SUMMER INTERNSHIP PROGRAM

at

Max Smart Super Speciality, Saket New Delhi

From 12.05.2025 to 21.07.2025

A REPORT BY

Niyati Thakur

Master of Business Administration

(Hospital and Health Management)

Roll no-2013

2024-26

under the Mentorship of

Dr. Ritu Vashistha (Assistant Professor, School of Digital Health)

Certificate No – 2025/20784

CERTIFICATE
OF ACHIEVEMENT

MAX Healthcare

Max Institute of Medical Education

Certifies that

Niyati Thakur

has completed Internship in the department of

Hospital Operation

at Max Smart Super Speciality Hospital, Saket, New Delhi

from 12th May 2025 to 21st July 2025

Head of the Department

Dr Vinitaa Jha
Director Research & Academics
Max Healthcare Institute Ltd

IIHMR UNIVERSITY

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Niyati Thakur,** of academic year 2024-26, of the **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: 28/07/2025

Name: Dr. Ritu Vashistha

Designation: Assistant Professor

(School of Digital Health)

Gap Analysis of Hospital Signages

Name of Organization- Max Smart Super Speciality , Saket New Delhi
Student Name – Dr. Niyati Thakur
Stream- MBA Hospital and Health Management
Roll Number – 2013
Under the Guidance of - Dr. Ritu Vashistha (University Mentor) Dr. Nutan Panda (Organization Mentor)

Gap Analysis & Study on the importance of signage and its significance for patient satisfaction and easiness to approach the different departments in a tertiary care hospital

Organization brief history and description

Max Smart Super Speciality , Saket was formerly known as Gujarmal Modi Hospital (unit of Gujarmal Modi Hospital & Research Centre for Medical Sciences) . It was acquired by Max Healthcare in 2012. It is NABH Accredited ,a 250-bed hospital with key specialties in Cardiology, Orthopaedics, Urology, Nephrology , Neurology, Paediatrics,Obstetrics& Gynaecology. The tertiary care hospital has over 300 highly experienced specialist doctors, nursing team , 12 high end Modular OTs, 50 critical care beds, Da Vinci Robotic System , advanced dialysis and endoscopy unit .

Organization Vision and Mission

Vision- To be most well-regarded healthcare provider in India committed to the highest standards of clinical excellence and patient care, supported by latest technology and cutting-edge research
Mission- To Serve.
With commitment and compassion in our heart, we deliver the highest standard of patient-centered care to those we serve.
To Excel.
From a dream team of doctors and specialists to support staff that goes the extra mile to deliver quality care, excellence is in our DNA.

Introduction

Hospital signage is a vital component of patient experience, operational effectiveness, safety, and brand reputation. They aim to guide, inform, and identify about the hospital services & facilities to the patients, visitors and staff. The types of signages include Navigation, Identification, Information and Statutory. Gap Analysis aims to identify the difference or gap between the current signage and ideal /required signage. This Study seeks to perform a gap analysis in the Max Smart Super Speciality Hospital, Saket including all floors and entrances to the hospital. As patients and visitors are already in a stressed mental state, poor or ineffective signage contributes to more frustration, patient/visitor dissatisfaction, negative perception of the hospital, lost appointments and higher staff disruption too.

Objective

1.To observe the existing signages in the clinical areas of the hospital, with personal perception and patient behavior.

2.To increase patient satisfaction and reduce staff load by improving the signages

3.To provide recommendations for improving signages based on the findings

Organization structure

- **Unit Head**
  - **Head Operation**
    - AGM-Ops
    - F&B Head
    - HK Head
    - FO Head
    - Engineering Head
  - **Medical Superintendent**
    - Quality Head
    - Pharmacy
    - OT
    - MRD
    - CSSD
  - **Head Sales & Marketing**
    - Upcountry
    - MECP
    - Corporates
    - International Business
  - **Business Analyst**
  - **Service Excellence**

Challenges faced during internship

-Gaps found in Hospital Signages
-Delays and Inefficiencies in TPA
-Challenge in Patient Communication

SWOT Analysis

Strength

- -Majority of signages are aligned with NABH Standards & Checklist
- -Observational study helped in real time case findings
- -Study spanned all of the hospital from entry to all floors

Weakness

- -Major Department signage missing(OPD, IPD desk)
- -Poor positioning &inconsistent signage at some places

Opportunities

- -Digitize the signage system
- -Improve the accessibility using braille

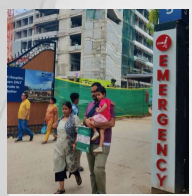
Threats

- -Patient Dissatisfaction due to confusion and delays
- -Brand image can be damaged
- -Delays in Emergency situations

