

INTRODUCTION

This report presents the comprehensive experiences and learnings gained during the internship undertaken at Medanta – The Medicity, Gurugram, from 17th March to 30th May as a part of the academic curriculum for the MBA in Hospital and Health Management at IIHMR University, Jaipur.

Medanta is one of India's premier quaternary care multi-speciality hospitals, known for its advanced clinical infrastructure, NABH accreditation, and emphasis on integrated patient care. The internship aimed to provide practical exposure to hospital administration, clinical operations, quality improvement practices, and multidisciplinary coordination in a high-volume tertiary care setting.

During the course of the internship, postings were conducted across various departments including the Medical Superintendent's Office, Quality Department, Inpatient Wards, Laboratory Services, and the Radiology Department. The purpose of these rotations was to gain a 360-degree understanding of both clinical and non-clinical hospital functions.

In the Medical Superintendent's Office, responsibilities included assisting in mortality file reviews, tracking and analysing code blue documentation, attending mock drills, and participating in CPR committee meetings. The intern also engaged in quality rounds with multidisciplinary teams and supported grievance redressal processes via the hospital's Zykr portal.

The Quality Department provided exposure to NABH documentation standards, file audits across ICUs and specialty departments, SOP review and development, and data compilation of hospital-acquired infections. In addition, compliance issues were escalated through structured feedback mechanisms to respective clinical teams.

In the Laboratory and Radiology departments, the intern observed diagnostic workflows, documentation protocols, patient handling practices, and the management of critical alerts and turnaround times. These rotations offered insights into operational challenges, sample management systems, and safety measures in imaging procedures.

The internship also involved the execution of a dissertation project titled: "Compliance Audit of Patient Records: Consent Documentation, Critical Alerts, and Cross-Referencing in a Tertiary Care Hospital." This project was aligned with NABH guidelines and carried out under the guidance of the Quality Team to assess and improve compliance in clinical documentation practices.

This report outlines the key observations, department-specific learnings, and analytical findings from the internship, offering a reflective overview of hospital functioning through the lens of a healthcare management trainee.

Objective of Internship:

- To gain practical exposure to the operational functioning of a multi-speciality tertiary care hospital, including both clinical and administrative departments.
- To understand the role and responsibilities of key departments such as the Medical Superintendent's Office, Quality Department, Laboratory Services, Radiology, Emergency and Inpatient Wards in delivering integrated patient care.
- To analyse documentation compliance in inpatient records with respect to NABH standards, specifically in the areas of informed consent, critical alerts, and cross-referencing.
- To support quality improvement initiatives through audits, data validation, SOP review, and participation in committee meetings (e.g., Mortality, CPR).
- To understand hospital quality assurance mechanisms including internal audits, grievance redressal systems, committee functions, and interdepartmental coordination.
- To observe and assist in patient safety practices, including Code Blue protocols, infection control surveillance, and turnaround time management for critical alerts and diagnostic reporting.
- To develop analytical and reporting skills by working on real-time hospital data related to compliance, patient feedback, and infection control indicators.
- To contribute to ongoing quality projects and documentation processes, including the revision of departmental SOPs and development of standardized clinical data formats.
- To enhance interpersonal, communication, and teamwork skills by collaborating with multidisciplinary hospital staff, patients, and administration teams.
- To apply classroom knowledge to practical hospital scenarios, bridging the gap between theory and real-world application in hospital and health management.

ABOUT MEDANTA – THE MEDICITY

Medanta – The Medicity, founded by renowned cardiac surgeon Dr. Naresh Trehan, was established with the aim of addressing the pressing demand for a cutting-edge super- specialty healthcare facility in India. The inception of Medanta was rooted in the

challenges faced by Indian patients who were unable to afford expensive treatments overseas. Recognizing this gap, Dr. Trehan envisioned creating a healthcare institution that delivered top-tier medical services by integrating advanced technologies with traditional Indian healing practices, all at a cost-effective rate. This vision laid the groundwork for Medanta, which went on to become one of India's pioneering private hospitals.

