

INTERNSHIP REPORT

Organisation : Max Superspeciality Hospital New Delhi

Department : Operations Management



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Introduction

Max Super Speciality Hospital, Shalimar Bagh, is a flagship unit under Max Healthcare, established in 2011. It is a 300+ bed NABH-accredited hospital offering super-speciality services across multiple departments, including Oncology, Cardiology, Neurosciences, Nephrology, Orthopaedics, and General Surgery. Over the years, it has earned a reputation for its patient-centric approach, clinical excellence, and state-of-the-art infrastructure.

Objectives of Internship

- To assess patient perceptions of nursing care by analyzing responses to sub-domains such as respect, listening, and clarity in communication
- To evaluate the effectiveness of doctor-patient communication, focusing on courtesy, clarity of explanation, and adequacy of consultation.
- To measure the responsiveness of hospital staff (General duty assistant) in addressing patient needs and reacting promptly to call bell assistance.
- To examine satisfaction levels related to cleanliness, hygiene, and food services, as reflected through room sanitation, waste disposal, food quality, and timely meal delivery
- To assess patient understanding of the discharge process, including instruction clarity and post-discharge medication or follow-up guidance
- To analyze overall patient experience and likelihood of recommendation, as an indicator of institutional trust and service loyalty
- To interpret open-ended feedback to identify recurring themes, commendable practices, and operational challenges in the inpatient care journey.

Organization Profile

Max Healthcare is one of India's leading providers of integrated healthcare services. With over 3400 beds across 17 facilities in North India, Max Healthcare serves millions of patients annually. The organization follows a strong vision of delivering quality care through a combination of technology, clinical expertise, and compassionate service.

- Core Focus Areas:

- 1. Enhancing Patient Experience in IPD

- Focused on improving the overall inpatient experience at Max Hospital, Shalimar Bagh by analyzing and addressing patient concerns systematically.

- 2. Cross-Functional Collaboration

- Worked closely with the Patient Experience Department and Floor Managers to observe day-to-day operations and ensure service quality.

- 3. Patient Journey Mapping

- Tracked the complete patient journey—from admission to discharge—to pinpoint service gaps and operational delays.

- 4. Real-Time Feedback Analysis

- Participated in collecting, interpreting, and acting on real-time patient feedback to identify satisfaction levels and immediate concerns.

- 5. Quality Improvement Initiatives

- Observed and contributed to key interventions targeting:
 - Nursing communication
 - Call bell responsiveness
 - Cleanliness of patient rooms
 - Timely delivery and quality of food services

- 6. Discharge Process Optimization

- Supported efforts to streamline the discharge process, reducing patient waiting times and improving interdepartmental coordination.

- 7. Implementation of Actionable Interventions

- Proposed practical solutions and supported follow-ups for recurring pain points, ensuring continuous patient-centric improvements.

- **Vision**

To contribute to patient-centered care by identifying areas for service improvement in IPD operations and enhancing patient satisfaction through structured feedback mechanisms and department-level collaboration.

- **Mission**

To work alongside the patient experience team and nursing floor managers to implement best practices in service delivery, bridge communication gaps, and ensure a smooth hospital stay for patients and their attendants.

- **History and Future Expansion Goals**

Since its inception, Max Shalimar Bagh has been a pioneer in adopting modern healthcare delivery systems. The hospital has consistently upgraded its clinical infrastructure, introduced robotics and advanced diagnostics, and initiated quality assurance programs. Future plans include:

- Expanding transplant and minimally invasive surgery programs.
- Digitizing patient interaction points using AI and telehealth.
- Strengthening international patient services.
- Introducing more patient experience touchpoints and digital feedback dashboards.

Services Provided by Narayana Health

- **IPD & OPD Services**
Offers comprehensive inpatient and outpatient care across multiple medical and surgical specialties with expert clinicians and coordinated support services.
- **Emergency & Trauma Care**
Equipped with a 24x7 advanced emergency unit and trauma center for immediate critical care, resuscitation, and life-saving interventions.
- **Radiology & Imaging Services**
Provides high-end diagnostic imaging such as MRI, CT, Ultrasound, and X-rays with rapid reporting and expert radiologist interpretations.
- **Daycare & Dialysis Units**
Offers day-care procedures including chemotherapy and short-stay surgeries, along with modern hemodialysis facilities for renal patients.

- **Laboratory & Pathology**
Features NABL-accredited labs offering routine and advanced diagnostic testing with quick turnaround times and quality accuracy.
- **Super-speciality Clinics**
Hosts centers of excellence in fields like Cardiology, Oncology, Neurology, Gastroenterology, and Orthopaedics, ensuring focused treatment by top specialists.
- **Patient Counselling & Dietetics**
Provides personalized counselling on treatment plans, mental wellness, and customized nutrition plans to support holistic recovery.
- **Pharmacy and Physiotherapy Units**
In-house pharmacy ensures timely medication access, while physiotherapy services aid in rehabilitation and post-operative recovery.

Key Activities/Projects Undertaken

- Collaboration with Floor Managers to monitor day-to-day patient flow, understand the discharge planning cycle, and assess patient-nurse communication.
- Observation of Feedback Mechanisms used in real-time to resolve patient complaints and queries.
- Audit of Service Parameters: Timeliness of services, quality of food, linen changes, staff courtesy, discharge TAT, and responsiveness to call bells.
- Structured Interviews and Rounds: Participated in daily patient rounds with the Patient Experience team to record feedback and close patient complaints on the HIS system.
- Analysis of HCAHPS-Based Feedback Forms: Used standardized tools to evaluate experience across domains like nursing communication, staff responsiveness, and cleanliness.
- Consent Audit Compliance: Evaluated consent form completeness in selected IPD units and supported training initiatives for nurses and junior doctors.

Key Learnings from Internship

- Real-World Understanding of IPD Operations: Learned how coordination between nursing staff, doctors, housekeeping, and patient relations officers ensures seamless patient care.
- Feedback Handling and Complaint Redressal: Understood the significance of prompt complaint resolution and documentation on patient loyalty and trust.
- Interdepartmental Coordination: Observed the importance of synchronizing with billing, pharmacy, F&B, and TPA departments for improving the discharge process.
- Soft Skills and Empathy: Developed better communication and listening skills, crucial for handling emotionally vulnerable patients and their families.
- Consent Documentation Importance: Gained insight into legal and ethical aspects of patient consent and its importance for NABH compliance.
- Health IT Integration: Used software like Aathma and Sapphire IMS to track pharmacy and audit processes.