

SUMMER INTERNSHIP PROGRAM

At



GUNVATTA GURUKUL **(Quality council of India)**

From **09 May 2024** to **07 July 2025**

A REPORT BY

Shivraj Devidas Shelar

Master of Business Administration

Hospital and Health Management

IIHMR-U/01/2024-26/2076

2024-26

Under the Mentorship of

Dr. Anupam Mehrotra

IIHMR University, Jaipur





Certificate of Achievement

This is to certify that

Mr./Ms..... **Shivraj Shelar**

S/o / D/o..... **Devidas Shelar**

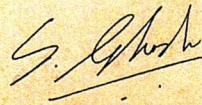
has been awarded the **Certificate of Achievement** for
successfully completing his/her 8-week training program from

GUNVATTA GURUKUL

(An Initiative of Quality Council of India)

during **9th May, 2025** to **7th July, 2025**

at New Delhi.



Head, Gunvatta Gurukul

IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Shivraj Shelar** of academic year 2024-26 **Institute of Health Management Research** has prepared a poster with respect to his summer internship held during May-July 2025.

He has carried out work as per the guidelines. His poster is approved for presentation.

Date: 29/07/2025

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

Dr. Anupam Meherotra

Assistant Professor

PRADHAN MANTRI JAN AROGYA YOJANA

Through the Lens of QCI- Challenges and Goals

INTRODUCTION

Gunnvatta Gurukul is an initiative by Quality Council of India, launched in 2023. It is a 8 week training program designed to develop youth professionals who will contribute in Viksit Bharat 2047.

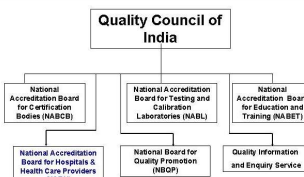
VISION

QCI was established as a public-private partnership model to ensure quality standards in all areas of economic and social activity. QCI was established as a separate autonomous agency.

MISSION

To lead to the National Quality Movement in India by incorporating all the stakeholders and putting a focus on adherence to quality standards in all domains of activity, with the primary goal of promoting and preserving the interest of the country and its people.

ORGANOGRAM



OBJECTIVES

- To identify the existing gaps and challenges in the implementation of the Pradhan Mantri Jan Arogya Yojana (PMJAY).
- To study the role of the Quality Council of India (QCI) in ensuring quality assurance and monitoring within the PMJAY scheme.
- To evaluate the implementation of PMJAY based on enrolment, utilization, and awareness levels among beneficiaries.

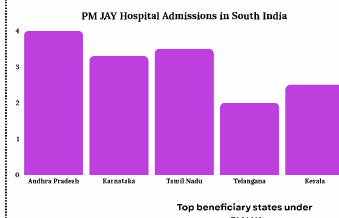
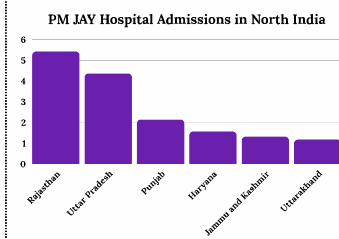
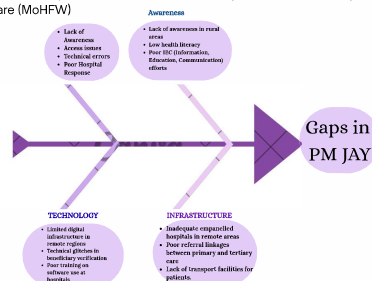
METHODOLOGY

Type of Study: Descriptive and Longitudinal Study

Study Area: Comparative study between north and south India States under PMJAY.

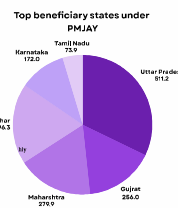
Study Period: Comparative State-wise Analysis for the Year 2025

Data Collection Sources: Official Website of PMJAY, Research Articles, Government Reports, Newsletters, and Ministry of Health and Family Welfare (MoHFW)



ANALYSIS

- Admissions done under PMJAY scheme in North India
- Admissions done under PMJAY scheme in south India.



CHALLENGES FACED

- The laptop assigned to me constantly underperformed, which caused delays in my work.
- Field visits could have been more structured.
- More information about schemes associated with QCI should be included in the curriculum.

