

SUMMER INTERNSHIP PROGRAM

at

MANIPAL HOSPITALS

From 25th MAY 2024 to 25th JULY 2024

A REPORT BY

M.AYUSHEE

Master of Business Administration

Hospital & Health Management

2023-25

Under the Mentorship of

DR. SEEMA MEHTA





MHBBS/HR/24-25/L/0230

Date: - 05.07.2024

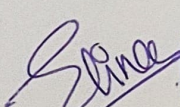
TO WHOMSOEVER IT MAY CONCERN

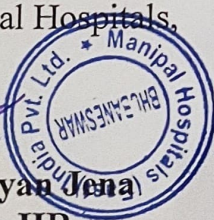
This is to certify that **Ms. M Ayushee**, bearing **Reg. No. 1737**, a student of **IIHMR University** has sincerely & successfully completed her Internship Programme on the Topic **“Improving Patient Care Quality”** in the department of **Quality in Manipal Hospitals, Bhubaneswar**.

The tenure of her internship was from **25th May 2024 to 25th July 2024**.

We wish her all the best for her future endeavour.

For Manipal Hospitals,


Elina Bhuyan
Manager – HR



Manipal Hospital Bhubaneswar
Plot No.1 Besides Satyasai Enclave Khandagiri, Bhubaneswar 751 030
P +91 674 666 6600

AMRI Hospitals Private Limited - subsidiary of Manipal Hospitals Private Limited
(Formerly known as AMRI Hospitals Limited)
CIN: U85110WB1986PTC040525
Regd. Off. P-4 & 5, C.I.T Scheme-LXXII Block A, Gariahat Road, Kolkata 700 029
P +9133 6626 0000 E info@manipalhospitals.com www.manipalhospitals.com

IIHMR University Faculty Mentor Approval

This is to certify that Ms. _____ M. Ayushee _____ of academic year 2023-25, of _____ Hospital & Health Management has prepared a poster with respect to her summer internship held during May-June 2024.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 25th June 2025



Dr. Seema Mehta

Professor



Presented by – M.AYUSHEE
MBA – HHM, Batch – 2023-25
Roll No – 1737

FACULTY MENTOR – DR. SEEMA MEHTA
ORGANIZATION MENTOR – DR. ARPITA KAR

ABOUT MANIPAL HOSPITALS

Manipal Hospitals is the name of a network of hospitals in India with a range of specialties. It has grown into one of the top healthcare organizations in the country since its inception in 1953. The hospital network is owned by the Manipal Education and Medical Group (MEMG), a healthcare conglomerate that also has ownership over a number of other healthcare and educational organizations.

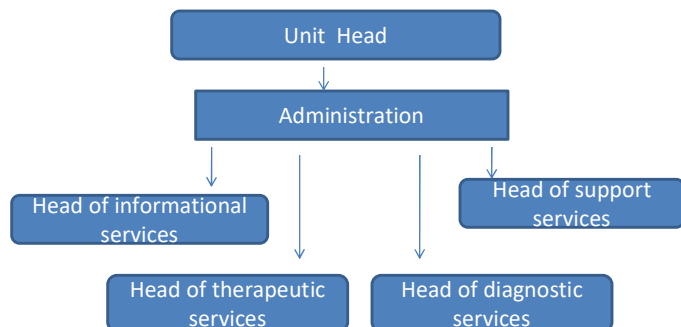
VISION

1. Be the destination of choice to the communities we serve
2. Be the most preferred and respected health care organization in every location that we operate

MISSION

To Enhance “**GROWTH, DIFFERENTIATION & PEOPLE**” & To serve our patient with smile.

•ORGANISATIONAL STRUCTURE



SWOT ANALYSIS

STRENGTH

- Experienced Staff Member
- Enhanced Patient Care & Satisfaction
- Advanced Technology
- Super specialist and expertise • Accredited NABH, NABL.

WEAKNESS

- There should be more manpower.
- Sitting area should be increased
- missing files and data.
- Files are not updated on time.

OPPORTUNITIES

- Increasing brand and services awareness.
- New Technology
- Innovation in Healthcare
- Investment in R&D

THREATS

- Rising Costs of medical supplies, advanced medical technology.
- Competition from other multispecialty hospitals.
- Economic slow down •

USEFULNESS OF THE INTERNSHIP

- Gained a comprehensive understanding of hospital quality assurance, including the functioning of all the departments
- Gain Confidence
- Enhanced communication and coordination skills by interacting with healthcare professionals and staff.
- Developed a deeper insight into the workflows and patient care processes in a hospital environment.
- Gain valuable work experience.

