

SUMMER INTERNSHIP PROGRAM

at

Apollo Rajshree Hospitals Indore



From 13/05/2025 to 21/07/2025

A REPORT BY

Pranjal Garg

Master of Business Administration

Hospital & Health Management

Roll no: 2030

2024-26

under the Mentorship

Dr. Goutam Sadhu



23-07-2025

TO WHOM SO EVER IT MAY CONCERN

This is to certify that Ms. Pranjal Garg has successfully completed internship from 13/05/2025 to 21/07/2025 in Operations Department at Apollo Rajshree Hospitals, Indore, Madhya Pradesh.

We wish all the best for her future endeavors.

For Apollo Rajshree Hospitals Pvt. Ltd.

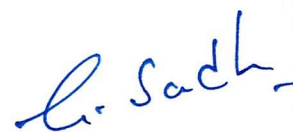

HR Department



IIHMR University Faculty Mentor Approval

This is to certify that **Dr. PRANJAL GARG** of academic year 2024-26 of **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. His poster is approved for presentation.

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

Date: 28/07/25

Dr. GOUTAM SADHU

Professor & Proctor

IIHMR UNIVERSITY, JAIPUR

ABOUT ORGANISATION

Apollo Rajshree Hospital was established in 2010 as a joint venture with a focus on advanced tertiary care. Initially it was a 150 -bedded hospital offering multi-speciality services.
.Gradually expanded with advanced medical infrastructure and technology .
.Currently it is a 180 bedded hospital recognized as a centre of excellence.

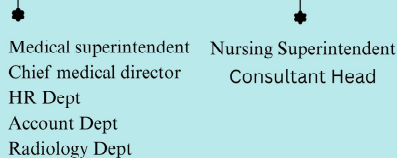
VISION

To be a trusted healthcare provider,enriching lives through compassionate and quality driven care.

MISSION

To restore health through ethical, empathetic, and advanced care, ensuring affordable and sustainable services for the community.

ORGANISATION STRUCTURE



THEORITICAL LEARNING

Identified where and why patients were waiting too long
.Collected and analyzed patient feedback to understand real-time issues

PRACTICAL EXPOSURE

Studied how TAT affects patient satisfaction and departmental efficiency
.Learned how to track time spent on each activity to improve workflow.

SUGGESTION

- .Improve report turnaround time
- .Provide regular staff training
- .Assign a patient flow coordinator

TIME DOWN STUDY IN RADIOLOGY

COLLEGE MENTOR-DR. GOUTAM SADHU

SUBMITTED BY: DR. PRANJAL GARG

ROLL NO : 2030

INDUSTRY MENTOR: NEHA YADAV

STREAM :MBA HM 29

AIMS & OBJECTIVE

- To give ideas to reduce waiting time and improve the working process.
- To make better use of machines and improve patient service

CHALLENGES

When reports were not completed on time, it caused delays in sending the claim for approval.
. Lack of coordination between radiologists, technicians, and billing teams during scan-related billing.

FINDINGS

WAITING TAT



Figure 1

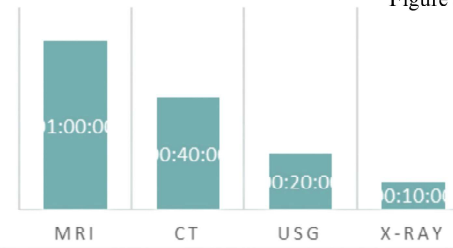


Figure 2

LEARNINGS

- Poor staff coordination increases waiting time
- .Technical delays affect report generation
- .Patients feel lost without guidance