PRACTICAL WORK

- Field Insights and Stakeholder engagement
- Report compilation and Documentation
- Analytical and Research Tasks

- Largest government health insurance scheme in the world
- Provides ₹5 lakh cashless treatment per family per year
- Covers over 10.74 crore poor and vulnerable families

SWOT

- Digital integration with ABHA (Health IDs) for better tracking
- Partnerships with NGOs, community health workers for outreach
- Strengthening health infrastructure through linked schemes
- Building public trust in government health services

- Political resistance in non-participating states (e.g., Delhi, Odisha, WB)
- Private hospital dominance may increase healthcare costs
- Overcrowding in public hospitals due to increased demand
- Sustainability concerns due to rising healthcare costs
- Cybersecurity risks with digital health data

FINDINGS

- Beneficiary and hospital data is often missing or not properly updated.
- Some states have implemented PMJAY better than others, which makes it hard to evaluate the scheme equally.
- Many citizens are still unaware of the scheme or don't fully trust it.
- There are no clear quality standards to measure hospital or doctor performance under PMJAY.
- There is no official digital quality certification (like NABH) to ensure digital health services are reliable.

SUGGESTIONS

- Create a quality certificate (DHQS) for hospitals, labs, and health apps under PMJAY, focused on patient safety and correct data entry.
- Verify hospital and doctor registrations properly and introduce QCI audits to check if they're genuine (HFR & HPR).
- Build public trust by being transparent and spreading awareness about PMJAY benefits.
- Create a live dashboard to track how PMJAY is used (Ayushman cards, treatments, outcomes).
- Encourage digital systems like online records and digital health IDs (ABHA) in hospitals.
- Set up a proper system to handle complaints and feedback from patients.

THEORETICAL WORK

- Introduction to Public Policy and Governance
- Policy Evaluation Frameworks
- Quality Standards and Institutional Frameworks
- Monitoring and Evaluation Frameworks Concepts

USEFULNESS OF INTERNSHIP

- Engaged in activities like Design Thinking and honed skills for group work.
- Worked on assignments and presentations to hone my Project Management skills.
- Learned various problem-solving and RCA techniques.
- Learned about Quality Infrastructure System and processes of Accreditation, Certification, and Conformity Assessment in different domains.

Weekly Report

Name of the Organisation: QUALITY COUNCIL OF INDIA

Area/ Department/ Project of Summer Internship Program: GUNVATTA GURUKUL

Name of the Student: Shivraj Shelar

Roll no: 2076

Stream: MBA-Hospital and Health Management

Week no: 1 From: 13 MAY 25 to 17 MAY 25

Activity Done	• Gained insight into the vision and mission of the Quality Council of India and its Gunvatta Gurukul initiative. • Attended sessions on various government schemes and understood QCI's involvement in their execution. • Drafted and submitted a project proposal using MS Word based on the learnings and discussions held during the week.
Linking theory (Classroom learning) with practice at your organisation	• The academic concepts covered in our public health classes were highly relevant and aligned with the work being done at QCI. • Modules such as NHM, IMMR, and INMR offered clarity and helped contextualize the organizational efforts in public health policy and infrastructure development.
Gaps identified on the working area.	• The schedule of activities is densely packed, leaving limited room for flexibility. • Frequent group restructuring has led to occasional coordination issues and a lack of team synergy due to varying working styles.
Suggestions for improvement	• Groups could be better organized by aligning members with similar work patterns or collaboration styles, reducing misunderstandings and interpersonal friction. • A slight relaxation in the daily schedule may enhance productivity and reduce stress among interns.
Plan for the next week	• Focus on understanding the practical aspects of public policy formulation and how it translates into field implementation.

	• Begin exploring the processes involved in quality certification and accreditation provided by QCI to various institutions and organizations.
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Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report

Name of the Organisation: Gunvatta Gurukul, Quality Council Of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no: 2076 Stream: MBA- Hospital and Health Management

