

SUMMER INTERNSHIP PROGRAM

at



Apollo Speciality Hospital, Bangalore

From 12th MAY, 2025 to 21st JULY, 2025

A REPORT BY

DR. SHRUTI BRAHMPURIA

Master of Business Administration

(Hospital and Health Management)

Roll no. – **2090**

2024-26

under the Mentorship of

Dr. Piyusha Majumdar

Associate Professor



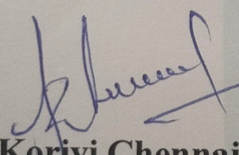
21st July 2025

INTERNSHIP CERTIFICATE

This is to certify that **Dr. Shruti Brahmpuria** has successfully completed her **Internship** in the Department of **Operations** from **12th May 2025** to **21st July 2025** in **Apollo Speciality Hospitals, Jayanagar, Bangalore**. She was diligently involved in the task assigned to her. During this period, we found her to be punctual, responsible, sincere and hard working.

We wish her all the best for her future endeavours.

For Apollo Speciality Hospitals, Jayanagar, Bangalore.


Korivi Chennaiah
HR -Manager

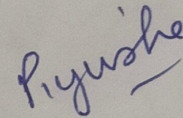


IIHMR University Faculty Mentor Approval

This is to certify that **Drs Shruti Brahmpuria** of the 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: 29/07/2025

A handwritten signature in blue ink, appearing to read 'Piyusha'.

Dr. Piyusha Majumdar

Associate Professor

IIHMR University, Jaipur

INTRODUCTION

Established by Dr Prathap C Reddy in 1983, Apollo Healthcare has a robust presence across the healthcare ecosystem, Apollo Hospitals has touched more than 200 million lives from over 150 countries. Apollo Group is one of the best hospital groups in India with over 10,000+ beds across 73+ hospitals, 6,000+ pharmacies, over 700+ clinics, 2,300+ diagnostic centers and 200+ Telemedicine units.



Vision

Apollo's vision for the next phase of development is to 'Touch a Billion Lives'.

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".

STRENGTHS

- Experienced medical staff.
- Wide range of specialty consultations.
- On-site diagnostics (labs, imaging).
- Convenient hospital location.

WEAKNESS

- Staff Shortages.
- Inefficient Record Management.
- Overcrowding.
- Long patient wait times.
- High Dependency on Medical records.

OPPORTUNITIES

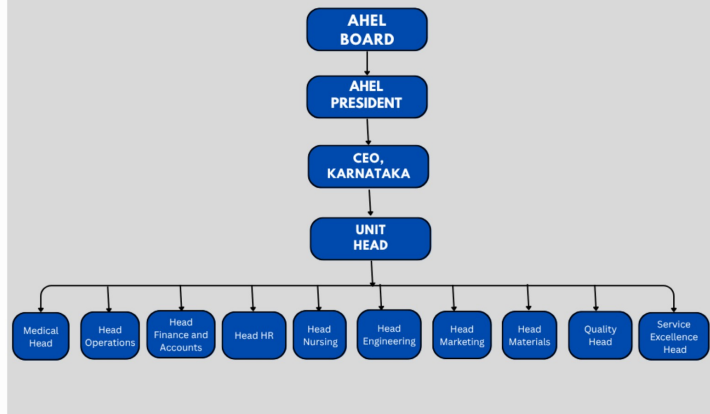
- Trusted brand name.
- Telemedicine.
- Partnerships with local clinics.
- Community outreach and health awareness programs.
- Implementing digital health records or scheduling systems.

THREATS

- Patient privacy/data security risks.
- Competition from private clinics or specialty centers.
- Low-cost alternatives may exist elsewhere.
- Outflow of skilled professionals to other places.

PROJECT

FUNCTIONAL ORGANOGRAM OF APOLLO HOSPITAL



Introduction-

In OPDs the utilization of clinical resources is crucial such as OPD rooms. however, in hospitals OPD rooms are often underutilized due to various reasons which can lead to patient dissatisfaction, longer wait times and overcrowding. Studying the utilization rates of OPD rooms by doctors can help identify the operational gaps and led to improvement in hospital resource management

Aim-

To estimate the utilization rate of the OPD consultation rooms by measuring actual Doctor's occupancy time as a proportion of total scheduled hours.

