

SUMMER INTERNSHIP PROGRAM

at

Fortis Hospital Manesar, Gurugram

From 12th May 2025 to 19th July 2025

A REPORT BY

Prabhat Dwivedi

Master of Business Administration

Hospital and Health Management

Roll No.- 2021

Batch (2024-26)

under the Mentorship of

Dr. Anoop Khanna

(Professor IIHMR University)



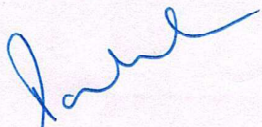
July 19, 2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Prabhat Dwivedi S/o Mr. Shardendu Dwivedi** has completed his Internship in the department of **Medical Administration** at Fortis Hospital, Manesar, Gurugram from **May 12, 2025 to July 19, 2025**.

We wish him all the best in his future endeavors.

For **Fortis Hospital, Manesar, Gurugram,**



Rahul Khandelwal
Head Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Prabhat Kumar Dwivedi** of academic year 2024-26 of **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 : 28/07/2025

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

Dr. Anoop Khanna

Professor

PROCESS FLOW AND ANALYSIS OF TURNAROUND TIME FROM PATIENT VITALS TO FIRST MEDICATION ADMINISTRATION IN CHEMOTHERAPY

DEPARTMENT AT FORTIS HOSPITAL MANESAR

Presented by- Prabhat Dwivedi MBA-HM29, 2021

Faculty Guide- Dr. Anoop Khanna

Organization Guide- Dr. Priyanka Kundrai

About Organization

Fortis Hospital, Manesar a Super Speciality Hospital established in 2024, providing exceptional healthcare services with quality and superiority. As a part of Fortis Healthcare Network founded in 1996 it brings standards of care to Manesar, Gurugram region, with a strong focus on Clinical outcomes, patient centric care and advanced medical technology.

VISION

To create a world-class integrated healthcare delivery system in India, combining medical excellence with compassionate care.

MISSION

To be a globally respected healthcare organisation, known for clinical excellence and distinctive patient experience.

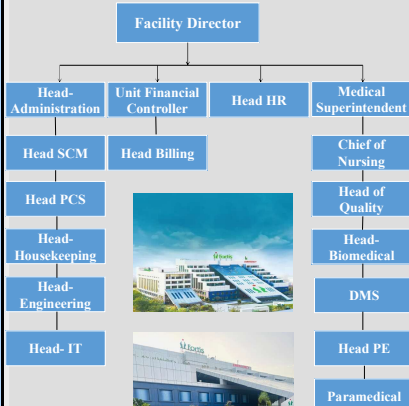
OBJECTIVE

The study focuses on the workflow process and measure turnaround time from patient vitals taken to its first medication received.

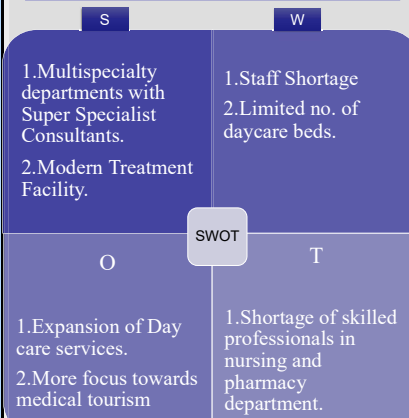
METHODOLOGY

Data Collection- Observational
Sample Collected-59+

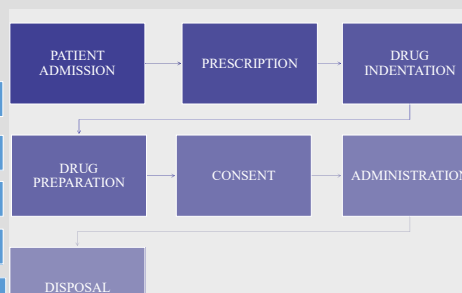
ORGANIZATION STRUCTURE



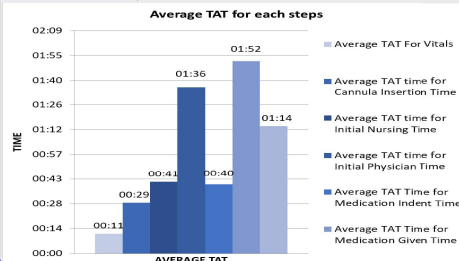
SWOT ANALYSIS



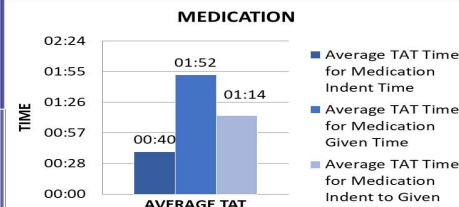
PROCESS FLOW



FINDING AND OBSERVATION



Average TAT for each process and Time from initials to medication given was 1 hour 40 minutes.



