

SUMMER INTERNSHIP PROGRAM
at
Apollo Hospitals, Sheshadripuram, Bengaluru
15th May 2025 to 23rd July 2025

A REPORT BY

Nayana S. Jayachandran
MASTER of Business Administration
Hospital & Health Management
2004

2024-2026

Under the Mentorship of
Dr. Vidhya Bhushan Tripathi
Assistant Professor
IIHMR University



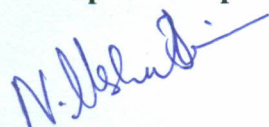
24th July 2025

INTERNSHIP CERTIFICATE

This is to certify that **Dr. Nayana S. Jayachandran** has successfully completed her **Internship** program in the **Department of Supply Chain Management and Operations** from **15th May 2025 to 23th July 2025** in **Apollo Hospitals, Sheshadripuram, Bangalore**. She was diligently involved in the task assigned to her. During her period of stay with us, we found that she was dedicated, hardworking, loyal and sincere.

We wish her all the best for her future endeavours.

For **Apollo Hospitals, Bangalore**.



Usharani N
Senior Manager - Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Nayana S. Jayachandran** 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. Her poster is approved for presentation.

Date 28/07/2025


Dr. Vidya Bhushan Tripathi

Assistant Professor

Name: Nayana S. Jayachandran

Course Name: MBA Hospital & Health Management

Faculty Mentor: Dr. Vidhya Bhushan Tripathi

Roll No: 2004

Organization Name: Apollo Hospitals, Bengaluru

Organization Mentor: Mr. Kiran H.

ABOUT ORGANIZATION

Apollo Hospitals, founded in 1983 by Dr. Prathap C Reddy, is a pioneering healthcare group in India and Asia, known for its innovative approach and commitment to quality. As the first corporate hospital in India, Apollo Hospitals revolutionized the private healthcare sector by offering world-class care

VISION

Apollo Hospital's vision for the next phase of development is to 'Touch a Billion Lives'.

MISSION

Apollo Hospital's mission is to bring healthcare of International standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity

ORGANIZATION STRUCTURE



S

Strong brand reputation
Adoption of digital systems for hospital operations and EHR

W

High consultation & service cost making it less accessible for all.
Training Gaps

O

Scope for implementing data analytics in inventory forecasting
Enhanced training programs to reduce operational errors.

T

Cybersecurity issues
Rising competition from other multispecialty hospital

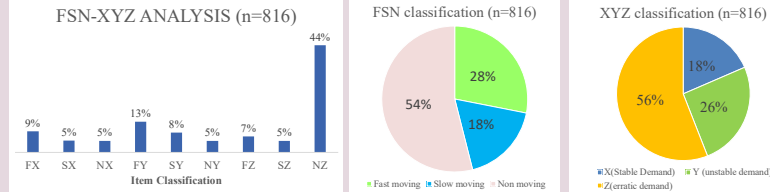
OBJECTIVES OF THE STUDY

- To categorize hospital inventory using FSN-XYZ analysis for better understanding of consumption patterns and demand variability.
- To conduct process mapping and identify operational gaps in the existing material management workflow.
- To provide data-driven recommendations for improving inventory control and overall supply chain efficiency.

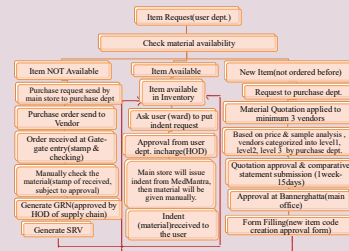
METHODOLOGY

- A retrospective observational study was conducted in the supply chain department of a tertiary care hospital. Six months of inventory data of non-medicine items were collected. MS-Excel was used as an analytical tool.