Week no: 2 From: 19 May 2025 to 23 May 2025

Activity Done	Day1, week2- Communication Styles (Passive, Aggressive, Accommodative, Assertive) were discussed Day 2—My group gave a presentation on various schemes, of which my part was for the PMJAY. The role of QCI in these schemes was included in the PPT. The role of QCI is mainly from the board of NABH. It ensures quality treatment is delivered to the patients. The impact of PMJAY is shown to the population. It also plays a role in management systems like HMIS and LMIS. Day 3- I wrote a project note on the building of separate washrooms for transgenders across Delhi was written and submitted under the guidance of my organizational mentor Pallavi Ma'am. Day 4- Various steps on how we can do Conflict management were discussed. A few steps are the Source of the conflict, Listening, investigating, coming on a common ground, and prevention. The models which are associated with conflict management were also discussed. Eg. Thomas Model. Day 5- Knowledge, Skills, and Attitude theory was discussed, along with a note on how these three aspects are responsible for the implementation of positive thinking in our daily life was written. Public Policy Formulation and approval steps were taught to us and how public policy is framed and approved at the governance level was discussed. The steps include Agenda Setting, Policy Articulation, and Policy Adoption.
Linking theory (Classroom learning) with practice at your organisation	The communication part that is taught to us here was already taught to us in the classroom in the module of Behaviour change communication, by Neetu Purohit Mam and Alok Mathur Sir.

	The part of the PPT that I delivered in my organization was already known to me as it was part of my module in the National Health Programs by Dr. Mamta Chauhan Ma'am.
Gaps identified on the working area.	The laptop assigned to me was not working properly and the replacement took 2 days; this hampered my work and caused me trouble. There is no provision for medical leaves except 1 leave. No ID Cards have been assigned to us.
Suggestions for improvement	- Maintenance of the systems/Laptops should be done before the joining of the interns/trainees. - Provision of more medical leaves should be there and more flexibility in taking leaves can be encouraged. - ID Cards should be handed over on the day of joining to ensure smoother operation and the hassle of manual attendance can be prevented.
Plan for the next week	Start working on the Project under the Mentor's Guidance. The topic is Quality Accreditation and Certifications At NABH.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report

Name of the Organisation: Gunvatta Gurukul- Quality Council of India

Area/Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no: 2076

Stream: MBA-Hospital and Health Management

Week no: 3 **From:** 26 May 2025 to 30 May 2025

Activity Done	• Day1, Week 3- • Activity 1: Group Project – Future Product Redesign (Project Management Module) As part of our Project Management module, I participated in a group project where we were tasked with selecting an existing product and reimagining its design 20 years into the future. Our final output was a presentation showcasing the redesigned product, supported by a detailed SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). • This activity enhanced my understanding of innovation, future planning, and strategic thinking. Working in a team also helped me develop collaboration and communication skills. • Activity 2: Government Scheme Evaluation In another project, we selected a government scheme JSSK (Janani Shishu Suraksha Karyakram) and conducted a comprehensive evaluation based on several parameters. These included: • Aim and Objectives • Mission and Vision • Historical Background • Budget Allocation • Monitoring and Evaluation Mechanism • Success Indicators • Identification of Gaps • This project gave me valuable insight into how government initiatives are designed and assessed. It
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	also improved my analytical skills and understanding of public policy. • • Day 2, Week 3- • Session on Goal Setting and Planning Today's session focused on the importance of goal setting and effective planning. We explored various tools and frameworks used in both personal and professional development. These included: • SMART Goals – Specific, Measurable, Achievable, Relevant, and Time-bound • KRA (Key Result Areas) – Defining critical areas of expected outcomes • KPI (Key Performance Indicators) – Metrics to measure performance and success • Target Setting – Establishing clear benchmarks and deadlines • VARK Learning Styles – A model that identifies individual learning preferences: Visual, Auditory, Reading/Writing, and Kinesthetics. • The session highlighted how structured planning and personalized learning approaches can significantly enhance goal achievement and productivity. • Day 3 – Week 3 • Event: Inauguration of 1 QCI at the World Trade Centre, New Delhi On 28th May 2025, I had the privilege of attending the inauguration ceremony of 1 QCI (Quality Council of India) at the <i>World Trade Centre, New Delhi</i>. The event was inaugurated by Shri Piyush Goyal, Hon'ble Cabinet Minister for Commerce and Industry. • Attending this event provided valuable exposure to national-level initiatives focused on quality standards and institutional development. It was an insightful experience that highlighted the
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	government's commitment to promoting excellence across various sectors. • Day 4 – Week 3 • Task: Data Compilation of Placements – Gunvatta Gurukul Today, I worked on creating an Excel report documenting the placement details of candidates from Gunvatta Gurukul who were placed at QCI. My responsibilities included: • Counting the total number of placed candidates • Using COUNTIFS to apply conditional filters • Creating and formatting a Pivot Table for data analysis and summary • This exercise helped strengthen my proficiency in Microsoft Excel, particularly in using formulas and analytical tools to organize and interpret data effectively. • Day 5, week3- I attended a leadership connect on climate change and its effects on the environment by Mr. Ankit Tulsyan, Director- Climate change and environment, division, GPS sector, EY
Linking theory (Classroom learning) with practice at your organisation	• The project management tasks, including the SWOT analysis and product redesign, recalled the Marketing module taught by Dr. Seema Mehta. • Similarly, while evaluating various government schemes, we engaged in research and formulated both null and alternative hypotheses—an experience that echoed the lessons from the Statistics module conducted by Dr. J.P. Singh.
Gaps identified on the working area.	• The laptop assigned to me consistently underperforms and experiences frequent lag, which

