

SUMMER INTERNSHIP PROGRAM

At



APOLLO HOSPITALS

From 12 May 2024 to 24 July 2025

A REPORT BY

HRIDYANSHA KUMAWAT

Master of Business Administration

Hospital and Health Management

IIHMR-U/01/2024-26/1959

2024-26

under the Mentorship of

Mr. Vinod Kumar S V, Professor



24th July 2025

INTERNSHIP CERTIFICATE

This is to certify that **Ms. Hridyansha Kumawat** has successfully completed her **Internship** program in the **Department of Operations** from **13th May 2025 to 23th July 2025** in **Apollo Hospitals, Sheshadripuram, Bangalore**. She was diligently involved in the task assigned to her. During her period of stay with us, we found that she was dedicated, hardworking, loyal and sincere.

We wish her all the best for her future endeavours.

For **Apollo Hospitals, Bangalore**.



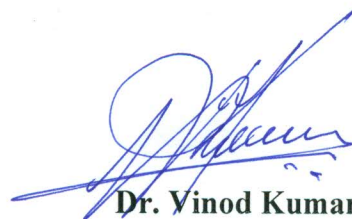
Usharani N
Senior Manager - Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Hridyansha kumawat** of academic year 2024-26 **Institute of Health Management Research, IIHMR University Jaipur** 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: 29/07/2025

A handwritten signature in blue ink, appearing to read 'Dr. Vinod Kumar SV', written over a horizontal line.

Dr. Vinod Kumar SV
Professor

IIHMR University, Jaipur



1.BRIEF HISTORY

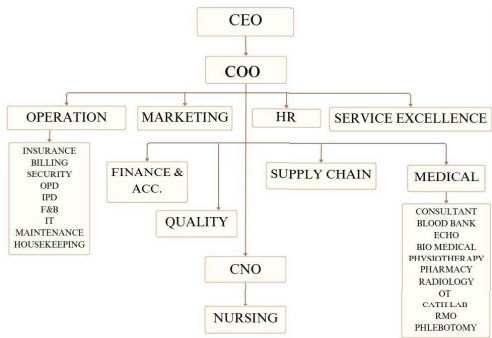
Apollo Hospitals, Sheshadripuram, opened on August 1, 2015, as Bangalore's third hospital and Karnataka's fourth. This 200-bedded multi-specialty facility includes a 10-bed emergency department and a 40-bed ICU, serving the Sheshadripuram and Malleshwaram areas. Conveniently located near a metro station and Mantri Mall, it caters to major corporates like IISC, ISRO, ABB, and ITC. The hospital also features a Tender Loving Care (TLC) system, celebrating patients' birthdays and special occasions with personalized care and cake.

2.VISION & MISSION

Vision: 'Touch a Billion Lives'

Mission: Our mission is to bring healthcare standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education , research and healthcare for the benefit of humanity

3. ORAGNIZATIONAL STRUCTURE OF APOLLO HOSPITAL (BANGALORE)



4. LEARNING DURING INTERNSHIP

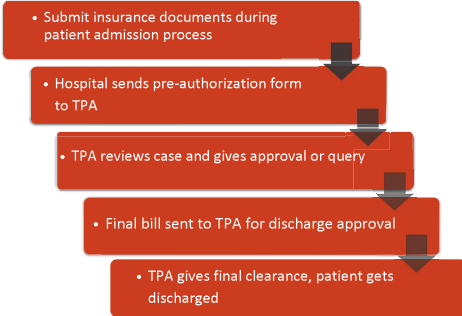


Fig.1 PROCESS OF INSURANCE APPROVAL

5. VALUE ADDITIONS

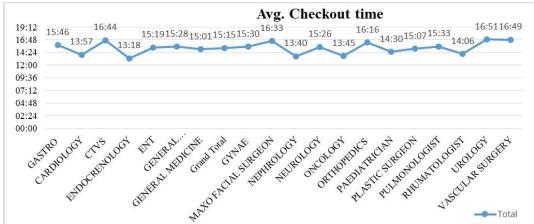


B).ASSIGNMENT

TAT analysis

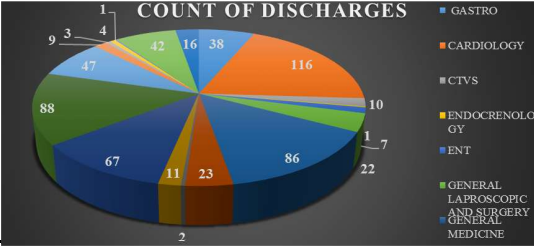
- Discharge TAT analysis for MAY,25 of all IPD, ICU, Presidential, Private ward, basically of all floors

