and enriching lives through clinical excellence***”.

Fortis O.P Jindal Hospital and Research Centre, Raigarh, Chhattisgarh is a 100 Bedded state-of-tertiary care hospital providing a depth of expertise in the complete spectrum of advance medical and surgical care equipped with high end facilities. The hospital is dedicated to provide competitive, accessible and affordable world class healthcare service to tier-2 city like Raigarh. **The hospital has laid special emphasis on cardiac science, Neuro Science, Renal science, Trauma, Intensive care, maternal and Child health.**

The hospital consist of highly experienced team with 24/7 facilities. Our approach, based on patient centricity, combines compassionate patient care with clinical excellence, to achieve a single-minded objective....**Saving and Enriching Lives.** The directive has helped us in achieving number of milestone in healthcare sector.

The hospital has to its credit e-ICU a very new and novel approach directed at clinical excellence. The intent to absorb the best and to initiate (Replicate)

The same has helped us in achieving various first: Such as

- First coronary Artery Bypass Graft (GABG) Surgery of the region.
- First Valve Replacement of the Region (AVR, MVR, DVR).
- First Cardiac Innervations (CAG, PTCA, PPI, BMV, PDA) of the Region.
- First Replacement of the Region (TKR, THR).
- First Critical setup of the Region (Trauma Team, MICU, BICU, NICU).
- First Exchange Transfusion of the Region.
- First Blood and Component Lab of the Region.

‘Our Mission is to deliver World class healthcare by creating institute an excellence in integrated medical care, We aspire to create an ethical & safe environmental to treat all with respect and dignity’.

‘Our vision is governed under the guiding principles of providing affordable medical services to patients with care, compassion & commitment’.

Introduction

Fortis O.P Jindal Hospital & Research Centre, Raigarh is a full-fledged tertiary care Centre set up by Jindal steel and power limited and is now a part of Fortis healthcare [India] limited, the largest healthcare chain in India has more than 76 hospital and heart command Centre's across the globe & is now heading swiftly to become the largest healthcare chain of chain of the continent.

The Raigarh facility is a 100 bedded super specialty hospital that caters to all the healthcare needs of the region. The hospital offers best facilities in the city as well as in the region. We have a dedicated team of super specialists in various specialties like cardiac sciences, neurology, trauma care , critical care, renal science,, general & laparoscopic surgery, mother & child care to name a few. Excellence in professional skills is complemented well by world healthcare equipment in the unit.

The hospital is authorized by Chhattisgarh state Government for their employees as well as for all BPL as well as APL card holder. We are also associated with various government schemes such as RSBY ESIC JSY and have associations with various PSUs, TPAs and private corporate. The strategic location of the hospital on Orissa- Chhattisgarh border with one of its kind facilities near the north—western part of Orissa shall be greatly beneficial for the people of Orissa. The hospital has tertiary care facilities in the form of cardio – vascular thoracic surgery, interventional cardiology, Neuro surgery, maxilla facile surgery trauma, joint replacements and critical care (Adult, Neonatal and Pediatrics).

The hospital at Raigarh shall be the first point of feasibility for medical services for the people travelling to other places upwards to Raipur, Bhopal or Indore.

✿ We have got quite a few first, notably being:

- ❖ First Flat Panel Advanced Cardiac Catheterization lab of Raigarh enabling angiograms, angioplasties and other Procedures.
- ❖ First cardiac surgery Dept. of Raigarh enabling open heart surgeries, valve replacement, Thoracic and vascular surgeries.
- ❖ First 64 slice CT Scan Chhattisgarh enabling Cardiac CT angiography, virtual Endoscopies and other scopes'.
- ❖ First joint Replacement Program of the region.
- ❖ First Arthroscopy and sports medicine setup of the region.
- ❖ First full-fledged and dedicated Neuro the Trauma care unit along with fully equipped and Advanced ICU and Critical care back-up.

