

SUMMER INTERNSHIP PROGRAM

at

Apollo Hospital



From 12/05/2025 to 21/07/2025

A REPORT BY

Widinliu Chawang

Master of Business Administration,

Hospital and Health Management

IIHMR-U/01/2024-26/2114

2024-26

under the Mentorship of

S.P.CHATTOPADHYAY



21st July 2025

INTERNSHIP CERTIFICATE

This is to certify that **Ms. Widinliu Chawang** has successfully completed her **Internship** in the **Department of Service Excellence** from **12th May 2025** to **21st July 2025** in **Apollo Hospitals, Bannerghatta, Bangalore**. She was diligently involved in the tasks 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,



Ms. Deepti Oleti
Assistant Manager – Human Resources



IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Widinliu Chawang** 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: 30/07/2025

A handwritten signature in blue ink, appearing to read 'S.P. Chattopadhyay'.

S.P. Chattopadhyay

Assistant Professor

ABOUT APOLLO

Apollo Hospitals was founded in 1983 by Dr. Prathap C. Reddy, marking the beginning of corporate healthcare in India. It is now Asia's largest integrated healthcare provider, with:

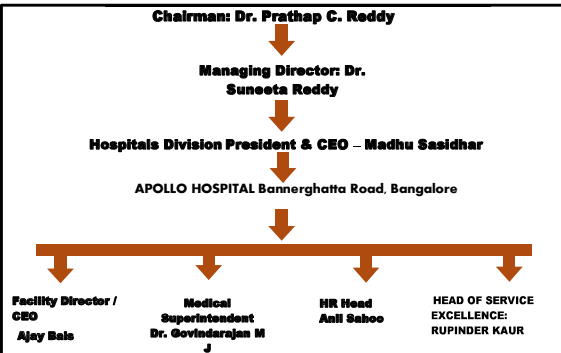
- Over **10,000 beds** across **70+ hospitals**
- **6,000+ pharmacies**
- **2,500+ clinics** and diagnostic centers
- **500+ telemedicine centers** across 13 countries

MISSION/VISION

Mission: "Our mission is to bring healthcare of international 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"

Vision: Apollo envisions expanding its reach and impact through accessible, high-quality healthcare, aiming to serve a billion people globally.

ORGANOGRAM OF APOLLO



SWOT ANALYSIS

Strengths:

- Hands-on exposure to hospital operations.
- Strong mentorship and collaborative work environment.
- Application of academic concepts in real settings.

Opportunities:

- Skill enhancement in communication problem-solving, audit & Networking

Weaknesses:

- Limited decision-making authority as an intern.
- Focused exposure to service excellence only.

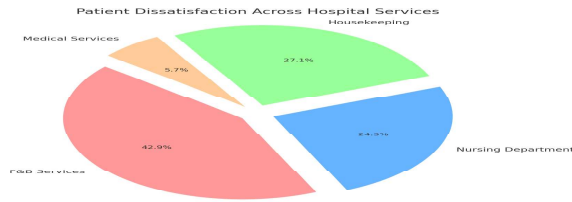
Threats:

- Institutional limitations
- Sensitive nature of patient complaints.

APOLLO HOSPITAL BANGLORE



DATA ANALYSIS



Patient Dissatisfaction Overview (Compact)

- **F&B Services (60%):** Issues with food quality and delivery delays.
- **Nursing Department (34%):** Concerns about staff behavior and delayed call bell response.
- **Housekeeping (38%):** Complaints on room cleanliness and hygiene standards.
- **Medical Services (8%):** Dissatisfaction with doctor behavior and treatment quality.

CHALLENGES FACED DURING INTERNSHIP

Limited authority to implement observed changes.

Communication gaps across departments slowed issue resolution.

Handling sensitive patient complaints requires emotional maturity.

Encountered technical issues (e.g., call bell failures, room delays).

Complex SOPs demanded continuous learning and adaptability.

Short internship duration, limited scope for deep process engagement

THEORY vs PRACTICAL

Theory (Classroom Learning)

- Learned about **Net Promoter Scores**
- Taught **Lean Healthcare** methodologies.
- Explored **communication models**, patient counselling, and **conflict resolution**.

