# SUMMER INTERNSHIP PROGRAM

at

# MEDANTA HOSPITAL ,INDORE

From 20TH MAY 2025 to 23RD JULY 2025

A REPORT BY

DR AASHI RAJWANI

Master of Business Administration

MBA-HM -29

1889

**2024-26**

under the Mentorship of

**DHIRENDRA KUMAR**

IIHMR UNIVERSITY

medanta

Accredited by

NABH

Certificate No
H-2016-0436

Ref: HR/IC/387

**Date: - 23/07/2025**

## TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Dr. Aashi Rajwani** D/O **Manoj Kumar Rajwani** has undergone **60 Days** Internship program at Medanta Super specialty Hospital, Indore (A unit of a Global Health Ltd) in department of **Operations** from **20 May 2025 to 23 July 2025.** During the above period, we found her consistent, honest and diligent in assigned duties and responsibilities. Her conduct during Internship period was good.

We wish all the best for her future endeavors.

Authorized Signatory

Mr. Ruchir Vairagi
General Manager – HR

Medanta-Indore
Super Speciality Hospital
Plot No. 8, PU4, Scheme. No.-54,
Vijay Nagar Square, A.B. Road, Indore (M.P.)

IIHMR UNIVERSITY

# IIHMR University Faculty Mentor Approval

This is to certify that **Dr Aashi Rajwani** of academic year 2024-26 **Institute of Health Management Research** has prepared a poster with respect to her summer internship held during May-July 2025.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 28/07/2025

**Dr. Dhirendra Kumar**

Professor

1, Prabhu Dayal Marg, Near Sanganer Airport, Jaipur- 302029, Rajasthan, India.
Ph.: 0141-3924700, 2791431- 32, E-mail: iihmr@iihmr.edu.in, Web.: www.iihmr.edu.in

# DEPARTMENTAL COORDINATION EFFICIENT
# MEDANTA HOSPITAL INDORE


UNIVERSITY MENTOR- DHIRENDRA KUMAR
ORGANISATION MENTOR- VIRENDRA CHOUDHARY

DR.AASHI RAJWANI
1889 MBA-HM 29


## ABOUT MEDANTA HOSPITAL

IT IS A MULTISPECIALITY HOSPITAL AND HEALT CARE PROVIDER .FOUNDED BY DR NARESH TREHAN SPECIALITY IN CARDIOVASCULAR ABND CARDIOTHORACIC .IT WAS INAUGRATED IN 2015, ITS FIRST HOSPITAL THE MEDICITY WAS ESTABLISHED IN GURGAON 2009. MEDANTA INDORE IS A 160 BEDDED HOSPITAl

## MISSION & VISION

TO DELIVER WORLD CLASS HOLISTIC AND AFFORDABLE HEALTHCARE FOCUSING ON
PEOPLE KNOWLEADGE AND DEVELOPMENT

## OBJECTIVE

**TO STUDY THE FACTORS INFLUENCING TURNAROUND TIME (TAT)**
**WITH FOCUS ON INTER DEPARTMENTAL COORDINATION,AVALIABLITY OF MANPOWER AND SKILL FOR PATIENT INTERACTION**

## METHODOLOGY

**REVIEW OF SOPs, register and records**
**conduct PERSONAL INTERVIEW WITH STAFF AND OBSERVED THEM DURING PATIENT INTERACTION**

## SWOT

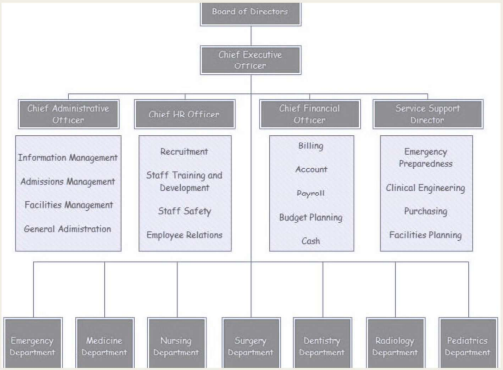
**S — STRENGTHS**
- EFFICIENT LAYOUT DESIGNS
- DEPARTMENTAL SEGREGATION
- TRAINED AND SUPPORTIVE STAFF
- USE OF TEHNOLOGY LIKE HIS, LIS, RIS
- COMPLAINCE WITH NABH, JCI AND POLLUTION BOARD NORMS
- PATIENT CENTRIC APPROACH

**W — WEAKNESSES**
- MANUAL DELAYS IN BILLING AND DISCHARGE APPROVAL PROCESS
- EMERGENCY OWERCROWDING DURING PEAK HOURS
- MAINTAINENCE BACKLOG
- LIMITED AUTOMATION IN MRD AND DISPATCH HANDLING