RESULT



PROCESS MAPPING



GAP IDENTIFIED

High volume of non-moving items(438): **signals poor demand forecasting, potential overstocking or inappropriate procurement**

Over 50% of items in Z(erratic demand) category indicate: low issue frequency

Only 71 items belong to FX(fast moving, stable demand) category indicating: **lack of prioritization of essential high demand items. Inventory management not aligned with actual consumption patterns**

Chemicals and disinfectants were stored directly on the shelves; however, as per the SOP, should be placed in cardboard boxes filled with sand to ensure in case of spillage, substances are immediately absorbed and do not spread onto the floor, thereby minimizing safety hazards.

No proper pest control maintained within the department, which can lead to material damage in inventory.

LIMITATIONS OF THE STUDY:

- Due to time constraints, only 6 months of inventory data could be analyzed.
- Seasonal demand variation.
- Bulk procurement: intentionally overstocked for upcoming demand.
- Certain emergency use products may not show regular movement but are critical and must be stocked.

SUGGESTIONS

- Periodic review of non-moving and Z category items. Thereby rationalizing inventory.
- Implement demand forecasting tools: use historical trends, departmental needs & seasonal patterns.
- Staff sensitization by encouraging better indent planning & communication between dept. & stores

THEORETICAL UNDERSTANDING

- Total Quality Management & Continuous Improvement.
- Indent, procurement and issue processes follow linear flow.
- Importance of Interdepartmental coordination

PRACTICAL EXPOSURE

- Participated in internal audits & tracked NPS/ Feedback.
- Frequent deviation occur in indent issue process due to urgency.
- Had direct interaction with patients, medical & administrative staff

CHALLENGES FACED DURING INTERNSHIP

- Adapting to new work environment & culture.
- Difficulty in extracting consistent item wise data across months.
- Initially data collection was difficult due to busy schedule of supply chain staff. As time progressed it was resolved.

LEARNINGS DURING INTERNSHIP

- Understood the work culture of Hospital.
- Learnt how Excel can be used in real-time for inventory tracking and analysis.
- Understood how key performance indicators (KPIs) are tracked to monitor service quality.
- Understood how regular audits and surveys contribute to continuous quality improvement (CQI).



Weekly Report-1

Name of the Organisation: Apollo Hospital, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Supply Chain Management / Project topic not decided

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA-HM

Week no: 1

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

Activity Done	• Orientation and introduction to hospital protocols and team members, conducted by Kiran Sir. • Visited the Material Management Store to understand inventory layout, storage protocols, and material flow. • Introduced to the MedMantra software • Reviewed SOP guidelines for supply chain management • Interacted with supply chain staff to understand daily operations, departmental hierarchy, and internal coordination processes.
Linking theory (Classroom learning) with practice at your organisation	• Integrated academic principles of professional etiquette and organizational behavior to contribute to a cohesive and productive organizational culture. • Observed how SOPs act as critical tools in ensuring consistency, accountability, and compliance in material management processes- an aspect highlighted in classroom.
Gaps identified on the working area.	• I have not found any significant gaps so far, considering our recent joining to the organization.
Suggestions for improvement	• Since this was the first week and the activities were mainly observational. As I will gain deeper insight regarding the department in the coming weeks, I will be better equipped to provide suggestions for improvement.
Plan for the next week	• understanding the working of the MedMantra software • how to control the inventory.

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-2

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Supply Chain Management / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN–XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA-HM

Week no: 2

From: 19/5/2025 to 24/05/2025

Activity Done	• understood the working of the MedMantra software • how to generate PO, PR, GRN & SRV • conducted literature review to decide the project topic • Read the files maintained in supply chain- non-moving items file, ABC analysis report file, maintenance quotations file and local purchase file”
Linking theory (Classroom learning) with practice at your organisation	• Understood importance of conducting different analysis like ABC, VED for managing the inventory- an aspect highlighted in class
Gaps identified on the working area.	• No significant gaps have been observed.
Suggestions for improvement	• Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	• Manually check the inventory stock on daily basis • Start Data collection and conduct FSN-XYZ analysis.