Practical (Internship Experience)

- Engaged in **live feedback collection**
- Identified and reported **service gaps** in F&B, nursing, and housekeeping departments.
- Noted **communication breakdowns** leading to dissatisfaction and recommended **staff training**.

USEFULNESS OF INTERNSHIP

Provided real-world exposure to hospital service workflows and patient experience management.

Strengthened understanding of how theory (TQM, SOPs, Lean) translates into hospital operations.

Improved communication, problem-solving, and auditing skills through patient interaction and service evaluation.

Enhanced awareness of interdepartmental dynamics and the importance of coordinated service delivery.

Developed a practical mindset for identifying service gaps and proposing feasible improvements.

SUGGESTIONS TO ORGANISATION

Strengthen Interdepartmental Communication:

Conduct regular coordination meetings to reduce delays and miscommunication.

Introduce Staff Communication Training:

Train frontline staff in empathetic, patient-centric communication.

Implement Centralized Helpdesk System:

Establish a single point of contact for addressing patient service requests efficiently.

Upgrade and Audit Call Bell Systems:

Regularly check and maintain call bells to ensure timely patient assistance.

Improve Escalation Mechanism:

Define clear accountability and timelines for resolving unresolved complaints.

Reporting Format

Name of the Organisation: Apollo Hospital

Area/ Department/ Project of Summer Internship Program: Service Excellence

Name of the Student: Widinliu Chawang

Roll no:2114

Stream: Hospital and Health Management

Week no:1

From:.....12/5/2025.....to.....17/5/2025.....

Activity Done	- Worked under the Mentorship of Ms. Vaishali Bhatt (HOD, Guests relation & Patient services) Apollo Hospital Bannerghatta. - Assisted in in-patient department (IPD) rounds, prioritizing patient comfort and needs alongside Team members Ms. Monisha, Ms. Akshitha and Ms. Bhagyashree. - Analysed the patient feedback process, including digital Kiosk interactions and post discharge survey collection. - Attended training session focused on understanding both Patient and attendee satisfaction metrics.
Linking theory (Classroom learning) with practice at your organisation	- Applied Principles of Hospital services Management to observe how coordinated processes maintain efficiency under pressure. - Noted that patient satisfaction improved when service delivery was streamlined and responsive.
Gaps identified on the working area.	Communication breakdowns between patients and staff led to delays in care delivery, longer waiting times, and inconsistent information sharing.
Suggestions for improvement	- Implement Regular Communication Training sessions for staff to ensure clear, consistent interactions with patients. - Establish a unified team desk or single point of contact to coordinate patient inquiries and service request.
Plan for the next week	Continue assisting in patient rounds alongside the designated staff member to further understand operational workflows and patient engagement strategies.

Signature of the Student

Approved by the IIHMR University's Mentor

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Roll no: 2114

Stream: Hospital and Health Management

Week no: 2

From:.....19/5/2025.....to.....24/5/2025.....

Activity Done	• Participated in daily service rounds with the service excellence team, observing the implementation of feedback from week 1. • Helped gather and analyse real-time patient feedback using Kiosks. • Assisted with updating staff feedback documentation. • Did a project on Post Case Closure Survey. Assessing Client satisfaction and Service Effectiveness, for the month of Feb-April 2025.
Linking theory (Classroom learning) with practice at your organisation	• Applied Total Quality Management principles to understand continuous improvement in patient engagement. • Observed the impact of lean management in reducing unnecessary steps during patient discharge.
Gaps identified on the working area.	• Delay in services like housekeeping, Food & Beverage.
Suggestions for improvement	• Regular training and skill development by providing workshops on every department. • Collect regular feedback from patients on taste. • Frequently Quality Audits.
Plan for the next week	• Continue assisting in patient rounds alongside the designated staff member to further understand operational workflows

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Roll no:2114

Stream: Hospital and Health Management

Week no:3

From:.....26/5/2025.....to.....31/5/2025.....

