

SUMMER INTERNSHIP PROGRAM

at

Brahmananda Narayana Health, Jamshedpur

From 12th May 2025 to 19th July 2025

A REPORT BY

ARPITA DASH

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTH MANAGEMENT)**

ROLL NO:1914

2024-26

under the Mentorship of

Dr. SEEMA MEHTA



NH/BNH/HR-Comm/2025/0480

July 19, 2025

TO WHOMSOEVER IT MAY CONCERN

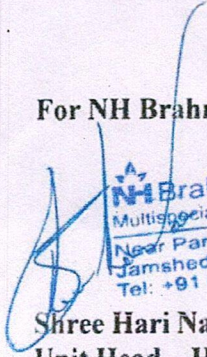
Brahmananda Narayana Multispecialty Hospital (A unit of Narayana Health), Jamshedpur constitutes a multi-disciplinary super specialty hospital dedicated to offering world class services at an affordable cost in different disciplines including Cardiology, Cardiac Surgery, Nephrology, Orthopedics, General Surgery & General Medicine etc.

This is to certify that **Ms. Arpita Dash** has successfully undergone Internship Training with our organization for the period **May 12, 2025, till July 19, 2025**, and has completed her training hours at the **Outpatient Services Department**. During the period of training, she was found hard working, sincere and bears good moral character.

We wish her every success in all her future endeavors.

Thanking you.

For NH Brahmananda Narayana Multispecialty Hospital,



NH Brahmananda Narayana
Multispecialty Hospital
Near Pardi Chowk, Tamolia, NH-33
Jamshedpur, Jharkhand-831012
Tel: +91 657 6600 500

Shree Hari Nair
Unit Head – HR

Brahmananda Narayana Multispecialty Hospital(A Unit of Narayana Hrudayalaya Limited) CIN: L85110KA2000PLC027497

Hospital Address: Near Pardi Chowk, Tamolia, NH 33, Jamshedpur 831012
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Registered Office Address: 258/A, Bommasandra Industrial Area, Anekal Taluk, Bengaluru - 560099



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IIHMR University Faculty Mentor Approval

This is to certify that **Ms Arpita Dash**, of academic year 2024-26, of the **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: 28/07/25

A handwritten signature in black ink, appearing to be 'Dr. Seema Mehta'.

Name: Dr. Seema Mehta

Designation: Professor (SDG-SPH)

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: Outpatient Department

Name of the Student: Arpita Dash

Roll no: 1914

Stream: Hospital and Health Management

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

Activity Done	1. Monitoring the patient footfall of the OPD 2. Studying the new technological changes being introduced in the path of digitization 3. Diagnosis processing time of tests with respect to the department specifically Neurology, Nephrology, Cardiac and general surgery 4. Patient satisfaction and feedback monitoring
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services (OPD) 2. Human resources 3. Behaviour change management
Gaps identified on the working area.	1. Issues for adapting to the new technology 2. Reluctance of doctors to shift to online mode 3. General population not habituated with androids, or the advancement introduced 4. Limited workforce
Suggestions for improvement	1. More workforce on administrative side 2. Tech training or a way to encourage patients to use the new advancement more
Plan for the next week	1. Monitoring the processing time of diagnosis and to come up with solution to manage limited workforce and optimization of the technological advancements in the OPD

Signature of the Student (Arpita Dash, dated :17th May 2025)

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 2 From:19th May 2025 to 24th May 2025

Activity Done	• Survey conducted on 30 patients till date through google forms about different aspects of hospital management • Questionnaire finalised to be asked and later assessed through graphical representation • The hospital software "AATMA" monitored the working of it in the OPD department • Admission process of patients learned and monitoring the discharge process • Recorded the time required by different patients in the diagnostic department for different tests
Linking theory (Classroom learning) with practice at your organisation	• Hospital services • Human resource management • Research methods
Gaps identified on the working area.	• Feedback mechanism is not up to the mark and is not being used by the patients • Waiting area management is required in OPD • Floor staff is not adequate • The desk position in the OPD area is confusing which is affecting the streamlining of the process
Suggestions for improvement	• More workforce in the administrative department • Doctors time management • Waiting area and help desk could be reformed a little
Plan for the next week	• Will continue with the survey • Employee satisfaction monitoring • Focus on the digitization prospect of the hospital