LEARNING DURING THE INTERNSHIP

1. Visited various departments for audits.
2. Assisted the floor manager during rounds to ensure patient satisfaction and care.
3. Became familiar with hospital systems
4. Worked on improving patient satisfaction and identified major issues faced by patients during their stay

PRACTICAL VS THEORITICAL EXPOSURE

- **Market Research** – SWOT analysis, Competitive analysis, Market analysis taught in Marketing class proven helpful during making the pitch deck.
- **Secondary Research** – Searching the existing data about the hospitals and companies.
- **Sales and Marketing** – Communication planning proven helpful in giving a presentation.
- **Human Resource Management** – Knowledge about Job Description and specification help in preparing the hiring process smooth.

ABOUT MY WORK

- I did my internship work in Quality Department under the guidance of Quality HOD and Quality Executive and the task assigned to me was to collect data for Audits from the various departments such as: Quality Indicator audit, Emergency audit, Initial assessment audit, Surgical file audit of active and discharge file & CQI audits, etc.
- I took rounds with the Quality Officer and Quality Executive in various departments of the hospital.
- I also actively participated in all the organizational activities during my internship.
- Since the NABH Surveillance Audit was also scheduled during my internship period, I got the opportunity to participate in various documentation processes, internal audits, mock drills, safety rounds facility rounds and committee meetings. I also observed the closing and opening meeting of the assessment.
- This has helped me to familiarize myself with various NABH 5th edition standards. Additionally, I also got to be a part of internal audits for kitchen and stores during preparation for ISO 22000:2018 and HACCP audit. This has enhanced our understanding of the processes and workflow of the kitchen.

SUGGESTIONS AND RECOMMENDATIONS

- Implement a user-friendly feedback system that allows patients to provide their feedback, suggestions, and complaints.
- Conduct regular inspection and audits to monitor the quality of cleaning
- Each floor will be equipped with a microwave for food warming purposes
- All rooms, wards, lobbies & washrooms must be cleaned & examined on a regular basis.
- Canteen food quality should be improved to reduce the food complaint.
- Every single data needs to be kept safely in a proper documentation.
- Nurses should be trained well with the life saving equipments.

CHALLENGES FACED DURING MY INTERNSHIP

- **Missing files during the NABH surveillance.**
- **No proper data is been maintained by the departments.**

Summer Training Evaluation by Panel

Name of the Student:

Student Roll Number:

Report on Summer Training - *Students will submit the Poster of work done with the organization during the summer training, (Assigned by the Organization).*

Attributes	Max Marks	Marks Obtained
Presentation Skill	25	
Defending the questions raised by the Panel members	25	
Ability to link theory with practices (SWOT, Usefulness of internship, suggestions etc)	25	
Overall learning from the summer internship	25	
Total	100	

Signature:

Date of Evaluation:

Panel Members:

Faculty 1 (External)	Faculty 2 (Internal)	Faculty 3 (Internal)
Name and Signature	Name and Signature	Name and Signature

Weekly Report -1

Name of the Organisation: Manipal Hospitals, Bhubaneshawar

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

Name of the Student: M. Ayushee

Roll no: 1737

Stream: MBA Hospital & Health Management

Week no: 01

from: 25/05/2024 to 30/05/2024

Activity Done	1. Day 1, an induction programme was done where an introduction of in charges of various department were introduced. 2. Day 2 hospital floor visit were done including all the departments where the respective in charges talked about their respective works. 3. On day 3 Discharge Files of a single month were provided for the Patient's and Doctors checklist Audit. 4. Day 4 continued with the work of day 3.
Linking theory (Classroom learning) with practice at your organisation	1. The departments checks on not just about the patient care but of every single departments of the hospital. 2. The work of a quality executive is much more than what were discussed.
Gaps identified on the working area.	1. Staffs of the respective departments were way too casual with their jobs. 2. The data were not submitted to the quality department on time.
Suggestions for improvement	1. Staffs should be trained well regarding their jobs. 2. A dedicated Training should be given to the managers as well so that they can give proper guidance to the employees. 3. A good amount of manpower is needed as well to handle the work load in a better way.
Plan for the next week	No plans were made.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report-2