Methodology

1.Gap Analysis: - Existing signages vs desired signages
2.It was a Complete Observational Study. (03-06-2025 to 20-06-2025)
3. Photographs of all existing signages were taken and complied in an excel sheet
4 . Excel sheet was used for identifying gaps & Recommending ideal signage placement
5. Patient/Attendant movements were observed , NABH Checklist & standards for signages were used

Implementation of Signage



Practical exposure VS Theoretical understanding

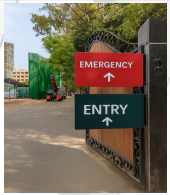
-Theoretical Knowledge helped in the basic understanding of hospital , various departments & functions
-Practical Exposure helped to understand real world scenarios – Inter-departmental co-ordination, importance of team work , problem solving , direct interaction and observation of patients/attendants during projects and became familiar with technology (HIS/CPRS)

Major Learnings during internship

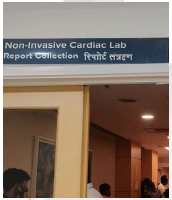
-Importance of Signages in a healthcare setting
-TPA process & Inefficiencies
-Discharge Process
-Inter-Departmental Co-ordination
-Emergency codes Implementation

Suggestions to Organization

-Recommendations on signage was given & implemented
-Digitization of the TPA process for faster processing
-Co-ordination between front desk can be improved
- Help Desks at major locations like Entry, OPD , IPD
- - Waiting period can be reduced in investigation services by redistributing the existing staff in shifts during peak hours



AI Generated Recommendation



Recommendations(Immediate)

- Visitor's Policy Signage required at ICU-2 First Floor
- The' Non-Invasive cardiac lab 'department signboard should include the sign for' Report collection 'as all reports are available from there only.
- Emergency &OPD Entry Signage on gate 5

(Long Term – Requires resource)

- Braille system for visually impaired individuals (A Map at the entrance or outside departments and walls).
- Tactile ground surface indicators (flush mounted) for visually impaired.
- Audio Navigation , digital interactive screens , Navigation app to reach particular Doctor/Department

WEEK 1 REPORT

Name of the Organisation: Max Smart Super Speciality, Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no:2013 Stream: Hospital and Health Management

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

Activity Done	Visited and Observed Different departments in the hospital. Started from Basement (Utility and support services) – MRD, Credit Cell, Store, CSSD, Biomedical Engineering, Non Medical Engineering, IP Pharmacy, International Patient lounge, A,B,D block OPD , Security control,Call centre, HR,Mother and Child OPD .
Linking theory (Classroom learning) with practice at your organisation	Related the classroom learning to real life application and analysed (For e.g. Emergency codes announcement --Technical team behind it , importance of codes, How is action taken and by whom , also learned new codes) (e.g. 2 Theory says CSSD should be closer to IT , OT but in real, I talked and observed that they are mostly in basement because the steam sterilizers are dangerous and heavy machines and can't Be closer to critical areas.)
Gaps identified on the working area.	Different observations in different departments – Attendants seeking help and guidance at the billing desks which involved any random query about hospital hence causing exhaustion of staff, Shortage of manpower was also there. During peak hours, some patients/Attendants remain unattended and unclear information is given .Observed few Patients who were unable to understand instructions given in medical terminology.
Suggestions for improvement	• A separate help desk at every OPD • Avoid Jargons • Hire / Train more staff
Plan for the next week	Visit upper floors of the hospital and understand more about the workflow of different departments.

Signature of the Student

Niyati

Approved by the IIHMR University's Mentor

WEEK 2 REPORT

Name of the Organisation: Max Smart Super Speciality Hospital Saket Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

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

Activity Done	Visited Marketing, Radiology,Sales,Linen, Housekeeping,IPD,F&B, Dietetics departments to get better understanding of every department and how they contribute to hospital . Interacted with Floor Managers in Medical administration, learned their role and responsibilities, assisted in patient morning rounds to note their grievances, assisted in discharge planning process of patients, assisted in Discharge of patients, distributed them discharge pamphlets while informing and sharing with them the discharge process of hospital.
Linking theory (Classroom learning) with practice at your organisation	Learned the importance of communication skills, soft skills, how we have to also emotionally connect to the patient and their problems ,importance of emotional intelligence
Gaps identified on the working area.	There were some issues patients and attendants were facing regarding hospital services, some patients were delaying the discharge process even after informing thrice. Some patients create chaos so we need to learn how to deal with all this.
Suggestions for improvement	Improvement needs to be on both sides, hospital side , Personal management side because patients are of different mindsets and backgrounds who visit hospital.
Plan for the next week	Starting a project – Gap analysis on hospital signages under the guidance of industry Mentor.