	negatively impacts my efficiency and leads to delays in completing my work at the organization.
Suggestions for improvement	Regular updates to the systems provided to us would help ensure optimal performance and minimize delays in our work.
Plan for the next week	Following a discussion with my manager, the topic of my project has been revised. Initially, the focus was on conducting a SWOT analysis of the NABH board. However, considering the potentially sensitive and controversial nature of the subject, I decided to change the topic. The updated project now involves assessing and analyzing various Government of India schemes in which the Quality Council of India (QCI) plays a role. The scheme selected by me is PMJAY. The evaluation will be carried out across multiple parameters, including budget allocation, key performance indicators (KPIs), impact generated, and the expected growth over the next five years.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report

Name of the Organisation: Gunvatta Gurukul, Quality Council of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no: 2076 **Stream:** MBA- Hospital and Health Management

Week no: 4 **From-** 2 June, 2025 **to** 6 June,2025

Activity Done	Day 1 week4: I attended a session on Project Planning and Management, where we explored various techniques to efficiently plan a project. The discussion covered key steps such as problem identification, internal team discussions, recede visits, situation mapping, tool finalization, sampling, execution, and report building. -: we were briefed on the upcoming hospital visit by NABH, including important guidelines for the visit. Day 2: We delved into research orientation, learning about different types of research methodologies. As part of the session, we were divided into groups and assigned a scheme to analyse
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	- I attended a masterclass on interview preparation, where we received expert insights on crafting a standout CV and key strategies to ace job interviews. Day 5: My mentor conducted an insightful session on Quality Assurance vs. Quality Control, discussing their differences at an organizational level and how each plays a vital role in maintaining industry standards.
Linking theory (Classroom learning) with practice at your organisation	- My visit to Yashoda Hospital brought back key lessons on hospital services taught by Dr. Mahendra Sir. His teachings aligned with real-world applications, allowing me to connect theoretical concepts with practical observations during the visit. The experience reinforced the importance of structured hospital operations and patient care, making the insights shared by Mahendra Sir even more valuable.
Gaps identified on the working area.	the hospital visit was originally done to provide insights from an NABH accreditation perspective. However, we were not given any information about the certifications and accreditation requirements hospitals must meet under NABH. This hindered my learning, as understanding NABH standards is crucial for evaluating hospital quality and compliance. Without this key information, I couldn't fully grasp how hospitals maintain accreditation, adhere to guidelines, and improve patient care. The visit would have been far more impactful had these aspects been addressed.
Suggestions for improvement	The field visits could have been more structured in terms of delivering relevant information, particularly regarding NABH certifications and accreditation requirements. Without a clear focus on these essential aspects, my understanding of hospital compliance, quality standards, and regulatory frameworks remained incomplete. This lack of detailed insights impacted my learning by limiting exposure to real-

	world applications of NABH guidelines. A well-planned visit should have provided direct engagement with hospital officials who oversee accreditation processes, allowing me to gain firsthand knowledge of the challenges and best practices involved.
Plan for the next week	I have changed my project as mentioned earlier. My new topic will be, to examine the structure, objectives, implementation, and impact of the Pradhan Mantri Jan Arogya Yojana(PMJAY), with a focused analysis on the contributions and responsibilities of the Quality Council of India (QCI) in ensuring quality, standardization, and effective execution. This is approved by my organisation mentor and my manager.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report

Name of the Organisation: Gunvatta Gurukul- Quality Council of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

	• Day 3: Conformity Assessment & Mock Interview - I delivered a presentation on <i>Conformity Assessment</i>, covering its types, benefits, and the roles of QCI, NABCB, and NABL. - I participated in a <i>mock interview</i> with my mentor, which helped me identify my weaknesses and areas for improvement. </
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	• Additionally, the marketing module taught by Seema Mehta mam has been useful in conducting root cause analyses for these schemes. The lessons on identifying market gaps have enhanced my ability to pinpoint challenges and develop strategic solutions.
Gaps identified on the working area.	NA •</

