

INTERNSHIP DONE AT MAX HOSPITAL, SHALIMAR BAGH

Internship report Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

In

Hospital and Health Management

by

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Under the Supervision and Guidance of

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Introduction:

This report documents my 3-month internship experience at Max Super Speciality Hospital, Shalimar Bagh, New Delhi from 12th March 2025 to 31st May 2025. The internship was undertaken as a mandatory requirement for the MBA in Hospital and Health Management program at IIHMR University. The internship provided me with a structured opportunity to apply academic knowledge to real-world hospital settings, offering insights into hospital operations, patient services, finance and billing workflows, and interdepartmental coordination. Max Hospital, being a reputed NABH-accredited tertiary care institution, provided the ideal platform to understand how large multispecialty hospitals maintain quality, efficiency, and patient satisfaction simultaneously.

Objectives of the Internship:

- To understand referral generation and conversion workflows from OPD to support departments.
- To analyze referral conversion trends in Laboratory, Radiology, and Pharmacy departments.
- To identify variance in conversion rates and factors causing non-conversion.
- To gain practical experience in HIS-based data extraction and analysis.
- To contribute to performance improvement recommendations for better referral management.

Organizational Profile:

Max Super Speciality Hospital, Shalimar Bagh is a 402 bedded NABH and NABL accredited tertiary care hospital in North Delhi. The hospital offers advanced medical services across specialties like Cardiology, Oncology, Orthopedics, Neurosciences, and more. The hospital also caters to cash, TPA (third-party administrator), PSU, and international patients. With cutting-edge infrastructure and digital medical records, Max Shalimar Bagh is known for its robust billing and clinical documentation systems, making it a model facility for healthcare management training.

Vision:

To be the most well-regarded healthcare provider in India committed to the highest standards of clinical excellence and patient care, supported by latest technology and cutting-edge research.

Mission:

To deliver world-class healthcare with a strong focus on patient care, medical excellence, and ethical practices.

Key Learnings from Internship:

- Acquired a broad understanding of hospital operations and infrastructure through a comprehensive induction and clinical area walkthrough.
- Gained exposure to the roles and workflows of various support departments, including Front Office, Pharmacy, IT, Security, LSS, Engineering, Biomedical, Housekeeping, and Food & Beverage.
- Gained deep understanding of interdepartmental coordination through OPD-generated referrals and their tracking.
- Learned how to extract and structure data using DRISHTI HIS and analyze it using Microsoft Excel for identifying conversion rates and monthly variances.
- Identified the role of departmental SOPs, follow-up protocols, and patient engagement in influencing referral outcomes.
- Understood how delays, cost perceptions, and lack of insurance coverage lead to nonconversions.
- Participated in team discussions to design recommendations such as referral dashboards, automated alerts, and monthly conversion audits.
- Strengthened skills in quantitative analysis, graphical data presentation, and documentations based on evidence from real hospital settings.

Conclusion:

In conclusion, this internship has been a valuable learning experience, offering a comprehensive understanding of hospital operations, estimation processes, and quality compliance frameworks within a tertiary care setting. Exposure to diverse departments at Max Super Speciality Hospital, Shalimar Bagh, enabled practical insights into the referral conversion project revealed operational bottlenecks and improvement areas across Laboratory, Radiology, and Pharmacy departments, TPA coordination, and hospital support functions. In particular, hands-on experience with consent audits and NABH guidelines emphasized the importance of accurate documentation and patient safety. The internship has not only strengthened my theoretical knowledge but also enhanced my analytical and observational skills, preparing me for future roles in hospital administration and healthcare quality management.