Signature of the Student

Niyati

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WEEK 3 REPORT

Name of the Organisation: Max Smart Super Speciality Saket Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no:2013 Stream Hospital and Health Management

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

Activity Done	Visited OT, ICU , NICU ,PICU and started the project on 'Gap Analysis on Hospital Signages '
Linking theory (Classroom learning) with practice at your organization	Saw the Practical application of the learnings – Saw the Da Vinci Robotic system in the OT , Surgical checklist, how the process is done, HEPA filters in the OT , The machine Setup in ICU was also linked to what I learnt in Essentials of Hospital services module.
Gaps identified on the working area.	Gaps identified during the gap analysis on hospital signages , Shortage of staff in PICU
Suggestions for improvement	Desired solutions are to be suggested during the project , train and hire more staff in PICU
Plan for the next week	Continue the work on Project assigned

Signature of the Student

Niyati

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WEEK 4 REPORT

Name of the Organisation: Max Smart Super Speciality, Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no:2013 Stream: Hospital and Health Management

Week no:4 From: 02/06/2025 to 7/06/2025

Activity Done	Work on Project started – Gap Analysis of Hospital Signages
Linking theory (Classroom learning) with practice at your organisation	Working on a Project like this for the first time, understanding the importance of Hospital Signages and reduced load on staff because of better signages
Gaps identified on the working area.	Gaps identified in the hospital signages
Suggestions for improvement	Going to prepare and present the project to the hospital staff
Plan for the next week	Work on the Project format

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WEEK 5 REPORT

Name of the Organisation: Max Smart Super Speciality, Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

Week no:5 From: 9/06/2025 to 14/06/2025

Activity Done	Work on Project (Gap Analysis of Hospital Signages)
Linking theory (Classroom learning) with practice at your organisation	Exploring new concepts and importance of signages in hospital
Gaps identified on the working area.	Gaps identified in signages , places where more signage are required, where old signage are placed , where patients face most difficulty in navigation etc.
Suggestions for improvement	Recommendations included in project itself which includes suggestions on missing , inconsistent , poorly visible signages which are observed in the hospital
Plan for the next week	To complete the Project and start the next minor project.

Signature of the Student

Niyati

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WEEK 6 REPORT

Name of the Organisation: Max Smart Super Speciality Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

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

Activity Done	Completed the Study and Gap analysis on hospital signage
Linking theory (Classroom learning) with practice at your organization	Learned the importance of signage in hospital (For Navigation, Information, safety etc.)
Gaps identified on the working area.	During this project, I visited the whole hospital from entrances to each department. While studying signage, also identified other gaps like , importance of having a separate patient and visitor lift , lack of proper facilities for guards and lack of knowledge in the front desk .
Suggestions for improvement	All these gaps should be identified by the hospital and worked on , some of the interns are currently working on few of them.
Plan for the next week	Submit the project and start the work on next project.

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WEEK 7 REPORT

Name of the Organisation: Max Smart Super Speciality Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

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

Activity Done	Completed the first project on Gap Analysis of Hospital Signage and presented to higher faculties in the hospital, also started new project on Patient conversion from OP to lab , radiology, pharmacy
Linking theory (Classroom learning) with practice at your organization	Learned new concepts like six sigma and used NABH checklist and standards to support my project
Gaps identified on the working area.	Gaps identified in signage and conversion of patients from OP to investigation Procedures (like cost, waiting period etc.)
Suggestions for improvement	Recommendations are provided in the project related to signage and working on the second project for recommendations
Plan for the next week	Take patient samples for the Conversion project , talk to co-ordinators of Doctors, Hospital staff etc.

Signature of the Student

Niyati

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WEEK 8 Report

Name of the Organization: Max Smart Super Speciality Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

Week no:8 From: 30/06/2025 to 5/07/2025

Activity Done	For first three days , I worked on the OP conversion, where I observed patients first , are they going to labs , radiology, pharmacy or directly exiting the hospital , took few samples for it . Then I started intervention and helped them in reaching different departments, that way I also got some insights. But I faced certain challenges in this project in terms of patient data like their hospital ID, advised investigations , panel etc. , which I was not able to collect completely because the hospital staff was not coordinating, so me and my mentor decided to change the project. I have started working on TPA now and have observed for three days there.
Linking theory (Classroom learning) with practice at your organisation	What I am learning right now is completely new and different that I never learnt in classroom. It's a completely new experience
Gaps identified on the working area.	Trying to understand the TPA process and workflow, the time taken in approval process , the errors in forms from company, the denials faced by patients from company in certain cases – these are certain gaps I'm identifying right now
Suggestions for improvement	Right now I am working on understanding and observing the process
Plan for the next week	Start taking patient samples