The hospital has a gamut of several advanced in- house laboratory facilities to perform complete range of investigations in the field of Radiology, Biochemistry, Pathology, Histopathology, Microbiology and Transfusion Medicine. The ICU and OT of the hospital is centrally air

conditioned, has laminar air flow system and is environmentally sealed to ensure optimal comfort to patients & their attendants with ideal asepsis and hygiene.

Moving ahead, we take this opportunity to extend our intentions of being your privileged partner's in providing world class healthcare services to your employees, beneficiaries and their families. The association can be formed by joining hands on any of the following:

- ❖ Empanelment for IPD (Indoor) Services.
- ❖ Cashless treatment through various insurance companies & TPA's.
- ❖ Extending Support in CSR activities.
- ❖ Regular health Awareness Lectures/ Camps for the employees.

Assistance in setting up of In-house Centre's, OPDs and Trauma Centre's.

HOSPITAL PROFILE

S.no		
1.	<u>Contact Details</u>	Fortis O.P. Jindal Hospital and Research Centre Address: Kharsia Road Raigarh -496001 [C.G] Phone no: [07762] 227033/34 Emergency:+91-9827478001 Website: WWW.Fortishealthcare.com WWW.jindalsteelpower.com Email: fortisjindalrgh@gmail.com
2.	<u>Hospital Category</u>	100 Bedded Tertiary Care Multi Specialty Hospital
3.	<u>Specialties</u>	❖ Anesthesiology ❖ Burn & plastic Surgery ❖ Blood Bank ❖ Cardio Thoracic Vascular Surgery ❖ Critical Care ❖ Clinical Nutrition ❖ Dental Surgery ❖ Dialysis & Nephrology ❖ Dietetics & Therapeutic Kitchen ❖ Dermatology ❖ ENT ❖ Endocrinology & Diabetology ❖ Emergency Services ❖ Laparoscopic & general Surgery ❖ Internal Medicine ❖ Infertility ❖ Joint Replacement Surgery & Arthroscopy ❖ Lab Medicine ❖ Maxilla Facial

		❖ Nephrology ❖ Neuro Surgery & Neurology ❖ Obstetrics & Gynecology ❖ Ophthalmology ❖ Orthopedics ❖ Pediatrics & Neonatology ❖ Physiotherapy & Rehabilitation ❖ Psychiatry ❖ Radiology & Imaging ❖ Trauma Services
4.	<u>Emergency Services</u>	24×7 Emergency Centre. ✚ Triage • Emergency OT • Fully Equipped Casualty ✚ Fully Equipped ACLS Cardiac Ambulance ✚ 3 Other General Ambulance
5.	<u>Diagnostic Facilities</u>	✚ Pathology ➤ Microbiology ➤ Hematology ➤ Biochemistry ➤ Histopathology ➤ Clinical Pathology ✚ Radio Diagnostics ➤ Advanced 64 Slice CAT Scan ➤ USG Machine ➤ Digital X-Ray ➤ Mobile X-Ray ➤ Contrast Studies ✚ Cardiac Diagnostics ➤ CT Angiography ➤ 4D ECHO & Color Doppler ➤ TMT ➤ Holter
6.	<u>Blood Bank</u>	24 hr. Blood and Component Bank
7.	<u>Operation Theaters</u>	Fully Equipped 5 OT's. ➤ 1 Minor OT ➤ 4 Major OT

8.	<u>Isolation Ward</u>	Available
9.	<u>Building & Space</u>	A. Total Space ▪ Open Space – 7 Acres ▪ Build Up- 5 Thousand sq. ft. ▪ Floors- 3

General findings on learning

➤ Supply Chain Management:

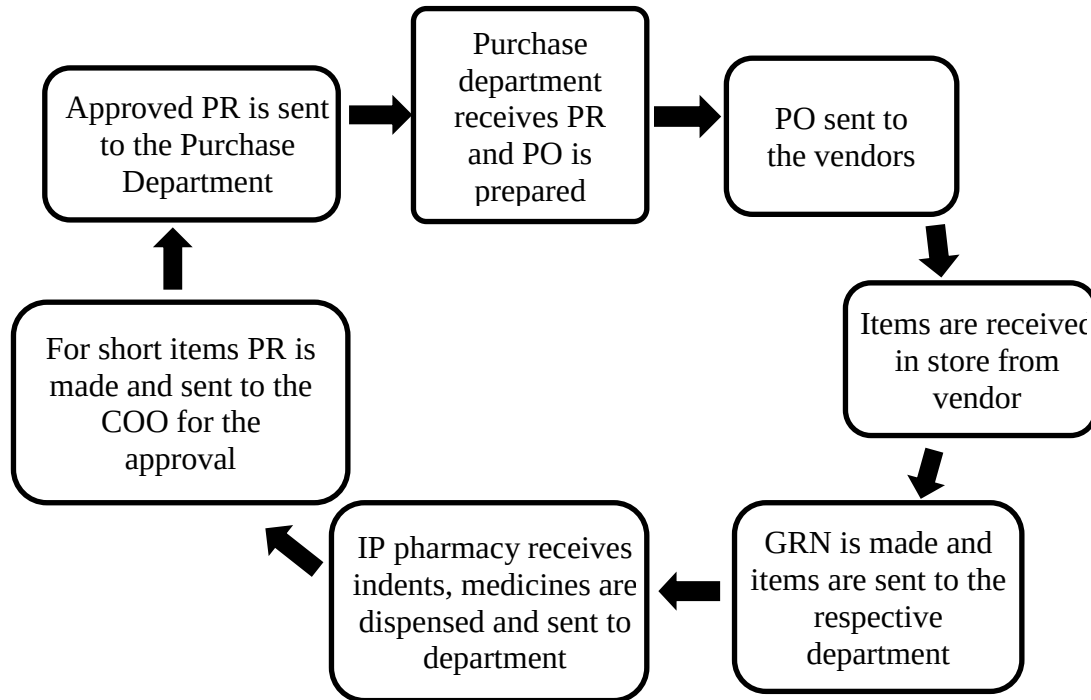
Supply Chain Management deals with all activities associated with the flow and transformation of goods from raw materials to end users.

The term ‘Supply Chain’ refers to entire network of companies that work together to design, produce, deliver and service products.

➤ Which departments come under SCM?

1. IP pharmacy
2. Store
3. Purchase

Flow chart of SCM



Mode of data collection

I have collected information by visiting different departments and meeting their department head

➤ **Process of sending indents to the pharmacy by nursing staff**

1. Doctor prefers the surgical items.
2. Nursing staff picks up the brand available as displayed on the software.
3. Nursing Staff sends the indent to the IP pharmacy and Store.
4. Indent comes to the pharmacy. Pharmacist picks the batch sent by the nursing staff. And takes a print out of packing slip of the indent.
5. Then the packing slip is given to the junior pharmacist for dispensing.

➤ Process of wrong indent

1. If in any case the wrong indent has been sent, then the pharmacist gets to know that the indent is wrong and calls the nursing staff and tells them about the wrong indent.
2. Then the nursing staff opens the EPR and checks which medicine was ordered in wrong code.
3. Then the nursing staff discontinues the wrong indent, and update a right indent as the pharmacist tells them.

➤ Process for returning extra medicines and surgical items.

1. Extra medicines/surgical items (non-consumed) are sent back to the pharmacy with an update of return of medicines in the system
2. Then pharmacist checks the quantity and name of the medicines and takes that back and update in the system that these medicines has been returned.

