

INTERNSHIP REPORT

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for the partial fulfilment for the award of the degree of

Master of Business

Administration

in

Hospital and Health Management

by

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Under the Supervision and Guidance of

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Introduction

The internship is an integral component of the MBA (Hospital and Health Management) program at IIHMR University. It provides students with an opportunity to apply classroom knowledge to real-time hospital settings, enhancing both administrative and operational competencies.

I undertook my internship at Wockhardt Hospital, Nagpur in the Medical Administration Department from March 10 to May 31, 2025. This experience was instrumental in shaping my understanding of quality-driven healthcare delivery and compliance monitoring. During this period, I worked extensively on my dissertation project titled “Bridging the Shift Gap: An Audit on Doctor Handover Compliance”, which focused on improving communication and accountability among medical professionals during shift transitions.

Objectives of the Internship

- To understand the real-time operations of a tertiary care hospital.
- To observe and assess existing handover documentation practices.
- To perform a clinical audit focusing on doctor handover compliance.
- To implement and evaluate process improvement interventions.
- To collaborate with medical and quality teams for data collection and corrective planning.
- To bridge academic knowledge with field-based problem-solving in hospital workflows.

Organizational Profile: Wockhardt Hospital, Nagpur

Wockhardt Hospital, part of Wockhardt Group, is a NABH-accredited tertiary care facility known for its patient-centric services and clinical excellence. Equipped with advanced infrastructure and a highly qualified medical team, the hospital offers specialized care in cardiology, orthopedics, neurology, nephrology, and critical care services.

Mission: To deliver high-quality healthcare with empathy, integrity, and innovation.

Vision: To be recognized as a leader in healthcare delivery, setting benchmarks in clinical outcomes and patient satisfaction.

Department: Medical Administration

The Medical Administration Department plays a crucial role in maintaining the hospital's clinical and administrative coordination. It ensures timely shift handovers, monitors compliance to SOPs, assists in managing grievances, and supports medical operations to ensure seamless delivery of care. My project was aligned with this department's focus on clinical governance, documentation, and effective inter-shift communication.

Dissertation Project Overview

Title: Bridging the Shift Gap: An Audit on Doctor Handover Compliance

The study aimed to assess the quality and completeness of doctor handover documentation during shift transitions in inpatient wards and to evaluate the impact of targeted interventions in improving compliance.

Key Activities:

- Designed and used a structured audit tool covering 14 handover parameters.
- Conducted an initial audit of 212 handover files (636 entries) in inpatient wards.
- Identified gaps such as missing time documentation, incomplete clinical event entries, and lack of dual signatures.
- Collaborated with the Medical Administration team for intervention strategies.
- Implemented visual reminders, staff training, and SOP reinforcement.
- Conducted a re-audit of 100 handover files (300 entries) post-intervention.
- Analysed improvement in compliance from 64.35% to 82.65%.

Other Key Activities During Internship

1. Audit Implementation and Training Support

- Coordinated with ward doctors and nurses to schedule training sessions.
- Supported the preparation of red-stamp reminders and visual SOP posters.
- Facilitated feedback loops between RMOs and the Medical Administration team.

2. Documentation Review and Gap Analysis

- Performed manual reviews of handover records.
- Identified trends in non-compliance and shift-based variations.
- Suggested improvements such as mandatory signature fields and checklist culture.

3. Cross-Departmental Collaboration

- Interacted with ward in-charges, clinical coordinators, and department heads to understand bottlenecks.
- Helped the Medical Administration department in linking documentation issues with medico-legal and clinical safety risks.

4. Process Improvement Initiatives

- Assisted in developing compliance dashboards for daily tracking.
- Participated in internal meetings for quality improvement planning.
- Shared findings with department heads to promote data-driven changes.

5. Clinical Audit of Neurosurgery Patients

- Conducted a clinical audit of neurosurgery inpatients to evaluate morbidity and mortality outcomes.
- Reviewed case sheets, surgical records, and post-operative complications to determine audit indicators.
- Suggested improvement areas in post-operative care documentation and interdisciplinary coordination.

6. Open File Audit

- Performed random open file audits to evaluate documentation compliance across patient records.
- Identified lapses in treatment summaries, informed consents, and daily progress notes.
- Collaborated with medical records department to close gaps and ensure completeness.

7. Basic Operational Activities

- Assisted in admission and discharge coordination, ensuring smoother transitions for patients.
- Supported grievance redressal by following up on patient complaints and facilitating resolutions.
- Helped with NABH checklist reviews and accompanied hospital inspectors during mock audits.

Key Learnings

- **Quality-Centric Thinking:** Understood the significance of structured audits in improving healthcare delivery and compliance.
- **Process-Oriented Approach:** Gained insight into documentation processes and standard operating protocols.
- **Clinical Communication:** Learned how proper handover practices directly impact patient safety.
- **Leadership and Collaboration:** Built coordination skills while working with multidisciplinary teams.
- **Operational Insights:** Recognized real-world challenges in clinical governance and compliance enforcement.

Conclusion

The internship at Wockhardt Hospital was a transformative experience that allowed me to explore quality assurance, audit practices, and clinical operations in depth. My project on doctor handover compliance not only enhanced my analytical and communication skills but also instilled a deep sense of accountability for patient safety and operational excellence. Working in the Medical Administration Department enabled me to understand the backbone of clinical operations, and how structured handover systems contribute to safe, coordinated, and efficient patient care.