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 02

from: 01/05/2024

to: 06/05/2024

Activity Done	1. Day 1, Morning meeting was held where the various works were discussed that was needed to be done within the day. 2. Day 2 hospital Daily active files were audited; signatures of all the senior medical officers were taken where they provide us the data of the discharge patients including planned, unplanned and LAMA. 3. On day 3 Mortality case summary were written from the mortality files where the data are presented in a form of PowerPoint presentation and needed to be presented by the respective consultant of the deceased patient. 4. Day 4 continued with the preparation of presentation.
Linking theory (Classroom learning) with practice at your organisation	3. The work of a quality executive is much more than what were discussed.
Gaps identified on the working area.	3. In the mortality/patient files, the handwriting of the consultant becomes too difficult to read.
Suggestions for improvement	5. Consultants need to provide every detail of the patient, including the date, time, and signature.
Plan for the next week	1. Audit to be done for the month of April.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report-3

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 03

from: 07/06/2024

to: 12/06/2024

Activity Done	Day 1, Discharge files with total of 325 (sample size) were audited and checklists were updated of the month of April. Day 2, Doctor's initial assessment was updated as well which is mostly done in every 7 days. Day3, Preparations for ISO audit were started. Day 4, All the food and beverage files were audited and the kitchen related parameters were taken care.
Linking theory (Classroom learning) with practice at your organisation	Haven't discussed anything yet.
Gaps identified on the working area.	4. The files were not provided on time, until and unless we remind them about the same repeatedly. 5. Kitchen related files were incomplete by the store manager from the past 1 year.
Suggestions for improvement	4. Data should be provided to the quality department on time for the better and smooth flow of the Audits. 5. A transparency should be maintained and files should be maintained for a smooth flow of the audits.
Plan for the next week	1. To be continue with the pending works for the ISO surveillance.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report -4

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 04

from: 13/06/2024

to: 19/06/2024

Activity Done	1. Day 1, Mortality Case Summary for another patient is been written & dictated by the senior medical officer. 2. Day 2, Presentation of the case summary was done. 3. Day3, Doctors Initial Assessments were done for the month.
Linking theory (Classroom learning) with practice at your organisation	Haven't discussed anything yet.
Gaps identified on the working area.	Proper data regarding the admission of the patients on the checklists were not mentioned by the consultant properly.
Suggestions for improvement	Mandatorily every details of the patient need to be updated during the process of admission.
Plan for the next week	No plans were made.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report - 5

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 05

from: 20/06/2024 **to:** 25/06/2024

Activity Done	Day1, For the upcoming three days NABH surveillance which will be held on the 28 th , 29 th & 30 th June 2024, all the documents were updated by the different departments and submitted to the quality for the cross verifications. Day2, Things which were pending was updated according to the NABH checklists. Day3 continued with the pending work needed to be done for NABH. Day 4, Checklists were updated and TAT was calculated for the last three month.
Linking theory (Classroom learning) with practice at your organisation	Haven't discussed anything yet.
Gaps identified on the working area.	A lot of pending works were found, many files haven't had updates on time, every single checklist of were found incomplete. MRD files were found mismatched.
Suggestions for improvement	Mandatorily the files have to be crossing verified by the quality executive in the period of a month or two. All the department managers should be strictly advised to complete the files and checklists on time.
Plan for the next week	2. Continue with the floor audits and cross verifying the department's files for NABH surveillance.



Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report -06

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 06

from: 26/06/2024

to: 01/07/2024

Activity Done	Day1, All the documents related to hospitals were verified. Day2, Opening ceremony for NABH audit held. Day3, Floor visits by the accessory held. Day4, All the departments and their related files were checked.
Linking theory (Classroom learning) with practice at your organisation	Haven't discussed anything yet.
Gaps identified on the working area.	Many documents seem to be manipulated with real time data.
Suggestions for improvement	More coordination among the departments should be there. More transparency needs to be kept among the departments.
Plan for the next week	Continue with the NABH audit.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report- 07

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 07

from: 02/07/2024 **to:** 08/07/2024

Activity Done	Auditors started visiting the respective departments for the assessment. In between meetings were held where the necessary documents were discussed.
Linking theory (Classroom learning) with practice at your organisation	N.A
Gaps identified on the working area.	Few challenges came up which we had to face as an intern.
Suggestions for improvement	They should make sure that we as interns are here to learn and not employees, so the questions regarding the respective departments should be questioned to the respective in charges and not us.
Plan for the next week	Continue with the NABH audit.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report – 08