➤ Functions of IP pharmacy

1. Dispensing of medicines.
2. Arrangement in the pharmacy
3. Narcotic medicines management
4. Inventory management
 - (A) Purchase requisition
 - (B) Purchase return
 - (a) Non-returnable gate pass: for Near expiry items, expired items, non-moving items, slow moving items, breakage item, batch recall, damaged goods which are required to be return.
NRGP with RTV for GRN generated products.
NRGP without RTV
 - (b) Returnable gate pass: for those materials which are rejected after GRN due to quality problems, and has to be replaced.
And for the assets which have to be sent for repair.
 - (c) FSN analysis on quarterly basis and VED analysis

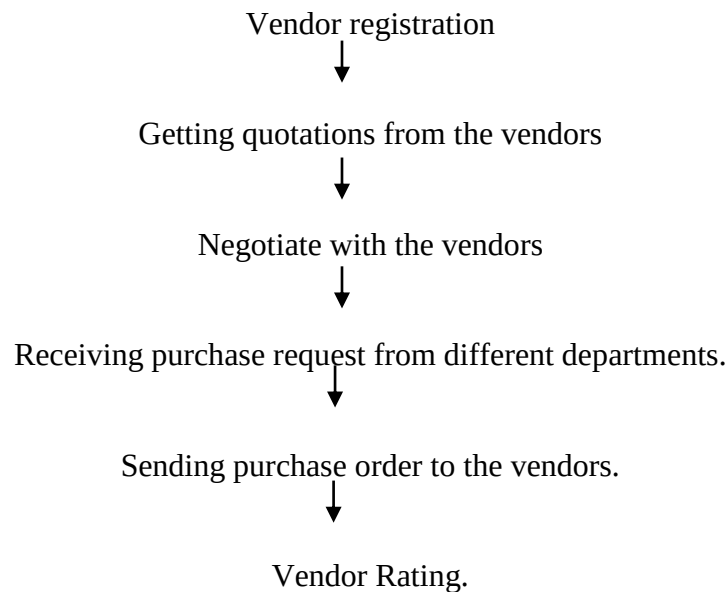
5. Expiry management: Every month an expiry report is generated through the system for the expired items or the items going to be expired in the next 3 months. Based on the report the products are checked physically and called back and sent back to the vendors.

6. Inventory management

Purchase return on Non- returnable & Returnable gate pass

7. Product code generation.

➤ Functions of purchase



➤ Functions of store

1. Receiving of medicines, consignment items, general items and medical consumables.
2. GRN (Goods Receipt Note) generation.
3. Receiving purchase request from user departments other than pharmacy like Housekeeping, IT, Biomedical, Engineering, Nursing Department, Clinical Department, Quality, Billing, TPA (Third Party Assurance), Front office.
4. Forwarding PR to the purchase department for PO.
5. Updating the stock by physical and system verification.
6. Maintaining the file of invoice/challan according to the vendor name.
7. Sending the bills/challan to the finance department for the payment.
8. Distribution of goods to different departments.

Some other departments that I visited during orientation in the organization.

1. Housekeeping

To maintain the aesthetic appearance.

PROTOCOLS:

- Cleanliness in the organization.
- BMW (Bio Medical Waste) management.
- Different color bags are used for collection of waste, bags are placed in everywhere in the hospital
 1. **Red:** plastic goes in red dustbins.
 2. **Yellow:** human anatomical waste/organs.
 3. **Card board boxes:** glass things, injection bottles are thrown in the card boards.
 4. **Black:** general waste is thrown in black dustbin.
 5. **Closed white box:** syringes
 6. All needles and used vials are kept in punctured proof box.

There is a central garbage room in the hospital. All bags are taken here then they are taken to the BMW room. The BMW room is closed whole day.

There are different sections in BMW room. According to the type of waste.

- Within 4-8 hrs. BMW should be removed.
- All BMW sent to the vendor and in a van after weighing of the BMW
- Weight should match with what is written in the slip, it can be checked by police any time.
- BMW can be randomly inspected in between (by police people).
- According to SOP, plant must be visited in every 6 months. There are all the machines, for the disposal of BMW.
- There is infection control department to prevent the infection.
- Chemicals used for cleaning of different surfaces:
 - ❖ R2: it used to be used for floor cleaning; now R82 is used for hard surface.
 - ❖ R3: It is used for glass cleaning.
 - ❖ R4: Furniture polish (wooden polish).
 - ❖ R5: Air freshener.