The average TAT from medication intend to medication given was 1 hour and 14 minutes but benchmark time is 1 hour

LEARNINGS

- Understood how the workflow process work in chemo day care.
- Challenges faced by floor managers.
- Dealing with the patients and importance of patient satisfaction.
- Importance of quality department in ensuring the safety of patient maintain regulatory compliance and service improvement through audits and quality checks.

CHALLENGES FACED DURING INTERNSHIP

- Difficulty in communication with senior doctors and staffs during initial phase.
- Less interaction with medical oncologist due to busy schedule
- Difficulty in time management during multi tasking
- Understanding workflow process during first few weeks

DIFFERENCE BETWEEN PRACTICAL EXPOSURE AND THEORITICAL KNOWLEDGE

This internship was a bridge for me between what I had learned from my textbook and how can I apply the knowledge in real life scenarios by observing participating and understanding how operations work in hospital setting.

SUGGESTIONS & USEFULNESS OF INTERNSHIP

- Installation of Pass box in chemotherapy to maintain safety and sterility.
- High risk medications should be handled by clinical staff.
- EMR data should be maintained and updated
- More GDA staff in department with proper training.
- Awareness to doctors and nurses for filling of consent forms and initial assessment.

Usefulness of internship

- Got the opportunity of hospital exposure
- Learned about data collection e.g. TAT and process observation
- Understood how electronic records are maintained.

Reporting Format (Weekly)

Name of the Organization: Fortis Hospital Manesar, Gurugram

Area/ Department/ Project of Summer Internship Program: Floor Operations

Name of the Student: Prabhat Kumar Dwivedi

Roll no: 2021

Stream: MBA HOSPITAL AND HEALTH

Week no: 1

From: 12/05/2025 to: 17/05/2025

Activity Done	Day 1. Documentation, Interaction with HR and Medical superintendent. Day 2. Hospital Observation of different departments (OPD, IPD, ICU, OT, ER) Day 3. Visited the OT department met OT manager viewed different documentation process in OT (Booking register, Informed consent for surgery, Surgical Safety Checklist.) Day 4. Observation in OT department on going surgeries, delays surgeon on duty. Day 5. Studied SOP-Standard Clinical Excellence Scorecard (CESC)
Linking theory (Classroom learning) with practice at your organization	Theory Concepts applied-Role of hospital administration and HR management. Essentials of hospital services-OT
Gaps identified on the working area.	Delay in the OT department
Suggestions for improvement	Delays can be improved by effective time management and planning in pre-operative PAC
Plan for the next week	Receiving the project work and working on it.



Signature of the Student

Approved by IIMMR University's Mentor

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Week no: 2

From: 19/05/2025 to: 24/05/2025

Activity Done	For the second week i have done audit for the discharge of the patient in wards and ICU.
Linking theory (Classroom learning) with practice at your organisation	Improvement in quality helps in assessing performance gaps.
Gaps identified on the working area.	Data entry in EMR and register didn't match
Suggestions for improvement	Delays can be improved by effective management and planning and record crosscheck
Plan for the next week	Audit on Admission in OPD.

Prabhat.

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Week no: 3

From: 26/05/2025 to: 31/05/2025

Activity Done	In this week I had tracked the patient from admission to the first medication received to them and noted the time and points. Took 15 samples this week. The main points focused on patient admission time patient arrival at location (Ward/ICU/Day-care) Cannula insertion time when were vitals were taken medicine indent time and medication given time.
Linking theory (Classroom learning) with practice at your organisation	By identification of delays and delays I connected theoretical knowledge of healthcare process.
Gaps identified on the working area.	The gap I identified is the time for vitals cannula insertion where not noted by nurses. Sometimes delay in insertion time.
Suggestions for improvement	Time should be mentioned when the vitals and cannula insertion is done.
Plan for the next week	Tracking more patients.



