

INTERNSHIP REPORT

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INTRODUCTION

The following report outlines the experience that I gained during the summer internship and dissertation at CARE Hospitals, a 170 bedded multi-specialty tertiary care facility located in Visakhapatnam, Andhra Pradesh, India. The internship lasted for a period 12 weeks, starting from 10th March, 2025 to 31st May, 2025. This served as the last leg and an integral component for the MBA in Health and Hospital Management program at IIHMR University, Jaipur. Throughout the span of the internship, we were posted in two facilities – CARE Ramnagar and CARE Arilova, Health City. The internship provided a tremendous amount of exposure to hospital operations, administrative workflows in departments and patient service delivery mechanisms. Although my main project for the dissertation was pertaining to identifying the factors leading to delay and reducing the inpatient department discharge turnaround time, I was also charged with observation and identification of areas that could be improved along the lines of operations in the overall inpatient department, (including the pre/post CATH Lab, ICCU, MICU and the SICU), Inpatient pharmacy, the operation theatre pharmacy, the central sterile supply department, the food and beverage area, Lab sample collection and report dispatching area, inpatient security and housekeeping services.

OBJECTIVES OF THE INTERNSHIP

- To understand the operational workflows and administrative structure of the various departments in a tertiary care hospital
- To gain insights into quality assurance and accreditation standards (eg- NABH)
- To observe and understand the processes of billing, admissions, discharge processes and pharmacy workflows
- To identify the areas of improvement in service delivery or process efficiency

ORGANISATIONAL PROFILE

CARE Hospitals is a part of the Evercare group, and is one of the top five pan-India hospital chains. On a global scale, it is one of the leading healthcare chains in South Asia and Africa. It was instituted in 1997 in Hyderabad as a single specialty cardiology hospital with 50 beds. Today, it has emerged as a regional leader in south and central India. It came into existence identifying the massive gap between the need and availability of multi-specialty health services under one roof, especially in non-metro cities of India where several stand-alone nursing homes and hospitals exist with limited facilities. The organization's prime belief of health inclusivity is the primary reason for preferring to set up facilities in non-metro cities to ensure greater affordability and accessibility to quality healthcare. As of 2025, CARE Hospitals serves a population of over 25 million people through 16 hospitals, in 7 cities, spread across 6 states. Currently, the hospital provides care in over 30 clinical specialties.

Both the facilities of CARE hospitals, Visakhapatnam served as multi-specialty tertiary care hospitals.

- Vision: To be a people-centric, trust integrated healthcare system, and serve as a model for global healthcare
- Mission: To provide the best cost-effective care, which is accessible to every patient through integrated research, education and clinical practice.

- Core Values: Transparency, Teamwork, Empathy and Compassion, Excellence, Education, Equity, Mutual Trust and Respect.

SERVICES PROVIDED BY ORGANISATION

CLINICAL SERVICES and DEPARTMENTS	NON- CLINICAL SERVICES and DEPARTMENTS
Specialties- • Cardiology (also including interventional cardiology, Electro Physiology Study) • Cardio-thoracic Vascular Surgery (CTVS) • Critical Care Medicine (including specialty ICU) • Dermatology (including Venerology) • Emergency Medicine • Endocrinology • General medicine • General surgery (also including Laparoscopic, Bariatric Surgeries, Robotic surgery) • Ear, Nose and throat [ENT]/Otorhinolaryngology • Interventional Neuro radiology • Liver transplant • Surgical Oncology • Urology • Heart and Lung transplant • Medical gastroenterology • Nephrology (and dialysis) • Neurology • Neurosurgery • Obstetrics and Gynecology • Orthopedic Surgery (also including Joint Replacement Surgery, Arthroscopy, Arthroplasty, Robotic- TKR and THR) • Plastic and reconstructive Surgery • Pulmonary medicine and interventional pulmonology • Renal Transplant • Surgical gastroenterology (including Hepato-Pancreatic Biliary Surgery and Robotic Surgery) • Anesthesiology	Support service- • CSSD • Laundry • Housekeeping • Biomedical waste management • Biomedical equipment room • Medical records department (MRD) • Security • Additional Assistance staff
Diagnostic services- • 2D ECHO • Bronchoscopy • Color Doppler • Colonoscopy • DSA Lab/ CATH Lab • ECG • EEG/ Video electroencephalogram • Electromyogram/ EP/ NCS • Endoscopy • Holter monitoring	Billing department • Insurance desk • Billing

