

**Internship at**

**Max Super speciality Hospital, Saket, New Delhi**

**Submitted to**



**The IIHMR University, Jaipur**

**for the partial fulfillment for the award of the degree of**

**Master of Business Administration (MBA)**

**In**

**Hospital and Health Management**

**By**

**NAJEEHA KHAN**

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## **INTERNSHIP REPORT**

**Max Super Speciality Hospital, Saket, New Delhi**

**Internship Duration:** 17 March – 7 June 2025

**Internship Guide:** Mr. Atul Arya, Head – IT Department, Max Super Speciality Hospital, Saket, New Delhi

## **INTRODUCTION**

With the incorporation of digital technologies, particularly Hospital Management Information Systems (HMIS) and Electronic Medical Records (EMR), the healthcare sector is experiencing a major change. These systems are crucial for boosting operational efficiency, simplifying workflows, and elevating the overall quality of patient care. During my MBA in Hospital and Healthcare Management, I had the chance to intern at Max Super Speciality Hospital in Saket, New Delhi. This esteemed tertiary care hospital is recognized for its state-of-the-art clinical services and extensive IT infrastructure.

I did my internship from March 17 to June 7, 2025. The goal of the internship was to acquire practical experience and a concrete understanding of the functioning of information systems in a real-world hospital setting. During the course of my internship, I examined the IT department's workflows and worked together with various departments such as OPD, Radiology, Pathology, Pharmacy, Front Office, Call Center, and the Patient Experience Department.

In the Patient Experience Department, I helped manage patient feedback, VIP handling, and complaint resolution, which provided me with valuable insights into enhancing patient satisfaction and the quality of hospital services.

My internship primarily centered on evaluating how HMIS and EMR systems contribute to the optimization of OPD workflow and the improvement of physician productivity. This comprised charting patient journeys, monitoring digital workflows, grasping the interrelations of hospital applications, pinpointing user problems, and scrutinizing performance reports. I also finished and submitted a project to the hospital during this time, titled “Assessing the role of HMIS and EMR in optimizing OPD workflow and physician productivity.” I worked closely with the Call Center Manager on appointment slot management, application training, and analyzing Business Intelligence (BI) reports.

Additionally, I worked in the Patient Experience Department, where I supported the Patient Experience Officers with managing patient feedback, handling VIP cases, and addressing complaints. At the same time, I worked on a project titled “Role of the Patient Experience Department in enhancing hospital service quality and patient satisfaction” and submitted it. I recorded patient concerns and worked with different departments to guarantee a prompt resolution. This position aided me in cultivating robust communication and problem-solving abilities, while also providing me with insight into the ways hospitals prioritize patient satisfaction and uphold quality service.

This internship provided a valuable opportunity to understand how a digitally enabled hospital operates and how effectively implemented IT systems support clinical and administrative excellence in a high-volume healthcare setting.

- Understand the IT department's role in supporting daily hospital operations.
- Study hospital information systems and their integration with workflows.
- Assess the impact of HMIS and EMR on physician productivity and patient experience in the OPD.
- Learn how patient experience data is used to improve service quality.

## **ORGANIZATIONAL PROFILE**

Max Super Speciality Hospital, Saket, stands as a beacon of advanced healthcare in the heart of South Delhi. It is a leading multi-speciality tertiary care hospital widely regarded as one of India's best healthcare institutions. With over 530 beds spread across two blocks- the East Block, managed by the Devki Devi Foundation, and the West Block, under Max Healthcare Institute Limited (MHIL), the hospital offers a comprehensive spectrum of advanced diagnostic and therapeutic services. Many of the technologies and treatments provided here are pioneering firsts in India and Asia.

Max Super Speciality Hospital, Saket, has treated over 34 lakh patients across 38 specialities, exemplifying its vast clinical expertise. The East Block focuses on Cardiology, Oncology (medical, surgical, and radiotherapy), heart and lung transplants, bone marrow transplants, and general surgery including minimal access and bariatric surgery. The West Block specializes in Nephrology, Neurology, Neurosurgery, Rheumatology, Urology, liver and renal transplant services, plastic and reconstructive surgery, and other ancillary medical services.