The institution was created with a sole objective — to make quality healthcare accessible and affordable for everyone. Medanta's mission centers around providing superior medical care through the establishment of centers of excellence focused on integrated healthcare delivery, medical research, and education.

The core principles guiding Medanta are deeply embedded in its operational philosophy and are vital in maintaining its leadership in the healthcare sector. The organization emphasizes achieving excellence through outstanding performance and adherence to ethical practices. With a strong emphasis on integrity and the courage to uphold what is morally right, the hospital maintains high standards by prioritizing patient welfare. Medanta fosters a culture of going beyond expectations in patient

care, driven by compassion and a commitment to service. Teamwork, adaptability, innovation, and a continuous drive for improvement are encouraged through a collaborative and learning-oriented environment.

Medanta's model of healthcare delivery enables highly specialized medical professionals to offer world-class care using a multidisciplinary, team-based strategy. The hospital infrastructure has been developed to ensure patient safety and comfort, equipped with modern technologies to facilitate sophisticated diagnostic and

therapeutic procedures. The clinical workforce includes acclaimed doctors, many of whom have trained at prestigious global institutions and have adopted the "Medanta way" of practicing medicine.

Team collaboration is a cornerstone of Medanta's culture. The hospital adopts an integrated multispecialty approach where departments work in harmony without gaps in service delivery. With its full-time doctor engagement model — where the majority of physicians are exclusively associated with Medanta — the hospital ensures a seamless, cooperative approach to patient care.

Medanta Mediclinic: Extending Advanced Care Closer to Home

Medanta Mediclinic functions as a specialized outpatient branch of Medanta, created to bring top-tier healthcare to patients' doorsteps via a network of satellite clinics.

These clinics are designed to provide expert consultations, diagnostics, and treatment for ailments that may not require hospital admission but still need specialized care.

The clinics are outfitted with the latest medical equipment and infrastructure to facilitate precise diagnostics and efficient treatment strategies, reflecting the same standards of excellence as Medanta – The Medicity.

Services span across disciplines like Cardiology, Endocrinology, Gastroenterology, Neurology, Orthopedics, and Pulmonology, among others. The care model focuses on a multidisciplinary approach, ensuring that every patient receives attention tailored to their unique health needs. This system allows patients to benefit from the collective knowledge and experience of Medanta's distinguished specialists.

Medanta Mediclinic enhances access to quality care by offering a wide range of personalized services — from general health check-ups and specialist consultations to comprehensive follow-up care — all within a comfortable and professional outpatient setting. These clinics help broaden Medanta's commitment to making world-class healthcare more accessible to communities beyond the main hospital campus.

SERVICES OFFERED BY MEDANTA

Medanta encompasses a wide array of highly specialized institutes and departments, each dedicated to delivering expert medical care:

- Institute of Musculoskeletal Disorders and Orthopaedics
- Cancer Institute (including Breast Cancer, Head and Neck Oncology, Medical and Hemato-Oncology, and Radiation Oncology)
- Institute of Critical Care and Anaesthesiology
- Institute of Digestive and Hepatobiliary Sciences (Gastroenterology, GI Surgery, GI Oncology, and Bariatric Surgery)
- Institute of Chest Surgery (Lung Transplant and Chest Onco-Surgery)
- Heart Institute (Cardiac Surgery, Clinical and Preventive Cardiology, Electrophysiology & Pacing, and Interventional Cardiology)
- Institute of Obstetrics and Gynaecology
- Kidney and Urology Institute (Nephrology, Urology & Andrology)
- Institute of Liver Transplantation and Regenerative Medicine
- Institute of Neurosciences
- Ayurveda & Traditional Medicine
- Clinical Immunology and Rheumatology
- Dental and Maxillofacial Sciences
- Dermatology
- Emergency and Trauma Services
- Endocrinology and Diabetes Care
- Gynaecology and Gynae-Oncology
- Internal Medicine
- ENT, Head & Neck Surgery
- Department of Laboratory Medicine, Pathology, and Blood Bank Services
- Ophthalmology (Eye Care)
- Paediatrics and Neonatology
- Peripheral Vascular & Endovascular Surgery

- Radiology and Advanced Imaging
- Respiratory and Sleep Disorders
- Plastic, Aesthetic, and Reconstructive Surgery

ACTIVITIES UNDERTAKEN DURING THE INTERNSHIP AND KEY LEARNINGS

- Regular rounds on various departments of the hospital to understand the basic functioning, challenges faced in the various department which include MS Office, Quality, Laboratory and Radiology.