• MRI • PFT • Spirometry • Sleep Study • USG • Treadmill testing • X-Ray scans • CT scan (including CT angiography)	
Laboratory Services- • Clinical biochemistry • Microbiology, Serology • Clinical pathology • Hematology • Histopathology	Administration- • Operations department • HR department • Quality • Finance • Marketing
Professions Allied to Medicine- • Dietetics and Nutrition • Physiotherapy and rehabilitation • Clinical Pharmacology	
Transfusion Service- • Blood Transfusion Services	
Pharmacy Services- • Pharmacy 24x7	

KEY ACTIVITIES / PROJECTS UNDERTAKEN OTHER THAN DISSERTATION

The following activities were undertaken by me other than the main dissertation:

- Coordinating and streamlining discharge processes of inpatients (including Deaths, DAMAs and MLCs) at both CARE Ramnagar and Arilova, Health City.
- Coordination of intra-transfer cases between the two facilities in Visakhapatnam
- Coordinating and communicating with the department of radiology, sample collection and OT/CATH Lab regarding transfer and return of patients to the IPD floor
- Reporting after observing and identifying operational bottlenecks in IPD, IP pharmacy, OT pharmacy, Food and Beverage areas, Central Sterile Supply Department, Lab Sample Collection and Reports Dispatch, IPD Security and Housekeeping services
- Weekly analysis of IPD discharge TAT data for cash, insurance and PSU patients; preparation of a PowerPoint presentation for the corporate meetings of all branches.
- Preparing a PowerPoint presentation with the findings and bottlenecks and the proposed solutions to the HCOO of CARE Hospitals and the HODs of the departments in Ramnagar.
- Observation of entry level assessment for NABH accreditation at CARE Arilova, Health City.

- Presenting the findings and recommendations for the operational bottlenecks from the Arilova branch to the HCOO of CARE.
- Reviewed the files of the MRD since the beginning of the year and presented the findings to the AGM of Operations and the HOD of the MRD.
- Analyzing the OPD utilization percent and the net revenue of each consultant in CARE Ramnagar by extracting data from the HIS.

KEY LEARNINGS FROM INTERNSHIP

- Understanding hospital workflows, administration and patient management and managing complaints.
- Resource allocation
- Importance of delegating tasks
- Understanding conflicts that arise on a day-to-day basis and internal politics of an organization; still carrying out tasks effectively.
- Evidence based decision making



Presenting of finding to the HCOO of CARE Hospitals, Visakhapatnam; the AGM of Operations, CARE Ramnagar and the HODs of various departments



IPD Nursing station, 1st floor -Ramnagar (for General and semi-private wards)



IPD Nursing station, 2nd floor-Ramnagar (for the CATH lab and semi-private wards)



IPD Nursing station, 3rd floor-Ramnagar (for the private wards)



