

**Internship at
Fortis Escorts Hospital
Sector 5, Malviya Nagar, Jaipur, Rajasthan 302017**

**Master of Business Administration (MBA) in
Hospital and Health Management
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TABLE OF CONTENTS:
Introduction
Objectives of Internship
Organizational Profile
Services Provided by Organization
Key Activities/ Projects Undertaken Other than Dissertation.
Key Learnings from Internship

Introduction

Introduction: Why Gap Analysis Matters in EMR Implementation

A gap analysis helps identify the difference between how things are currently being done and how they should ideally work. In hospitals, this tool is useful to evaluate whether systems like the Electronic Medical Record (EMR) are meeting their intended purpose.

At Fortis Escorts Hospital, Jaipur, the EMR system is designed to improve documentation, streamline patient care, and make data easily accessible. However, introducing such a system brings challenges—mainly in how well doctors and staff use it in their daily workflow. This analysis helps pinpoint what’s working, what’s not, and what can be improved to make the EMR system more useful for both staff and patients

Why This Study is Being Conducted

Since Fortis Escorts Hospital, Jaipur has implemented EMRs across its outpatient department, it’s important to review their effectiveness and understand the on-ground challenges in their use.

This study will evaluate the impact of EMR implementation on healthcare delivery mainly focusing on the challenges faced during and post EMR implementation, particularly in the outpatient (OPD) setting. The research will follow a observational descriptive study, gathering insights from healthcare professionals through interviews.

The goal is to assess how EMRs are shaping patient care and hospital workflows, as well as to identify any gaps in adoption, training, or usability.

OBJECTIVES OF INTERNSHIP:

1. To analyze the impact of EMR implementation on hospital workflows

This means studying how the introduction of EMR has affected the daily operations and work processes within the hospital.

You’ll look at:

- Whether EMR has made tasks like patient registration, documentation, prescription writing, or discharge smoother and faster.**
- How it has changed the way doctors, nurses, and admin staff work.**
- Whether the workflow has become more efficient or if it has created delays or confusion.**

2. To identify key challenges faced during and after EMR implementation

This involves exploring the problems the hospital staff and management faced both **while introducing EMR** and **after it was put into use**.

I'll focus on challenges such as:

- Technical issues (slow systems, glitches)
- Resistance from staff who preferred paper-based records
- Lack of training or poor understanding of the new system
- Communication gaps between IT teams and clinical departments

The goal is to figure out what obstacles got in the way of a smooth EMR rollout and what continued to cause trouble after implementation.

3. To assess the usefulness of staff training in ensuring successful implementation of EMR

Here, I'll evaluate how effective the **training programs** were in preparing the staff to use EMR properly.

This includes checking:

- Whether training was given to all relevant staff members
- If the training content was easy to understand and relevant to their daily work
- Whether staff felt confident in using EMR after the sessions
- If ongoing support or refreshers were provided

4. To assess the level of staff adoption and satisfaction with the use of EMR

This objective looks at how well the staff has accepted EMR and how satisfied they are with it.

I'll study:

- Whether staff members are regularly using EMR or still relying on manual records
- If they find it easy or difficult to use
- Whether EMR helps them save time and improve patient care
- Their overall attitude – do they like using it, or are they frustrated?

ORGANIZATION PROFILE:

The Brand – Our Journey

Fortis Healthcare was founded in 1996 by Late Dr. Parvinder Singh, who had a visionary goal — to build a world-class healthcare system in India that blends top medical expertise with compassionate care.

Starting with its **first hospital in Mohali in 2001**, Fortis has grown rapidly to become one of **India's fastest-growing healthcare providers**, now operating **over 55 facilities across the country**. These include prestigious names like **Escorts Heart Institute** and several former **Wockhardt hospitals**.

From **Amritsar in the North to Chennai in the South**, and from **Kolkata in the East to Mumbai in the West**, Fortis hospitals are now present in almost every corner of India. The brand is now recognized as a trusted name in quality healthcare delivery.

1.3.2 The Brand and Its Logo

The **Fortis logo** stands for a combination of **medical excellence, trust, ethics, and patient-centered care**.

- The **green hands** in the logo represent health, compassion, care, and nurturing.
- The **red dot** symbolizes India's cultural roots, courage, positive energy, and good fortune.
- Together, the hands and human figure in the logo reflect the organization's commitment to being responsive, ethical, and deeply human in its approach.

At Fortis, the belief is that **excellence is not a one-time goal but a continuous journey** of improvement.

Our Vision

To become a **globally respected healthcare organization** known for **exceptional clinical care** and **unique patient experiences**.

Our Mission

To be the **most trusted super-specialty healthcare provider**, offering international standards of care with a strong focus on **patient well-being** and **continuous process improvement**.

1.3.3 Quality Policy

Fortis is committed to creating a **world-class integrated healthcare system** that delivers the **best medical care** with a **compassionate touch**.

1.3.4 Our Core Values

1. Patient Centricity

We always put the patient first. We aim for the best outcomes and treat every patient and caregiver with kindness and empathy.

