

SUMMER INTERNSHIP PROGRAM

at

CK BIRLA HOSPITAL, GURUGRAM

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

A REPORT BY

DR. SALONI JAIN

Master of Business Administration

(Hospital and Health Management)

Roll no. – **2066**

2024-26

under the Mentorship of

Dr. Arindam das





CKBH/Intern/2025/011

July 14, 2025

To Whomsoever It May Concern

This is to certify that **Dr. Saloni Jain** has done her internship with CK Birla Hospital, Gurugram, from May 12, 2025 to July 15, 2025 in the department of Medical Services.

During her tenure, we found her to be sincere and hardworking towards the duties assigned to her.

For CK Birla Hospital, Gurugram.

Regards,


Monika Kapoor Singh
General Manager – People & Culture

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CIN No. U74140DL2014PTC272562

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Saloni Jain** 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 that reads 'Arindam Das'.

Dr. Arindam Das

Professor

IIHMR University, Jaipur

Faculty Mentor- Dr. Arindam Das Presented by- Dr. Saloni Jain(2066) MBA HM-29 Organization Mentor-Dr. Dimple Zutshi

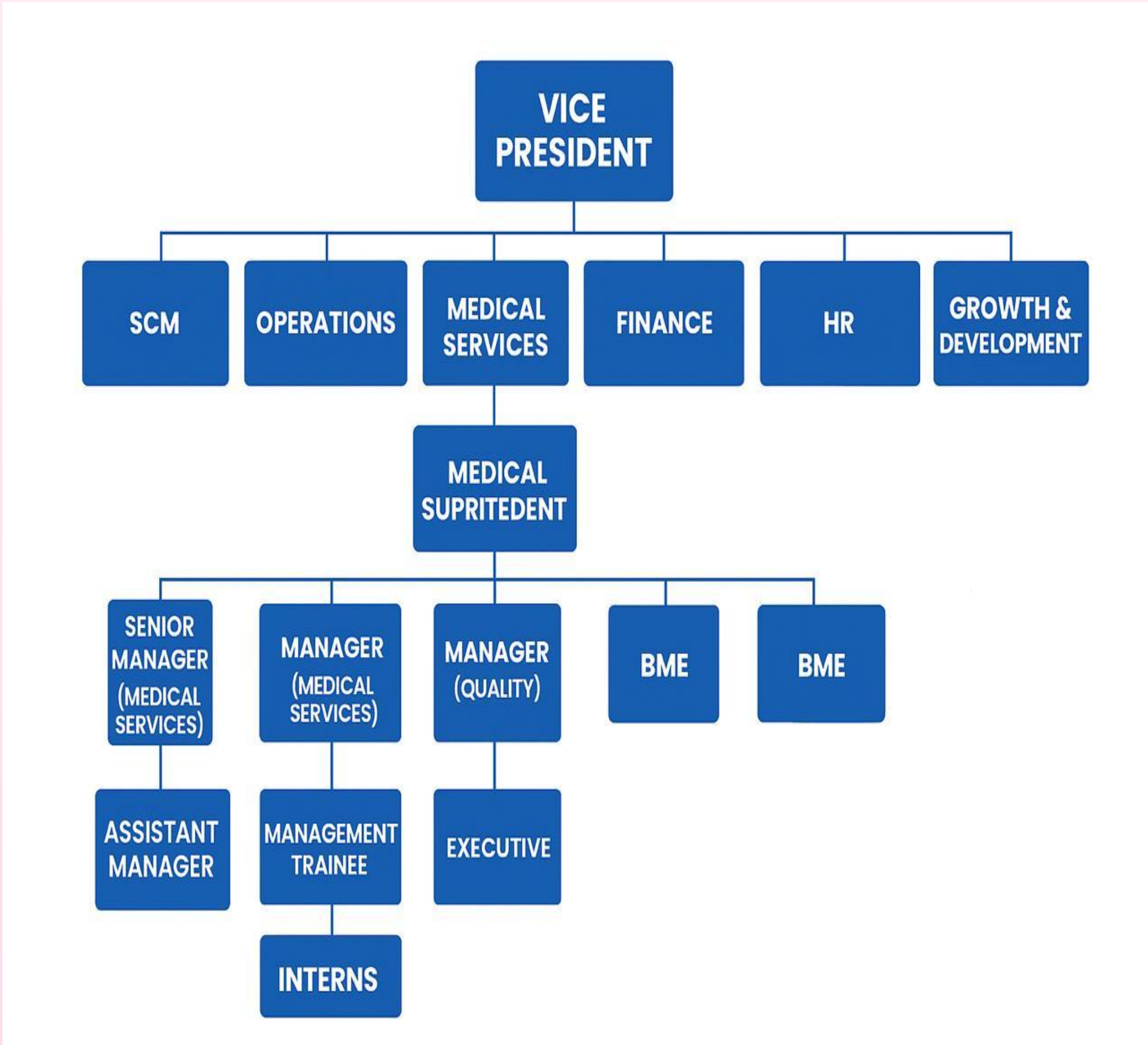
HISTORY & DESCRIPTION OF ORGANIZATION

- The CK Birla Hospital is a NABH accredited, multi-speciality hospital located in Gurgaon. Known for its patient-centric approach, clinical excellence, and compassionate care, hospital offers advances medical services.
- It is a part of CK Birla Group, with healthcare legacy of over 160 years.

VISION & MISSION

- Vision**
To transform the future of healthcare through outstanding clinical outcomes, research, education and compassionate care.
- Mission**
To bring global standards of clinical expertise and care to patients and their families.

ORGANIZATIONAL STRUCTURE



CHALLENGES FACED DURING INTERNSHIP:

- Limited participation in departmental feedback meetings, resulting in missed opportunities for deeper engagement and learning.
- Outcomes and discussions were not effectively communicated to the ground staff who were actively involved in data collection.