-
- ❖ R6: Harpic etc.
 - ❖ R9: It is for fixtures cleaner (in bathroom).

2. Food & Beverages:

Food services are outsourced.

Food services are available for patients, attendants, and staff of the organization.

Patient diet is planned by the dietician who issues necessary instruction to F & B department.

They have a call center where they receive orders from wards and patient rooms.

There is a notice board where they mention list of special care patients and choosy people

In a day six meals are given to the patients.

In their store they maintain 15 days stock.

For the delivery they use three tier trollies. In which they put food.

3. Engineering:

The **Engineering Services** in hospital include the civil assets, electricity supply, water supply including plumbing and fittings, steam supply, piped medical gases, air and clinical vacuum delivery system, air conditioning, lifts and dumb waiters, communication system (public address system, telephones), non-conventional energy devices, and last but not the least workshop facilities for repairs and maintenance.

They are responsible for the inspection, repair and maintenance of all the facilities and services mentioned above to ensure their optimum operational reliability and reduction/elimination of any risks associated with them.

Engineering has following plants:

1. Air Conditioning Plant: Fortis has centralized air conditioning plant.

It has 3 compressors, 3 condensers pumps, 3 pumps for chilled,

Here cooling is done by chilled water which makes the air cool.

Temperature of OT is maintained 22 degree centigrade +- 3 degree centigrade

Temperature of normal areas like in wards and visitor area is maintained at 24 degree centigrade +- 3. Which are also used cooling tower 2 no.

-
2. Fire System: fire sensors are placed everywhere in the hospital.
And smoke sensors are used to detect smoke.
 3. Electricity Supply: Fortis gets 33kva supply means 33000 volte. Which is manage by EPS [electrical power system] JSPL.
 4. Medical Gas Plant: medical gases are supplied from here.
Medical gases: oxygen and nitrous oxide
and vacuumed air is also supplied in the wards and ICU.
 5. Sewage Treatment Plant: Sewage treatment is the process of removing contaminants from wastewater. This water is used in garden, air conditioning, flushing, and the areas where this water does not come directly in contact with mouth and hands.

4. Marketing:

Marketing department markets patient services.

Different functions of Marketing department are:

a) Marketing

They approach patients through three ways

1. Direct marketing
2. CME (Continuous Medical Education)
3. Health camps: camps are conducted in their geographical area

b) Branding: logos, advertisement, boards etc.

Conclusive learning:

- After working in different departments. I have learnt how all the departments play their important roles.
- I have learnt the process of Supply Chain in hospital.
- I have learnt how to manage sub-ordinates and how to motivate them.
- I have learnt how to maintain professionalism in an organization.

-
- I have learnt how human behavior affects an individual's performance as well as organization's performance.
 - I have learnt how to make a report.

Limitations:

- ROL and ROQ is calculated manually it should be automatically calculated through the software.
- Sub-stores are added in the system so it's very easy to count the physical quantity of the stock.

Suggestions for the improvement:

- Arrangement of main OPD should be changed to make it more effective.
- At main OPD there should be different counters for different type of patients. Example: Old people, critical patients etc.
- Manpower should be increased in some departments.
- Pharmacist who dispense medicines should write their ID number on the packing slip.

PROJECT REPORT

INVENTORY CONTROL MANAGEMENT

“Store’s Inventory is the heart of an industry inventory Control or stock Control can be broadly as “the activity of checking a shop’s stock”

Having understood what Inventory control is, let us now to go inventory management. Inventory management is nothing but efficient management of inventories.

Our home is perfect example of inventory management. We buy several items to run our homes. Depending on the nature of the item, we buy s much as is required to meet our daily need. Ex. We buy milk in daily basis, vegetables on the weekly basis and other need as per demand you have to buy the items. A certain amount of these items is always maintained this is called Inventory. Before the stock gets completely over. the next lot is purchased.