2. Integrity

We are honest, transparent, and courageous in doing what's right—even when it's difficult.

3. Teamwork

We believe in collaboration. Everyone's voice matters, and we support each other to achieve shared goals.

4. Ownership

We take full responsibility for our work. We go beyond our roles to ensure quality and commitment.

5. Innovation

We constantly look for better ways to serve our patients. We welcome change and believe in challenging the status quo to improve healthcare delivery.

Services Provided by Fortis Escorts Hospital, Jaipur

Fortis Escorts Hospital in Jaipur is a multispecialty tertiary care hospital, offering a wide range of medical services through well-organized departments spread across multiple floors. Each floor is designed for specific functions to ensure smooth patient care and hospital operations.

Hospital Layout & Departmental Overview

Basement – Administrative & Support Services

- **Human Resource, Marketing, and Finance Departments**
 - **Staff Dining Hall and Change Rooms for hospital personnel**
 - **Inpatient Pharmacy and Medical Store for medication supplies**
 - **Kitchen and Laundry for patient and staff services**
 - **Engineering, Housekeeping, Security, and Quality Departments**
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Ground Floor – Patient Entry & Emergency Care

- **Main Lobby, Emergency Department, and OPD Clinics (I & II)**
 - **Ophthalmology, Cardiology, and Neurology Consultations**
 - **Executive Health Check and Cardiology Lab (Non-invasive)**
 - **Radiology: X-ray, CT Scan, MRI**
 - **Blood Bank and Lab Services**
 - **Medical ICU (I & II) and High Dependency Units (HDUs)**
 - **OPD Pharmacy, Executive Dining Area, and Cafeteria**
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First Floor – Inpatient & Specialty Wards

- **Cath Lab and Cardiac Care Unit (CCU)**
 - **General, Neuro, and Gastroenterology Wards**
 - **NICU (Neonatal ICU) and Labour & Delivery Rooms**
 - **Physiotherapy, Dental, IT Department, Library, and Training Hall**
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Second Floor – Surgical Services

- **Operation Theatres (OTs)**
 - **OT Recovery Rooms (I & II)**
 - **Central Sterile Services Department (CSSD)**
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Third to Seventh Floors – Inpatient Rooms

- **Each floor includes:**
 - **Private Rooms**
 - **Semi-Private Rooms**
 - **General Wards**
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Facilities Across All Floors

- **Wheelchair & Stretcher Parking Zones near stairways**

- Janitor Rooms with supplies like gloves, handwash, phenyl, and blankets
- AHU Rooms, Electrical Rooms, and PAC Rooms for maintenance access
- Fire Safety Systems:
 - *Electronic:* Sprinklers and fire sensors
 - *Manual:* Fire extinguishers, water pipes in glass cases
- Medical Gas Systems with alarm indicators for oxygen and vacuum status
- Dirty Utility Rooms with separate bins for biomedical waste, mopping units, and hand hygiene dispensers
- Daily Anti-Mosquito Spray by Pest Control India team

Emergency Codes Followed in the Hospital

Code	Meaning
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Code Blue	Medical Emergency (Individual Disaster)
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Code Yellow	External Disaster
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Code Grey	Internal Disaster
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Code Red	Fire Emergency
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Code Pink	Baby Missing
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Code Purple	Aggression or Fight
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Code Orange	Hazardous Material Spill
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Fire Safety Awareness

- R.A.C.E. (Rescue, Alarm, Confine, Extinguish/Evacuate)
- P.A.S.S. (Pull, Aim, Squeeze, Sweep) for using fire extinguishers
- Fire exits and manual systems are clearly marked on all floors

Patient Rights & Responsibilities

Rights of Patients:

- **Quality care**
- **Respect and dignity**
- **Access to information**
- **Consideration of personal preferences**
- **A clear grievance redressal mechanism**

Responsibilities of Patients:

- **Provide honest medical history**
- **Respect medical staff and hospital property**
- **Follow treatment plans**
- **Maintain hygiene and discipline**
- **Support transparent and ethical communication**

Key Activities Undertaken During Internship (Apart from Dissertation)

1. Closed File Audits for Prophylaxis Compliance (HAPI & VTE)

I conducted detailed audits of closed patient files to check whether the hospital had followed the correct protocol for providing prophylaxis against:

- **HAPI (Hospital Acquired Pressure Injuries)** – Ensuring patients were assessed for pressure ulcer risk and that preventive measures like repositioning, skin care, and proper bedding were followed.
- **VTE (Venous Thromboembolism)** – Verifying if patients at risk received proper blood clot prevention methods, such as anticoagulants or mechanical devices.

This activity helped assess clinical compliance and improve patient safety measures.

2. Mock Drills for Emergency Codes

I actively participated in planning and conducting **mock drills** for various hospital emergency codes to test and improve staff readiness. These included:

- **Code Pink** – Missing child/baby scenario
- **Code Blue** – Cardiac or respiratory arrest
- **Code Orange** – Disaster or mass casualty incident

- **Code Purple** – Patient/visitor aggression or violence
- **Code Yellow** – Bomb threat

These drills were essential for training staff and identifying any gaps in the hospital's emergency response systems.