LEARNINGS DURING INTERNSHIP:

- Skill Development- worked with multiple departments & stakeholders, effectively managing tasks under tight deadlines – a challenging yet rewarding experience.
- Significantly improved proficiency with MS Excel & PowerPoint
- Gained hands-on experience in **Active File Auditing** and analytical review processes.
- Improved ability to identify gaps in patient care and recommend actionable improvements.

USEFULLNESS:

- Improve essential skills such as communication, problem solving, time management, and teamwork.
- Gain hands on experience in healthcare quality management

SUGGESTIONS:

- Strengthen Human Resources: Increase recruitment of paramedical staff to ensure improved patient care and reduce workload on existing teams.
- Upgrade and improve **HIS software** to improve patient outcomes and services.

KEY PRACTICES TO PREVENT MEDICATION ERRORS

Double-Check Every Time

- Verify the *five rights*: right patient, right drug, right dose, right route, right time

Read Back Orders

- Confirm all verbal or phone orders by repeating them clearly

Label Medications Clearly

- Use standardized labels and Tall Man lettering to avoid confusion

Minimize Distractions

- Prepare and verify medications in a quiet, designated area

Leverage Technology

- Utilize barcode scanning and electronic prescribing systems

Document Promptly

- Record administration details immediately in patient records

Provide Ongoing Education

- Regular training and competency checks for all staff

PROJECT

WHY DO WE NEED MEDICATION AUDIT?

- Drive clinical effectiveness
- Ensure compliance with protocols
- Guide staff training and improvements
- Identify and reduce medication errors

METHODOLOGY

A retrospective audit was conducted on 200 patient records using a standardized data collection tool. Key parameters related to prescribing, documentation, dispensing, and administration were evaluated. The data was systematically analyzed to assess compliance with institutional protocols and identify opportunities for quality improvement.