Weekly Report

Name of the Organisation: : Gunvatta Gurukul, Quality Council of India

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	• I attended a Leadership Connect by Dr. Pawan Kapoor, an air marshal and a distinguished medical officer. He also served as the director general of medical services(air). He is one of the chairmen of the technical committee of NABH. •
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Weekly Report

Name of the Organisation: Gunvatta Gurukul, Quality Council of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no: 2076 **Stream:** MBA- Hospital and Health Management

Week no: 7 **From:** 23 June,2025 to 27 June, 2025

Activity Done	Week 7, Day 1- I prepared and presented a presentation on AI in Healthcare. This presentation included the AI Platforms that can be beneficial to doctors and healthcare providers in the efficient diagnosis of diseases. I also included a slide on Robotics in Healthcare, and I put more emphasis on how Robotics can be beneficial in Surgeries. Day 2 – I prepared a chart depicting how emotional Intelligence can help people grow in their organisations. For this activity, we were divided into groups, and all of us prepared and presented the chart. Days 3 and 4 - Interviews for placements were scheduled, so these days were kept free. I studied the role of NABH. Day 5- I attended a session on professional email writing. Our facilitators taught us about the common mistakes that people make in writing emails. This was a very helpful session as it provided us few tips how we can write our emails effectively and avoid common mistakes.
Linking theory (Classroom learning) with practice at your organisation	The email writing session reminded me of the BCC module taught by Dr. Alok Mathur and Neetu Purohit mam, the email writing was also discussed in that module. This reminded me of the lessons the teacher taught us during the class.
Gaps were identified in the working area.	NA

Suggestions for improvement	NA
Plan for the next week	I will compile the report on JSSK and PMJAY and submit it to my mentor.

Signature of the Student

Approved by the IIHMR University's Mentor

Weekly Report

Name of the Organisation: : Gunvatta Gurukul, Quality Council of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no:2076

Stream: MBA- Hospital and Health Management

Week no: 8 From: 30 June, 2025 to 4 June, 2025

Activity Done	Day 1: Project Planning and Implementation I attended a session on project planning and implementation, which provided valuable insights into how projects should be structured within an organization. I learned the importance of selecting the right team members and fostering effective team-building strategies. As a healthcare student, I recognize that proper planning and execution are critical in healthcare settings—whether it's launching a new patient care initiative, managing clinical trials, or improving hospital workflows. A well-planned project can significantly enhance patient outcomes and operational efficiency. Day 2: Storytelling and Consulting This session focused on the art of storytelling and its role in effective consultation. I learned that storytelling is a powerful communication tool, especially for managers and healthcare professionals. It helps convey complex messages in a relatable and memorable way, fostering stronger connections with team members and patients alike. In healthcare, storytelling can be used to educate patients, advocate for public health, and inspire teams during challenging times. Day 3: Team Activity – We were divided into teams and assigned the topic: <i>"Trowels—They dig deep and plant the seed of advocacy."</i> Trowels, commonly used in horticulture, were used metaphorically to represent tools of change and growth. Our task was to create and present a story around this theme. This activity emphasized creativity, collaboration, and the importance of advocacy—
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	skills that are essential in healthcare when promoting patient rights, public health initiatives, or systemic improvements. Days 4 & 5: Final Assessments and Closure Our final assessments included a behavioral evaluation and a written test. These assessments helped gauge our understanding and personal development over the course. As it was the final day, we were given time to unwind after the assessments. We also returned our access cards and laptops to the technical team, marking the official conclusion of our program.
Linking theory (Classroom learning) with practice at your organisation	In healthcare management, we learned about project cycles, strategic planning, and resource allocation. This session brought those concepts to life by showing how real-world projects are initiated and executed. Storytelling aligns with communication modules taught by Neetu Purohit Mam and Organisation Behaviour by Nutan Mam. The part of leadership, empathy and counselling is aligned with the storytelling module.
Gaps identified on the working area.	NA
Suggestions for improvement	More activities should be included in the curriculum because sometimes repetitive sessions can cause boredom and decrease productivity.
Plan for the next week	I have completed my project, and I will compile it into a poster and will be sharing it with her. The deadline shared is 20 July, 2025.