Activity Done	• Conducted In-Patient Department (IPD) rounds on the 3rd and 4th floors, including the Platinum Wing and Executive Ward. • Collected patient feedback through surveys and connected cases for follow-up. • Carried out IPD rounds on the 5th and 6th floors, covering Executive Ward, General Wards, Private Ward, and Twin Sharing rooms.
Linking theory (Classroom learning) with practice at your organisation	• Applied patient satisfaction measurement frameworks from classroom theory during feedback collection. • Utilized knowledge of hospital operations management to identify workflow inefficiencies and service delivery gaps. • Understood the significance of 5S principles and Lean Management by observing delays and unorganized service areas.
Gaps identified on the working area.	• Patient meals were reported as unsatisfactory and not up to hospital standards. • No wheelchairs were available in the Emergency Department, indicating a lack of accessibility preparedness. • Basic job roles of nursing and support staff were unclear to patients; essential instructions were not available round-the-clock. • Delays in non-clinical services such as housekeeping and nursing response time. • Despite multiple suggestions and complaints, the quality of food service showed no improvement.
Suggestions for improvement	• Regular quality checks and feedback mechanisms should be implemented for food services with prompt corrective actions. • Ensure the availability of mobility aids such as wheelchairs in all critical departments, especially the Emergency Unit.

	• Clear role display boards or pamphlets should be provided to educate patients on the services offered and whom to approach. • Improve turnaround time in support services through better manpower allocation and accountability. • Introduce a digital or verbal prompt system for service feedback to ensure timely escalations and resolutions.
Plan for the next week	• Conduct more in-depth patient interviews to understand service satisfaction. • Continue assisting in patient rounds alongside the designated staff member to further understand operational workflows.

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Stream: Hospital and Health Management

Week no:4

From:.....2/6/2025.....to.....7/6/2025

Activity Done	• Conducted IPD rounds on 3rd, 4th, 5th, and 6th, Platinum Wing, and Executive Floor. • Addressed patient feedback and noted complaints. • Converted patient survey responses into case records. • Resolved on-the-spot complaints. • Gathered feedback on food, nursing, admission process, and housekeeping.
Linking theory (Classroom learning) with practice at your organisation	• Applied patient satisfaction assessment methods • Utilized communication skills to interact with patients and handle complaints effectively.
Gaps identified on the working area.	• Delay in admission process (noted delay from 2 PM to 10 PM and 10:30AM to 7:30 PM for room allotment). • Cold food being served and provision of incorrect diet (non-diabetic food to a diabetic patient). • Miscommunication between staff and attendants.
Suggestions for improvement	• Enhance coordination between admission desk and ward to minimize delays. • Regular checks on food service and diet accuracy for patients. • of cleanliness and housekeeping rounds.
Plan for the next week	• Continue IPD rounds on all floors and ensure quicker redressal of complaints. • Follow up on previously reported issues. • Monitor effectiveness of improvements suggested in housekeeping and F&B services.

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Roll no:2114

Stream: Hospital and Health Management

Week no:5

From:.....9/6/2025.....to.....14/6/2025

Activity Done	• Conducted IPD rounds on 3rd, 4th, 5th, and 6th Level. • Addressed patient feedback and noted complaints. • Addressed the complaints on time.
Linking theory (Classroom learning) with practice at your organisation	• Patient-Centric Care: A core concept in healthcare management, emphasizing the patient's needs and satisfaction. • Quality Management: Involves monitoring service delivery, identifying deviations, and taking corrective actions. • Communication & Coordination: Essential for efficient hospital operations.
Gaps identified on the working area.	• Miscommunication and lack of coordination among the staff. • Delays in treatment. • Poor food quality.
Suggestions for improvement	• Communication: Implement structured protocols (huddles, digital tools); foster open culture. • Treatment Delays: Analyse processes (workflow optimization); standardize protocols; optimize resource allocation. • Improvement (CQI); regular staff training; strong performance management; proactive leadership; leverage technology.
Plan for the next week	• Continue IPD rounds on all floors and ensure quicker redressal of complaints. • Follow up on previously reported issues.