AUDIT PARAMETERS REVIEWED

Prescription Parameters

- ✓ Doses Stated
- ✓ Frequencies Stated
- ✓ Routes Stated
- ✓ Legible Prescription
- ✓ Standard Abbreviations
- ✓ Capital Letters Used

Documentation & Risk Checks

- ✓ Allergies Recorded
- ✓ Food-Drug Check
- ✓ Duplication Avoided
- ✓ Intervention Needed

Dispensing & Administration

- ✓ Dispensed Correctly
- ✓ Right Dose Dispensed
- ✓ Drugs Administered
- ✓ Correct Administration

INPATIENT (IP) vs. OUTPATIENT (OP)

Inpatients (IP)

- ✓ Admitted to hospital
- ✓ Overnight or longer stay
- ✓ Medications given by nurses/doctors
- ✓ Continuous monitoring
- ✓ Higher risk (IV drugs, critical care)
- ✓ Focus: Timely administration, double-checks, documentation
- ✓ Examples: ICU, surgery, severe infections

Outpatients (OP)

- ✓ Not admitted (OPD visit)
- ✓ Same-day visit
- ✓ Medications dispensed to take home
- ✓ Periodic follow-up
- ✓ Lower risk (oral meds)
- ✓ Focus: Prescription accuracy, labeling, counseling
- ✓ Examples: OPD, chronic disease follow-up

MEDICATION AUDIT FINDINGS (N=200)

- Excellent compliance** in prescribing, dispensing, administration (>90%)
- Poor allergy documentation** (only 12% cases)
- Food-drug interactions not noted at all (0%)**
- Standard abbreviations used in just 52% cases**
- Overall strengths:** Dose, frequency, route accuracy
- Critical gaps:** Allergy checks and documentation practices

Causes of Medication Errors in Hospitals

Prescribing Errors



- Wrong drug selection
- Incorrect dose /frequency
- Illegible handwriting
- Incomplete instructions

Dispensing Errors



- Wrong medication dispensed
- Wrong formulation
- Incorrect labeling
- Failure to detect prescribing error