**O — OPPORTUNITIES**
- INCREASED PATIENT LOAD CAN STRAIN RESOUCES ICU BEDS AND EMERGENCY LEADS TO INCREASE IN RESOURCES
- REAL TIME DASHBOARDS FOR BED AVALIABLITY, BILLING, DIAGNOSTICS AND TRANSPORT
- PREVENTIVE MAINTENANCE AND AUDITS VIA SMART IOT TOOLS
- STAFF TRAINING ON NABH

**T — THREATS**
- EXISTING INFRASTRUCTURE AND STAFF SKILLS
- RESPONSE DUE TO LACK OF STAFF
- STAFF BURNOUT DUE TO MULTITASKING ACROSS DEPARTMENTS
- IT FAILURES CAN DISRUPT BILLING, INSURANCE CLAIMS, EMR ACCESS
- STP FAILURE MAY CAUSE LEGAL PENALTIES

## ORGANISATION STRUCTURE





## DIFFERENCE IN THEORETICAL AND PRACTICAL LEARNINGS

NABH STANDARDS
HOSPITAL OPERATIONS MODEL
ORGANISATIONAL BEHAVIOUR
HEALTHCARE LAWS
QUALITY ASSURANCE

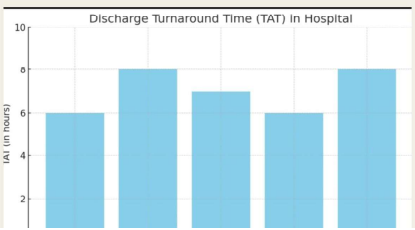
HOSPITAL ROUNDS
PATIENT ADMISSION/ DISCHARGE PROCESS
WITNESSING INTERDEPARTMENTAL COORDINATION

## MAJOR LEARNINGS DURING INTERNSHIP

- STAFF COORDINATION
- TEAM FRAMEWORK
- HOSPITAL INFORMATION SYSTEM
- DATA DRIVEN DECISION MAKING
- REAL TIME EXPOSURE TO HEALTHCARE CHALLENGES

## CHALLENGES FACED DURING INTERNSHIP

- UNDERSTANDING THE INTER DEPARTMENTAL COMMUNICATION AND KEY ROLES ASSIGNED TO THE STAFF
- STAFF BROCHURE
- UNDERSTANDING HIS AND ITS UPDATE
- UNDERSTANDING FLOOR MANAGEMENT AS PER DEBIT/CREDIT




## SUGGESTIONS

- STAFF HIRING TO REDUCE BURNOUT
- HELP DESK
- PRE ADMISSION AND POST DISCHARGE PATIENT COUNSELLING
- PATIENTB SHOULD BE INFORMED ABOUT DISCHARGE TAT PROCEDURE

# Reporting Format (Weekly)

**Name of the Organisation: Medanta Hospital , Indore MP**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

| | |
|---|---|
| **Activity Done** | • **Patient Interaction & Feedback:** Regularly taking patient operations round, collecting patients feedback, checking queries and resolving, counselling patients pre and post discharge and , especially regarding billing, and scheme modifications (eCHS, CGHS) and TPA.<br>• **Floor & Room Management:** Understanding hospital floor management and layouts, managing room, overseeing doctors shifts and bed occupancy.<br>• **Auditing & Documentation:** checking handover audit and overlooking the time taken in file completion and paperwork by doctors and nursing staff .<br>• **Financial & Administrative Processes:** Understanding Mediclaim (TPA) process, all central government eCHS, CGHS, Ayushmaan, document verification, and working with hospital applications (Medanta app i.e, e-prapti app, HIS system).<br>• **Turnaround Time (TAT) Management:** Actively working on improving TAT for various processes, including room allotment, initial assessment, interdepartmental communication, OPD billing, investigations.<br>• **Organizational Understanding:** Gaining understanding of hospital committees, distribution ,role .<br>• **Billing & Financial Overview:** Understanding IPD and OPD billing, resolving discharge issues related to billing, post care, analysing hospital financial revenue . |