Objectives-

- Quantify the percentage of time OPD rooms that are actively used for consultations or procedures versus total available hours.
- Use the utilization insights to optimize staff scheduling and room assignments, aligning capacity with demand patterns.
- Analyze causes of under- or over-utilization, including scheduling inefficiencies

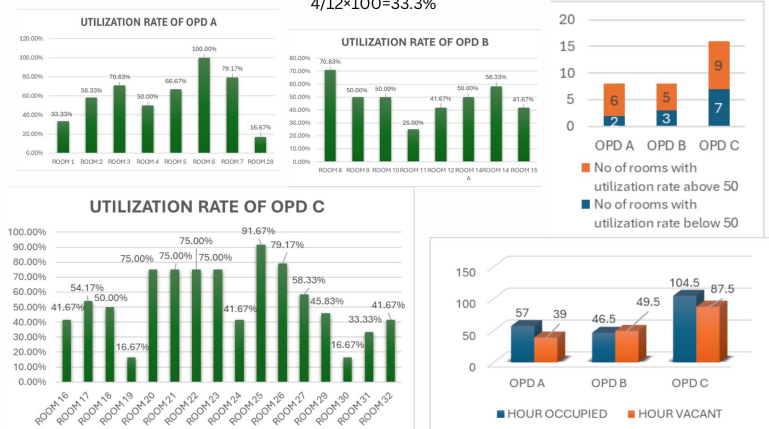
Methodology-

- **Study design-** Descriptive observational Time- motion study.
- **Setting-** 32 OPD rooms which are divided in three sections- OPD A (8 rooms), OPD B (8 rooms), OPD C (16 rooms) which are utilized by almost 60 consultants.
- **Duration-** Observation period of 4 weeks (8 rooms per week).
- **Subjects-** Doctors utilizing the OPD rooms

Tracking the time the rooms are used by consultants to calculate the utilization rate and calculating the average time the room was used by the consultant in a week.

$$\text{Utilization rate (\%)} = \left(\frac{\text{Total time occupied by doctors}}{\text{Total available time}} \right) \times 100$$

Since OPDs available time is 12 hours (8AM- 8PM). So,
In room 1- Doctors is available for 4 hours out of 12 ,
 $\frac{4}{12} \times 100 = 33.3\%$



THEORETICAL UNDERSTANDING

Case study ,hypothetical scenarios in healthcare systems, hospital planning, quality, ethics, finance all of these were studied in a structural manner.

PRACTICAL EXPOSURE

Patient care coordination, high pressure, varied departments, real-time challenges in managing patient flow, discharge planning, SOP development, audits everything is experienced in real time.

LEARNINGS

- Got the hands on experience by working in different departments such as OPD, IPD, customer relationship management, admissions and discharge.
- Learned the value of interdepartmental coordination and communication.
- Observed the real time conflict resolution and management..
- Learned about the work culture of the organization and tested the skills of adaptability..
- Observed the process of decision making by closely observing the authorities of the organization.
- Applied the concepts learned (Data analysis, Organization behaviour, Business communication) in the classroom into the practical environment

CHALLENGES

- Language barrier
- Insufficient data availability
- Connecting theoretical concepts in practical environment.
- Time management

SUGGESTIONS

- Digitalization of data to make analysis easier
- Implementation of token system in OPD
- Patients should be constantly informed and updated during waiting time
- Treatment plans should be explained properly to attendants by IPD staff
- Optimize staff scheduling based on demand patterns.

Findings-

Utilization rates of OPD A is ≈59.4%, OPD B ≈ 48.4%, OPD C≈ 54.4% and the overall utilization rate is≈ 54.2%

The utilization rate of OPD rooms is low compared to targeted 70-75% of the hospital 12 rooms have the utilization rate of less than 50%

Recommendations-

- 1) IPD rounds should be constricted only in emergency cases to prevent overcrowding and increased waiting times.
- 2) Reallocation and proper scheduling for rooms whose utilization rate is below 50%
- 3) Actions to make consultants adhere to their slot timings

Reporting Format Week 1

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 1 Form: ...12/05/25.....to.....18/05/25.....