SWOT ANALYSIS

STRENGTHS

- Reducing patient waiting time
- .Improves accuracy

WEAKNESS

- .Lack of training
- .Unclear communication

OPPORTUNITIES

- .Identify process delays to improve patient flow and reduce waiting time

THREATS

- .Poor coordination
- .Patient emergencies
- .Irregular patient flow

TOWS ANALYSIS

STRENGTH & THREATS

- Suggest regular machine maintenance to avoid breakdowns

STRENGTH & OPPORTUNITY

- Faster report delivery process to reduce waiting time

WEAKNESS & THREATS

- Suggest regular machine maintenance to avoid breakdowns

WEAKNESS & OPPORTUNITY

- Suggest training sessions to teach staff time saving and better work habits

Table Of Contents

1.Certificate of Completion from the Organization.	3
2.Certificate from IIHMR University Faculty Mentor.	4
3.Approved Poster.....	5
4.Compiled Internship Report: Apollo Indore	6
Activity Done	6
Linking Theory (Classroom Learning) with Practice at Your Organisation.....	6
Gaps Identified in the Working Area	7
Suggestions for Improvement	7
Key Learnings	7
5.Weekly Report.....	9
REPORT 01	9
REPORT 02.....	10
REPORT 03.....	11
REPORT 04.....	12
REPORT 05.....	13
REPORT 06.....	14
REPORT 07.....	15
REPORT 08.....	17
REPORT 09.....	18
REPORT 10.....	20

4.Compiled Internship Report: Apollo Indore

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYA PRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjal Garg

Roll No: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

From: 13th May to 21st July

Activity Done

- Conducted floor rounds to assess patient care quality and staff coordination.
- Monitored patient count in the waiting area to observe flow and waiting trends.
- Collected written and verbal feedback from OPD and IPD patients.
- Used Apollo Instant Feedback Service and Google reviews to gather patient insights.
- Participated in the “Kindness Initiative” — offered chocolates to children, cards to patients, and provided complimentary tea.
- Worked on reducing Radiology Turnaround Time (TAT) by tracking CT, MRI, X-Ray, USG.
- Conducted a detailed time study from patient check-in to report delivery.
- Analyzed before-and-after data post-initiative implementation and verified effectiveness.
- Visited the OT store to verify indent and understand delays.
- Implemented effective scheduling in Radiology and trained staff accordingly.

Linking Theory (Classroom Learning) with Practice at Your Organisation

- Applied healthcare quality assurance, time-motion study, and workflow optimization.
- Used concepts from Operations Management and Hospital Inventory Management.
- Gained practical exposure to patient-centered care and emotional healing environment.
- Linked classroom learning on patient feedback systems with real-time feedback tools.

Gaps Identified in the Working Area

- Lack of awareness among patients about feedback systems.
- Inconsistent staff involvement in collecting feedback.
- Overcrowded waiting areas and irregular patient scheduling.
- TAT delays due to patient readiness, radiologist availability, and lack of coordination.
- Manual indent process leading to inventory mismatches.
- Limited engagement in emotional care practices (like Kindness Initiative).

Suggestions for Improvement

- Train staff on using Apollo Instant Feedback and TAT goals.
- Promote feedback mechanisms using posters, volunteers, and staff prompts.
- Introduce a digital dashboard to track procedures and waiting times.
- Create standard SOPs for pediatric care and patient engagement.
- Improve scheduling and resource allocation during peak hours.
- Use barcode-based systems for indent verification and stock updates.
- Provide patient instructions (e.g., dress code) at the billing counter to avoid delays.

Key Learnings

- Importance of Time-Motion Study:
 - Learned how to identify bottlenecks and delays in hospital workflows.
 - Understood how data-driven decisions improve operational efficiency.
- Effective Patient Flow Management:
 - Realized the value of structured scheduling and real-time tracking to reduce waiting time.
 - Observed how crowd control and clear communication enhance patient experience.
- Patient-Centered Care:
 - Experienced the impact of emotional support (tea, gifts, TLC) on patient satisfaction.
 - Understood how kindness initiatives create a healing environment.

- Practical Use of Feedback Systems:
 - Gained hands-on experience with Apollo Instant Feedback and Google reviews.
 - Learned how to convert patient feedback into actionable service improvements.
- Turnaround Time (TAT) Analysis:
 - Learned to calculate, segregate, and interpret TAT across CT, MRI, USG, and X-Ray.
 - Understood the role of coordination, readiness, and resource availability in timely report delivery.
- Interdepartmental Coordination:
 - Understood the importance of communication between OPD, Radiology, and OT Store for smooth operations.
 - Learned how delays in one department can affect the entire patient journey.
- Application of Classroom Concepts:
 - Applied healthcare operations management, workflow optimization, and patient satisfaction theories to real hospital scenarios.
 - Experienced the practical side of inventory management and quality assurance.

5.Weekly Report

REPORT 01

Name of the Organisation:

Area/ Department/ Project of Summer Internship Program:

Name of the Student: Dr.Pranjal Garg

Roll no:2030

Stream:MBA-HM

Week no:1 From:...12thMay.....to.....17thMay.....