| | |
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| | |
| **Linking theory (Classroom learning) with practice at your organisation** | • **Hospital Floor Management & Interpersonal coomunication:** knowledge of efficienty hospital layout with signages also increasing patient interaction with better enhancement of interdepartmental coordination.<br>• **Total Quality Management (TQM):** Observing and contributing to quality improvement initiatives which involves feedback and checking food and safety protocol .<br>• **Healthcare Financial Management:** Gaining practical exposure to Mediclaim, various government schemes (eCHS, CGHS, Ayushman), TPA, and overall financial operations of the hospital .<br>• **Operational Management:** Applying to manage daily hospital operational round, managing patient flow, resource management .<br>• **Strategic Management & Team Collaboration:** Observing on the importance of strategic planning and effective teamwork within the organization and different departments like for discharge – billing, TPA, activity closure all are linked if worked together in alignment can reduce TAT. |
| **Gaps identified on the working area.** | • **Manpower Shortage:** delayed process, work overload, and slower service delivery all due to manpower.<br>• **Digitalization Deficiency:** need for more advanced digital solutions to reduce manual work, workload on staff and to improve efficiency.<br>• **Patient Counselling:** before the admission and before discharge all the process need to counselled to the patient and attendees to increase their understanding and comfort with the process.<br>• **Paperwork Burden:** Excessive paperwork for doctors and nursing staff, leading to delays. |

| | |
|---|---|
| | • **Delayed Process:** Including patient updates, consultant visits, and approval/billing times from claim companies.<br>• **Service Quality:** General observations on services provided, indicating room for enhancement.<br>• **Interpersonal Communication:** Noted as a gap, impacting coordination.<br>• **Team Collaboration:** missing at certain areas |
| **Suggestions for improvement** | • **Increase Manpower:** Hiring additional staff to alleviate workload and improve service delivery.<br>• **Enhance Digitalization:** Increasing more digital platforms to reduce paperwork and to make operations work efficiently .<br>• **Improve Patient Counselling:** Hiring patient counselling teams and providing timely updates about scheme modifications.<br>• **Staff Training:** Offering training in digitalization and patient care services for paramedical and billing staff to improve efficiency and reduce time.<br>• **Optimize Time Management:** Segregating time for OPD and IPD to improve consultant visits , patients waiting time ,reducing crowd while opds and overall efficiency even at pharmacy, investigations and billing.<br>• **Implement Help Desk: maintaining** a help desk to manage patient and attendees query and direct them and reduce burnout at billing counter. |
| **Plan for the next week** | • **Enhanced Patient Interaction:** to build interpersonal communication in order to identify query-related gaps.<br>• **Interdepartmental Communication & TAT:** Focusing on improving communication between departments and reducing Turnaround Time making it convenient for patient.<br>• **Financial & Operational floorwise:** Accessing floor management, understanding different claim, eCHS/ CGHS ratios overall revenue . |

| | |
|---|---|
| | • **Addressing Manpower:**understanding the necessity for manpower which lags on process timings in all operations.<br>• **Operational Rounds:** conducting operational rounds for ongoing methodology and improvement. |

**Signature of the Student**

**Approved by the IIHMR University's Mentor**

# Reporting Format (Weekly)

**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 1 From : 20th may to 24th may**

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|---|---|
| **Activity Done** | Understanding floor management and layout<br>Taking patient's round and taking feedback and checking their query. |
| **Linking theory (Classroom learning) with practice at your organisation** | Hospital floor management and interpersonal interaction |
| **Gaps identified on the working area.** | Patient's counselling |
| **Suggestions for improvement** | Patient's counselling hiring team<br>Paper work on duty doctors and nursing staff should be improved |
| **Plan for the next week** | Engaging in patient's interaction to understand their perception to understand gap where patient has query in. |

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**Reporting Format (Weekly)**

**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 2 From : 26TH may to 31ST MAY**

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|---|---|
| **Activity Done** | Handover audit<br>interaction with patients |
| **Linking theory (Classroom learning) with practice at your organisation** | Interpersonal communication |
| **Gaps identified on the working area.** | Man power, digitalization |
| **Suggestions for improvement** | Reduce paper work , patients update should not be delayed and it should be updated to all concern staff on time |
| **Plan for the next week** | Interdepartmental communication update and working with TAT ( turnaround time) |

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**Reporting Format (Weekly)**

**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 3 From : 2nd June to 7th june**

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| **Activity Done** | Taking feedback from patients to understand query raised and coordination to resolve it while discharge<br>Understanding bed occupancy |
| **Linking theory (Classroom learning) with practice at your organisation** | Total quality management |
| **Gaps identified on the working area.** | Digitalisation, Manpower |
| **Suggestions for improvement** | Digitalisation, Manpower |
| **Plan for the next week** | Accessing floor management and Mediclaim |

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**Reporting Format (Weekly)**