1. Medical Superintendent (MS) Office

- Gained a broad understanding of hospital governance through daily departmental coordination and committee involvement.
- Learned to analyse mortality files and assess documentation accuracy for root cause evaluation.
- Understood the end-to-end process and significance of Code Blue documentation, including compliance monitoring, stakeholder roles, and response timelines.
- Attended a CPR committee meeting and a mock drill, gaining insight into interdisciplinary collaboration and clinical audit processes.
- Acquired first-hand knowledge on managing patient grievances and feedback using the Zykr portal, demonstrating the role of patient-centered care in hospital quality systems.
- Learned about the authorization of home medications and its documentation protocol.
- Developed familiarity with key hospital committees such as the Mortality Review Committee and CPR Committee, their frequency of meetings, and organizational structure.
- Participated in interdepartmental quality rounds, enhancing understanding of collaborative resolution of patient issues across clinical and non-clinical units.

2. Quality Department

- Gained exposure to NABH-driven hospital policies and their role in ensuring standardization and quality assurance.
- Conducted patient file audits in nephrology, urology, cardiology, and ICUs to identify non-compliance in areas like consent, alert documentation, and consultation records.
- Understood how audit findings are escalated to consultants and departmental heads to drive corrective actions.
- Assisted in revising Standard Operating Procedures (SOPs) for the gynaecology and obstetrics department, emphasizing clarity and alignment with NABH standards.

- Developed a clinical data entry format used by managers to ensure structured and retrievable documentation.
- Performed data compilation and analysis for Hospital Acquired Infections (HAIs), segregating device vs. non-device infections and visualizing them department-wise using pivot tables.
- Verified real-time patient records (e.g., number of intubated ICU patients) against reported data, emphasizing the importance of cross-verification and audit accuracy.

3. Laboratory Services

- Understood the complete workflow of sample management, from billing and patient identification to sample processing and reporting.
- Learned the classification and handling of samples by specialties (e.g., microbiology, histopathology, biochemistry).
- Observed the protocol for repeat sample requests in cases of haemolysis or insufficient volume.
- Gained insight into sample disposal practices and infection control.
- Understood the importance of reporting critical alert values within the stipulated Turnaround Time (TAT), a crucial element in patient safety.
- Analysed delays in microbiology reports due to culture-dependent growth timelines and learned how this impacts clinical decisions.

4. Radiology Department

- Gained practical knowledge of documentation requirements for imaging procedures, particularly for high-risk cases like contrast-enhanced studies or MRIs.
- Understood the workflow of patient handling during peak hours and the strategies used to manage patient load.
- Learned about safety precautions in MRI, especially regarding metallic implants and the physical risks to staff and patients.
- Attended a radiation safety training session, highlighting preventive strategies for MRI-related hazards.
- Observed the role and legal importance of various informed consents used in radiological interventions.
- Gained exposure to the functioning of interventional radiology, understanding both clinical procedures and the logistical management of OPD vs. IPD patients.

5. Out Patient Department

- Understood the basic process of getting appointment which include through the online mode via medanta eclinic or by the operation command center nor by directly calling the doctors c Ordinator.
- Analyzed the basic reasons for increased waiting time for doctor's consultation in various department.
- Understood the standard flow of patients in the OPD for first visit as well as revisit patients
- Learned the skill of managing high patient load in during rush hours in the OPD.
- Evaluating the reasons for delays in appointment in some areas of the OPD.
- Acquired knowledge of handling patient grievances through Feedback mechanism such as the Zykr Portal.