	• Understanding the working of the quality department with regards to the OPD
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Signature of the Student Arpita dash (dated on 24th May 2025)

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health management

Week no: 3 **From:** 26TH May 2025 to 31st May 2025

Activity Done	1. Continued the OPD gap identification and patient interaction 2. Monitoring the IPD conversion of the OPD respective to the different specialities 3. Identifying the major reason for patient not getting admitted in the IPD or opting for other hospitals 4. Conducted a survey on the above-mentioned aspects of the hospital 5. Got training with respect to how to run the hospital software “Athma” with respect to the doctors’ dashboard 6. Involved in the training process of doctors regarding the technological changes about to happen due to digitization
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Research methods 4. Human resource management
Gaps identified on the working area.	1. Less workforce 2. Tech adaptation of the primary population is low hence encouraging them is difficult 3. The hospital is in between the process of transformation to become completely digitized hence the software requires certain tweaks and features to be added 4. Waiting area of OPD requires management
Suggestions for improvement	1. Appointment of more workforce 2. Staff to be trained more profusely to encourage patient participation in tech adaptation 3. Doctors point of view should be taken for the overall designing of the doctor’s dashboard

Plan for the next week	1. Will continue being part of the training process under digitization 2. OPD management 3. Quality department overall functioning

Signature of the Student Arpita Dash (Dated on 31st may 2025)

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita dash

Roll no:1914

Stream: Hospital and Health Management

Week no: 4 **From:**2nd June 2025 to 7th June 2025

Activity Done	1. OPD patient interactions 2. OPD conversions monitoring 3. Feedback from surgery and daycare patients about hospital services 4. Continued survey through questionnaire prepared earlier 5. Doctor's training regarding digital adoption taking place 6. Monitoring kiosk bookings and app bookings by the patients
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Research methods 4. Human resources management
Gaps identified on the working area.	1. Appearance of language barrier on the OPD floor due to mixed language population 2. Waiting area shortage as well as no use of a waiting area just a little far from the OPD floor 3. Struggles between staff and attendees of patients regarding visiting hours as well as limited no of attendees that are allowed 4. Adoption rates of doctors still mediocre regarding the new digital updates
Suggestions for improvement	1. Much simpler dashboard interface at least for the doctors 2. Tweaks and changes required in the dashboard 3. Workforce for OPD management
Plan for the next week	1. Continuing doctors training for digital adoption 2. OPD operations 3. Quality department

Signature of the Student Arpita dash (Dated on 7th June 2025)

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 5 From:9th June 2025 to 14th June 2025

Activity Done	1. Patient interaction in the OPD waiting area extensively 2. Complaints and requests regarding new technological aspects of the OPD area 3. Survey continued with the previously prepared questionnaire 4. IPD conversions monitored 5. Doctors training continued
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Human resource management 4. Research methods 5. Health policies and Health system
Gaps identified on the working area.	1. Ayushman policies not being effectively used 2. Corporate patients' paperwork still not digitalized fully in accounts of finance 3. Doctors not supportive enough for the digitalized changes especially more experienced and expert ones 4. For digitization better tech support and equipment is required
Suggestions for improvement	1. Better management with respect to government tie up 2. Technical advancement(equipment) is required 3. Training programmes designed for doctors to make them understand the importance of EHR
Plan for the next week	1. Continue OPD operations and training of doctors 2. Quality department 3. Marketing department (if possible)

Signature of the Student Arpita dash (dated on 14th June 2025)

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: Operations (OPD)

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 6 From:16th June 2025 to 21st June 2025

Activity Done	1. Monitoring doctors and patient interactions and feedback 2. OPD management with regards to wait time and waiting area issues 3. Monitored grievance reports from patients, attendees etc 4. Continued doctors' training regarding the upcoming digitization related changes 5. Medicine cards use and EHR incorporation and promotion 6. Quality checking in general terms in IPD wards
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Documentation practices 3. Human resource management 4. Digital health 5. Demography
Gaps identified on the working area.	1. Language issues faced due to multilingual population size 2. Location is not on par with accessibility 3. Digital adoption by doctors is low 4. More administrative staff is required with proper qualification 5. No Technological improvements to support the digitization process
Suggestions for improvement	1. New workforce 2. Doctors training related to importance of EHR 3. Technological improvements
Plan for the next week	1. Promoting use of EHR in DODs 2. Analysing the feedback related to each doctor 3. Quality management outlook 4. Marketing dept (if permissible)

