

SUMMER INTERNSHIP PROGRAM

IIHMR UNIVERSITY, JAIPUR



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OPTIMIZING HOSPITAL DISCHARGE TURNAROUND TIME THROUGH EFFECTIVE QUEUE MANAGEMENT



Brief History

Established with the mission to combat one of the oldest and deadliest infectious diseases, TB Sanatorium Hospital has been a cornerstone of tuberculosis treatment and respiratory care in the region. Originally founded as a dedicated center for the isolation and recovery of TB patients, the hospital has evolved over the years to incorporate modern diagnostic and treatment facilities while preserving its core focus on pulmonary health. With a legacy rooted in public health service, the hospital continues to play a vital role in serving economically weaker sections and supporting national TB eradication efforts, all while adapting to advancements in medical science and healthcare delivery.

Learning and Value Additions

Difference Between Practical Exposure and Theoretical Knowledge

- Theoretical: Classroom learning emphasized ideal SOPs, lean management, and use of hospital information systems (HIS) for patient admissions.
- Practical: On-ground processes were mostly manual, with delays caused by documentation, staff dependency, and lack of digital tools.
- Gap Realized: Theory promotes streamlined processes, but ground realities include resistance to change, staff limitations, and lack of IT adoption.

Challenges Faced During Internship

- Difficulty in coordinating with departments due to limited cooperation and lack of inter-departmental sync.
- Observed staff burnout and confusion during high patient load, with no clear ownership of queue control.
- Absence of structured data or KPIs on wait times made analysis more dependent on manual observation.

Major Learnings

- Understood how queue mismanagement directly impacts patient satisfaction and hospital efficiency.
- Gained exposure to real-time process observation, data collection, and basic time-motion study techniques.
- Developed soft skills such as communication, adaptability, and initiative while handling on-ground tasks.

SWOT Analysis

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STRENGTHS

- Dedicated Admission Staff – Staff is assigned specifically for managing patient admissions, ensuring accountability.
- Standard Operating Procedures (SOPs) – Basic admission steps are well-defined and followed.
- Availability of 24x7 Services – Admission facility operates round the clock, supporting emergency and inpatient care.

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WEAKNESSES

- Manual Paper-Based Process – Lack of digital systems results in delays and redundant paperwork.
- Limited Staff During Peak Hours – Staff shortage leads to longer waiting times during rush hours.
- Lack of Real-Time Queue Monitoring – Patients remain unaware of their position in the queue, creating confusion and frustration.

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OPPORTUNITIES

- Implementation of Digital Queue System – Introducing a token system or mobile-based admission tracking can reduce congestion.
- Staff Training in Queue Management – Soft skill and process optimization training can improve service quality.
- Integration with EMR/EHR – Linking admission with medical records can streamline patient onboarding and reduce time.