Objectives Of Inventory Management

- To minimize the possibility of delay in production through regular supply of raw material.
- To keep inactive, waste, surplus, scrap and obsolete items at the minimum level.
- To exercise economics in ordering, obtaining, and storing of the materials.
- To provide the desired level of customer service.
- To minimize the inventory investment.
- Company strategic goals
- Material Requirement planning
- Sales forecasting
- Demand management
- Maximum provide to customer services.
- Minimum cost as well as using a less resource inventory investment.
- Low cost plant operation in scm.

Functions of Inventory Control:

- Achieve efficiency and productivity in Operations.
- Minimize inventory costs and maximize sales and profits.

-
- Keep customers happy.
 - Balancing supply and demand.
 - The production department is able to plan daily production with the good amount of flexibility.

Functions of SCM :

- To keep the inventories as low as possible consistent with the market conditions.
- To forecast the market and economic conditions of supply as regards availability of materials.
- To maintain proper records so as to supply accurate and regular materials reports to the management.
- To minimize “out of stock” danger which result in crash purchase at uneconomical rates.
- To the compare of different aspect
- Improvement of the system that create and deliver to firms primary product and service.
- Planning, sourcing, making, delivering, returning, is a main function of SCM.

Techniques of Inventory Control:

The following are different techniques commonly used to control the inventory :-

- **ABC Analysis**
- **Establishing An Effective Purchase Procedure**
- **FSN Analysis**
- **ABC and FSN matrix**

ABC Analysis

“In a big drug store, large items are stocked. In order to maintain a proper control of inventories . The ABC analysis (always better control) technique is used. In this materials are divided in three groups A , B ,C according to the cost of the materials and money value of the consumptions”.

A Items >”In the whole inventory , there are few costly items which come under this group , these items may not be more than 10% of total items , but these consumed about 70% of the total budget of inventories”.

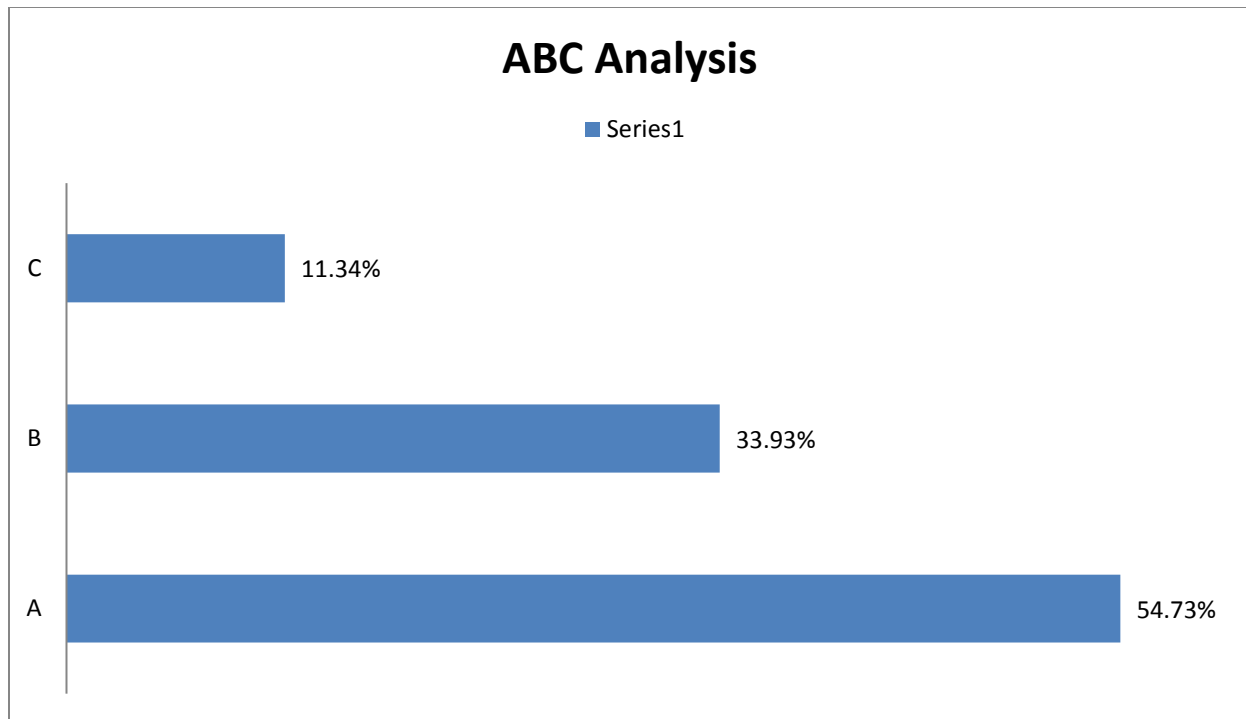
“So these items require proper storage and handling over-stocking is avoided, only necessary quantities of these inventories are purchased and stock, so as to minimize the investment of these items”.

