

**“INITIAL ASSESSMENT DELAYS IN THE EMERGENCY
DEPARTMENT: A STUDY AT NH MMI NARAYANA
SUPERSPECIALITY HOSPITAL, RAIPUR”**

Organization: NH MMI Narayana Superspeciality Report, Raipur, C.G.

Internship Submitted
to



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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Introduction:

Initial assessment within a hospital refers to the immediate assessment of a patient by a nurse or doctor upon arrival, particularly within the Emergency Department. Initial assessment is an important element of hospital care, as it will help decide who is more urgent needing care and when, ultimately for safety of patients and greater expeditious decision making in clinical care. The primary project I worked on for my internship was assessing and learning about the timeliness and compliance of initial assessments by doctors and nurses in the Emergency Department (ER). This project involved your understanding for how quickly patients were initially assessed from the time of arrival, both pre-intervention and post-intervention. The objectives of my project were to identify opportunities for gaps in timely assessment and offer pragmatic, sustainable solutions to improve compliance with expected time frames.

In this internship, I was able to experience direct engagement in working in a hospital and was able to mainly focus on working on the evaluation process, monitoring of compliance, and quality assessment and improvement activities

The internship provided me with valuable exposure to an array of operational elements of hospital functions, focusing particularly on the emergency department, patient reporting, and other administrative functions of the hospital. Overall, it was a valuable opportunity to connect academic learning with practice in a real-time hospital environment. This internship helped me develop important competencies in communication, process analysis, and quality in healthcare, and further developed my perspective on multidisciplinary teams working collaboratively to provide thoughtful and compassionate care.

Objectives:

- To understand daily hospital operations and coordination between clinical and non-clinical departments.
- To gain insights into emergency care, especially how initial patient assessments are carried out.
- To learn about hospital documentation and regulatory licenses, crucial for accreditation and smooth functioning.
- To improve communication and interpersonal skills with patients, staff, and hospital leadership.
- To develop skills in data collection, documentation, and basic healthcare audits.
- To learn problem-solving and decision-making in real-time healthcare situations.

Organization Profile:

Narayana Health (previously Narayana Hrudyalaya) is an Indian private hospital chain based in Bangalore and started by Dr. Devi Shetty in 2000.

Narayana Health has locations in most major Indian cities including Bangalore, Delhi, Gurugram, Kolkata, Ahmedabad, Raipur, Jaipur, Mumbai, Mysore etc. Narayana Health and also has an international subsidiary in the Cayman Islands. Narayana Health facilities provide healthcare in more than thirty medical specialties and three of its hospitals were accredited by JCI (Joint Commission International).

MMI Narayana Hospital is a NABH accredited organization, focused on providing affordable and quality healthcare for the population of Raipur and Chhattisgarh. The hospital follows best practices in standard operating procedures, managing staff, services, and infrastructure involving the two facets of care: clinical and therapeutic. MMI Hospital was taken over by Narayana Health in August 2011 to deliver affordable and full of quality healthcare for the citizens of Raipur and Chhattisgarh. MMI Hospital, Raipur was developed with the mission to keep providing the best way of care that can be given which is available to help the doctors and specialist support the servicing of their patients, at the best possible low costs without the requirement of patients needing to travel to metros for Healthcare options. Along with 298 inpatient beds, MMI Narayana Superspeciality Hospital has one of the largest Dialysis units in the state of Chhattisgarh with 26 beds.

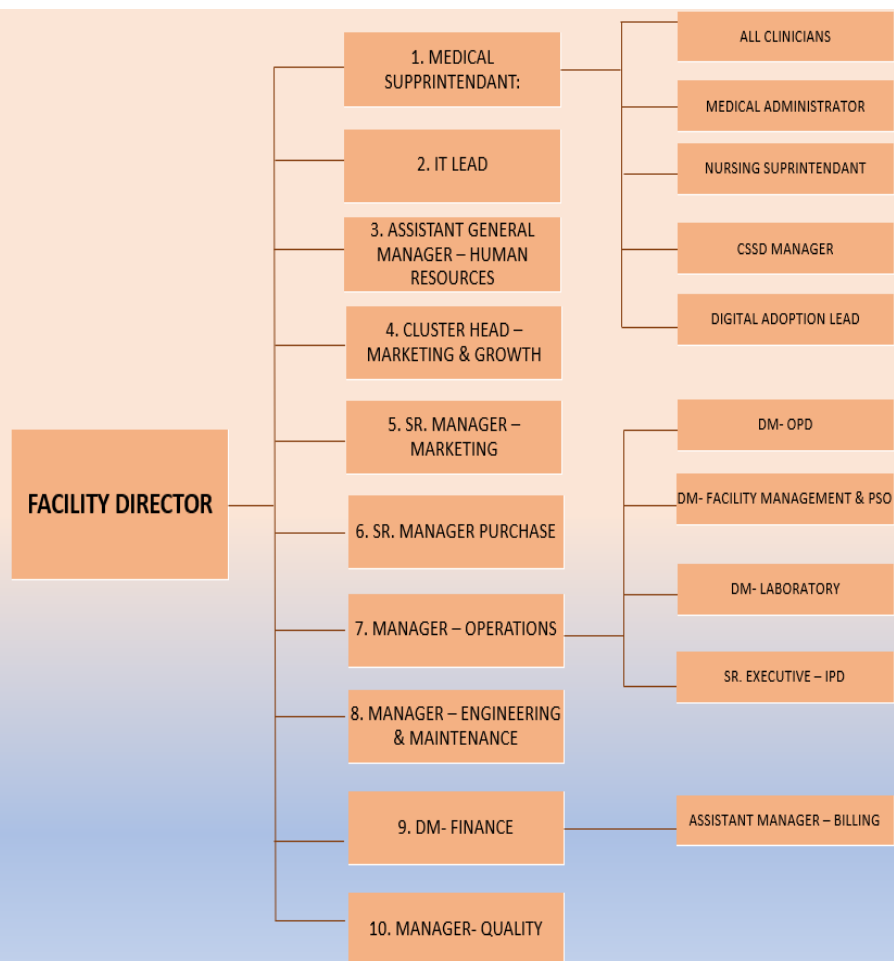
The hospital also provides a number of health packages delivered as check-up plans which are preventive in nature, to highlight the importance of getting a regular check-up done so that diseases can be detected early to support effective management.