Signature of the Student



Approved by the IIHMR University’s Mentor

Weekly Report-3

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Supply Chain Management / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN–XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA-HM

Week no: 3

From: 26/5/2025 to 31/05/2025

Activity Done	• Collected 6 months data for conducting FSN-XYZ analysis. • Inventory stock checking • Process mapping of supply chain management
Linking theory (Classroom learning) with practice at your organisation	• Effective teamwork and leadership are pivotal in enhancing productivity within supply chain management. By fostering collaboration, clear communication, and strategic delegation, organizations can streamline operations and respond adeptly to challenges.
Gaps identified on the working area.	• No proper pest control maintained within the department, which can lead to material damage in inventory.
Suggestions for improvement	• Need to maintain proper pest control within the department.
Plan for the next week	• Conduct data analysis (FSN-XYZ). • Conduct internal audit.

Signature of the Student



Approved by the IIMMR University's Mentor

Weekly Report-4

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Supply Chain Management / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN–XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA-HM

Week no: 4

From: 2/6/2025 to 7/06/2025

Activity Done	• Daily Transition • Understanding the working of OT store and Cath Lab • Completed the FSN-XYZ analysis and interpreted the results.
Linking theory (Classroom learning) with practice at your organisation	• Warehouse Layout Optimization: Design storage areas to facilitate FIFO and FEFO practices. For FIFO, arrange products so that older stock is more accessible. For FEFO, organize items based on expiration dates, placing those with the nearest dates in front.
Gaps identified on the working area.	• It was observed that chemicals and disinfectants were stored directly on the shelves; however, as per the SOP guidelines, they should be placed in cardboard containers filled with sand to ensure that, in case of spillage, the substances are immediately absorbed and do not spread onto the floor, thereby minimizing safety hazards.
Suggestions for improvement	• Proper Shelving and Storage Practices • Routine Inspections and Maintenance • Enhance Spill Response Preparedness
Plan for the next week	• Continue with internal audit • Department shifted from supply chain management to service excellence

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-5

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 5

From: 9/06/2025 to 14/06/2025

Activity Done	• Comprehensive Orientation Session on Operations Management of the hospital. • Introduced to CRM dashboard (Customer Relationship Management) • Went for floor rounds and discussed the monthly calendar
Linking theory (Classroom learning) with practice at your organisation	• In class, we learned that feedback is vital for continuous improvement and customer satisfaction. Apollo Hospitals reflects this by actively collecting patient feedback through digital and in-person modes. This aligns with quality improvement theories like TQM, where feedback helps identify service gaps. Regular monitoring of feedback at Apollo ensures timely actions and enhances overall patient experience.
Gaps identified on the working area.	No significance gaps have been observed.
Suggestions for improvement	Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	• Conduct Mystery Audit for the hospital. • Understanding the working of PRM(Patient Relations Management).

Signature of the Student



Approved by the IIMMR University's Mentor

Weekly Report-6

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 6

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

Activity Done	• Conducted Mystery Audit for the Hospital • Understood the working of PRM (Patient Relations Management). • Conducted the Grooming Audit
Linking theory (Classroom learning) with practice at your organisation	• Grooming Audit conducted in the hospital emphasized the importance of being well groomed and presented in a professional healthcare environment. This is directly linked to our classroom sessions on soft skills and professional etiquette, where we were taught the significance of first impressions in patient care and service excellence. The audit reinforced how grooming standards contribute to building patient trust and maintaining institutional credibility.
Gaps identified on the working area.	No significance gaps have been observed.
Suggestions for improvement	Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	• Conduct internal IP audit. • Set-up the simulation training for new joining .