Fig. B1 Specialty wise avg. checkout time



This fig shows that CTVS TEAM, ORTHOPEDICS, VASCULAR SURGERY & UROLOGY has the highest timings for intimation & discharges both

Fig. B2



This pie chart shows how many no. of discharges are were there as specialty, who has highest no. of discharges.

Fig.B3 Insurance TAT

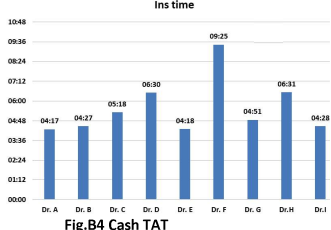


Figure B3 it show that which doctor has the highest insurance TAT time

Fig.B4 Cash TAT

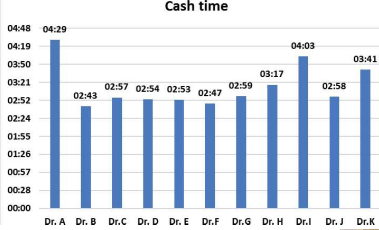


Figure B4 This graph show that which doctor has the highest cash TAT time

D). FINDINGS

- Oncology has the longest discharge summary delay (7 hrs); Gastro leads billing delays (8.2 hrs).
- Patient Settlement is the main bottleneck, averaging 13–15 hrs delay, only 1.7% meet the 4-hr standard.
- Operations run smoothly with minimal delays (<0.2 hrs); Discharge Summary and Operations exceed standards (>99% compliance).
- Delays also due to late rounds (General Medicine), surgeons stuck in OT, and 1st & 7th floors showing most checkout delays.
- Some doctors with fewer monthly patients (<10) in specialties like Cardiology and Rheumatology have higher discharge times, affecting overall averages.

6. THEORETICAL UNDERSTANDING V/S PRACTICAL EXPOSURE

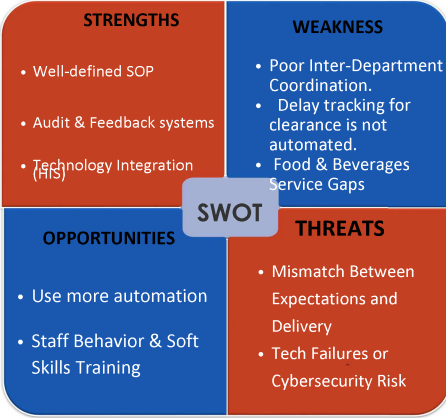
Theoretical concepts

- Hospital Operations & Workflow Management
- Quality Assurance & NABH Standards
- Healthcare Information Systems (HIS, CPOE, EMR)
- Lean Management & Turnaround Time Analysis.

Practical Learnings

- Discharge TAT Data Collection & Analysis
- Interdepartmental Coordination & Communication
- Patient Flow & OPD Process Optimization
- Real-time Use of Digital Tools & Reporting Dashboards

7. SWOT ANALYSIS

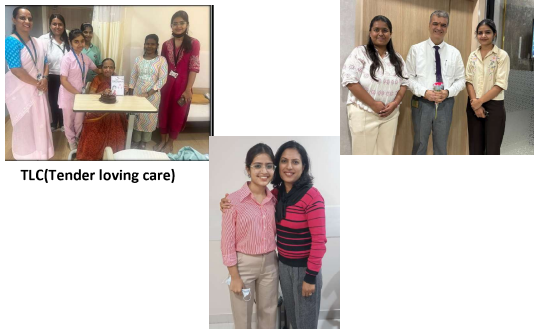


8.USEFULNESS OF INTERNSHIP

- Exposure to the real field of work and learned work ethics
- Improvements in skill-sets
- Networking with experienced people in the industry.