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THREATS

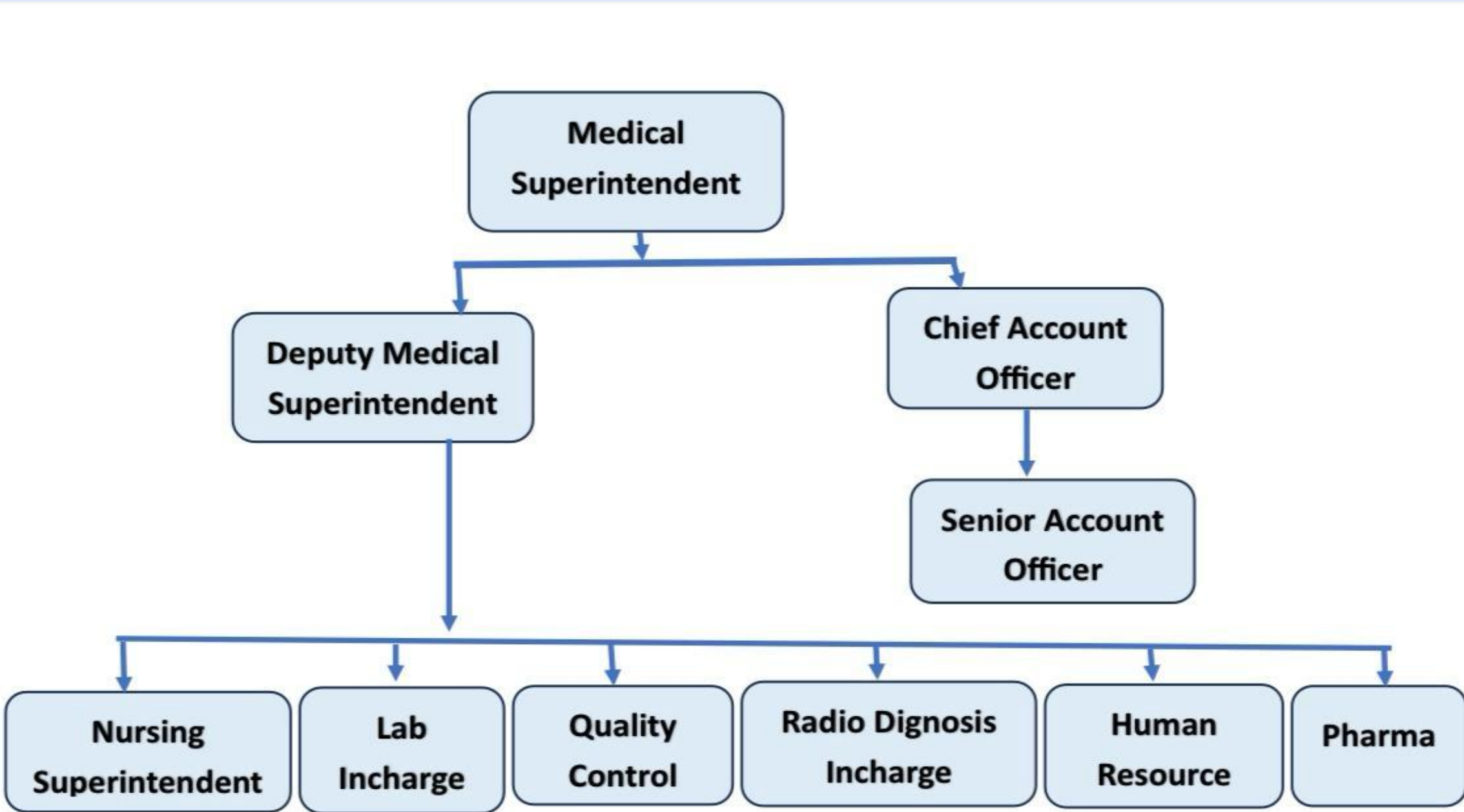
- Patient Dissatisfaction – Delays or mismanagement can lead to negative feedback or loss of trust.
- Risk of Operational Overload – Poor queue control can cause staff burnout and process breakdowns.
- Increased Competition from Private Hospitals – Competitors offering faster, digital-first experiences may attract patients.