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Week no: 4

From: 02/06/2025 to: 07/06/2025

Activity Done	In this week I had tracked the Chemotherapy Patients from their admission to arrival at the day care bed I tracked the time when vitals were taken and cannula insertion time their initials done by Nursing and Physician, medication indent time to when first medication was administered. Apart from that I also tracked the Nurse call bell time when the bell rings and how much time does nurse took to response to the bell.
Linking theory (Classroom learning) with practice at your organisation	Essentials of epidemiology and demography to understand patient age and diagnosis type, Biostatistics in analyzing the TAT turnaround time delays. Digital health how EMR is used to store diagnosis medical history.
Gaps identified on the working area.	The gap I identified is the late arrival of patient to the day care due to slow admission process.
Suggestions for improvement	If the time delay from admission can be reduced then the patient treatment can be started earlier and hospital stay can be reduced.
Plan for the next week	Tracking more patients and audit of High-Risk Medications



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Week no: 5

From: 09/06/2025 to: 14/06/2025

Activity Done	In this week I had tracked the Chemotherapy Patients from their admission to arrival at the day care to the first medication given. And also Audit the High-Risk Medications in Day care Chemotherapy.
Linking theory (Classroom learning) with practice at your organisation	Principles of management in workflow are managed in medication dispensing process, Organization Behaviour in team coordination of pharmacy and nursing in dispensing and administration of drug to patient.
Gaps identified on the working area.	The gap I identified is the high-risk medications have red colour sticker pasted on the drugs when they are dispensed from pharmacy but some drugs the sticker were missing for example in Doxorubicin which is high risk medication given to chemotherapy patient.
Suggestions for improvement	High Risk Medication should be dispensed and crosschecked properly
Plan for the next week	Tracking more patients and audit of High-Risk Medications



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Week no: 6

From: 16/06/2025 to: 21/06/2025

Activity Done	In this week I had tracked the Chemotherapy Patients from their admission to arrival at the day care to the first medication given. And also calculated the TAT time for each parameter like TAT for initial nursing assessment, TAT for initial physician assessment, TAT for medication indent, TAT for medication given time.
Linking theory (Classroom learning) with practice at your organisation	Bio-Statistics for calculating TAT data collection was based on the concepts of statistical principles, Principles of management by applying concepts of management for identifying the gaps and finding better process improvements.
Gaps identified on the working area.	The gap I identified is late update of initials in EMR.
Suggestions for improvement	Timely update of initials should be uploaded in EMR to maintain patient data.
Plan for the next week	Tracking more patients.



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Roll no: 2021

Stream: MBA HOSPITAL AND HEALTH

Week no: 7

From: 23/06/2025 to: 28/06/2025

Activity Done	In this week I had observed the NABH. Internal audits.
Linking theory (Classroom learning) with practice at your organisation	Essentials of hospital services this audit helped to understand hospital protocols.
Gaps identified on the working area.	The internal audit helped us to observe the gaps in hospital like in Inpatient pharmacy the racks were not clean the high-risk medications dispense was not dually signed by nurse and doctor. Crash cart checklist was not present.
Suggestions for improvement	These observations lead to improvement.
Plan for the next week	Tracking more patients.

Prabhat.

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Week no: 8

From: 30/06/2025 to: 05/06/2025

Activity Done	In this week I had tracked down the chemotherapy day care patients.
Linking theory (Classroom learning) with practice at your organisation	This activity helped me to apply my classroom concepts and helped in understanding the protocols of oncology and importance of EHR.
Gaps identified on the working area.	Limited Practical Exposure to learning as the cases have been going on for a long period of time.
Suggestions for improvement	These observations lead to improvement.
Plan for the next week	Tracking more patients.



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Week no: 9

From: 07/07/2025 to: 12/07/2025

Activity Done	In this week I had observed the billing audits.
Linking theory (Classroom learning) with practice at your organisation	I got a chance to apply my finance theory in practical exposure along with that I was also able to understand the concepts of medical coding.
Gaps identified on the working area.	Limited Exposure to Real Billing Software as it is still in process the software requirement more manual updating.
Suggestions for improvement	These observations lead to improvement.
Plan for the next week	Will be focusing more on billing.