9. SUGGESTIONS

- Improve communication between departments.
- Enhance patient transport system
- Prioritize planned discharge
- Foster a behavioral change
- Train nursing staff communication
- Simplify billing process by adding the implanting the implant charges



Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

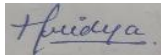
Roll no: 1959 **Stream:** Hospital and Health Management

Week no: 1 **From:** 12th May 2025 to 17th May 2025

Activity Done	• On-boarding & Orientation: Completed HR formalities on Day 1 and received joining letter; oriented on OPD processes and hospital layout by Floor Coordinator. • CPOE Training: Independently handled CPOE entries in OPD-2 for 25–30 patients per day. • IPD & Discharge TAT: Assigned to monitor discharge turnaround time (TAT) for 6th floor IPD patients; tracked summaries, nursing, OT, and pharmacy status. • Billing & Discharge Coordination: Investigated non-generated bills, coordinated with floor teams to minimize discharge delays, and ensured real-time data updates.
Linking theory (Classroom learning) with practice at your organisation	• This internship experience closely aligns with our academic subjects, particularly Hospital Operations, Quality Management, and IT in Healthcare. In class, we learned about discharge protocols and digital systems like HIS and EMR, which I experienced practically through the CPOE system and IPD discharge processes. The live exposure enhanced my understanding of how these systems ensure efficient and coordinated patient care in real-time hospital settings.
Gaps identified on the working area.	• Although the hospital system is robust, I observed some communication gaps between departments, which caused delays in bill generation and discharge processing. There was also a lack of standardization in updating portals, leading to TAT delays.
Suggestions for improvement	• Implementing a standard operating protocol for inter-departmental coordination, especially for pharmacy, nursing, and billing, could streamline discharge processes. A daily interdepartmental checklist would help in reducing discharge delays and improving the TAT performance.

Plan for the next week	In the next week, I plan to: • Work more intensively with billing and pharmacy departments • Understand root causes of discharge delays • Contribute to a proposed TAT improvement report • Assist in real-time discharge tracking to minimize patient waiting time.
------------------------	--

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

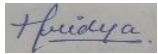
Stream: Hospital and Health Management

Week no: 02 **From :** 19/05/2025 **to** 24/05/2025

Activity Done	• IPD Involvement: Handled patient files and assisted with documentation in the IPD department. • Discharge TAT Analysis: Observed and analyzed the discharge process to track delays and identify root causes of extended TAT. • CPOE Work: Entered physician orders in OPD-2 through the CPOE system. • Data Analysis: Reviewed last month's discharge TAT data to find workflow improvement opportunities.
Linking theory (Classroom learning) with practice at your organisation	• Applied Key Concepts: Implemented healthcare process flow, hospital operations management, and quality assurance principles in real settings. • Lean & TAT Knowledge: Used Lean Management and TAT analysis to identify inefficiencies in the discharge workflow. • Clinical Documentation: Applied clinical documentation principles to ensure accuracy and efficiency. • CPOE Management: Effectively managed electronic order entries using the CPOE system.
Gaps identified on the working area.	• Insufficient coordination amongst departments (e.g., nursing, pharmacy, and billing) resulted in unnecessary delays in discharges. • Incomplete or delayed documentation by treating physicians prolonged the discharge process. • The absence of standardized discharge planning processes led to variation in TAT. • Delayed communication between the inpatient wards.
Suggestions for improvement	• To speed up departmental coordination, create a discharge procedure based on a checklist. • Start discharge planning 24 hours in advance to ensure that all formalities are finished on time.

	• Use a discharge TAT dashboard to track status in real time and maintain accountability. • Regular training for ward staff is necessary to improve the efficiency of documentation and communication.
Plan for the next week	• Continue monitoring the improved discharge process and assess its efficacy. • To determine how implemented changes affect TAT, gather data.

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

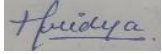
Stream: Hospital and Health Management

Week no: 03 **From :** 26/05/2025 to 31/05/2025

Activity Done	• Admission Support: Guided patient attendants during admissions and verified documentation at the Admission Desk. • Inpatient Coordination: Collaborated with the floor coordinator to understand patient transfer procedures and communication challenges. • Patient Feedback Analysis: Compiled feedback from discharged patients to assess satisfaction and identify service delays. • Process Review & Audit: Reviewed billing and pharmacy clearance delays, contributing to a mini audit with improvement suggestions.
Linking theory (Classroom learning) with practice at your organisation	• Theory to Practice: Applied classroom knowledge of Hospital Administration, Patient Flow Management, and Healthcare Quality Standards to real hospital operations. • Patient Interaction: Gained firsthand experience in patient-centric communication and empathy during real-time interactions, reinforcing classroom learning.
Gaps identified on the working area.	• Little bit Delay in file movement between admission desk and nursing station, especially during shift changes. • Lack of real-time status updates for pharmacy and billing clearance. • Inadequate training for new staff on admission protocols and digital systems.
Suggestions for improvement	• Develop a digital dashboard showing real-time billing/pharmacy status to the ward staff. • Organize weekly refresher sessions for desk staff on hospital software usage and SOPs.