B Items > “The items coming under this group are neither costly nor cheap, these items constitute 20% of the total quantity of the inventories and 20% of the expenditure of inventories is spent on these items.

C Items >These are cheaper in cost , and these items covers 70% of the total inventories and consumes 10% of the total expenditure of inventories.

Result:-

<u>Result of “ABC Analysis”</u>				
Category	No. of Item	Annual Expenditure	% of item	% of Expenditure
A	38	2049196.22	10%	54.73%
B	77	1270464.66	20%	33.93%
C	267	424447.56	70%	11.34%
Total	382	3744108.44	100%	100.00%



.USE OF MATERIAL BUDGETING:-

In this method purchase budget of both the whole and individual item is prepared. During the preparation of material budget the following factor are to be considered:-

- Increase and decrease in the sales of the previous month in comparison with the corresponding monthly sales in the previous year.
- Adjustment of over buying or under buying during the previous month.

ESTABLISHING AN EFFECTIVE PURCHASE PROCEDURE:-

The purchase procedure means the sequence of steps in which a purchase transaction is carried out.

The purchase procedure start with the recognition or realization of the need of an item. The need is written in the requisition form.

the source are identified and the appropriate supplier is selected as result a result of mutual negotiations. The order is placed with the selected supplier.

The goods are received and then thoroughly checked. Invoice checked and payment is made, the purchase transaction is recorded. Keeping a proper record is very advantages because :-

- It acts as a guide for future action.
- It provides authentic records about the inventory which is needed for the inventory control.
- The purchase order is a legal document which helps in case of any legal problems.

Good purchase policies and inventory control are interlinked with each other. Therefore, such purchasing policies are to be pursued which are effective in controlling the inventories.

8.FSN ANALYSIS:-

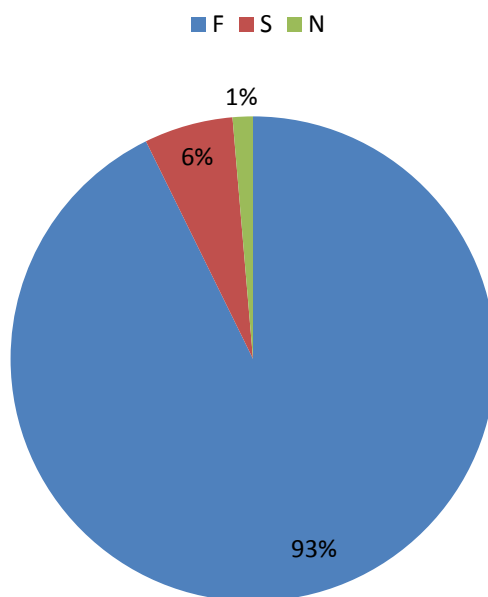
FSN analysis:

a. FSN analysis: In this analysis quantity and rate of consumption of medicines is studied. According to the consumption the medicines are categorized in three categories.