Administration Errors



- Wrong patient
- Wrong route
- Wrong time
- Omission or duplication

Documentation Errors



- Omitted records
- Transcription mistakes
- Delays in documentation

Communication Failures



- Verbal orders misheard
- Inadequate handovers
- Language barriers

Human Factors



- Fatigue and stress
- Distractions
- Inadequate training

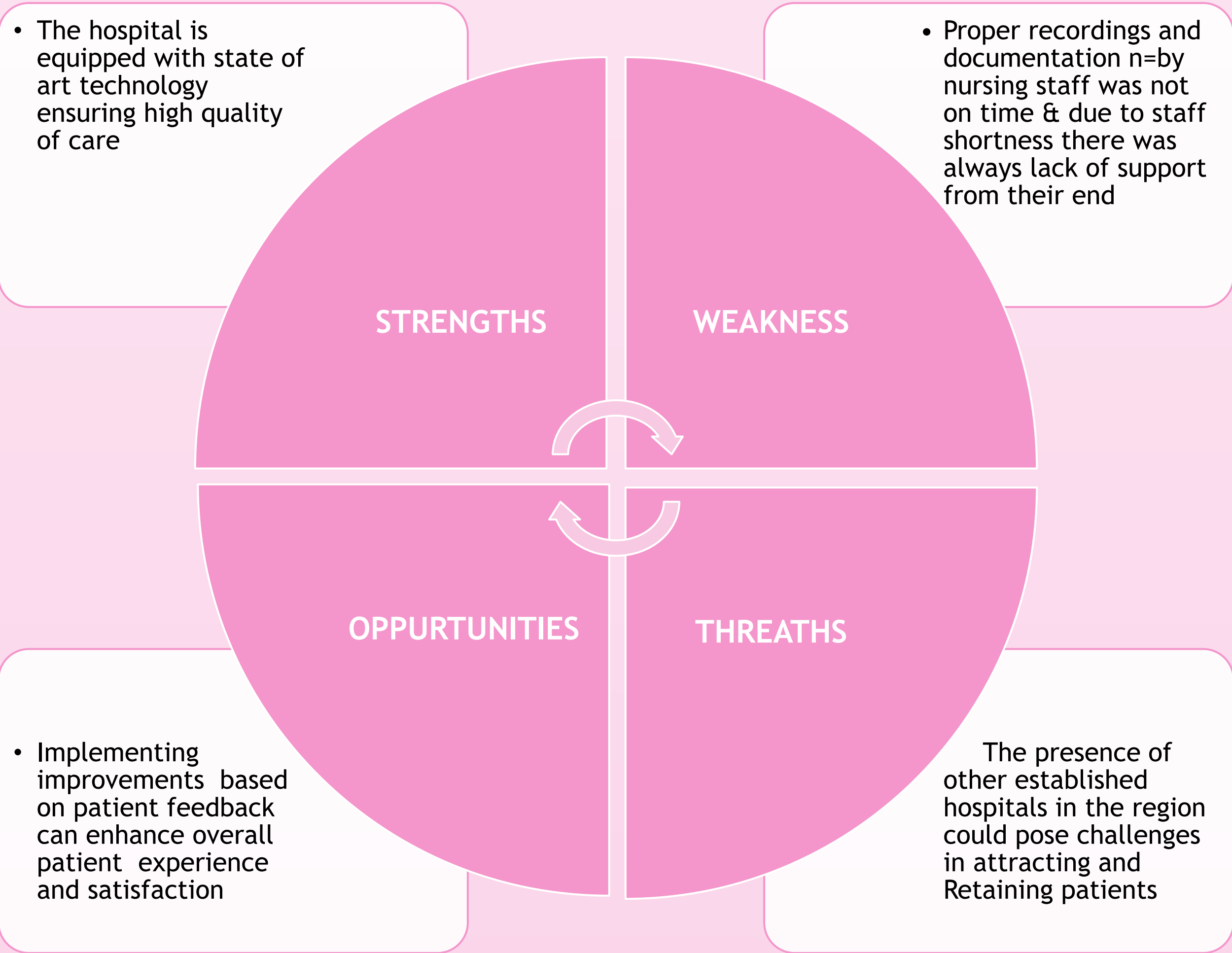
System & Process Issues



- Look-alike/sound-alike drugs
- Complex workflows
- Complex workflows
- Lack of automated alerts
- Storage errors

Prevention Strategies

- Standardize protocols
- Use barcode scanning
- Train staff regularly



Parameter	Compliance %
Drug Doses Stated Appropriately	99%
Drug Frequencies	100%
Drug Routes	100%
Allergies Documented	12%
Prescription Legible	92%
Standard Abbreviations Used	52%
Drugs in Capital Letters	97%
Food-Drug Interactions Noted	0%
Drugs Dispensed Correctly	98%
Right Dose Dispensed	100%
Drugs Administered	98%
Proper Administration	100%
Therapeutic Duplication	0%

Weekly Report - 1

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 1 **From:** 12/05/2025 **to** 17/05/2025

Activity Done	• Orientation session by HR Department. • Induction by Quality Department Head. • General Quality Assessment visit to various departments. • A meeting with Chief Administrative Officer who briefed regarding Hospital Operations. • Specific visits to OPDs, TPA Departments • Brief session with Quality Head about SIP followed by discussion on projects to be distributed. • Brief discussion on Active File audits. • Finalisation of topic.
Linking theory (Classroom learning) with practice at your organisation	• Essentials of Hospital Services module was useful in understanding the hospital departments and its different functioning.
Gaps identified on the working area.	• Document compliance in different departments and appropriate collection of different data. We also noted that medication management and compliance have scope for improvement to enhance patient safety and operational efficiency.
Suggestions for improvement	• Implementing a clear, documented feedback process with regularly tracking its collection and response. • We noted that medication management and compliance have scope for improvement to enhance patient safety and operational efficiency.
Plan for the next week	• Start working on the project topic with different teams. • Observation and data collection as required. • Observing IPDs and other departments.