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-7

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 7

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

Activity Done	• Conducted internal IP Audit for the Hospital • Conducted the simulation training for new joining • Prepared TLC (Tender Loving Care) story report of the week
Linking theory (Classroom learning) with practice at your organisation	• I witnessed how Apollo’s vision of “touching a billion lives” is brought to life through TLC initiative. Each week, staff go beyond medical duties to do something special for patients like celebrating milestones or fulfilling small heartfelt desire such as a favourite food. These stories reflect what we learn in class about patient-centred care, empathy, and emotional support in healing. TLC shows how compassionate gestures can improve patient satisfaction and recovery.
Gaps identified on the working area.	• During the IP audit it was found that intern nurses are not properly trained and supervised.
Suggestions for improvement	• Conduct a thorough training needs assessment. • Strengthen supervision & mentorship • Deploy simulation training , allowing interns to practice safely before working with patients.
Plan for the next week	• ATR one pager report for May 2025 • ATR report for Mystery Audit for May & June 2025.

Signature of the Student



Approved by the IIHMR University’s Mentor

Weekly Report-8

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 8

From: 30/06/2025 to 05/07/2025

Activity Done	• ATR one pager report for May 2025 • ATR report for Mystery Audit for May & June 2025. • Prepared monthly SE Calendar for the month of July
Linking theory (Classroom learning) with practice at your organisation	• Prepared the July audit and activity calendar for service excellence department. This highlights the significance of operational planning and quality care that we learnt in classroom. This exercise reinforced the value of structured workflow, proactive service monitoring & aligning daily tasks with patient centric goals- bringing theory into real time practice.
Gaps identified on the working area.	• Based on patient feedback survey and daily audits it was found that food & beverages services needs to be improved.
Suggestions for improvement	• Ensure nutritional standards are followed. • Conduct a thorough training needs assessment. • Regular sanitation of kitchen and service areas.
Plan for the next week	• Make monthly report on departmental tracker & NPS tracker. • Conduct grooming audit & IPD audit for the month of July.

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-9

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 9

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

Activity Done	• Made monthly report on departmental tracker & NPS tracker. • Conducted grooming audit & IPD audit for the month of July.
Linking theory (Classroom learning) with practice at your organisation	• While working on the Departmental Tracker, I applied concepts of healthcare quality management and continuous performance improvement learned in class. The tracker serves as a critical tool to monitor departmental KPIs, identify service gaps, and measure compliance with standards. It promotes transparency, accountability, and timely interventions, which are central to the theory of Total Quality Management (TQM). By analyzing monthly trends and deviations in the tracker, departments can take corrective actions proactively—ultimately leading to enhanced patient satisfaction, reduced errors, and streamlined operations.
Gaps identified on the working area.	• No significant gaps have been observed.
Suggestions for improvement	• Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	• Prepare project on corrective actions to improve services provided by the hospital. • Preparation for the Kindness drive.

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-10

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 10

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

Activity Done	• Prepared project on corrective actions to improve services like F&B, Admission process, Registration and Billing. • Inauguration related activities for the Kindness drive conducted in the hospital.
Linking theory (Classroom learning) with practice at your organisation	• While conducting the kindness drive at the hospital I linked the classroom theory learned on the principles of holistic healthcare management. This concept emphasizes the emotional and psychological well-being of patients and staff. The activity promoted a compassionate environment, improved staff morale and enhanced the hospital's service culture-reinforcing the idea that small acts of kindness can contribute significantly to overall patient satisfaction and organization reputation.
Gaps identified on the working area.	• No significant gaps have been observed.
Suggestions for improvement	• Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	• Continue working on the project.

Signature of the Student



Approved by the IIHMR University's Mentor

Weekly Report-11

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Service Excellence / Project topic-
“Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Week no: 11

From: 21/07/2025 to 23/07/2025

Activity Done	Completed the project on corrective actions to improve services like F&B, Admission process, Registration and Billing.
Linking theory (Classroom learning) with practice at your organisation	While working on the project to improve services like F&B, admission process, registration, and billing, I applied concepts of healthcare operations management and service quality improvement learned in class. Using tools such as root cause analysis and patient flow mapping, we identified process bottlenecks and introduced corrective actions like standardizing workflows, training frontline staff, and enhancing communication channels.
Gaps identified on the working area.	No significant gaps have been observed.
Suggestions for improvement	Currently, the training experience is seamless and well-supported, with no issues encountered.
Plan for the next week	Completed the internship at Apollo Hospital.

