

Internship
At
Wish2 Care Multispecialty Hospital, Mumbai

By
Dr. Parikshit Pathrikar

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The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport Jaipur 302029, Rajasthan

Ph: 0141 3924700, Fax: 3924738

Website: www.iihmr.edu.in

Introduction

The healthcare sector in India is witnessing a transformation through strategic models like Public-Private Partnerships (PPPs), aimed at enhancing service delivery and operational efficiency. Operation Theatres (OTs) are a critical component of hospital infrastructure, often contributing to 50–60% of total revenue. Hence, their optimal utilization is vital. This internship, conducted at Wish2Care Multispecialty Hospital, Mumbai, focused on evaluating the operational performance of the OT complex through a case-study approach, using both quantitative data and qualitative insights.

Objectives of Internship

- To study the utilization of the OT complex at Wish2Care Hospital.
- To understand stakeholders' concerns regarding OT performance and identify improvement areas.
- To recommend strategies for improving OT performance and enhancing hospital revenue.

Organization Profile:

Wish2Care is a tertiary care hospital offering a range of surgical and medical specialties. Key services include:

- Modular operating theatres equipped for major and minor surgeries.
- Specialized cardiac operation theatre with a Cath lab.
- Central Sterile Supply Department (CSSD) and Theatre Sterile Supply Unit (TSSU).
- Outpatient and inpatient services under schemes like Mahatma Jyotiba Phule Jan Arogya Yojana (MJPJAY).
- Ambulatory and emergency surgical services from 8 AM to 5 PM (with emergency charges outside these hours).

Key Activities/ Projects Undertaken Other than Dissertation.

During the internship, the following activities were undertaken:

- **Operational Assessment:** Analyzed surgical volume data from January to May 2025 to determine OT utilization rates.
- **Focus Group Discussion (FGD):** Conducted with 10 OT stakeholders including surgeons, nurses, a biomedical engineer, and an OT manager.
- **DMAIC Framework:** Used to define, measure, analyze, improve, and control OT performance.
- **Marketing & Branding Review:** Evaluated the hospital's image, communication, and patient inflow strategies.
- **Employee Engagement Assessment:** Identified morale and compensation-related concerns affecting staff retention and motivation.
- **Equipment Audit:** Reviewed functionality and lifecycle status of key OT equipment.

Key Learnings from Internship

1. **Low OT Utilization:** The average OT utilization ranged from 14% to 32.5%, which is significantly below the global benchmark of 80%.
2. **Need for Strategic Marketing:** A weak brand image and limited outreach post-COVID impacted patient perception and footfall.
3. **Importance of Staff Engagement:** Lack of recognition and communication hindered performance and morale, especially among long-serving consultants and nursing staff.
4. **Tariff Rationalization:** Uncompetitive surgical package pricing discouraged conversions from inquiries to actual procedures.
5. **Equipment Challenges:** Non-functional or outdated medical equipment hampered the smooth running of surgeries.
6. **Process Optimization:** Suggested SOPs, staffing improvements, and incentive-based surgeon engagement for boosting productivity.