Activity Done	Observed OPD scheduling and patient flow, observed and discuss layout of floor, got assigned a task to complete an excel sheet detailing doctors availability across 32 OPD rooms to ensure maximum optimization which is done and submitted to mentor.
Linking theory (Classroom learning) with practice at your organisation	Used data analysis skills from quantitative techniques to optimize room utilization, interact with staff coordinators and supervisors reflected the practical aspects of organizations behaviour and business communication.
Gaps identified on the working area.	Lack of clearly defined doctor's schedules in certain OPDs, inconsistency in data on doctor's timings by various staff. Sub-optimal use of some OPD rooms due to uneven scheduling.
Suggestions for improvement	Standardize and clearly define doctor's availability and schedule, use digital tools for real time schedule management.
Plan for the next week	Continuation with hand holding of patient's throughout OPD A,B and C. Possible shuffling between different departments of operations such as discharge, admission and PRM.

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format Week 2

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 2 From:.....19/05/25.....to.....25/05/25.....

Activity Done	Guiding patients through the OPD process, coordination of appointments and schedules of consultants and doctor's , solved patient's queries and problems, noted down the feedback and complaints and assisted in maintaining smooth workflow at OPD.
Linking theory (Classroom learning) with practice at your organisation	Applied concepts from Hospital Operations from essentials of hospital services and health quality to streamline OPD workflows, manage appointments, and address patients issues effectively.
Gaps identified on the working area.	Consultants and doctors not available at the time of appointments, coordination gap between OPD receptions and vital desks, low availability of wheelchairs and internal transport, long queues at OPD receptions.
Suggestions for improvement	Coordination and communication among the different staff members, availability of doctors and consultants at the time of appointments, more wheelchair and transport facilities for patients.
Plan for the next week	Continue assisting in OPD operations, guiding patients , managing appointments and resolving queries and supporting smooth workflow while identifying further areas of improvement.

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 3

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 3 From:.....26/05/25.....to.....01/06/25.....

Activity Done	Managed appointments of specific doctors (especially gastroenterologist and nephrologists) to provide help to patients and make the consultation process easier and maintain smooth workflow at OPD. Also managed crowd and solved issues and queries of patients. Made excel sheets of IP admissions which are planned, emergency and direct for the month of May.
Linking theory (Classroom learning) with practice at your organisation	Concepts of hospital service is used in patient care , addressing queries, crowd control and enhance service delivery, concepts of organization behaviour and principles of management are used.
Gaps identified on the working area.	Some consultants and doctors are not available at appointment scheduled timing causing increased waiting time of the patients, less manpower in certain specific areas of OPD causes difficulty in managing patients.
Suggestions for improvement	Availability of doctors and consultants in allotted times and increase of manpower in areas of crowd management.
Plan for the next week	From next week I will be working on guest relation and patient relationship management department to provide the bet care possible to patient and work on feedback and complaints.

Signature of the Student- Shruti Brahmpuria

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Reporting Format week 4

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 4 From:.....02/06/25.....to.....07/06/25.....

Activity Done	During my work at service excellence and patients relationship management department I went to rounds on different departments of hospital such as OPD,IPD,ICU and Executive wards to hear about the feedback and complaints of patients, also I tried to resolve the problems by contacting the respective people such as floor managers and administration.
Linking theory (Classroom learning) with practice at your organisation	Importance of effective communication , problem solving skills studied in health systems management to coordinate with administrative staff.
Gaps identified on the working area.	During interaction with patients I realized there were some communication gap between different departments in the hospital and the nurses and staff were not properly informing the patients about the procedures and are not connecting with the patients.
Suggestions for improvement	Proper communication of the treatment plan , training of empathy for nurses so that they can connect with the patients
Plan for the next week	From next week I will be working on Guest relations and Patient Relationship Management to provide best care possible to the patients and work on feedback and complaints

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 5

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 5 From:.....09/06/25.....to.....14/06/25.....

Activity Done	I spend this week learning the inner workings of Public relationship management team and how the agents interact with the patients and what are the software they use, with guest relationship manager I observed how to take feedback , suggestions and complains and work on it to provide better services to the patients.
Linking theory (Classroom learning) with practice at your organisation	connecting classroom theory (feedback loops, analytics, patient segmentation) with actual software workflows that enhance service and trust.
Gaps identified on the working area.	Patients may feel that their concerns are not taken seriously if they are not informed about the outcomes of their complaints. Overworked staff may struggle to provide empathetic care, impacting patient experiences
Suggestions for improvement	Regularly analyse complaint data to identify recurring issues, then adjust policies, processes, or training to prevent recurrence, acknowledge complaints quickly, then actively update the patient at each stage
Plan for the next week	From next week I will be working on Guest relations and Patient Relationship Management to provide best care possible to the patients and work on feedback and complaints

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 6

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 6 From:...16/06/25.....**to.....**21/06/25.....