VISION: Keeping people healthy.

MISSION: To make healthcare accessible to all.

VALUES: I-CARE

- Innovation and efficiency
- Compassionate care
- Accountability
- Respect for all, and
- Excellence as a culture



Services provided:

Clinical Services:

- Anesthesiology & Neuro – Anesthesia, Pediatric Anesthesia & Pain Management
- Cardiology – Invasive & Noninvasive (Adult & Pediatric)
- Cardiac Anesthesia
- Cardiology – Invasive & Non-Invasive (Adult & Pediatric)
- Cardiothoracic and Vascular Surgery (Adult & Pediatric)
- Critical Care
- Dental Science
- Dermatology and Venerology
- Emergency Medicine
- Endocrinology
- General Medicine
- General Surgery including Laparoscopic Surgery and Bariatric Surgery
- Medical Gastroenterology and Hepatology
- Medical Oncology
- Nephrology
- Neurology
- Neurosurgery
- Obstetrics (High Risk Case) and Gynecology
- Ophthalmology
- Organ Transplant Anesthesia
- Orthopedic Surgery & Joint Replacement Surgery and Anthroscopy
- ENT/Otorhinolaryngology
- Pediatrics
- Plastic and Reconstructive Surgery
- Psychiatry (Only OPD)
- Pulmonary Care
- Radiation Oncology
- Radiology & Neuro Radiology

- Respiratory Medicine
- Rheumatology
- Surgical Gastroenterology
- Surgical Oncology
- Organ Transplant Services (Renal)
- Urology

Laboratory Services:

- Surgical Gastroenterology
- Surgical Oncology
- Organ Transplant Services (Renal)
- Urology

Diagnostic Services:

- 2 D Echo
- Audiometry
- Bronchoscopy
- CT Scan
- DSA Lab
- ECG
- EEG
- EMG/EP
- Endoscopy
- Holter Monitoring
- Mammography
- MRI
- Pulmonary Function Test
- Sleep Lab
- Spirometry
- Tread Mill Testing
- Ultrasound
- Urodynamic Studies
- X-Ray

Other Services:

- Ambulance services
- Blood bank & transfusion services
- Clinical nutrition & dietetics
- Dialysis unit
- Digital cathlab
- Executive health check ups
- Inpatient & outpatient pharmacies
- Operation theatres
- Psychology
- Physiotherapy & Rehabilitation

Key Activities / Projects Undertaken Other than Dissertation:

- **Patient Well-being Rounds:** Conducted daily rounds of the ward/floor to monitor patient well-being, and facilitate communication between the patient and the hospital.
- **Take Care Card Distribution:** Helped to coordinate and implement a Patient "Take Care" card system where each patient would receive a card with their floor manager's contact details; patients could use these to get their complaint address through the manager.
- **Discharge Feedback Induction:** Acquired structured feedback received from patients' during the discharge process to understand their experiences and good feedback, as well as identify opportunities for improvement.
- **Conducted Audits:** Conducted IPSG and MRD audits using the hospital software.
- **NABH documentation:** Helped the quality department with the documentation and closure of each NC's identified by the NABH inspectors as noted during the inspection.
- **Porter App Study:** Studied how the new Porter App was being used and how effective it was for the housekeeping portfolio.
- **Licensing & Compliance:** Gained exposure to the various statutory licenses associated with running a hospital.
- **Uniform Consumption Reporting:** Assessed the reports related to uniform distribution, and documented basic reported trends for size and type of uniform selected by staff.
- **Patient File Review:** Collaborated with coordinators to provide necessary oversight in the timely and accurate completion of patient files.
- **F&B Contract Drafting:** Drafted a new agreement for Food & Beverage Services, using correspondence from previous contracts for guidance on structure and content.
- **HDU (High Dependency Unit) Management:** Managed all aspects of HDU independently from bed arrangements, to patient movement and family counseling with consultants.
- **Non-medical assets evaluation:** Assisted the facility manager in defining the dates on which the assets must be audited.
- **Event Volunteering – NHAbhimaan:** Volunteered at the stage management team that facilitated the hospital-wide event of NHAbhimaan.

Key Learnings:

- Acquired an in-depth knowledge of emergency department operations and the need for rapid assessment of patients' medical conditions.
- Improved my capacity to retrieve, analyze, and summarize clinical and operational data for quality improvement.
- Understood the necessity of documentation to maintain accreditation standards and ensure patient safety.
- Gained direct experience with the level of interaction required between patients and the handling of patient feedback for service improvement.
- Facilitated my knowledge of the operational branding that a hospital implements that captures things like the licensing process, staff uniform mandates, and audits of patient files.
- Improved principles of communication and coordination with regards to critical care units like High Dependence Units (HDU) and how to communicate with multi-clinical teams effectively.
- Deepened my experience with hospital software systems used to monitor audits or compliance.
- Gained increased experience with agreements, common legal principles, and operational procedures.
- Established event planning and team coordination experience through active involvement in events the hospital organized.