Weekly Report - 2

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 2 **From:** 19/05/2025 **to** 24/05/2025

Activity Done	• Visited IPD Pharmacy and had a brief of the working. • We have been Assigned different projects this week. The Projects assigned to me revolves around Medication Management, Antibiotic Prophylaxis & OP Medications. We are also doing a group project on Blood Transfusion processes.
Linking theory (Classroom learning) with practice at your organisation	• Applied concepts of “Essentials of Hospital Service” to understand the operations.
Gaps identified on the working area.	• Document compliance in different departments and appropriate collection of different data. We also noted that medication management and compliance have scope for improvement to enhance patient safety and operational efficiency.
Suggestions for improvement	• We noted that medication management and compliance have scope for improvement to enhance patient safety and operational efficiency. For Blood transfusion we are currently understanding the end-to-end process of how everything works and what are the loopholes we can identify and work on.
Plan for the next week	• We will be collecting relevant data from different departments for the upcoming 3-4 weeks.

Weekly Report - 3

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 3 **From:** 26/05/2025 **to** 31/05/2025

Activity Done	• I have progressed my project and have started going on hospital rounds with the medical services team. Initial understanding and process of data collection have started. • Observed the flow of OPD/IPD patients coming for CT and MRI Scans and the time taken in each process till the report generation. • Visited TPA dept. and understood about the process of claim, billing & discharge of various organisations.
Linking theory (Classroom learning) with practice at your organisation	• Essentials of Hospital Services module was useful in understanding the hospital departments and its different functioning. • The initial classes on MS Excel conducted at the college are now being utilized in data collection.
Gaps identified on the working area	• The gaps identified during the medical rounds are- basic sanitation practices not appropriately followed by the hospital staff, gaps in documentation.
Suggestions for improvement	• We noted that the documentation can be improved by training staff and conducting regular file audits. • Sanitation practices can be improved by hiring more staff involved in these processes and by giving better supervision.
Plan for the next week	• Continue working on the project topic. • Observation and data collection as required.

Weekly Report - 4

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 4 **From:** 02/06/2025 **to** 07/06/2025

Activity Done	• Observed how patient movement is managed by nursing station. • I now have started collecting medication order data of IP as well OP patients. I'm regularly checking MAR sheets for medication discrepancies.
Linking theory (Classroom learning) with practice at your organisation	• Applied concepts of Essentials of Hospital Service and Principle of Management to understand the working.
Gaps identified on the working area	• Standard abbreviations are not being used by the hospital staff in medication order sheets.
Suggestions for improvement	• Conducting Active file audits will help identify more gaps and understands where improvements need to be done.
Plan for the next week	• Continue working on the project topic. • I have been assigned to upload data for at least 30 patients for the upcoming week.

Weekly Report - 5

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 5 **From:** 09/06/2025 **to** 14/06/2025

Activity Done	• Learned about various checklists used for internal department auditing. • I have been assigned data collection of MAR sheet of the IP patients. There is a provided checklist that I must follow and check for each patient.
Linking theory (Classroom learning) with practice at your organisation	• Communication planning and Management module have been very useful in day-to-day management of work. • Related concepts of Organisation behaviour in hospital.
Gaps identified on the working area	• There are a lot of gaps in the checklist that is not been followed by the nursing staff.
Suggestions for improvement	• Nursing staff training is required at regular intervals to improve compliance.
Plan for the next week	• Continue to observe functioning and coordination of various departments in hospital. • I have also been assigned to upload data for at least next 30 patients for the upcoming week.