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Roll no: 2021

Stream: MBA HOSPITAL AND HEALTH

Week no: 10

From: 14/07/2025 to: 19/07/2025

Activity Done	In this week I had done billing audit understand the drugs intended from pharmacy and the drug administered to patient. And also understood the workflow process of chemo day care. Along with it made presentation on my learning throughout the internship and presented it.
Linking theory (Classroom learning) with practice at your organisation	Applied my learning of predictive analysis in making my presentation.
Gaps identified on the working area.	Gap identified in billing audit, the intended drug in patient pharmacy bill was different in terms of numbers from the administered drug to the patient in medication chart.
Suggestions for improvement	These observations lead to improvement.
Plan for the next week	



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Compiled Report

Name of the Organisation: Fortis Hospital Manesar

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Roll no: 2021

Stream: MBA HOSPITAL AND HEALTH

Activity Done	• I had an opportunity of observing and studying different departments of Fortis Hospital Manesar, Gurugram like OPD, IPD, ICU, OT, ER, Wards, Chemo day care. • Studied the CESC SOP (Standard Excellence Scorecard) to understand the tool for recording analyzing specific incident or events through defined parameters which can cause harm. • Tracked the patients admitted to OPD from admission to the first medication received. • Identified the delays in the process • Observed ICU department patient files and had done audit of VTE forms • Finalization of the department, chemo day care department was finalized to understand the process flow and patient flow. • Understood the process of chemo day care • Gained the understanding of the day care process flow. • Started collecting data for TAT time of daycare from patient admission to its first medication received. • Also continued to record the Turnaround time for each parameter like TAT for vitals, TAT for cannula insertion, TAT for Medication Indent, TAT for Medication given. I had maintained the data in Excel format. • Apart from patient tracking in chemo day care I had also done Audits. Such as Audit for Nurse Bell Time, Audit for High Risk Medications. • Was a part of internal audit in hospital, observed the non-compliance in IP Pharmacy, Wards and in AHU (Air
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	Handling Unit). - Analyzed the data of chemotherapy that I had collected. - Created the PowerPoint presentation of the data that I had analyzed and the workflow process of chemo day care and Presented in front of the organization mentor and HR.
Linking theory (Classroom learning) with practice at your organisation	- This internship helped me practically apply theoretical knowledge to understand the hospital working and infrastructure. - Saw how hospitals play a big role in improving community health through proper treatment and care. - Understood the importance of empathy, respect, and patient dignity during interactions. - Observed how nurses and doctors maintain ethical practices - Collected and analyzed data related to patient care, especially Turnaround Time (TAT). This was a part of observational study - Noticed how hospitals promote their services and build patient trust. - Observed use of digital systems for patient records. - Learned how departments like OT, ICU, Pharmacy, and Wards function. - Understood how all departments are connected in delivering care.
Gaps identified on the working area.	- Significant delay observed between patient admission and first medication in the chemo daycare unit. - VTE forms in the ICU were found to be incomplete or not properly filled during the audit. - Missing or delayed entries can affect patient safety and compliance. - Initials in EMR were not timely updated - Gaps identified in tracking and handling of high-risk medications, including improper labeling of sticker and Verified signature in IP dispensing slip. - Installation of Pass Box in chemo day care. - GDA staff for non-clinical support - Some processes were done manually despite the presence of digital systems.
Suggestions for improvement	- Ensure Complete Documentation - Installation of Pass Box in chemo to ensure safety and sterility of clinical pharmacist who is preparing the medication. - A separate room should be there for changing and disposal of PPE worn by the clinical staff preparing the medication in

	Biosafety Cabinet. • More GDA staffs to support non-clinical works. • High risk medications should be handled and documented properly. • EMR should be updated timely. • Doctor and nurse should be aware of filling initial assessment form and consent form. • Continue internal audits but include feedback sessions where staff can learn from observations.
Key Learnings	• Got exposure to Chemo Daycare, and learned how department functions. • Learned to observe and map patient flow in the chemo daycare unit, from admission to treatment. • Collected Turnaround Time (TAT) data for different steps in patient care and analyzed delays using Excel. • Participated in audits such as VTE form audits, Nurse Bell Time audits, and High-Risk Medication audits. • Understood how SOPs and tools like the CESC (Standard Excellence Scorecard) are used to maintain quality and safety. • Observed how doctors, nurses, pharmacists, and support staff coordinate to deliver patient care. • Learned about protocols and precautions required while handling and administering high-risk drugs. • Identified practical gaps like delays, incomplete documentation, and staff shortages, and thought of ways to improve them. • Understood how Hospital Information Systems (HIS) are used for patient tracking, medication indenting, and reporting.

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