Signature of the Student

Approved by the IIHMR University's Mentor

Compiled Report

Name of the Organisation: : Gunvatta Gurukul, Quality Council of India

Area/ Department/ Project of Summer Internship Program: Quality

Name of the Student: Shivraj Shelar

Roll no:2076

Stream: MBA- HM

Activity Done	Over the 8-week Summer Internship Program at the Quality Council of India (QCI) under the Gunvatta Gurukul initiative, I engaged in various academic, analytical, and field activities. These activities were aligned with quality management in healthcare and public policy, allowing me to contribute to real-world healthcare improvement initiatives. • In Week 1, I learned about QCI's vision and mission, studied various government schemes, and drafted a project proposal. • Week 2 included sessions on communication styles, presentations on healthcare schemes (specifically Ayushman Bharat Digital Mission), conflict management, and a project note on transgender-inclusive infrastructure in Delhi. • In Week 3, I worked on a future product redesign project, conducted a detailed evaluation of the JSSK scheme, attended leadership connects on climate change, and performed data compilation on Gunvatta Gurukul placements. • Week 4 included hospital visits, research methodology training, and analysis of the Janani Suraksha Yojana scheme. I also engaged in sessions on Quality Assurance vs. Quality Control and attended a masterclass on interview preparation. • In Week 5, I focused on quality assessment tools like Fishbone and Root Cause Analysis. I also presented on conformity assessment, participated in mock interviews, visited a waste-to-energy plant, and began identifying gaps in PMJAY. • Week 6 involved presenting on case studies and renewable energy, participating in a sports day and a
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	talent hunt, and attending creative thinking and leadership sessions. • Week 7 included a presentation on AI in Healthcare, emotional intelligence activities, professional email writing sessions, and project compilation work. • In the final Week 8, I attended sessions on project planning, storytelling, consulting, and completed final assessments. I also worked on the finalization of my PMJAY project.
Linking theory (Classroom learning) with practice at your organisation	The internship provided an opportunity to closely relate classroom teachings with organizational practices: • Topics from National Health Programs (Dr. Mamta Chauhan) were directly applicable when evaluating JSSK, and JSY schemes. • Marketing and Strategic Management lessons (Dr. Seema Mehta) were useful during product redesign tasks, root cause analysis, and case study evaluations. • Sessions on Behaviour Change Communication (BCC) (Dr. Alok Mathur and Neetu Purohit) helped reinforce communication styles, professional writing, and email etiquette. • Statistics and Research Methods (Dr. J.P. Singh) were directly applied while conducting scheme evaluations, developing hypotheses, and analyzing project data. • Field visits to hospitals and waste management plants reinforced concepts from Hospital Administration (Dr. Mahendra Sir) and Quality Assurance modules. • The session on storytelling and leadership linked with lessons in Organizational Behaviour (Nutan Mam), particularly around empathy, leadership, and motivational communication.
Gaps identified on the working area.	• Overloaded schedules with minimal flexibility impacted intern engagement and productivity. • Group restructuring without alignment in working styles created friction and coordination issues.

	• Laptops provided had performance issues and delayed project work. • Absence of medical leave provisions caused difficulty during health emergencies. • Field visits lacked sufficient insights into NABH certifications, reducing their learning impact. • Repetitive content in sessions sometimes reduced focus and enthusiasm..
Suggestions for improvement	• Technical equipment should be checked and updated before the internship begins. • Provide ID cards and access credentials from Day 1 for smoother onboarding. • Include additional medical leave options to cater to genuine health-related absences. • Structure field visits to ensure deeper understanding of NABH processes and accreditation. • Diversify training sessions to maintain interest and avoid repetition. • Include more interactive, hands-on activities related to QCI's operations.
Key Learnings	• Acquired a comprehensive understanding of QCI's role in improving healthcare quality and executing government schemes. • Gained insights into NABH, NABL, and other boards that maintain India's quality infrastructure. • Strengthened analytical and strategic planning abilities through project management exercises. • Understood real-world applications of government schemes. • Improved practical skills such as MS Excel reporting, root cause analysis, empathy mapping, and SWOT analysis.

	• Developed soft skills including communication, teamwork, leadership, creativity, and public speaking. • Enhanced confidence through mock interviews and leadership connect sessions with industry experts. • Learned to apply academic theories in real-time scenarios, bridging the gap between classroom learning and field implementation..
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Signature of the Student

Approved by the IIHMR University's Mentor