Signature of the Student

Niyati

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WEEK 9 REPORT

Name of the Organisation: Max Smart Super Speciality Hospital, Saket ,New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no:2013 Stream: Hospital and Health Management

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

Activity Done	Observations made at TPA desk , collected patient samples for project work, observed the workflow, documentation process , Pre Authorisation, Document upload(IHX portal) , discharge approval, Queries faced etc.
Linking theory (Classroom learning) with practice at your organization	I previously had no knowledge about TPA , and never learnt in classroom, it was new to me.
Gaps identified on the working area.	Queries related to missing documents are there (most of them for Doctor), and hence the wait time is increased for discharge process
Suggestions for improvement	The improvements can be made in document upload process, where all the required documents are uploaded so that queries are reduced and wait time of patients also. Mostly the queries related to Doctor Are faced frequently.
Plan for the next week	Continue on the work and gain more deep insights

Signature of the Student

Niyati

Approved by the IIHMR University's Mentor

Week 10 Report

Name of the Organisation: Max Smart Super Speciality Saket New Delhi

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: Hospital and Health Management

Week no: 10 From: 14/07/2025 to 19/07/2025

Activity Done	Prepared the Project on TPA process
Linking theory (Classroom learning) with practice at your organization	Used TAT analysis to identify delays and inefficiencies in the workflow process
Gaps identified on the working area.	• Delay in query replies • Physical movement of documents (Pre- Auth form) to Doctor consumes lot of time • Incomplete submission of Documents
Suggestions for improvement	• Implement a digital system to get doctor's sign or diagnosis(on Pre- Auth form), and even documents from patients can be taken similarly instead of printing and scanning and initiate Pre-Authorization on IHX/ Mail in minutes instead of hours •Work in shifts or set a benchmark to identify all queries within 30 minutes , then send the replies as soon as possible to get Pre Auth approved
Plan for the next week	End of Summer Internship, collect the certificate from the Organisation

Signature of the Student

Niyati

Approved by the IIHMR University's Mentor

Compiled Reporting Format

Name of the Organization: Max Smart Super Speciality, Saket New Delhi

Area/ Department/ Project of Summer Internship Operations

Program: MBA Hospital and Health Management

Name of the Student: Niyati Thakur

Roll no: 2013 Stream: HM

Activity Done	• Started the Internship with orientation of different departments in hospital , including all utility , support and clinical services • Visited MRD, Credit cell, HR, Store, CSSD, Biomedical Engineering, Engineering, IP Pharmacy, Security, Housekeeping, Call Centre, store, Marketing , Quality Department in the basement • Then moved to Ground floor -Visited F&B , dietetics , Radiology , all OPD(for observation), IPD ,TPA, International patient's lounge , PICU , NICU etc. • After ground floor observations , moved to first & second floor , where I had orientation & observation in OT, ICU . • Observed the discharge process (9-12 am), discharge planning (After 3 pm) for few days • Went on morning rounds with Floor Managers to listen patient grievances • Explained patients about discharge process , sent the attendants to complete the billing on discharge , participated in discharge planning by making excel sheet with Floor Manager • Did one Major Project (Gap Analysis of Hospital Signages) and one Minor (TPA Process & Workflow)

Linking theory (Classroom learning) with practice at your organization	• There was One module (Essentials of Hospital Services) where I Learnt about hospital , it's functioning and departments during which a hospital visit was also organized which helped in understanding better about hospital . It was the foundation which helped me during my SIP . • Real life implementation of Emergency codes were seen , which were taught in module • Importance of Communication skills and soft skills were recognized , which were also taught during classes • Saw the Da Vinci Robotic System in OT, which was taught in Digital Health Module • Also saw the surgical checklists , HEPA filters , machines in OT & ICU which we learned in module • Some concepts were totally new like Importance of Signages , TPA , Patient Discharge process etc. which I explored during SIP
Gaps identified on the working area.	• Inefficient signage lead to patient dissatisfaction , confusion and bad brand image, it also leads to staff exhaustion • Co-ordination between front desk was less , with lack of knowledge about hospital workflow • Inter-departmental co-ordination also need to be improved • Delay in query replies in TPA which further delays Pre-auth approval & discharge • High cost/waiting time in investigation services (Radiology/Lab/Pharmacy) lead to less patient conversion from OPD
Suggestions for improvement	• Recommendations on hospital signages were given which were also implemented • Digitization of TPA documentation for faster processing • Co-ordination between front desk can be improved

Key Learnings	• Importance of Signages in a healthcare setting • TPA process & Inefficiencies • Discharge Process & planning • Importance of soft skills in hospital • Co-ordination between different departments • Emergency codes Implementation

Signature of the Student

Niyati

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