Plan for the next week	• Shadow the Quality Assurance Team to understand NABH-related documentation. • Participate in mock drills and internal audits planned by the hospital. • And start TAT analysis.
-------------------------------	---

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

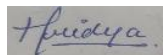
Stream: Hospital and Health Management

Week no: 04 **From :** 02/06/2025 to 07/06/2025

Activity Done	• TAT Evaluation: Analyzed updated discharge TAT data to assess the impact of previously suggested improvements. • Process Observation: Monitored each discharge stage to identify ongoing delays. • Interdepartmental Coordination: Tracked discharges across floors and coordinated with nursing and billing teams for smooth documentation flow. • Discharge Planning Insight: Engaged with floor coordinators to understand challenges in implementing early discharge planning.
Linking theory (Classroom learning) with practice at your organisation	• Practical Application: Applied Turnaround Time Analysis, Lean Healthcare, Service Workflow Mapping, and lean time management during discharge observations. • Standardization Concepts: Used academic knowledge of “Standardized Workflows” and “Daily Discharge Forecasting” to assess and improve current discharge practices.
Gaps identified on the working area.	• Discharge summaries were not finalized on time by treating physicians in many cases. • Billing and pharmacy clearance lacked synchronization, resulting in patient wait times.
Suggestions for improvement	• Assign responsibility for pre-discharge file preparation to nursing staff 12–24 hours in advance. • Implement SMS notifications to inform patients and family once the discharge process begins.

Plan for the next week	• Start preparing a final presentation draft including discharge TAT trends and department-wise comparison. • Suggest pilot implementation of discharge dashboard on one floor as a test case.
-------------------------------	---

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

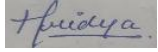
Stream: Hospital and Health Management

Week no: 05 **From :** 09/06/2025 to 14/06/2025

Activity Done	• Detailed TAT Analysis: Conducted floor-wise and doctor-wise analysis of discharge Turnaround Time (TAT). • Root Cause Identification: Found delays primarily due to late final visits and incomplete discharge summaries by specific doctors. • Data Reporting: Created Excel reports and charts highlighting delay trends across floors and doctors. • Collaboration for Improvement: Shared findings with the Service Excellence team to support targeted process improvements. •
Linking theory (Classroom learning) with practice at your organisation	• Classroom to Practice: Applied concepts of hospital operations, TAT calculation, and workflow management to real-time hospital data analysis. • Excel & Process Mapping: Utilized Excel tools and process mapping techniques learned in class to study and interpret discharge workflows effectively. •
Gaps identified on the working area.	• Discharge TAT is increasing day by day. • Some doctors are delaying the final visit and summary completion. • Billing and pharmacy clearance is not informed in advance.
Suggestions for improvement	• Track TAT doctor-wise and share reports weekly. • Doctors should be advised to complete discharge formalities earlier. • Assign a floor-level discharge coordinator to speed up the process.

Plan for the next week	• Complete and submit doctor-wise TAT report. • Prepare a summary report for discharge improvement. • And work in OPD simultaneously with analysis and focus on CPOE and patient waiting time management.
-------------------------------	---

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

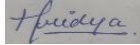
Stream: Hospital and Health Management

Week no: 06 **From :** 16/06/2025 to 21/06/2025

Activity Done	• OPD Observation: Focused on patient flow, waiting time, and CPOE functioning for two doctors. • Process Understanding: Interacted with front desk and support staff to understand patient registration and routing. • Time Tracking: Recorded waiting times at key service points and identified common bottlenecks. • Operational Support: Assisted in OPD operations and collaborated with the service excellence team to identify service gaps.
Linking theory (Classroom learning) with practice at your organisation	• Applied Theoretical Knowledge: Used concepts of hospital operations, OPD workflow design, and lean process management to analyze delays. • Practical Tools: Leveraged Excel tools and patient experience frameworks to gain insights into optimizing patient flow and service delivery.
Gaps identified on the working area.	• Long waiting time between registration and consultation for certain doctors. • Inconsistent usage of CPOE by doctors, leading to delays in medication/lab order processing.
Suggestions for improvement	• Implement token display systems and queue management tools to reduce waiting time confusion. • Train OPD staff and doctors on optimal CPOE usage. • Improve coordination between departments to ensure smoother patient transition across services.