Signature of the Student arpita dash (signed on 21st June 2025)

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: Operations (OPD)

Name of the Student: Arpita Dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 7th

From: 23rd June 2025 to 28th June 2025

Activity Done	1. Feedback regarding doctors with respect to OPD consultations 2. Waiting time management 3. IPD conversions monitoring 4. Doctor's scheduling monitoring to manage OPD wait time 5. DOD doctor's training with regards to the medicine card fill ups in EHR
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Research methods
Gaps identified on the working area.	1. Waiting area management is poor 2. Staffing division is not adequate 3. Technological adaptation is low 4. Lack of proper training personnel 5. Lack of corporation from senior doctors due to their high demand
Suggestions for improvement	1. Hiring of staff with related qualifications 2. Tech adaptation and it's training too 3. Separation of attendant waiting area and OPD patients waiting area 4. Better management with regards to doctors
Plan for the next week	1. Continue training doctors 2. "ATHMA" dashboard rectification and features correction 3. OPD operations continued

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita Dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 8 **From:** 30th June 2025 to 5th July 2025

Activity Done	1. Continued OPD management with respect to patient interaction 2. Floor management duties for a section of the OPD during the rush day (pacemaker day) 3. Continued doctors training on using the “ATHMA” for maintenance of EHR 4. Maintained a daily grievance report from patients and day wise doctors’ feedback collection 5. Part of the promotion campaign for health check up plans through doctors with high patient counts
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Marketing management 4. Financial management 5. Demography
Gaps identified on the working area.	1. Less staff in each department due to cost cutting 2. More intern specific departments rather than experienced staffing 3. Communication gaps between staff and patients 4. Modernization at a place which is not ready to change its ways 5. Accessibility issues even though hospital is preferred a lot by the population
Suggestions for improvement	1. Qualified staff with respect to the post 2. Cost cutting in employment should be avoided 3. More waiting area should be there with better condition 4. Training of interns or juniors by the experienced seniors (with monetary benefits for the trainer) 5. Better attendant management required

Plan for the next week	1. Continued operation and doctors' training assignment 2. Will be working with the bra 3. 4. nding department 5. IPD operations (if permissible)
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Signature of Student



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Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita Dash

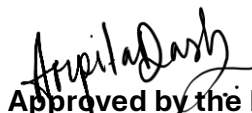
Roll no: 1914

Stream: Hospital and Health Management

Week no: 9 **From:** 7th July 2025 to 12th July 2025

Activity Done	1. Continued OPD area management with respect to patient grievances 2. Doctors' scheduling in the OPD area 3. Continued DOD training for digital upgradation 4. Observed the workings of the branding department under marketing head
Linking theory (Classroom learning) with practice at your organisation	1. Marketing management 2. Human resources 3. Hospital services 4. Digital health 5. EHR importance
Gaps identified on the working area.	1. Inadequate staffing in the managerial upfront 2. Digital adoption not supported by doctors due to heavy workload 3. Waiting area management is required 4. Feedback system for OPD is lagging
Suggestions for improvement	1. More trained personnel required 2. Scheduling is going great, but all employees need to be co-ordinated on it too 3. Feedback could be made a little bit more user friendly for the patients
Plan for the next week	1. IPD operations 2. Marketing (if permissible) 3. Continued doctors' training and OPD operations

Signature of the Student



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Reporting Format (Weekly)

Name of the Organisation: Brahmananda Narayana Health , Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health Management