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Roll no:2114

Stream: Hospital and Health Management

Week no:6

From:.....16/6/2025.....to.....21/6/2025

Activity Done	• Conducted In-Patient Department (IPD) rounds on the 3rd, 4th, 5th, and 6th floors. • Actively addressed patient feedback and recorded their complaints. • Ensured timely resolution of the complaints raised. • Assessed the effectiveness of patient rounds in identifying service gaps and improving patient satisfaction.
Linking theory (Classroom learning) with practice at your organisation	• Applied concepts of hospital operations management and patient care service quality. • Utilized communication and conflict resolution techniques to handle patient concerns effectively.
Gaps identified on the working area.	• Miscommunication between the Admission Department and ward staff regarding room assignments, leading to delays and confusion. • Standard Operating Procedures (SOPs) are not being consistently followed across all departments.
Suggestions for improvement	• Improve interdepartmental coordination through proper documentation and a clear handover process. • Enforce SOP compliance checks regularly and introduce accountability measures for deviations.
Plan for the next week	• Continue IPD rounds on all floors.

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Roll no:2114

Stream: Hospital and Health Management

Week no:7

From:.....23/6/2025.....to.....28/6/2025

Activity Done	- Conducted IPD rounds on 3rd, 4th, 5th, and 6th Level. - Interacted with patient care attendants, and patients.
Linking theory (Classroom learning) with practice at your organisation	- Operation Management and Patient satisfaction. - Patient safety and quality assurance. - Turnaround time (TAT).
Gaps identified on the working area.	Delay in Patient Transportation: No wheelchair was available when needed, leading to delayed patient movement for tests/procedures. Delay in MRI Services: Patient experienced long waiting time even after scheduled slots, indicating poor coordination between departments.
Suggestions for improvement	Implement Real-Time Wheelchair/Transport Availability Tracker: Use a centralized dashboard or app to track availability and reduce waiting time. Audit and Sensitize Nursing Staff on Call Bell Protocols:
Plan for the next week	Continue IPD rounds on all floors and ensure quicker redressal of complaints.

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Roll no:2114

Stream: Hospital and Health Management

Week no:8

From:.....30/6/2025.....to.....5/7/2025

Activity Done	• Conducted IPD rounds on 3rd, 4th, 5th, and 6th floors. • Interacted with patients and their attendants regarding hospital services and overall satisfaction.
Linking theory (Classroom learning) with practice at your organisation	• Identified service delivery gaps and areas needing improvement for enhanced patient experience.
Gaps identified on the working area.	• Housekeeping Services: ○ Initial room cleaning was not satisfactory; had to be redone by another staff member. ○ Used utensils and leftover food were not cleaned proactively; staff waited for patient requests. • Call Bell Response: ○ Call bell was pressed, but no staff responded to the patient in a timely manner. • Bed Functionality: ○ One of the beds in the general ward was found to be not functioning properly. • Dietary Services: ○ Food was not delivered on time; patients had to repeatedly ask for it. ○ Delay in delivering specific items like fruit salad — promised in 15 minutes but delivered after 1 hour. • Nursing Services:

	○ Delay in attending to patient needs and performing regular checkups. ○ Slow response when patients or attendants required assistance.
Suggestions for improvement	● Ensure timely and proper cleaning by housekeeping staff during patient discharge and admission. ● Assign dedicated staff to monitor call bell response time and act promptly. ● Conduct a maintenance check of all patient beds, especially in general wards, and report non-functional ones. ● Improve coordination with the Dietary Department to ensure on-time food delivery. ● Schedule and monitor routine nursing rounds to ensure no delay in patient care. ● Establish a proactive utensil clearance system post-meal without waiting for patient reminders.
Plan for the next week	● Continue IPD rounds on all floors and ensure quicker redressal of complaints.

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Roll no:2114

Stream: Hospital and Health Management

Week no:9

From:.....7/7/2025.....to.....12/7/2025

Activity Done	Carried out routine IPD rounds across 3rd to 6th floors to monitor patient experience and service quality.
Linking theory (Classroom learning) with practice at your organisation	Connected hospital SOPs with patient feedback handling and follow-up actions.
Gaps identified on the working area.	Dietary Miscommunication: - Patients reported confusion over their prescribed diet, stating that the food served did not match dietary instructions. - There appeared to be a lack of alignment between the nursing notes, F&B services, and patient understanding, leading to dissatisfaction.
Suggestions for improvement	- Nurse-F&B Coordination: Introduce a verification step where nurses confirm the diet order with the F&B team before meals are dispatched. - Clear Diet Display Slip: Place a printed diet type slip on meal trays (e.g., diabetic, soft, low salt) to avoid confusion. - Training of F&B Staff: Conduct brief sessions to train dietary staff in basic patient communication and diet clarification.
Plan for the next week	Continue IPD rounds on all floors and ensure quicker redressal of complaints