Plan for the next week	• Continue detailed analysis of OPD workflow. • Start drafting a report on OPD performance and patient satisfaction insights. • Support the team with benchmarking studies for OPD process improvement.
-------------------------------	---

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

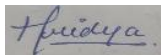
Stream: Hospital and Health Management

Week no: 07 **From :** 23/06/2025 to 28/06/2025

Activity Done	• Continued OPD Work: Monitored patient flow and support functions, assisting the service excellence team in identifying operational gaps and improving service times. • Insurance Desk Exposure: Learned about coordination with TPAs and insurance companies for insured admissions and approvals. • Communication Handling: Observed how staff manage patient queries and maintain effective communication with TPA executives for timely authorization. • Key Insight: Identified that patient unawareness of insurance policy details often causes discharge delays, impacting overall TAT. •
Linking theory (Classroom learning) with practice at your organisation	• Theory to Practice: Applied hospital administration and service management concepts in both OPD and Insurance Desk settings. • OPD Analysis: Used knowledge of patient flow design to analyze operational efficiency. • Insurance Operations: Connected classroom learnings on healthcare financing, TPA procedures, and stakeholder coordination to real-time insurance desk functions.
Gaps identified on the working area.	• Communication delays between hospital and TPA occasionally slow down the approval process. • Limited real-time tracking of approval status for admitted patients under insurance. • Some patients are unaware of the limitations or disease-specific clauses in their insurance policies, leading to confusion at discharge and increased TAT.

Suggestions for improvement	• Develop and distribute a clear FAQ or instruction guide for insured patients to reduce confusion. • Assign a dedicated insurance helpdesk contact per shift to streamline communication. • Conduct a brief insurance orientation or checklist at the time of admission to confirm coverage details and avoid last-minute issues.
Plan for the next week	• Support the discharge process analysis team and continue reviewing turnaround times. • And I will work in either MRD or service excellence . • Attend feedback sessions with staff to understand operational challenges better.

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

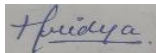
Stream: Hospital and Health Management

Week no: 08 **From :** 30/06/2025 to 05/07/2025

Activity Done	• Radiology Workflow Observation: Studied scan processes and average time per modality (X-ray, CT, MRI, Ultrasound, Mammography) to understand patient flow and workload. • CPOE Exposure: Gained hands-on experience in scan order entry, processing, and scheduling through the hospital information system. • IPD Final Clearance: Observed the Final Clearance (FC) process for 5th floor IPD patients, focusing on discharge-related documentation. • Interdepartmental Insight: Understood how radiology reporting influences discharge planning and billing coordination.
Linking theory (Classroom learning) with practice at your organisation	• Enhanced Operational Understanding: Strengthened knowledge of hospital operations, digital health systems, and patient workflow. • CPOE Application: Saw practical use of CPOE as part of digitized healthcare, aligning with HIS and clinical documentation concepts. • Discharge & Coordination Insight: Connected classroom learning to real-time discharge planning and interdepartmental dependencies through the FC process.
Gaps identified on the working area.	• Delays in scan scheduling during peak hours due to limited slots and equipment availability. • Occasional mismatches between CPOE entries and actual patient status, leading to confusion. • Dependency on radiology reports for discharge causes delays in final clearance, especially during weekends or after-hours.

Suggestions for improvement	Implement a priority-based FC review system for patients scheduled for discharge to avoid unnecessary waiting.
Plan for the next week	Most probably, I will work in the Service Excellence Department to gain a deeper understanding of how this department functions and contributes to enhancing hospital efficiency. I aim to observe how they identify operational gaps, implement quality improvement measures, and support various hospital departments in achieving service excellence.