Entry to the Pre/Post CATH Lab-Ramnagar



Medical Records Department- CARE Ramnagar



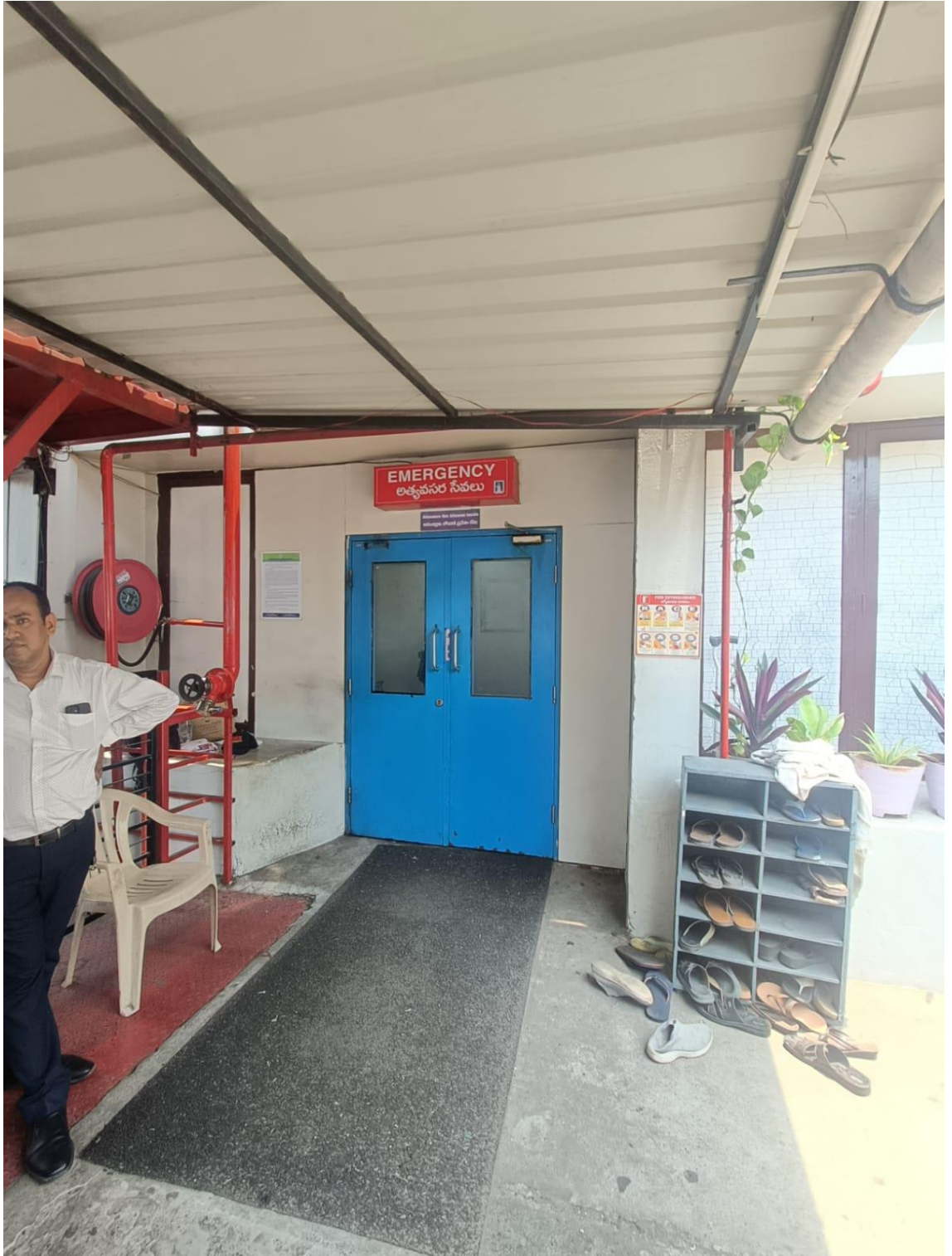
Inpatient Pharmacy-Ramnagar



Inpatient Reception area- CARE Ramnagar



Inpatient auditing and billing department



Entry to the Emergency Department-Ramnagar



Sample collection room-CARE Ramnagar



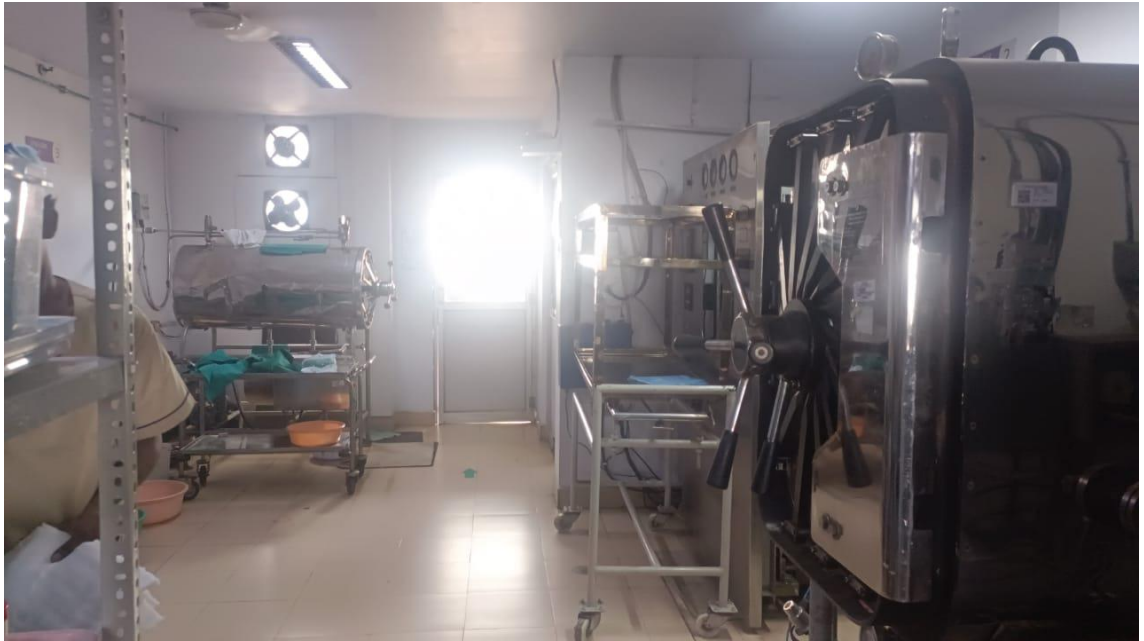
Entry to the sample collection room-CARE Ramnagar



Food and Beverage Area-CARE Ramnagar



Packing of meals-Food and Beverage Area, CARE Ramnagar



CSSD-CARE Ramnagar



ETO sterilizer in the CSSD- CARE Ramnagar

