

INTERNSHIP REPORT

Organisation : Narayana Hospital, Gurugram

Department : Medical Administration (Quality)



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Introduction

This report provides a comprehensive summary of my 12-week dissertation training and internship conducted at **Narayana Hospital, Gurugram**, from **March 10 to May 31, 2025**, as a part of the MBA in Hospital and Health Management program at IIHMR University, Jaipur. My project focused on identifying and reducing dispensing errors in the IPD pharmacy while supporting hospital quality, compliance, and digital transformation initiatives.

Objectives of Internship

- To identify gaps and propose solutions to reduce dispensing errors and delays in IPD pharmacy.
- To assist with internal audits and compliance tracking aligned with NABH standards.
- To support digitization efforts through QR code implementation and policy integration.
- To contribute to quality assurance processes, including IPSG and MRD audits.
- To analyze pre- and post-intervention dispensing data and measure process improvement.
- To assist in the preparation of clinical governance reports using departmental KPIs

Organization Profile

Narayana Health is one of India's leading hospital chains, offering affordable and high-quality healthcare across multiple specialties. Narayana Hospital, Gurugram, operates under its mission to deliver patient-centric, evidence-based care supported by innovation and digital systems like Aathma (EMR), Sapphire IMS, and Nama.

- **Core Focus Areas:**

Reliable Delivery of Quality-Assured Medicines:

Ensured timely and error-free dispensing of medications through staff training, packaging SOPs, and improved inventory practices.

Technologically Enhanced Supply Chain:

Utilized Aathma software for pharmacy tracking and Sapphire IMS for digital access to corporate policies.

Quality Compliance & Audit Readiness:

Participated in IPSPG, MRD, and internal audits, addressing NABH documentation and compliance requirements.

Policy Accessibility via QR Integration:

Implemented QR codes across departments to ensure staff access to updated NH protocols and documentation.

Data-Driven Clinical Governance:

Supported data collection for hospital-wide KPIs and clinical governance indicators used for leadership review.

- **Vision**

To deliver safe, efficient, and digitally empowered healthcare by ensuring quality compliance and improved medication management through continuous learning and innovation.

- **Mission**

To strengthen hospital operations through data-driven decision-making, safe medication practices, and digital accessibility of clinical standards and protocols.

- **Future Expansion Goals**

Recommend hospital-wide QR-based systems for better visibility of policies and training resources.

Scale the dispensing error reduction model to other departments (e.g., OT pharmacy, Emergency).

Develop training modules for continuous quality improvement and audit readiness.

Services Provided by Narayana Health

Multi-Specialty Clinical Services:

Includes Cardiology, Oncology, Neurology, Orthopedics, Urology, Nephrology, and more under one roof.

Advanced Surgical & Diagnostic Services:

Equipped with state-of-the-art technology for surgeries, diagnostics (MRI, CT, PET), and day-care procedures.

Emergency & Critical Care:

Round-the-clock emergency services with trauma and intensive care units supported by trained specialists.

Pharmacy & Medication Management:

In-house 24x7 pharmacy, IP and OP medication dispensing, and integration with EMR for prescription safety.

Digital Health Integration:

Use of Aathma (EMR), Nama (nursing), and Sapphire IMS for document management, audits, and KPI tracking.

Preventive & Wellness Programs:

Regular health camps, vaccination drives, chronic care management, and patient awareness initiatives.

Accreditation and Quality Monitoring:

NABH and NABL certified facility ensuring adherence to the highest standards in care delivery and documentation.

Key Activities/Projects Undertaken

Dispensing Error Reduction Project:

Collected and analyzed over 100 IPD indents.

Identified delays beyond TAT (>2 hrs) and issues like mislabeling, stock gaps, and GDA movement inefficiencies.

Proposed solutions such as staff training, SOP development, and red basket coding for urgent cases.

Audit Participation:

Participated in IPSG, MRD, and internal audits.

Assisted with documentation reviews and observed department-level compliance.

Digital Documentation via QR Codes:

Designed and installed QR codes across 50+ hospital locations.

Linked codes to NH corporate policy documents accessible via Sapphire IMS.

Quality Monitoring and Data Collection:

Conducted root cause analysis and post-intervention reviews.

Observed discharge workflows and performed KPI-based evaluations.

Training & Staff Engagement:

Conducted sensitization with pharmacy staff.

Provided knowledge support to financial counselors about medical procedures.

Clinical Governance Report Preparation:

Collected departmental indicators (infection control, readmission rates, sentinel events).

Contributed to the final reporting structure and formatting

Key Learnings from Internship

Hospital Supply Chain Management: Gained practical exposure to pharmacy workflows and bottlenecks in medication delivery.

Healthcare Quality & Accreditation: Understood NABH standards and internal compliance mechanisms.

Health IT Integration: Used software like Aathma and Sapphire IMS to track pharmacy and audit processes.

KPI Analysis & Reporting: Evaluated real-time data to assess pharmacy performance and hospital-wide clinical governance.

Project Implementation & Impact Assessment: Learned the value of follow-through, tracking outcomes post-intervention.

Interdepartmental Coordination: Worked across pharmacy, quality, admin, and finance departments for project execution.