Signature of the Student



Approved by the IIHMR University's Mentor

COMPILED REPORT

Name of the Organisation: Apollo Hospitals, Sheshadripuram, Bengaluru

Area/ Department/ Project of Summer Internship Program: Supply Chain Management & Service Excellence / Project topic- “Enhancing Hospital Supply Chain Efficiency: A Combined FSN-XYZ Analysis with Process Mapping and Gap Identification”

Name of the Student: Nayana S. Jayachandran

Roll no: 2004

Stream: MBA (Hospital and Health Management)

Activity Done	Weeks 1–4: Supply Chain Management Department
	Week 1: Orientation and Familiarization • Underwent hospital orientation conducted by the supply chain team. • Visited the Materials Management Store to understand storage layouts and inventory handling processes. • Introduced to MedMantra, the hospital's ERP software, and reviewed SOPs for procurement and inventory handling. • Observed team interactions and internal workflows to understand coordination mechanisms in material movement. Week 2: Understanding Documentation and Systems • Learned how to generate Purchase Orders (PO), Purchase Requisitions (PR), Goods Receipt Notes (GRN), and Service Receipt Vouchers (SRV) using MedMantra. • Conducted a literature review to finalize the project topic. • Reviewed departmental records such as the ABC analysis file, non-moving items list, and local purchase file. Week 3: Data Collection and Inventory Study • Collected six months of data required for FSN–XYZ inventory classification. • Performed manual stock checking and shadowed staff to understand physical inventory practices. • Began process mapping to visualize the complete supply chain cycle within the hospital. Week 4: Analysis and Observational Audits • Conducted the FSN–XYZ analysis and interpreted results. • Visited OT store and Cath Lab to understand department-specific material requirements and stock control practices. • Observed lapses in SOP adherence, such as unsafe chemical storage and lack of pest control, prompting safety-related suggestions.

Weeks 5–11: Service Excellence Department

Week 5: Introduction to Service Excellence

- Participated in an orientation focused on hospital operations and service quality protocols.
- Introduced to the CRM dashboard used for managing patient feedback and complaints.
- Accompanied floor managers on rounds and reviewed the monthly service calendar.

Week 6: Mystery and Grooming Audits

- Conducted a mystery audit to assess patient service quality and staff responsiveness.
- Learned how Patient Relations Management (PRM) handles patient grievances and tracks resolution.
- Participated in grooming audits to evaluate staff appearance and professional behaviour.

Week 7: Internal IP Audit and Simulation Training

- Conducted an internal IPD (Inpatient Department) audit focusing on documentation, hygiene, and process adherence.
- Helped organize simulation training sessions for newly joined staff to enhance preparedness.
- Drafted weekly TLC (Tender Loving Care) stories to highlight compassionate acts done by staff.

Week 8: Report Creation and Calendar Planning

- Prepared one-pager Action Taken Reports (ATR) based on May's mystery audits and patient feedback.
- Compiled ATR for June audits and worked on documentation of changes implemented.
- Created the Service Excellence activity calendar for July 2025, aligning audit schedules with hospital priorities.

Week 9: Monthly Reporting and Compliance Audits

- Drafted and submitted reports on the Departmental Tracker and NPS (Net Promoter Score) Tracker.
- Conducted July's grooming audit and internal IPD audit, ensuring continuity in quality checks.

Week 10: Corrective Action Project and Kindness Drive

- Worked on a project analyzing patient feedback to suggest improvements in food & beverages, billing, admission, and registration processes.
- Participated in the planning and inauguration of the hospital's Kindness Drive to foster a culture of empathy and emotional well-being.