3. Workflow Observation and TAT Reduction in OPD

I closely observed the workflow in the **Outpatient Department (OPD)** to identify delays and inefficiencies. Based on my observations:

- I helped analyze the **Turnaround Time (TAT)** at various service points like registration, consultation, and pharmacy.
- I supported the team in implementing solutions to streamline processes and reduce patient waiting time.
- I also created **PowerPoint presentations** with data insights and recommendations for OPD TAT improvement.

4. Final Bill vs. Estimated Bill Variance Study

I reviewed and analyzed cases where there was a **difference between the estimated bill and the final bill**. The objective was to understand:

- Why billing discrepancies occur
- How estimates could be made more accurate
- Ways to improve transparency and reduce patient dissatisfaction regarding unexpected billing amounts

5. Clinical Audit on Ischemic Stroke Management

I assisted in a **clinical audit** to review how well the hospital followed treatment guidelines for patients with **ischemic stroke**. This included checking:

- Timeliness of diagnosis and treatment
- Compliance with stroke management protocols
- Documentation quality and discharge planning

The audit helped highlight areas for clinical improvement and ensure alignment with national and international standards.

6. Hospital Visit Coordination for IIHMR Students

I supported the hospital's academic collaboration by helping **organize and assist** during a hospital visit for **first-year students from IIHMR** (Indian Institute of Health Management Research). I helped:

- Coordinate the student tour
- Provide orientation and information
- Assist the hospital team in showcasing key departments and workflows

This activity allowed me to contribute to academic engagement while strengthening my organizational skills.

1. Understanding the Importance of Clinical Compliance (HAPI & VTE Prophylaxis Audits)

By conducting closed file audits, you learned how critical it is for hospitals to follow standard clinical protocols to **prevent complications** like:

- **HAPI (Hospital-Acquired Pressure Injuries)** and
- **VTE (Venous Thromboembolism).**

You understood:

- How to check patient records for clinical documentation.
- Why timely risk assessments and preventive steps (like positioning, skin checks, or anti-clotting medication) are essential.
- The role of nursing and documentation accuracy in patient safety.

Key Learning: You realized that even small lapses in protocol can lead to serious patient harm, and proper auditing helps ensure high standards of care.

2. Emergency Preparedness through Mock Drills (Code Pink, Blue, Orange, Purple, Yellow)

Through participating in **mock drills** for different hospital codes, you learned:

- How hospitals respond to **emergency situations** like cardiac arrest (Code Blue), child abduction (Code Pink), disasters (Code Orange), aggression (Code Purple), or bomb threats (Code Yellow).
- The importance of teamwork, speed, communication, and readiness.

- How mock drills help identify weaknesses in the system so they can be improved before a real emergency happens.

Key Learning: Realized the importance of **emergency protocols**, staff coordination, and regular training to protect patient safety and hospital security.

3. Workflow Observation and TAT (Turnaround Time) Reduction in OPD

By observing OPD operations and supporting TAT reduction efforts, you learned:

- How delays in registration, consultation, or pharmacy affect patient satisfaction.
- The value of **streamlining processes** using process mapping, time tracking, and root cause analysis.
- How to present findings and improvement ideas through impactful **PowerPoint presentations**.

Key Learning: Understood the importance of **operational efficiency** and how small workflow improvements can lead to big changes in patient experience.

4. Billing Accuracy and Financial Transparency (Final Bill vs. Estimated Bill Analysis)

By analyzing billing variances, you understood:

- Why patients may get frustrated when actual bills are higher than expected.
- The need for better communication between departments (billing, pharmacy, diagnostics, doctors).
- How hospitals can build trust by giving **more accurate estimates** and managing expectations.

Key Learning: Gained awareness of **healthcare financial management**, and how transparency in billing improves patient satisfaction and hospital credibility.

5. Clinical Audit of Ischemic Stroke Management

Through this audit, you learned:

- The importance of early and appropriate treatment in stroke cases.
- How to evaluate whether doctors are following evidence-based clinical guidelines.
- How clinical audits help hospitals continuously improve care quality.

Key Learning: Developed a deeper understanding of **evidence-based medicine** and the role of audits in ensuring **clinical excellence**.

6. Academic and Organizational Collaboration (Hospital Visit for IIHMR Students)

By assisting in organizing the visit, you gained:

- Skills in **event coordination and communication**.
- Experience in being a representative and guiding peers through hospital systems.
- A chance to explain hospital operations to future health professionals.

Key Learning: Learned the importance of **academic partnerships**, team coordination, and confident communication.

Overall Learnings

- Importance of **quality assurance**, audits, and continuous improvement in healthcare.
- Gained practical exposure to **hospital workflows**, emergency preparedness, clinical standards, and financial practices.
- Improved **teamwork, communication, analysis, and presentation skills** — all essential for a career in hospital administration or healthcare management.