

DELAY DYNAMICS IN HOSPITAL DISCHARGE: COMPARING TPA AND CASH FLOW

Organization: Shalby Hospital, Jaipur



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of Master of Business
Administration (MBA)

In

Hospital and Health Management

By

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2025

INTERNSHIP REPORT

My Name is Dr. Kratika Naruka and I had the opportunity to did my internship at the Shalby Hospital, Jaipur. This report outlines my experiences and key learnings during the internship period, highlighting the objectives, organization profile, services provided, key activities and projects undertaken apart from my dissertation.

1. OBJECTIVES OF INTERNSHIP

The primary objectives of this internship were to:

- Understand the operational workflow of a multispecialty hospital.
- Gain practical exposure to the hospital's Quality Management Systems and NABH guidelines.
- Participate in the discharge process analysis, particularly focusing on Turnaround Time (TAT) of Cash vs TPA patients.
- Observe and assist with the NABH compliance process in the Quality Department.
- Apply theoretical knowledge from MBA coursework in a real-world healthcare environment.
- Improve analytical, communication, and problem-solving skills through direct interaction with clinical and administrative staff.

2. ORGANIZATIONAL PROFILE: SHALBY HOSPITAL, JAIPUR

Shalby Hospital, Jaipur, is a part of the Shalby Hospitals Group, a renowned chain of multispecialty hospitals known for its quality care and expertise in joint replacement and orthopedic services. The Jaipur branch is a 240-bedded tertiary care hospital offering comprehensive medical and surgical services.

Key Highlights:

- NABH-accredited healthcare institution.
- Emphasis on patient-centered care and high-quality service delivery.
- Equipped with modern diagnostic, therapeutic, and surgical technologies.
- Specialized departments supported by a team of experienced doctors and healthcare professionals.

3. SERVICES PROVIDED BY THE HOSPITAL

Shalby Hospital Jaipur provides a broad range of healthcare services, including:

- **Emergency and Trauma Care (24/7)**
- **Cardiology and Cardiothoracic Surgery**
- **Neurology and Neurosurgery**
- **Orthopedics and Joint Replacement**
- **General and Laparoscopic Surgery**
- **Obstetrics & Gynecology**
- **Pediatrics & Neonatology**
- **Nephrology & Dialysis Services**
- **Gastroenterology and Endoscopy**
- **Oncology Services**
- **Critical Care & ICU**
- **Physiotherapy & Rehabilitation**
- **Diagnostic Imaging (CT, MRI, X-Ray, USG)**
- **Laboratory Services**
- **Health Check-up Packages**
- **Insurance & TPA Facilities**

4. KEY ACTIVITIES DURING INTERNSHIP (EXCLUDING DISSERTATION)

Apart from the dissertation on discharge process analysis, I actively participated in several other departmental and hospital-wide activities, especially in the **Quality Department**, including:

- Assisting in NABH documentation and compliance checklist verification.
- Conducting mock audits and gap assessments across departments.
- Reviewing and updating SOPs and policies in various service departments.
- Attending infection control committee meetings and incident reporting analysis.
- Participating in patient feedback analysis and quality indicator monitoring.
- Helping with internal quality audits and assisting in staff training sessions.
- Supporting the coordination of hospital-wide awareness programs on hand hygiene, patient safety, and fire safety.

5. KEY LEARNINGS FROM THE INTERNSHIP

The internship at Shalby Hospital Jaipur provided me with a valuable blend of theoretical knowledge and practical skills. Key learnings include:

- Deep understanding of hospital workflows and inter-departmental coordination.
- Hands-on experience in NABH standards and hospital accreditation protocols.
- Real-time exposure to quality management, incident reporting, and corrective actions.
- Improved communication skills through interaction with hospital staff and patients.
- Data interpretation and analysis skills while working on TAT (Turnaround Time) study.
- Understanding of challenges in discharge planning, especially for insured patients.
- Importance of maintaining documentation accuracy and compliance in healthcare settings.

This internship provided a significant opportunity to understand the core functions of a multispecialty hospital, especially through its quality and operational functioning. This allowed me to integrate academic learning with practical applications, setting a strong foundation for my career in hospital and healthcare management.