- 1. Fast moving items:** Items which show large consumption in last three months are called fast moving items.
- 2. Slow moving items:** Items which don't show consumption in past three months.
- 3. Non-moving items:** Items which don't show consumption in last six months are non-moving items. They are just consuming space and storage cost. These items should be sent back to the vendor to reduce the inventory. And the reason for their non-utilization should be studied.

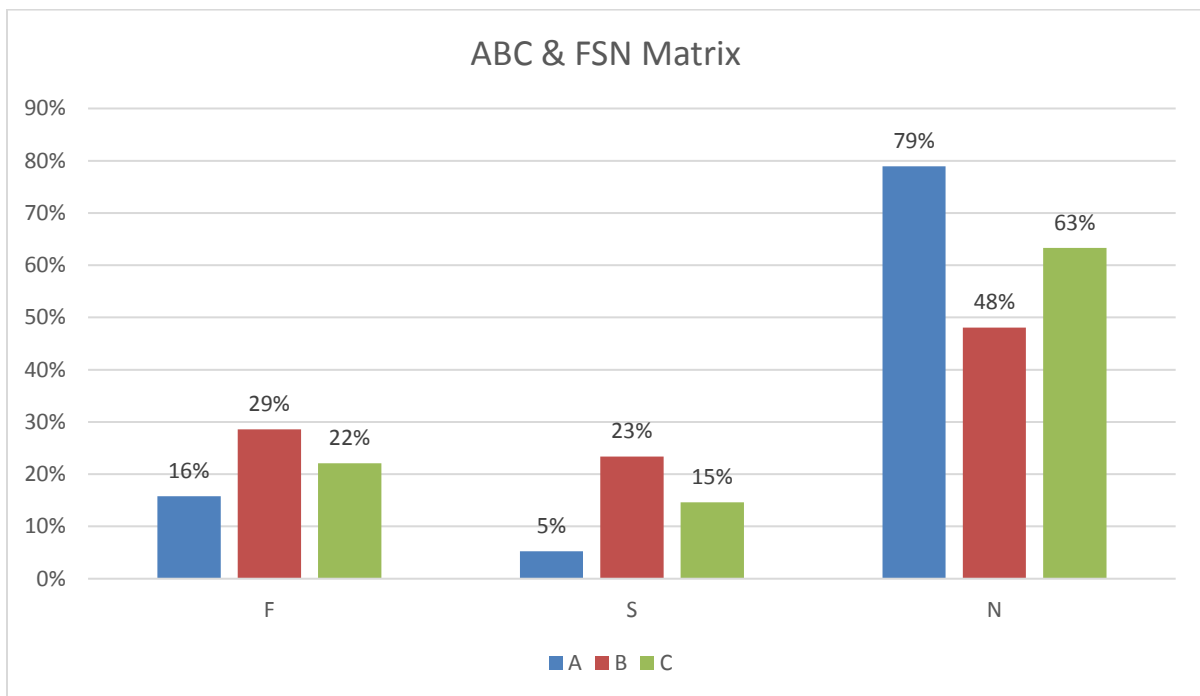
FSN ANALYSIS		
Category	No. of Item	% of Expenditure
F	86033	92.73%
S	5499	5.93%
N	1248	1.35%
Total	92780	100.00%

FSN ANALYSIS



Finding of ABC and FSN Matrix

ABC & FSN Matrix				
	F	S	N	Total
A	16%	5%	79%	10%
B	29%	23%	48%	20%
C	22%	15%	63%	70%
				382



RECOMMENDATION

- The Above research was based on two different inventory control technique
- In ABC inventory management technique inventory was categories according to price of the drug as high, medium, and low price
- In VED analysis inventory was classified according to necessity or important of drug that is high important medium and low important
- ABC inventory management technique is more efficient as it requires less financial source and workforce for controlling large portion of inventory value
- I conclude that FSN and VED analysis are very useful tools for managing inventory. By these tools we can control inventory. And most of the VITAL surgical items in the pharmacy/store were fast moving, which shows that inventory is managed very well.