Week no: 10 **From:**14th July 2025 to 19th July 2025

Activity Done	1. Continued OPD management through patient interactions and grievance redressal 2. Continued doctors training for new platforms in the upcoming digitization 3. IPD operations monitoring 4. Conducted a survey on the doctors about the issues they are facing on the aspects of new changes that are being made in the hospital in account of digitization 5. ITU working and functions monitored
Linking theory (Classroom learning) with practice at your organisation	1. Hospital services 2. Digital health 3. Human resource management 4. Demography
Gaps identified on the working area.	1. Workload on the doctors and nursing staff obstructing them to use digital practices 2. Language barriers identified in the OPD area 3. Feedback system in not as strong as other digital services 4. Doctor dominated hospital that leads to chaotic leadership
Suggestions for improvement	1. Administrative staff to have more control on doctors 2. Appointment of administrative and nursing staff 3. Better digital and technological machinery should be applied 4. EHR practices should be re-evaluated
Plan for the next week	1. NA

Signature of the Student

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Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organisation: Brahmananda Narayana Health, Jamshedpur

Area/ Department/ Project of Summer Internship Program: OPD (Operations)

Name of the Student: Arpita dash

Roll no: 1914

Stream: Hospital and Health management

Activity Done	• Patient footfall monitoring: to monitor the rush hour in the OPD ranging from 11 am to 3pm regarding the daily turnout • Studied the different digitization steps taken in the past 6 months including installation of kiosks in the OPD floor, Use of new HER dashboard by the OPD consultants • Monitored the diagnostic tests processing time for common tests related to the 4 major bread earner departments of the organization the is cardiac, neurology, nephrology, and general surgery • Active role in carrying out patient as well as attendant survey of the OPD floor with regards to addressing patient grievances and to assist them in the overall process of the OPD • Learned how to operate the “AATHMA” software designed for the OPD which included processes such as doctors scheduling, appointment scheduling, EHR monitoring, diagnostic test booking, managing the corporate, TPA, and Ayushman Bharat patients • Monitored the admission process of patients to the dialysis unit, chemotherapy unit, surgery admission etc. • Carried out survey to monitor IPD conversions of different specialists to determine major reasons why patients opted out of admission even if prescribed by doctors • Took part in the training of operating the doctors, dashboard of the hospital’s MIS system • Trained doctors on the aspects of the new EHR software to be applied in future • Feedback collection from patients regarding
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	their experience in the OPD as well as any grievances whether they were solved or not • Monitored the number of bookings done through the kiosk system to analyze aspects that are limiting its engagement in the local population • Upheaval amount of patient interaction in the OPD ranging from assisting them in their appointment bookings to addressing their grievances regarding wrong treatment from the doctors • Grievance handling of the patients and their attendants in the OPD department to work toward driving out a solution for them or just assisting them on the functioning of the OPD itself • Monitoring the feedback is being given by the repeated visiting patients or not and which attribute of the feedback is being chosen as the best as well as the worst • Monitoring any complaints regarding behavior of any administrative staff that might have been seen as problematic by the patient • Promoting use of EHR to the OPD consultants to encourage more adoption • Training attending doctors to fill out digitized medicine cards to support them when the technological upgrade takes place to replace pen and paper use • Scheduling and managing doctors during heavy rush hours to coordinate which cabin to be used the adjust IPD rounds while dealing with their OPD patients and booking follow up appointments for patients that are advised to do so • Took part in floor management with my co Ordinator for straight two days during a rush day for “pacemaker day” and visit from gastroenterologist to handle 230 patients at a time and coordination their pacemaker visits the cardiac check and general check up • Crowd management in OPD area that included administering them towards a second waiting area outside the OPD floor, handling their complaints regarding waiting time of certain doctors as well as rerouting them to admission cell and estimation cell in case of new admissions • Worked under the branding manager under the
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	marketing department to understand the promotional strategies that the hospital is implementing in the local population • Took part in carrying out a strategy to promote health check-up facilities that the hospital provided through a coupon distributed by senior consultants • Identified glitches on the doctor's dashboard while training them, which also included looking for attributes that did not help them or certain features that could be advantages • Monitored the discharge process in the IPD ward to identify any lag from staff as well as address grievances from the patient • Conducted a survey on OPD patient satisfaction considering an all-around aspect of OPD • Conducted survey on 43 doctors and 11 consultants about the problem they face due to new regulation regarding EHR practices.
Linking theory (Classroom learning) with practice at your organisation	• Hospital services • Demography • Marketing management • Human resources management • Behavioral communication • Research methods • Digital health • Health policies
Gaps identified on the working area.	• Reluctance to use digital systems that has been newly incorporated in the hospitals by the patients • Limited workforce on the administrative part of the hospital • Tech unfamiliarity seen on the main target population in which a large size of local community does not use smart phones • Feedback adherence of the patient is too low especially in the OPD as the feedback links go to the patients 24 hours later which is almost every time ignored • Confusion desk position in the OPD floor for the first month of the internship which led to more crowding in the major operative areas such as the help desks and billing counters • Software needs upgradation and certain tweaks, even a small mistake as absence of a numbering system in the appointment list in the dashboard reduces optimization • Transactions that are unsuccessful on booking done from the kiosks usually take a very