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Roll no:2114

Stream: Hospital and Health Management

Week no:10

From:.....14/7/2025.....to.....21/7/2025

Activity Done	• Conducted IPD rounds across 3rd to 6th floors. • Interacted directly with patients and their attendants to assess: ○ Quality of hospital services (clinical and non-clinical). ○ Overall patient satisfaction and experience.
Linking theory (Classroom learning) with practice at your organisation	• Observe service delivery processes. • Identify service gaps in real time. • Collect and interpret patient feedback using practical survey/interview methods.
Gaps identified on the working area.	• Food Quality Concern: • <i>Incident:</i> Spoiled food served to patient (Sambaar was spoiled). • <i>Follow-up Issue:</i> Patient ordered tender coconut as an alternative but did not receive it, reflecting a breakdown in service response
Suggestions for improvement	• Implement stricter food quality checks before delivery to patient rooms. • Ensure availability and timely delivery of special dietary orders like tender coconut.
Plan for the next week	• Continue IPD rounds on all floors and ensure quicker redressal of complaints.

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Compiled Reporting Format

Name of the Organisation: Apollo Hospital

Area/ Department: Service excellence

Name of the Student: Widinliu Chawang

Roll no: 2114

Stream: Hospital and Health Management

Activity Done	• Orientation with Ms. Vaishali Bhatt, HOD - Guest Relations & Patient Services. • IPD rounds with team members to ensure patient comfort. • Observed digital feedback collection (Kiosk and post-discharge survey). • Attended training on patient and attendee satisfaction metrics. • Worked on feedback process audit and historical case survey. • Studied trends in complaint resolution and common service issues. • Conducted rounds in all wards (General, Executive, Twin Sharing). • Engaged in direct patient interactions to identify service gaps. • Converted live feedback into case reports. • Assisted in handling real-time complaints. • Attended a case involving delayed emergency response. • Assessed call bell functionality and ward coordination. • Reviewed SOP adherence in admission-to-ward transition. • Investigated coordination between departments. • Recorded delays in diagnostics (MRI). • Noted lack of equipment like wheelchairs. • Audited food quality, room hygiene, and nursing practices. • Documented food spoilage complaint. • Observed gaps in service fulfilment and escalation.
Linking theory (Classroom learning) with practice at your organisation	• Applied Hospital Services Management principles to evaluate department functioning. • Used Lean Healthcare and TQM concepts to understand bottlenecks and waste. • Employed communication and behavioral

	models during complaint redressal. • Compared theoretical SOP frameworks to real-time hospital procedures.
Gaps identified on the working area.	• Inconsistent communication among departments leading to service delays. • Delayed response from nursing staff to patient needs. • Poor availability of equipment (wheelchairs, functional beds). • Delays in room allocation post-admission. • Call bell system failures and lack of responsiveness. • Poor food quality and delivery mismatches. • Inadequate escalation process for unresolved complaints. • Incomplete adherence to SOPs across departments.
Suggestions for improvement	• Conduct regular communication skill workshops for staff. • Implement a centralized coordination desk for managing patient requests. • Install real-time dashboards for room and wheelchair tracking. • Periodic call bell audits and staff response training. • Kitchen and diet audit with cross-verification by nursing staff. • Strict SOP compliance checks and accountability mechanisms. • Strengthen escalation matrix for service complaints.

Key Learnings	• Hands-on understanding of hospital operations and service management. • Importance of communication in ensuring patient satisfaction. • Recognized the significance of SOP adherence in daily hospital functioning. • Developed a problem-solving mindset in high-pressure healthcare settings. • Learned how small delays in service or response can affect patient perception significantly. • Gained confidence in conducting service audits and patient interviews.
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Signature of the Student
Approved by the IIHMR University's Mentor