The hospital's multidisciplinary approach, supported by a team of more than 450 highly qualified doctors and 920 trained healthcare professionals, ensures integrated, patient-centered care. It is a regional referral hub for complex procedures such as neurovascular interventions, targeted cancer therapies, heart surgeries, orthopaedic surgeries, organ transplants (liver and kidney), and fertility treatments.

Max Super Speciality Hospital is accredited by Joint Commission International (JCI) and NABH, reflecting its unwavering commitment to the highest standards of clinical excellence, patient safety, and quality care.

### **Key Highlights**

- Beds: 530+
- Doctors: 450+
- Trained Staff: 920+
- Specialities: 38+
- Patient Care: Treated over 34 lakh patients
- Accreditations: JCI, NABH

**Vision:** To be the most regarded healthcare provider in India, committed to the highest standards of clinical excellence and patient care, supported by the latest technology and cutting-edge research.

**Mission:** To serve with commitment and compassion, delivering the highest standard of patient-centered care through a dedicated team of doctors, specialists, and support staff, embodying excellence in every aspect of healthcare delivery.

Founded in 1985, Max Healthcare has steadily expanded its footprint across India, consistently pioneering innovations in healthcare and maintaining a focus on quality, consistency, and compassionate care. Max Super Speciality Hospital, Saket, stands as a flagship institution representing this legacy of excellence.

**Key Highlights:**

- Part of the Max Healthcare group with a presence across North India
- The East Block, managed by the Devki Devi Foundation, and the West Block, under Max Healthcare Institute Limited (MHIL)
- NABH and NABL Accredited
- Advanced EMR and HIS integration
- Focus on quality, safety, and clinical excellence
- Center for medical education, training, and research
- Attracts patients from over 35 countries

**SERVICES PROVIDED BY ORGANIZATION**

| Category                    | Services Included                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clinical & Medical Services | <ul style="list-style-type: none"><li>- Outpatient Services (OPD)</li><li>- Inpatient Services (IPD)</li><li>- Emergency &amp; Trauma Services (24x7)</li><li>- Day Care Services</li><li>- Critical Care (ICU, CCU, NICU, PICU)</li><li>- Surgical Services (General, Laparoscopic, Robotic, etc.)</li><li>- Internal Medicine &amp; General Practice</li></ul> |

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|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Super-Specialty Services</b>             | <ul style="list-style-type: none"> <li>-Cardiology &amp; Cardiothoracic Surgery</li> <li>- Neurology &amp; Neurosurgery</li> <li>- Oncology (Medical, Surgical &amp; Radiation)</li> <li>- Gastroenterology &amp; GI Surgery</li> <li>- Nephrology &amp; Kidney Transplant</li> <li>- Urology &amp; Uro-Oncology</li> <li>- Orthopedics &amp; Joint Replacement</li> <li>- Pulmonology &amp; Sleep Medicine</li> <li>- Endocrinology &amp; Diabetes</li> <li>- Rheumatology</li> <li>- ENT, Head &amp; Neck Surgery</li> <li>- Dermatology &amp; Cosmetology</li> <li>- Pediatrics &amp; Pediatric Surgery</li> <li>- Obstetrics &amp; Gynecology</li> <li>- Plastic, Reconstructive &amp; Aesthetic Surgery</li> </ul> |
| <b>Diagnostic &amp; Laboratory Services</b> | <ul style="list-style-type: none"> <li>-Radiology &amp; Imaging</li> <li>- MRI</li> <li>- CT Scan</li> <li>- Digital X-ray</li> <li>- Ultrasound</li> <li>- Mammography</li> <li>- Pathology &amp; Laboratory Medicine</li> <li>- Biochemistry</li> <li>- Hematology</li> <li>- Microbiology</li> <li>- Histopathology</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Support Services</b>                     | <ul style="list-style-type: none"> <li>- Pharmacy (In-House)</li> <li>- Dialysis Services</li> <li>- Blood Bank &amp; Transfusion Services</li> <li>- Physiotherapy &amp; Rehabilitation</li> <li>- Nutrition &amp; Dietetics</li> <li>- Pain Management Clinic</li> <li>- Palliative Care</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   |