Weekly Report - 6

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 6 **From:** 16/06/2025 **to** 21/06/2025

Activity Done	• Overview of the marketing dept. • I have completed my data collection of antibiotic prophylaxis project assigned by medical service department.
Linking theory (Classroom learning) with practice at your organisation	• Related concepts of Hospital Services in hospital. • Lean Management was useful in managing the hospital staff
Gaps identified on the working area	• There were gaps in noting down exact timings of incision in antibiotic prophylaxis chart.
Suggestions for improvement	• Regular auditing of files will help identify these gaps and create plan for future improvement.
Plan for the next week	• Continue to work on the project.

Weekly Report - 7

Name of the Organisation: CK Birla, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 7 **From:** 23/06/2025 **to** 28/06/2025

Activity Done	• Doing active file auditing this week, where we have been collecting data according to set parameters, regularly updating data on sheets, discussing data collected findings and analysing the data to improve patient services. • Visited Infection Control Dept. understanding the mandatory things to be followed within hospital premises.
Linking theory (Classroom learning) with practice at your organisation	• Related concepts of HRM in MRD dept.
Gaps identified on the working area	• Due to heavy patient flow and less staff, the data collection becomes haphazard, there is always shortage of staff for updating everything on time.
Suggestions for improvement	• Implement digital record-keeping for legal documents and MLC cases to improve efficiency, security, and compliance. • Regular file auditing to enhance patient services and identify loopholes
Plan for the next week	• Continue to observe different departments in hospital. • Presenting the data to higher authorities and then planning a layout for improvements.

Weekly Report - 8

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

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

Activity Done	• This week we analysed all the data collected from around 350+ active files. • Looked at the working of the ER Dept. focusing on the movement of the Ambulance.
Linking theory (Classroom learning) with practice at your organisation	• Applied concept of “Essential of Hospital Services”.
Gaps identified on the working area	• While analysing the data, the major problems were not thoroughly discussed and looked upon in detail. There was lack of coordination among different departments in discussing the problem and finding out solutions.
Suggestions for improvement	• Better staffing process and optimisation to improve the efficiency and availability of staff to reduce workload. • All departments should work thoroughly for improvement of hospital. There should be cross collaboration activities for better team bonding.
Plan for the next week	• Compilation of the data of the SIP Project. • File Auditing of different departments.

Weekly Report - 9

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

Stream: MBA-HM

Week no: 9 **From:** 07/07/2025 **to** 12/07/2025

Activity Done	• Overview of the finance dept. • File audit of OT Notes and Surgical Safety Checklist audit. • Data analysis and prepared presentation of SIP Topic.
Linking theory (Classroom learning) with practice at your organisation	• Gained knowledge on the concepts of “Essentials of Hospital Services”. • Applied concepts of “Financial Management” and “Biostatistics”.
Gaps identified on the working area	• Inconsistencies in documentation or incomplete files identified during the audit. • Non-compliance with specific NABH criteria.
Suggestions for improvement	• Standardize documentation procedures and provide refresher training on the surgical safety checklist.
Plan for the next week	• Follow-up on implemented suggestions for OT notes and surgical safety checklist. • Deliver the SIP presentation and incorporate feedback.

Weekly Report - 10

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

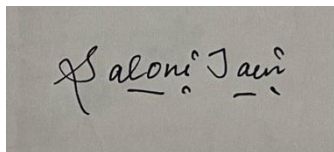
Roll no: 2066

Stream: MBA-HM

Week no: 10 **From:** 14/07/2025 **to** 15/07/2025

Activity Done	• Gave my final presentation and report at the corporate office in front of the Medical Services head and other heads of quality department. • The presentation was followed up by giving feedback and a short question answer round to understand learnings. • We were also asked to talk about our personal experiences and suggestions for improvement. • HR also conducted a session for us giving us the final documents.
Linking theory (Classroom learning) with practice at your organisation	• Understood what role the HR plays in functioning of any organization.
Gaps identified on the working area	• The feedback given by us was not taken very positively by the departments. • The data collected by the projects we worked on were discussed amongst different teams, but the results were not shared with us or the ground staff, hence there was less involvement.
Suggestions for improvement	• Standardize documentation procedures and improve data collection methods. • Share data with different departments so that they can also identify the gaps.
Plan for the next week	• Compilation of the reports and project work. • Collection of documents and certificates of the work done.