Activity Done	Learned about admission process including creating admission files and consent form and assisted in arranging files and maintaining data entry for patient admission, observed layout of IPD floors, learned about billing, record keeping and effective communication with patients.
Linking theory (Classroom learning) with practice at your organisation	Used data analysis skills for quantitative techniques to arrange data and files, interaction with staff coordinators and supervisors reflected practical aspects of organization behaviour and business communication.
Gaps identified on the working area.	Language barrier with staff and patient makes communication challenging, difficulty in understanding the categorization of data during admission
Suggestions for improvement	Use analytics and apply tools to identify trends and refine categories, provide training on data management techniques in staff, conduct periodic reviews to correct misclassifications.
Plan for the next week	Improve communication skills to overcome language barrier by seeking help from staff, focus on better understanding of data categorization during patient admission, possible shuffling between departments of operations such as IPD floor management, Discharge and IP billing

Signature of the Student Shruti

Approved by the IIHMR University's Mentor

Reporting Format week 7

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 7 From:23/08/2025.....to.....28/06/2025...

Activity Done	Assisted in coordinating patient discharge with billing, pharmacy, and nursing. Monitored patient readiness and discharge turnaround time (TAT). Helped prepare daily discharge reports and pending discharge lists. I participated in review meetings and feedback collection.
Linking theory (Classroom learning) with practice at your organisation	Applied Hospital Operations Management concepts to understand discharge workflows. Understood practical application Observed the importance of Interdepartmental Communication and Process Flow studied in Healthcare Management courses. Applied concepts from Service Quality Management by analyzing patient satisfaction and delays in discharge.
Gaps identified on the working area.	Lack of real-time discharge status updates leading to delays. Poor communication between departments (e.g., pharmacy, billing, nursing). Inconsistent discharge checklist usage by staff. Manual data entry slowing down report generation.
Suggestions for improvement	Introduce a digital dashboard for real-time discharge tracking. Assign a discharge coordinator for each ward to streamline communication. Standardize and digitize the discharge checklist for accountability. Provide training on efficient use of the hospital management system to reduce delays.
Plan for the next week	Shadow the discharge coordinator more closely and document best practices. Assist in mapping the entire discharge process from patient readiness to exit. Collaborate with IT/admin team to explore possible digital improvements. Collect and analyze feedback from at least 10 discharged patients.

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 8

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 8 From:..... 30/06/2025.....to.....05/07/2025.....

Activity Done	Listed the reasons for increased waiting time for discharge and tried to provide solutions for it analysis and recording of feedback provided in the system for later references. Changes in staff of admissions and observed how the new staff handles the pressure and how the handovers for SLMs is done.
Linking theory (Classroom learning) with practice at your organisation	Applied concepts from Service Quality Management by analyzing patient satisfaction and delays in discharge. From the modules of principles of management concepts are applied when the staff was transferred and organization behavior's practical concepts were observed.
Gaps identified on the working area.	Lack of clarity and communication from the staff side to the patient's as to why the discharges were delayed and when the insurance related issues arose. Lack of accountability.
Suggestions for improvement	Division of jobs in the department so that the accountability is there. Digitalization of the data and constant updates should be given to patient throughout the hospital stay.
Plan for the next week	Observe the workflow of entire ground floor and interdepartmental work and working on the data collection and analysis for the project

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 9

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 9 From:.....07/07/25.....to.....12/07/25.....

Activity Done	During the absence of the lobby manager, I was responsible for overseeing the ground-floor main lobby of the hospital. In this role, I handled daily operations—including addressing patients' and staff members' needs—and regularly reported to my superiors.
Linking theory (Classroom learning) with practice at your organisation	Practical aspects of organization behaviour and essential of hospital services is done. Problem solving and conflict management is done.
Gaps identified on the working area.	Interdepartmental communication is lacking. Updating of patients and attenders is not done regularly. Data is not recorded properly and GPS are identified which causes difficulty in analysis.
Suggestions for improvement	Increase interdepartmental communication and activities. SOP to update the patient should be implemented in the hospital. Collection and recording of data should be done digitally.
Plan for the next week	Coordinating in a camp and have to go on a sit to provide health checkup patients and recording and managing of data both digitally and manually.