Activity Done	1. Conducted floor rounds to assess patient care quality and staff care coordination. 2. Reviewed patient number in the waiting area to monitor flow and wait times. 3. Collected written feedback from patient for service improvement. 4. Took verbal feedback from OPD patients regarding their overall experience. 5. Used Apollo instant feedback service to gather real time patient insights.
Linking theory (Classroom learning) with practice at your organisation	1. Applied patient satisfaction and quality assurance concepts from classroom learning to real world hospital settings. 2. Used real time data collection techniques as taught in healthcare operations management.
Gaps identified on the working area.	1. Delays in patient feedback collection due to lack of awareness about digital tools. 2. Inconsistent staff engagement in collecting real time feedback.
Suggestions for improvement	1. Increase staff training for using Apollo instant feedback tools effectively. 2. Promote digital feedback systems among patients in OPD and waiting areas.
Plan for the next week	1. Analyse feedback collected using Apollo system for actionable insights. 2. Participate in quality department meetings to discuss patient satisfaction metrics.

Signature of the Student Dr. Pranjal Garg

REPORT 02

Name of the Organisation: Apollo Hospital, Indore Madhyapradesh

Area/ Department/ Project of Summer Internship Program: Operation

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (Hospital and Healthcare Management)

Week no:

From:.....19thMAY.....to.....24thMAY.....

Activity Done	•Collected Google reviews and analyzed patient feedback. •Conducted Apollo Instant Feedback Service with OPD patients. •Worked on “Kindness Initiative” in the OPD to enhance patient experience. •Monitored and reported on Lab Turnaround Time (TAT). •Checked patient watching status .
Linking theory (Classroom learning) with practice at your organisation	•Understood the importance of patient-centric care and real-time feedback in improving hospital services. •Used operations management knowledge to assess Lab TAT and workflow optimization.
Gaps identified on the working area.	•Overcrowded waiting area without clear segmentation by specialty or queue number. •Some OPD patients were unaware of feedback services. •Delay in lab report generation affected patient satisfaction. •Limited engagement in kindness activities due to staff workload.ecialty or queue number.
Suggestions for improvement	•Promote feedback mechanisms via posters and verbal prompts at registration. •Regular review of lab performance data to ensure optimal TAT. •Assign dedicated volunteers/staff for Kindness Initiative during peak hours.
Plan for the next week	•Design awareness materials for feedback services. •Collect and compare lab TAT data across departments. •Assist in implementing improved kindness practices. •Monitor patient response to these new initiatives.

Signature of the Student

Pranjal Garg, INTERN(APOLLO HOSPITAL)

REPORT 03

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: OPERATION

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (Hospital and Healthcare Management)

Week no: 3rd week From:.....26th MAYto...31st MAY.....

Activity Done	•Tracked the number of CT and MRI scans performed. •Monitored the daily number of chemotherapy sessions. •Checked the daily count of endoscopy procedures. •Reviewed patient waiting status regularly. •Collected and analyzed Google reviews. •Prepared an OPD (Outpatient Department) checklist.
Linking theory (Classroom learning) with practice at your organisation	•Applied healthcare data monitoring and reporting principles learned in class. •Understood practical workflow and coordination between diagnostic and oncology departments. •Gained hands-on experience in quality assessment using patient feedback (e.g., Google reviews).
Gaps identified on the working area.	•Lack of real-time tracking dashboard for patient procedures. •No standardized OPD checklist was previously in place. •Patient feedback collection process was not systematic.
Suggestions for improvement	•Implement a digital dashboard for procedure tracking. •Regularly update and review OPD checklist with staff involvement. •Set up a structured feedback mechanism using online and offline sources.
Plan for the next week	•Assist in developing the real-time tracking dashboard. •Conduct staff interviews for OPD checklist validation. •Analyze patterns in patient waiting times and suggest improvements.

Signature of the Student

Pranjal GARG ,INTERN(APOLLO HOSPITAL)

REPORT 04

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 4th WEEK From:.....2nd June ...to...7th JUNE.....