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

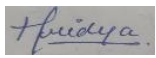
Stream: Hospital and Health Management

Week no: 09 **From :** 07/07/2025 to 12/07/2025

Activity Done	• Focused on the internship project related to Discharge Turnaround Time (TAT) improvement. • Collected, reviewed, and analyzed discharge data from all inpatient floors. • Studied patterns and delays by comparing planned vs. actual discharge timings. • Coordinated with floor coordinators, billing, and nursing teams to validate discharge process flow. • Created Excel-based reports and charts to visualize delay trends and departmental bottlenecks. • Worked on compiling key findings and recommendations to support final project reporting.
Linking theory (Classroom learning) with practice at your organisation	• Applied theoretical knowledge of hospital operations, workflow analysis, and quality improvement. • Utilized concepts of TAT calculation, lean time management, and standardized discharge planning in real-time analysis. • Employed Excel tools and service mapping techniques learned in class for data tracking and reporting. • Strengthened understanding of interdepartmental coordination and its impact on discharge efficiency.
Gaps identified on the working area.	• Delay in final doctor visits and documentation often causes unplanned discharge extensions. • Inconsistent communication between departments leads to delayed clearances. • Lack of proactive discharge forecasting results in inefficient coordination and resource use.
Suggestions for improvement	• Implement daily discharge forecasting meetings for high-occupancy floors. • Strengthen communication protocols between doctors, nursing, billing, and pharmacy teams. • Introduce accountability tracking for delays linked to specific departments or steps in the discharge process.

Plan for the next week	• Finalize and submit the comprehensive internship project report on Discharge TAT. • Prepare for the presentation of key findings and improvement suggestions to the Service Excellence team. • Wrap up departmental learnings and gather final feedback from hospital mentors.

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

Roll no: 1959

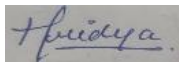
Stream: Hospital and Health Management

Week no: 10 **From:** 14/07/2025 to 19/07/2025

Activity Done	• Finalized the internship project on Discharge Turnaround Time (TAT) analysis. • Compiled and formatted the complete project report including analysis, findings, and recommendations. • Presented findings to mentors, highlighting trends in delays and practical solutions. • Documented feedback and suggestions received during the project presentation. • Concluded formal learning with wrap-up meetings with department heads and project guides.
Linking theory (Classroom learning) with practice at your organisation	• Integrated classroom knowledge of hospital operations, healthcare quality metrics, and lean healthcare management in final project delivery. • Demonstrated the ability to synthesize large datasets and turn them into actionable insights. • Applied principles of continuous quality improvement (CQI) • Emphasized the role of data-driven decision-making in enhancing patient discharge efficiency.
Gaps identified on the working area.	• Final prescriptions and summary preparation are often delayed due to last-minute doctor rounds.

	• Communication gaps between departments (especially pharmacy, billing, and nursing) create discharge clearance delays. • Variation in discharge procedures among different specialties and consultants results in inconsistency.
Suggestions for improvement	• Start collecting and validating data early to allow more time for detailed analysis. • Maintain continuous coordination with ground-level staff for real insights. • Align project goals with hospital priorities for meaningful contribution.
Plan for the next week	Continue with my remaining project and contribution in some work with floor coordinators.

Signature of the Student



Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bangalore

Area/ Department/ Project of Summer Internship Program: CPOE & IPD Discharge Management

Name of the Student: HRIDYANSHA KUMAWAT

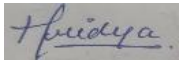
Roll no: 1959

Stream: Hospital and Health Management

Week no: 11 **From :** 21/07/2025 to 24/07/2025

Activity Done	- Completed the final internship poster work, summarizing the entire discharge TAT project and key outcomes. - Supported floor coordinators in daily discharge-related activities. - Assisted in coordinating with departments such as pharmacy, billing, and nursing for discharge clearances. - Helped manage minor discharge queries and facilitated smoother discharge workflows. - Concluded all assigned tasks and prepared for internship closure.
Linking theory (Classroom learning) with practice at your organisation	- Applied communication and coordination skills in real-time discharge handling on patient floors. - Understood the practical implications of discharge SOPs and interdepartmental dependencies. - Reinforced theoretical knowledge of hospital workflow and patient flow management through hands-on support.
Gaps identified on the working area.	- Occasional delays in document preparation continued due to non-synchronized departmental clearances. - Dependency on manual communication still hinders faster coordination. - Real-time tracking of discharges was not always consistent across all floors.
Suggestions for improvement	- Floor teams should adopt standardized discharge checklists to ensure faster readiness. - Implementation of a centralized digital discharge tracker could reduce dependency on verbal follow-ups. - Regular communication huddles between departments could ease last-minute bottlenecks.
Plan for the next week	Internship successfully completed. No further week planned.