## **KEY ACTIVITIES/PROJECTS UNDERTAKEN OTHER THAN DISSERTATION**

### **A. IT Department**

- Studied the core responsibilities of the hospital's IT Department.
- Explored different application user interfaces used in the hospital, identified their respective users, and documented common technical issues.
- Mapped the workflow of complaint resolution, including average resolution time and escalation levels.

### **B. Call Center**

- Understood the role of the call center in streamlining OPD workflows through effective appointment scheduling.
- Worked on slot management using the Appointment Management System.
- Assisted in doctor onboarding, making necessary module changes, and training hospital staff on the system under the guidance of Manager of Call center.
- Analyzed BI reports generated by the appointment system and evaluated doctor performance trends based on patient load and time slots.

### **C. OPD (Out-Patient Department)**

- Carried out a project titled:  
**"Assessing the Role of HMIS and EMR in Streamlining OPD Workflow and Enhancing Physician Productivity."**
  - Mapped the patient journey during OPD visits.
  - Interviewed staff and doctors to gather feedback on system usage.
  - Documented the technical and operational challenges encountered in using HIS and EMR.

### **D. Front Office Desk**

- Worked under the supervision of Front Office Manager.
- Observed the workflow of registration, billing, and appointment booking.
- Assisted in kiosk (Self) billing operations and guided patients throughout their OPD visits.

### **E. Radiology Department**

- Understood the integration of Radiology Information System (RIS) with OPD and EMR modules.
- Mapped the patient journey in the radiology department.
- Interviewed staff to identify issues faced during report uploads, system downtimes, and order entry.

### **F. Pharmacy**

- Observed the pharmacy operations, including patient medication journey.
- Received insights on pharmacy application functionality and medication management.

### **G. Pathology Department**

- Observed sample handling from collection to reporting.
- Mapped the patient journey through the sample collection desk, lab processing, and report dispatch.

- Interviewed lab and collection staff about their use of the system and challenges like delays, entry errors, or connectivity issues.

## **H. Patient Experience Department**

- Assisted Patient Experience Officers in handling patient queries, complaints, feedback, and VIP patient coordination.
- Supported in documenting complaints and feedback in the centralized system; coordinated with departments for timely resolution.
- Observed patient interactions and grievance redressal processes.
- Assisted in managing VIP patient journeys to ensure seamless service and personalized care.
- Gained exposure to patient feedback collection and analysis through tools like Net Promoter Score (NPS) and Service Level Adherence (SLA).
- Observed the Corrective and Preventive Action (CAPA) process, including Root Cause Analysis (RCA) and follow-up actions to prevent issue recurrence.
- I have also worked on a project titled **“Role of the Patient Experience Department in enhancing hospital service quality and patient satisfaction”**.

## **KEY LEARNINGS FROM INTERNSHIP**

- Gained in-depth understanding of the structure and functioning of a hospital IT department.
- Learned how digital health technologies like HIS, EMR, RIS, and BI tools to enhance hospital workflows.
- Developed analytical skills in mapping department wise patient journeys and documenting system gaps.
- Understood the importance of interdepartmental coordination through IT systems to improve patient experience.
- Gained hands on exposure to appointment scheduling systems, application management, and training processes.
- Acquired knowledge of issue resolution processes using ticketing and escalation models.
- Improved professional communication through interviews, training observations, and stakeholder interactions.
- Learned to use BI reports for real time performance analysis and decision-making.
- Received Exposure in Patient Experience Department, worked with the P.E. Team.
- Assisted in managing patient feedback, grievances, VIP handling, and departmental coordination, observed the CAPA process and gained insights into quality improvement