Activity Done	•Project topic selected: Time Down Study in Radiology •Data collected for the study from Radiology Department •Data based on patient check-in time for scanning to report handover •Modalities included in the study: CT, MRI, X-ray, and USG
Linking theory (Classroom learning) with practice at your organisation	•Applied theoretical understanding of healthcare operations and workflow management •Gained practical exposure to Turnaround Time (TAT) monitoring •Understood real-time patient flow and radiology reporting processes
Gaps identified on the working area.	•Variation in TAT across different modalities •Delays observed due to patient preparation time and report verification •Inconsistency in time documentation
Suggestions for improvement	•Introduce standard operating procedures for time documentation •Train staff for efficient patient handling and timely scanning •Improve coordination between scanning and report handover team
Plan for the next week	•Analyze the collected data •Identify modality-wise time down patterns •Prepare visual representations (graphs/charts) of the findings •Conduct staff interviews if required for further clarity

Signature of the Student

PRANJAL GARG INTERN (APOLLO HOSPITAL)

REPORT 05

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjali Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no:

From:.....9th JUNE.....to.....14th JUNE.....

Activity Done	•Collected additional data on CT, MRI, X-Ray, and USG cases. •Calculated Total TAT from Check-in to Report Authorization. •Segregated TAT data for each modality. •Analysed TAT delay causes (e.g., IPD priority, contrast delay, machine availability).
Linking theory (Classroom learning) with practice at your organisation	•Applied health operations management concepts to calculate and interpret TAT. •Used hospital workflow analysis to understand time delays and resource bottlenecks.
Gaps identified on the working area.	•Report delays due to prioritization of IPD patients. •Time lost due to patients not being ready (ornaments not removed, claustrophobic patient). •Delay in radiologist availability for report authorization. •Technical or scheduling issues with modalities (especially MRI).
Suggestions for improvement	•Provide instructions regarding dress code and ornament removal at the billing counter •Improve scheduling of radiologists for timely report verification. •Pre-procedure counseling for claustrophobic patients to reduce scanning delay
Plan for the next week	•Continue data tracking and TAT analysis with updated cases. •Start drafting a final report with improvement recommendations.

Signature of the Student

PRANJAL GARG INTERN APOLLO HOSPITAL

REPORT 06

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program:
TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 6th

From:.....16th JUNE...to 21thJUNE.....

Activity Done	•Collected additional data on CT, MRI, X-Ray, and USG cases. •Calculated Total TAT from Check-in to Report Authorization. •Calculated Waiting TAT (Patient Check-in to Scanning Start Time). •Segregated TAT data for each modality. •Analysed TAT delay causes (e.g., IPD priority, contrast delay, machine availability).
Linking theory (Classroom learning) with practice at your organisation	•Applied health operations management concepts to calculate and interpret TAT. •Used hospital workflow analysis to understand time delays and resource bottlenecks.
Gaps identified on the working area.	•Report delays due to prioritization of IPD patients. •Time lost due to patients not being ready (ornaments not removed, claustrophobic patient). •Delay in radiologist availability for report authorization. •Technical or scheduling issues with modalities (especially MRI).
Suggestions for improvement	•Provide instructions regarding dress code and ornament removal at the billing counter •Improve scheduling of radiologists for timely report verification. •Pre-procedure counseling for claustrophobic patients to reduce scanning delay
Plan for the next week	•Continue data tracking and TAT analysis with updated cases. •Start drafting a final report with improvement recommendations.

Signature of the Student

PRANJAL GARG INTERN APOLLO HOSPITAL

REPORT 07

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 7th

From:.....23rd JUNEto.....28th JUNE.....

Activity Done	•Analyzed collected data to work on reducing patient Waiting Time and Turnaround Time (TAT). •Visited the OT store to cross-check and verify the indent raised.
Linking theory (Classroom learning) with practice at your organisation	•Applied time-motion study concepts to assess delays in the radiology workflow. •Used theoretical knowledge of hospital inventory systems to understand the indent process practically. •Connected classroom discussions on patient flow and resource management to real scenarios.
Gaps identified on the working area.	•Poor coordination between departments causing delays in patient movement. •Mismatch observed between raised indent and available stock in the OT store. •Manual processes increasing chances of human error.
Suggestions for improvement	•Introduce a real-time patient tracking system to monitor waiting times. •Use barcode-based inventory verification for accurate indent management. Plan for the next week: •Conduct detailed time study at reception, radiology, and report collection points.
Plan for the next week	•Conduct detailed time study at reception, radiology, and report collection points. •Follow up with the store in-charge to understand indent approval and delay patterns.