Week 11: Project Completion

- Finalized and submitted the report on corrective actions to improve service delivery.
- Wrapped up the internship with documentation and review of learning outcomes.

**Linking theory
(Classroom learning)
with practice at your
organisation**

1. Standard Operating Procedures (SOPs):

Classroom sessions on hospital management emphasized the importance of SOPs for maintaining consistency and safety. During the initial weeks, these SOPs were reviewed and strictly followed in

the material management and inventory departments, reinforcing how they shape compliance and operational clarity.

2. Inventory Management Theories:

Academic knowledge on ABC, VED, FSN, and XYZ analysis was brought into action during the compilation and analysis of six months' inventory data. The hands-on execution of these tools helped in categorizing items based on criticality, usage rate, and value, validating the classroom-learned concepts of optimizing inventory for cost and availability.

3. Information Technology in Hospitals:

The MedMantra software used in the hospital closely aligns with our academic understanding of hospital information systems. Using modules like PO, PR, GRN, and SRV provided insight into how IT streamlines procurement, documentation, and material movement, increasing operational efficiency and transparency.

4. Total Quality Management (TQM):

The emphasis on audits (mystery, grooming, IPD) and the use of tools like the Departmental Tracker and Net Promoter Score (NPS) showcased real-time application of CQI. Analysis of Root Cause and Plan-Do-Check-Act cycle were utilized while evaluating service gaps and planning corrective actions.

5. Customer Relationship Management (CRM) and Patient-Centric Care:

Apollo's CRM and PRM dashboards reflect the real-time application of customer service theories discussed in class. Feedback loops, patient query resolution, and complaint handling processes reinforced the significance of responsiveness and service recovery in healthcare.

6. Soft Skills and Professionalism:

Audits and simulation trainings brought attention to professional behaviour and grooming—topics covered in soft skills sessions. These field activities demonstrated how personal presentation, empathy, and etiquette influence patient trust and satisfaction.

7. Operational Planning:

Preparing the Service Excellence calendar, ATR reports, and departmental trackers emphasized the importance of planning and coordination in hospital settings. These activities tied directly with academic content on health operations and strategic execution of services.

8. Holistic Healthcare Management:

Emotional intelligence and empathy, discussed in UHV and management subjects, came alive through the TLC (Tender Loving Care) stories and the Kindness Drive. These initiatives highlighted how compassionate gestures, and emotional support can significantly enhance patient experience and contribute to healing.

Gaps identified on the working area.

1. Lack of Pest Control in Material Stores:

During the inventory stock checks and observational visits to the materials management store, it was evident that proper pest control measures were not in place. This poses a serious threat to the safety and integrity of stored medical and non-medical supplies. Items in storage, especially pharmaceuticals and consumables, are vulnerable

to contamination or spoilage due to pest activity, which could result in financial loss and compromise patient safety. The absence of a routine pest control schedule highlighted a major hygiene and maintenance gap in the supply chain process.

2. Improper Chemical Storage Practices:

While visiting the Cath Lab and OT stores, it was observed that chemicals and disinfectants were being stored directly on open shelves. According to SOP guidelines, such hazardous materials should be placed in cardboard boxes filled with sand. This setup ensures containment in case of spillage and minimizes fire and contamination risks. Improper storage practices indicate a deviation from hospital safety protocols and expose both staff and patients to potential hazards, underscoring the need for stronger compliance monitoring.

3. Insufficient Training and Supervision of Nursing Interns:

During the internal IPD audit, it was found that nursing interns were performing duties without adequate supervision or orientation. There was inconsistency in documentation, and several procedural lapses were traced back to untrained interns. This reflects a significant gap in human resource development and onboarding processes. Without proper training, interns are ill-equipped to manage patient responsibilities, potentially affecting care quality and increasing the risk of errors.