Signature of the Student



Approved by the IIHMR University's Mentor

Complied Report

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Services

Name of the Student: DR. SALONI JAIN

Roll no: 2066

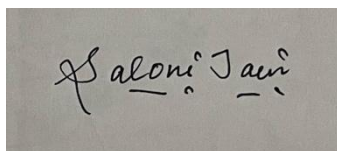
Stream: MBA-HM

Activity Done	• Documentation and orientation session by HR and quality department. • Had a tour of CK BIRLA Hospital along with detailed overview of some departments like CSSD & Emergency. • CSSD: Learned about sterilization processes, green linen and how surgical instruments are cleaned and packed for reuse. • OPD: Observed outpatient flow from reception – billing-consultation- investigations. • RGHS Counter: Gained insight into government health schemes. Learned about the departments at EHCC that are empaneled under RGHS. Registration- processing- billing- treatment- discharge. • ER Module: Understood emergency triage, initial treatment and documentation in critical situations. • IPD Pharmacy: Observed the process of how IPD pharmacy receives the prescribed order - packs the drugs- sends to the nursing station- received by the patient. I also learned about their inventory management. • General store: Learned about procurement, maintaining the stock and its distribution to other departments. • Dietetics: Observed dietician rounds, ticket generation and meal planning according to patient requirements. • Food & Beverages: Observed how patient's meals are prepared according to the tickets sent by dietician, how the meals are scheduled and delivered to the patients at the right time while following the protocols. • Security: Understood hospital security system. Observed various protocols that security guards should follow. Learned about fire drill practice. • Dialysis: Understood the procedures, patient monitoring and emergency protocols. • Housekeeping: Observed cleaning schedules, infection control, and area wise hygiene practices and protocols. Observed coordination of housekeeping with other departments also. • TPA: Learned about insurance claim processing and discharge process. • PCS: Learned about various healthcare packages. Observed patient coordination, counselling and experience enhancement.
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	• Medical Records Department: Learned about file maintenance, MLC cases, and documentation compliance. Learned about various protocols related to the department. • Ambulance Management: Understood logistics, protocols for dispatch, and coordination for patient movement. • Engineering department • Fire safety department • Finance Department: Understood revenue management in the hospital including billing, patient accounts, budgeting and cost monitoring. • Infection Control Department: Learned about its role in preventing and managing hospital acquired infections. • Medical Administration Department: Gained insight into how the department ensures smooth coordination between clinical and non-clinical aspects of the hospital. • Floor Management: Visited the nursing station and observed the day-to-day functioning. Coordination of nursing staff with other departments like IPD pharmacy, Housekeeping, dietetics, FandB, billing etc. Observed the patient movement management from admission to discharge. • Conducted various audits such as: - • Ward audit: Audited nursing station. Evaluated display of signages, documentation of checklists, medication management, infection control practices, equipment management. Checked for facility and safety measures, IPSG, Conducted staff interviews. • Live audits of inpatient records were conducted to assess the accuracy, completeness, and timeliness of documentation during the discharge process. The focus was on identifying missing clinical notes, delays in discharge summary preparation, unexecuted or pending orders, and discrepancies between clinical documentation and billing entries.
Linking theory (Classroom learning) with practice at your organisation	• Applied knowledge of Organizational Behavior and Essentials of Hospital Service. • Gained knowledge about Utility Services and Supply Chain Management. • Related Financial Management & HRM with hospital functions. • Related concepts of Marketing Management. • Effectively applied concepts from <i>Organizational Behaviour</i> and <i>Essentials of Hospital Services</i> to real-time hospital operations. ▪ Acquired practical knowledge of <i>Utility Services</i> and <i>Supply Chain Management</i>, with specific exposure to IPD pharmacy workflows. ▪ Gained an understanding of how <i>Financial Management</i> and <i>Human Resource Management (HRM)</i> integrate with day-to-day hospital functions.