Signature of the Student

PRANJAL GARG INTERN (APOLLO HOSPITAL)

REPORT 08

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjali Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 8th

From:.....30 th JUNE.....to.....5th

JULY

Activity Done	•Effective scheduling was implemented to reduce waiting time. •Staff members were trained for better patient handling and timely processes. •Radiology technicians were guided to provide reports quickly and efficiently.
Linking theory (Classroom learning) with practice at your organisation	Concepts like lean management, time-motion study, and operational efficiency were applied to streamline scheduling and reporting processes in the Radiology department.
Gaps identified on the working area.	•Delay in report delivery due to lack of coordination. •Technicians were not fully aware of TAT targets. •Uneven distribution of workload during peak hours.
Suggestions for improvement	•Regular training sessions on TAT goals and patient flow. •Designate a point-of-contact to guide patients at every stage. •Introduce a digital alert system to notify when reports are ready.
Plan for the next week	•Monitor effectiveness of the new schedule. •Conduct feedback sessions with staff and patients. •Explore possibilities of automating report delivery notifications.

Signature of the Student

PRANJALI GARG INTERN (APOLLO HOSPITAL)

REPORT 09

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjal Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 9th

From:...7th JULY.....to.....12th JULY.....

Activity Done	•Worked on reducing patient waiting time by observing workflow and identifying delays. •Provided complimentary tea to patients to enhance their comfort during wait time. •Offered tender loving care to patients to ensure a more compassionate healing environment. •Distributed “Get Well Soon” cards to admitted patients to promote emotional well-being. •Provided chocolates and small gifts to child patients to reduce anxiety and build rapport.
Linking theory (Classroom learning) with practice at your organisation	•Applied concepts of patient-centered care, hospitality in healthcare, and service quality improvement. •Used operations management tools like workflow analysis and bottleneck identification to improve service delivery. •Related psychological concepts of patient satisfaction and healing environment to real-life patient interactions.
Gaps identified on the working area.	•Lack of proper engagement with patients during long waiting times. •Limited staff awareness on the importance of emotional care. •No structured approach for child-friendly services.
Suggestions for improvement	•Introduce structured training on patient engagement and empathy. •Create a standard protocol for handling pediatric patients. •Include feedback mechanisms to measure the impact of patient care initiatives.
Plan for the next week	•Conduct a small survey to capture patient feedback on recent changes. •Continue observation and data collection on waiting time trends.

	.Collaborate with nursing staff to implement more TLC (Tender Loving Care) initiatives.
--	---

Signature of the Student

PRANJAL GARG INTERN (APOLLO HOSPITAL)

REPORT 10

Name of the Organisation: APOLLO HOSPITAL INDORE MADHYAPRADESH

Area/ Department/ Project of Summer Internship Program: TIME DOWN STUDY IN RADIOLOGY

Name of the Student: Dr. Pranjali Garg

Roll no: 2030

Stream: MBA (HOSPITAL AND HEALTH MANAGEMENT)

Week no: 10 th

From:.....14 th JULYto.....19 th JULY.

Activity Done	•Various initiatives were implemented to reduce patient waiting time. •After implementing the changes, data was collected again. •Analyzed both the “before” and “after” data sets. •A comparison was done between the two sets of data. •The “after” data showed a clear reduction in waiting time. •The project was successfully completed based on positive outcomes.
Linking theory (Classroom learning) with practice at your organisation	•Applied classroom concepts like time-motion study and workflow optimization. •Used process mapping to identify bottlenecks. •Practiced data-based decision-making for real-time improvements. •Gained practical experience in quality improvement processes.
Gaps identified on the working area.	•No real-time tracking system for patient movement. •Irregular scheduling caused patient crowding. •Delay in communication between technician and radiologist affected TAT.
Suggestions for improvement	•Introduce digital tools for real-time patient tracking. •Assign a staff member to manage patient flow during peak hours. •Conduct regular training sessions for staff on protocol adherence and time management.
Plan for the next week	•Complete documentation of the project process. •Prepare the final presentation and summary report. •Collect feedback from department staff regarding implemented changes.

Signature of the Student

PRANJALI GARG INTERN (APOLLO HOSPITAL)