	hassled process for the patient to get approval on the refund process • Poor waiting area management which often leads to the patient who is there for a checkup not getting a seat to be comfortable and thus adding to his woes • There is no distinction between attendees of patient and patients themselves hence the waiting area is usually hogged by the attendants of patients that are admitted in the IPD rather than the OPD patients • No one present to guide the overcrowding in the waiting areas to an adjacent waiting area just outside the OPD floor • Staff patient conflicts if aggravated proper protocol is not being followed • Too much space of the OPD area is taken up by the Attendees waiting for their turn to visit their admitted patients • Language barrier between the OPD staff and the patients due to the population being equally divided between three major languages • Low tech adaptation by the population which further being reduced because of the staff not incorporating the patients to use the new platforms • Upgrades on the technological front has not been accepted by the general population and hence are not being used • Ayushman Bharat is being under utilized in the hospital due to previous nonpayment issues by the government • Poor accessibility of the hospital due to its position in the complete outskirts with narrow and poor-quality roads leading to the hospital • Patients also complain about there not being enough signage on the roads • Manual paperwork is still done for ECL patients, TPA patients etc. (some aspects) • Senior doctors still show noncompliance with the EHR system and continue to use pen paper mode even though it has been made compulsory by the administration • Staff division in the OPD floor is not adequate or equal • No tech training for doctors even though some of them are in dire need of it • Heavy dependency on unqualified interns less resources are being spent on qualified
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	professionals. • Leadership imbalance seen due to overpowering status of the doctors in a tier 3 city • Communication gaps with respect to scheduling IPD rounds or even OT timings • Staffing issues due to cost cutting
Suggestions for improvement	• Increase in the number of administrative and tech support staff • Time management for the doctors and them being an active part in scheduling • Including Doctors perspective in building the doctors' dashboard for the EHR system • Staff training in better technology adaptability and importance of EHR • The dashboard could be a little bit more simplified accompanied by digitalized writing pads would encourage adoption • Strengthen government scheme execution through managerial interventions • EHR tools should be enhanced and should be part of the training procedure • Multilingual support on all wards as well as OPD • Mentor programs for the interns to increase their efficacies as well as to manage their high numbers • Separate waiting areas for IPD and OPD which are already there but the IPD ones are extremely small • Avoid cost cutting in staffing right now • Staff mentoring program for the non-clinical employees • More user-friendly feedback system • Inter departmental synchronization regarding scheduling • Evaluation and monitoring of the EHR adoption • Integrating feedback mechanisms into the in-house app (NHcare) structure with quicker alerts • Use of regional language in digital platforms (which the hospital does for its app but not for tools such as kiosks)

Key Learnings

- Exposure to operational inefficiencies in an OPD floor
- Importance of balance between professionals and technology and issues faced during early stage of transformation
- Learned how to deal with resistance to change in leadership roles
- Understanding of patient flow
- Effect of infrastructure on hospital experience
- Linking surveys to action planning
- Social and linguistic diversion seen in underdeveloped societies
- Public private partnerships in hospitals and how they affect the functioning of a hospital
- Importance of feedback and persuading patients to give one
- Hierarchical gaps exposure and how it affects communication in an organization
- Detecting weak spots in functioning during rush hours
- Digital transformation its effect in the early stage, issues faced, and the style used to deal with it
- Branding aspect taken into consideration while devising promotion strategies
- Handling patients agitated due to situations common in an hospital OPD floor

Signature of the Student**Approved by the IIHMR University's Mentor**