Vision & Mission

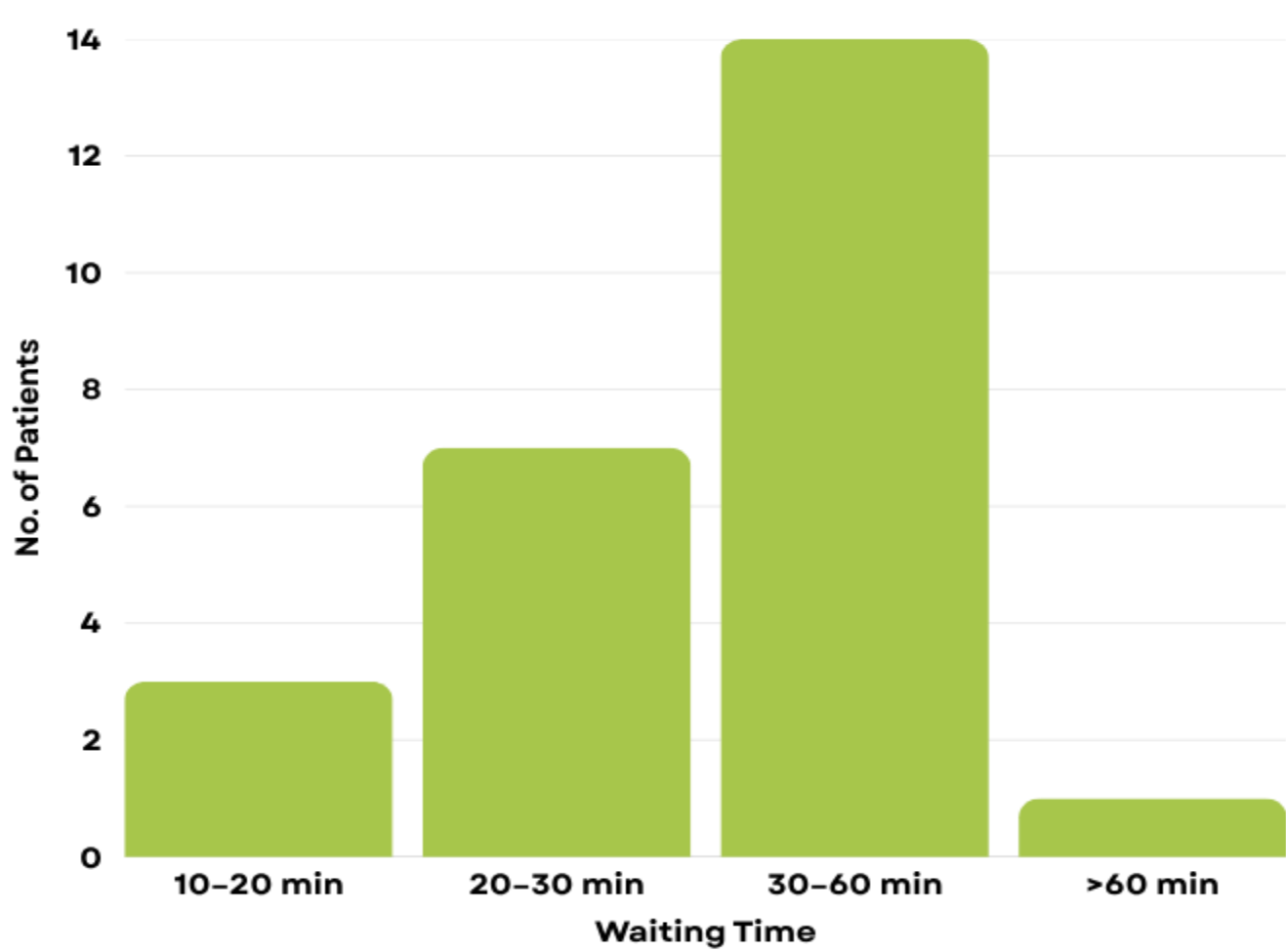
To be a leading center of excellence in respiratory and tuberculosis care, dedicated to enhancing patient outcomes through compassion, innovation, and community-focused service.

- To provide affordable and accessible treatment for tuberculosis and respiratory diseases.
- To promote early diagnosis, effective treatment, and patient education for disease prevention.
- To support national public health goals through research, training, and community outreach programs.