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor

Reporting Format week 10

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 10 From:.....14/07/25.....to.....19/07/25.....

Activity Done	Our hospital partnered with a company to provide employees with free annual health check-ups. I coordinated the sequential scheduling of services such as USG, ECG, echocardiogram, audiogram, ophthalmology tests, and X-rays. My responsibilities included ensuring that each component ran smoothly—from resource availability to timing and staff assignments. In my final week, I travelled to the company site to oversee a similar initiative. There, I managed the records and logistics for approximately 560 employees, responded to their inquiries, maintained the operational flow, and monitored resource availability to ensure everything proceeded efficiently.
Linking theory (Classroom learning) with practice at your organisation	Operations Management in Healthcare” or “Project Management for Healthcare” cover optimizing processes, resource allocation, sequential workflow, and ensuring timely delivery.
Gaps identified on the working area.	Communication between the he two organizations is sometimes lacking causing confusions. internally in the hospital different departments had to work together such as marketing operations and quality which proved to be difficult.
Suggestions for improvement	Coordination and communication among the different departments and detailed pre planning of the events and camps should be done.
Plan for the next week	N/A

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University’s Mentor

Compiled Reporting Format

Name of the Organisation: Apollo multi-speciality hospital, Bengaluru

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

Name of the Student: Shruti Brahmpuria

Roll no: 2090

Stream: MBA (HM)

Week no: 1-10 From:.....12/05/25.....**to**.....21/07/25.....

Activity Done	Worked in different departments of the hospital such as OPD, PRM, service excellence, Admissions and Discharge, IP billing, For first two weeks I worked in OPD where I observed the process of registration, billing, vitals and consultations in OPD I got to interact with almost 50 patients per day where I solved their problems and keep them informed. I also recorded the number of consultations and conversions of cases in the IP. I also closely observed how the decisions are made, and the conflicts are resolved, then I went to PRM department where I observed how the appointment is given and how they deal with the patient where I observed a team of 7 members deal with almost 500 calls on daily basis. Then I went to service excellence where my work was to increase the NPS scores of different departments by making the patients aware about the Apollo feedback system. After that I went to the admission where I learned the process of plant emergency or OPD cases converting to IPD. I observed the different categories of suite and rooms available in surgical and medical wards. Then I went to discharge department where I observed the Process of Clearing of insurance & billing by cash. For the last week of my internship, I went on a camp for an Annual Health Checkup of + plus Employees as a coordinator. My work was to digitalize the data for different investigations and manually sorting out the files. Mystery audit & various assignments are also handed over to me.
Linking theory (Classroom learning) with practice at your organisation	Linked the concepts of Organization behaviour concepts, principles of management, business communication and values of ethics and management of quality and standards are observed and practiced throughout the internship in day to day interactions with patients, attenders and staff.

Gaps identified on the working area.	1. Unavailability of digital data, 2. Lack of space in OPD area, 3. Patients are not properly updated for the delaying of consultation in OPD, 4. Attenders are not updated about the treatment procedure done by the Nurses, 5. Unavailability of Doctors at schedule time in OPD, 6. Space availability lack in Emergency department, 7. Time management for nursing staffs, 8. Less available internal transporting system, 9. Overtime & overworking issues
Suggestions for improvement	Install queue management displays and SMS alerts to update patients proactively. Expand space or redesign layout in OPD/emergency areas for better flow. Upskill staff digitally and in communication; cross-train to reduce burnout. Keep the attenders of the patients updated throughout the process. keep record of overtime and absenteeism to provide rewards.
Key Learnings	1. Communication Skills, 2. Conflict Management, 3. Quick decision-making skills, 4. Digitalization of data, 5. Organization culture, 6. Dealing with confidential information, 7. How to conduct an audit, 8. Dealing with patients, 9. Interdepartmental coordination, 10. Time management, 11. Adaptability, 12. Technical skills, 13. Soft skills

Signature of the Student- Shruti Brahmpuria

Approved by the IIHMR University's Mentor