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

Name of the Student: M.Ayushee

Roll no: 1737

Stream: MBA Hospital & Healthcare Management

Week no: 07

from: 02/07/2024 **to:** 08/07/2024

Activity Done	Auditors visited the other departments for the assessment. In between meetings were held where the necessary documents were discussed and the gaps were identified with the quality managers.
Linking theory (Classroom learning) with practice at your organisation	N.A
Gaps identified on the working area.	Few challenges came up which we had to face as an intern.
Suggestions for improvement	They should make sure that we as interns are here to learn and not employees, so the questions regarding the respective departments should be questioned to the respective in charges and not us.
Plan for the next week	Continue with the NABH audit.

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: Manipal Hospitals, Bhubaneswar

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

Name of the Student: M. Ayushee

Roll no: 1737

Stream: Hospital & Health Management

Activity Done

Week 1- Day 1, an induction programme was done where an introduction of in charges of various department were introduced.

Hospital floor visit were done including all the departments where the respective in charges talked about their respective works.

Discharge Files of a single month were provided for the Patient's and Doctors checklist Audit.

tinued with the work of day.

WEEK—2-Morning meeting was held where the various works were discussed that was needed to be done within the day.

hospital Daily active files were audited; signatures of all the senior medical officers were taken where they provide us the data of the discharge patients including planned, unplanned and LAMA.

WEEK-3 Discharge files with total of 325 (sample size) were audited and checklists were updated of the month of April.

Doctor's initial assessment was updated as well which is mostly done in every 7 days.

Preparations for ISO audit were started.

All the food and beverage files were audited and the kitchen related parameters were taken care.

WEEK-4 Mortality summary was prepared few presentations were prepared fr the doctors those were needed to be explained by them

WEEK-5 For the upcoming three days NABH surveillance which will be held on the 28th,29th & 30th June 2024, all the documents were updated by the different departments and submitted to the quality for the cross verifications.

Day2, Things which were pending was updated according to the NABH checklists.

Day3 continued with the pending work needed to be done for NABH.

Day 4, Checklists were updated and TAT was calculated for the last three month.

	WEEK-6-weeAll the documents related to hospitals were verified. Opening ceremony for NABH audit held. , Floor visits by the accessory held. the departments and their related files were checked WEEK-7 Auditors started visiting the respective departments for the assessment. In between meetings were held where the necessary documents were discussed. WEEK-8 The NABH surveillance was still on
Linking theory (Classroom learning) with practice at your organisation	Theory: TQM emphasizes continuous improvement, customer satisfaction, and involving all employees in quality efforts. Application: During my internship, I was involved in quality audits and SOP checks to ensure that processes were aligned with TQM principles. I learned how employee feedback and regular process reviews contributed to maintaining high-quality standards. Theory: A repetitive four-stage model for continuous improvement in business process management. Application: In quality documentation and report analysis, I observed how issues were identified (Plan), corrective actions were taken (Do), outcomes were reviewed (Check), and policies were updated (Act) to prevent future errors. Theory: Understanding how individuals behave in a professional environment, including motivation, teamwork, and leadership. Application: I worked closely with QA supervisors and teams, applying these theories to understand team dynamics and how motivation impacts performance in maintaining quality standards. Theory: Effective internal communication is vital in quality assurance, as misunderstandings can lead to process failure. Application: I had to communicate non-conformities to team leads and document them clearly. This reinforced the importance of clear, concise communication in QA reporting and documentation.

Gaps identified on the working area.	n Practice, time constraints and workload pressure often led to shortcuts or deviations Limited use of automated tools or live dashboards for monitoring quality indicators during operations. Participation from operations or support staff in quality-related discussions or feedback mechanisms.
Suggestions for improvement	Conduct regular internal audits and surprise checks to ensure that standard operating procedures are being followed. Integrate digital tools or dashboards to enable real-time monitoring of quality indicators. Organize hands-on training sessions on tools such as Fishbone Diagram, 5 Whys, and Pareto Analysis. Schedule quarterly training programs for all employees on quality management systems and ISO standards



Signature of the Student

Approved by the IIHMR University's Mentor