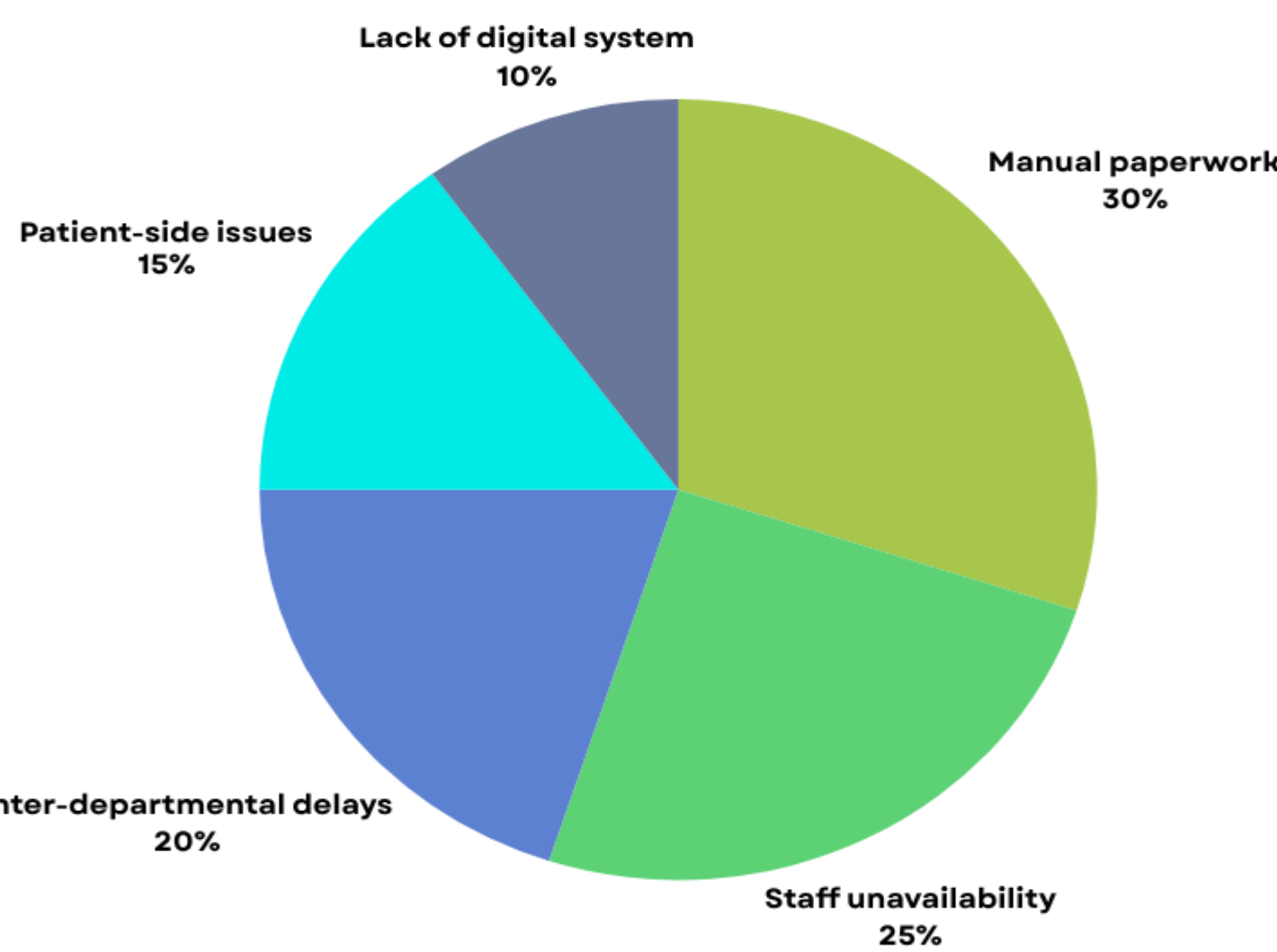
Organisation Structure



Distribution of OPD Waiting Time



Causes of Delay in Admission Process



USEFULNESS OF INTERNSHIP

The internship provided hands-on experience in analyzing hospital workflows, particularly patient admissions. It helped bridge the gap between classroom concepts and real-time healthcare operations. Exposure to queue management highlighted the importance of process efficiency in enhancing patient satisfaction.

CHALLENGES FACED

Limited digital infrastructure and manual documentation often led to longer waiting times. Coordinating across departments was difficult due to unclear responsibilities and communication gaps. Staff resistance to change also posed a hurdle in process analysis and data collection.

SUGGESTIONS FOR IMPROVEMENT

Introduce a digital queue/token system to manage patient flow and reduce bottlenecks. Train staff in queue management and communication during peak hours. Deploy additional resources or shift-based staff scheduling to handle high patient volumes efficiently.



Conclusion

The internship at TB Sanatorium Hospital provided meaningful insights into the challenges and inefficiencies of the patient admission process. By analyzing queue patterns and delays, I identified key operational gaps and proposed actionable strategies to improve patient flow. Implementing a structured queue management system can not only reduce waiting times but also enhance patient satisfaction and hospital throughput. This experience reinforced the importance of bridging academic knowledge with real-world healthcare operations.