	▪ Explored and related key principles of <i>Marketing Management</i> to healthcare branding and outreach strategies. ▪ Developed the ability to correlate and contextualize various operational and strategic aspects, including: ▪ NABH standards and accreditation guidelines ▪ Hospital planning and infrastructure design ▪ Human resource capacity building and deployment ▪ Patient satisfaction and quality improvement initiatives ▪ Hospital Information Systems (HIS) ▪ Disaster management codes and emergency protocols ▪ End-to-end supply chain and inventory systems ▪ Core hospital operational processes ▪ Strategic resource allocation ▪ Healthcare marketing and branding efforts ▪ Ethical and legal aspects of medical practice ▪ Strategic planning and management ▪ Gap analysis for identifying process inefficiencies and improvement areas
Gaps identified on the working area	• Inefficient communication or handovers from OPD/IPD/TPA to radiology lead to patient confusion or delays in some cases. • Lesser assigned support staff in the radiology dept. that result in delays in processes. • Prolonged patient waiting times and extended turnaround time (TAT) for reports in the Radiology Department. • Lack of real feedback system. • Inconsistencies in maintaining feedback and vital signs documentation. • Incomplete documentation by the nursing staff. • Blood transfusion system of the hospital needs more efficiency and time tracking system • Coordination issues between clinical and non-clinical terms affected timely service delivery like delayed diet delivery. • Occasional backlogs in file digitization in MRD. • Reporting errors observed in OT notes and High-risk consent. • Missing documentation of dietary advice and medication explained to patient/attendant. • Antibiotic Prophylaxis chart reports were not maintained in all the files. • MAR sheet had lots of discrepancies like using of capital letters, noting of time. • HIS system needs improvement and staff training for better working.
Suggestions for improvement	• Implement standardized communication protocols and a dedicated digital referral system for seamless information exchange.

	• Optimize scheduling and leverage technology for faster reporting to reduce patient wait times and TAT. • Streamline patient preparation and optimize scan protocols to improve CT and MRI throughput. • Implement a digital real-time patient feedback system accessible via QR codes or tablets. • Enforce standardized digital forms with mandatory fields for vital signs and feedback documentation. • Appoint a specialized patient counsellor within PCS to guide patients on health packages. • Establish clear inter-departmental communication channels and regular coordination meetings. • Develop a robust emergency backup plan with additional on-call drivers/ambulances or external partnerships. • Allocate more resources to MRD for digitization or explore automated scanning solutions. • Streamline the pre-authorization/discharge process with dedicated personnel and digital platforms. • Implement regular protocol training and accessible digital protocol guides for all junior staff. • Mandate a standardized checklist or dedicated section in patient records for dietary and medication counselling documentation.
Key Learnings	• Gained hands-on experience of data collection, organisation and analysis for quality check. • Analysed how patient feedback is gathered and assessed for continuous improvement. • Learned how to conduct audits and checklist evaluations while following the hospital protocols. • Understood the importance of timely and accurate documentation. • Gained knowledge of NABH standards and their implementation in hospitals. • Learned about interdepartmental coordination to improve patient care services. • Observed the flow of medical records and documentations in hospital. • Gained confidence in communicating with healthcare professionals, from nurses to department heads. • Understood the impact of outsourced services on hospital's internal operations. • Learned about the inventory management practices in hospital. • Co-related theory learnings with hands-on experience.



Signature of the Student

Approved by the IIHMR University's Mentor