**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 4 From : 9th June to 14th june**

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| **Activity Done** | Patient's inquiry and documents verification<br>Room management check, working on turnaround time<br>Also mediclaim process |
| **Linking theory (Classroom learning) with practice at your organisation** | Service quality management and healthcare financial management |
| **Gaps identified on the working area.** | Digitalization , services provided |
| **Suggestions for improvement** | Providing training to the employees in digitalisation and patient care services to the paramedical staff |
| **Plan for the next week** | Understanding necessity for manpower requirement and delayed TAT due to this |

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**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 5 From : 16th june to 21st june**

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| **Activity Done** | Understanding bed occupancy and patient shift<br>Operational rounds , query management and room management with coordinators |

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| **Linking theory (Classroom learning) with practice at your organisation** | Total quality management |
| **Gaps identified on the working area.** | Manpower , digitalisation |
| **Suggestions for improvement** | Hiring staff and providing training , work distribution |
| **Plan for the next week** | Understanding patients financial management in different categories debit and credit |

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**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 6 From : 23th June to 28th June**

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|---|---|
| **Activity Done** | Understanding eCHS, CGHS, Ayushman , TPA<br>Understanding bed availability in ER and patients shifting<br>in IPD |
| **Linking theory (Classroom learning) with practice at your organisation** | Interpersonal risk management and operational<br>Management |

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| **Gaps identified on the working area.** | Delayed consultant visit |
| **Suggestions for improvement** | Time management segregation for opd , ipd<br>Also patients counselling |
| **Plan for the next week** | Working on echs and cghs ratio admissions, patients ratio<br>To understand hospitals overall financial turnover to understand advances in services analyzing financial turnover. |

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**Reporting Format (Weekly)**

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**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 7 From : 30th june to 5th July**

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| **Activity Done** | Understanding working of echs and cghs<br>Document verification , working on medanta app and<br>e-prapti app |
| **Linking theory (Classroom learning) with practice at your organisation** | Financial healthcare management |
| **Gaps identified on the working area.** | Interpersonal communication |

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| **Suggestions for improvement** | Patient counselling regarding initial updates in echs and cghs modifications |
| **Plan for the next week** | Working on Turnaround Time |

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**Reporting Format (Weekly)**

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**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 8 From : 7th July to 12th July**

| | |
|---|---|
| **Activity Done** | Understanding activity closure of the patient, observing the time taken to complete the file and paper work by the staff and doctors |
| **Linking theory (Classroom learning) with practice at your organisation** | Operational management |
| **Gaps identified on the working area.** | More of paper work , time taken by claim companies for approval plus billing takes time due to less man power |
| **Suggestions for improvement** | Increasing man power , reducing paper work |

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| **Plan for the next week** | TAT and billing in OPD to reduce waiting time |

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**Name of the Organisation: Medanta hospital, indore mp**

**Area/ Department/ Project of Summer Internship Program: Operations**

**Name of the Student: Dr. Aashi Rajwani**

**Roll no: 1889 Stream: MBA-HM**

**Week no: 9 From : 14th july to 19th july**

| | |
|---|---|
| **Activity Done** | Understanding billing for ipd and opd<br>Resolving discharge issues, counselling of patients while billing to understand the reductions made with consumables, claim . |
| **Linking theory (Classroom learning) with practice at your organisation** | Financial operational mamgement |
| **Gaps identified on the working area.** | Man power, no proper patient counselling , work overload on single available staff |
| **Suggestions for improvement** | Help desk , manpower increment also training to the billing desk |
| **Plan for the next week** | Operational rounds |

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**Reporting Format (Weekly)**

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**Area/ Department/ Project of Summer Internship Program: OPERATIONS**

**Name of the Student: Dr. AASHI RAJWANI**

**Roll no: 1889 Stream: MBA- HM**

**Week no: 10 From: 21st july to 23th july Reporting Format (Weekly)**

**Name of the Organisation: MEDANTA HOSPITAL , INDORE**

**Area/ Department/ Project of Summer Internship Program: OPERATIONS**

**Name of the Student: Dr. AASHI RAJWANI**

**Roll no: 1889 Stream: MBA- HM**

**Week no: 10 From: 21st july to 23th july**

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|---|---|
| **Activity Done** | **Understanding committees in the organisation , understanding role of all the committees and working on the excel sheet with the feedback provided by the patients in order to work on improverment within services** |
| **Linking theory (Classroom learning) with practice at your organisation** | **Strategic management and Teamcollaboration** |
| **Gaps identified on the working area.** | **Team collaboration is missing** |

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| **Suggestions for improvement** | Hiring staff to reduce workload, training of the staff on NABH and increasing billing counters to reduce TAT also increase staff for patients counselling. |

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| **Plan for the next week** | |
| | |

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