Signature of the Student

A small rectangular box containing a handwritten signature in blue ink. The signature appears to be 'Hridya' with a horizontal line underneath.

Approved by the IIHMR University's Mentor

****Summary of Summer Internship Program Report****

****Name of the Organisation:** Apollo Hospital, Sheshadripuram, Bangalore**

****Area/Department/Project of Summer Internship Program:** CPOE & IPD Discharge Management**

****Name of the Student:** Hridyansha Kumawat**

****Roll no:** 1959**

****Stream:** Hospital and Health Management**

****Duration:** 12 May 2024 to 24 July 2025**

****Summary of Activities Done****

Over the 11-week internship, Hridyansha Kumawat engaged in various activities focused on improving Computerized Physician Order Entry (CPOE) and Inpatient Department (IPD) discharge management processes. Key tasks included:

- ****Onboarding and Training:**** Completed HR formalities, orientation on hospital processes, and CPOE training, handling 25–30 patient entries daily in OPD-2.
- ****Discharge TAT Analysis:**** Monitored and analyzed discharge turnaround time (TAT) across IPD floors, identifying delays through data collection, Excel-based reports, and charts.
- ****Interdepartmental Coordination:**** Collaborated with billing, pharmacy, nursing, and radiology teams to streamline discharge processes and reduce delays.
- ****OPD and Insurance Desk Exposure:**** Observed OPD patient flow, waiting times, and insurance coordination with TPAs, addressing patient queries and approval delays.
- ****Radiology and Service Excellence:**** Studied radiology workflows, supported final clearance processes, and worked with the Service Excellence team to identify operational gaps.
- ****Project Completion:**** Finalized a comprehensive Discharge TAT project, presenting findings, trends, and actionable recommendations to mentors.

****Linking Theory with Practice****

The internship bridged academic concepts from Hospital Operations, Quality Management, Lean Healthcare, and IT in Healthcare with practical applications. Key learnings included:

- Applying hospital workflow management and TAT analysis to optimize discharge processes.
- Utilizing CPOE and HIS for efficient clinical documentation and order entry.
- Implementing patient flow design, lean management, and data-driven decision-making to enhance operational efficiency.
- Understanding interdepartmental coordination, healthcare financing, and patient-centric communication through hands-on experience.

****Gaps Identified****

- ****Communication Delays:**** Inconsistent interdepartmental coordination, particularly between billing, pharmacy, and nursing, caused discharge delays.

- ****Documentation Issues:**** Late final visits and incomplete discharge summaries by doctors extended TAT.
- ****Lack of Standardization:**** Variations in discharge procedures across specialties and inconsistent CPOE usage led to inefficiencies.
- ****Real-Time Tracking Gaps:**** Limited real-time updates for billing, pharmacy, and discharge status hindered smooth operations.
- ****Patient Awareness:**** Lack of patient knowledge about insurance policies contributed to discharge delays.

****Suggestions for Improvement****

- ****Standardized Protocols:**** Implement discharge checklists, daily forecasting meetings, and SOPs for interdepartmental coordination.
- ****Digital Tools:**** Develop real-time discharge dashboards and SMS notifications to track and communicate discharge status.
- ****Staff Training:**** Conduct regular training for staff on CPOE, hospital software, and documentation protocols.
- ****Patient Education:**** Provide FAQs or orientation at admission to clarify insurance policy details.
- ****Accountability Measures:**** Track delays doctor-wise and department-wise to ensure accountability and faster clearances.

****Key Outcomes****

Hridyansha successfully completed the internship, delivering a detailed Discharge TAT project with actionable insights. The work enhanced hospital efficiency by identifying bottlenecks, proposing standardized workflows, and contributing to service excellence initiatives. The internship provided practical exposure to hospital operations, reinforcing academic knowledge and preparing the student for future roles in healthcare management.

****Signature of the Student****

Hridyansha Kumawat

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