4. Gaps in F&B Hygiene and Nutritional Monitoring:

Patient feedback surveys and audit data revealed dissatisfaction with the food and beverage (F&B) services. Concerns ranged from lack of taste to doubts about cleanliness and hygiene standards in food preparation areas. Moreover, the nutritional value and portion control were not being consistently monitored. This exposes a service quality issue that can directly impact patient recovery and hospital satisfaction scores. F&B is a critical part of patient experience, and such lapses call for immediate review of kitchen hygiene protocols, diet planning, and staff training.

Suggestions for improvement

1. Implement Monthly Pest Control Checks in Storage Areas:

To address the hygiene and safety risks observed in the material stores, it is recommended to establish a strict pest control protocol. This should include scheduled monthly inspections and preventive treatments, ideally documented and monitored by the infection control or facility management team. Regular pest control will ensure the integrity of medical supplies, reduce wastage due to contamination, and enhance the overall quality and safety of the supply chain.

2. Store Disinfectants as per SOPs (Sand-Filled Containers):

As per hospital safety protocols, hazardous chemicals and disinfectants should be stored in cardboard containers filled with sand to absorb any accidental spills and prevent them from spreading on the floor. It is recommended that all relevant departments strictly follow this guideline. Additionally, regular audits should be conducted to ensure compliance, and visual reminder boards can be placed in storage areas to reinforce safety practices.

3. Enhance Intern Training via Simulation and Mentor Support:
To ensure nursing interns are well-prepared and confident in their roles, it is essential to develop a structured training framework. This should include a comprehensive induction, simulation-based training for clinical procedures, and clearly defined mentorship roles. Senior nurses should be assigned to guide interns, monitor their tasks, and provide feedback. Strengthening training and supervision will improve patient care quality and reduce the risk of operational errors.

4. Improve F&B Services: Sanitation, Nutrition Guidelines, and Kitchen Hygiene:
Patient nutrition plays a vital role in recovery and satisfaction. To address concerns raised in feedback, hospitals should reinforce sanitation protocols in kitchens and dining areas. Nutritional standards should be consistently followed by dietitians and food service staff. Regular kitchen audits, proper food storage, menu reviews, and staff hygiene practices must be monitored. Implementing training programs for F&B staff and obtaining feedback after meals can help ensure continuous improvement.

5. Regular Feedback Loops to Improve Admission and Billing Processes:
Admission and billing are critical touchpoints in a patient's hospital journey. Delays or miscommunication in these areas can lead to dissatisfaction and operational inefficiencies. Establishing a robust feedback loop—where patients and their attendants can immediately share their experiences—will help identify recurring bottlenecks. The hospital can use this input to refine staff training, optimize workflows, digitize documentation, and introduce queue management systems for smoother service delivery.

Key Learnings

1. Understanding the Structure and Real-World Functioning of Hospital Supply Chains and Service Excellence Departments:
The internship provided in-depth exposure to both the logistical backbone and patient service frameworks within a hospital setting. In the Supply Chain Management department, I gained firsthand understanding of how inventory is received, stored, processed, and distributed across departments. In the Service Excellence unit, I observed how hospitals monitor quality, handle feedback, and engage in continuous improvement. These dual experiences gave me a holistic view of operational efficiency and patient-centric service delivery.

2. Application of Theoretical Knowledge in Inventory and Feedback Systems:
Concepts like ABC, VED, FSN, and XYZ analysis—taught in operations and logistics courses—were applied practically to classify and manage hospital inventory. Similarly, theoretical frameworks on Net Promoter Score (NPS) and patient feedback mechanisms were applied during audits and tracker creation. This integration of theory and field work strengthened my analytical thinking and highlighted how academic models support real-world decision-making in healthcare settings.

3. Skill Development in Audits, SOP Compliance, Communication, and Teamwork:

Through activities such as grooming audits, IPD audits, and simulation training sessions, I developed key administrative skills. These included adhering to SOPs, evaluating documentation, and identifying operational gaps. Additionally, interactions with clinical and non-clinical staff refined my communication and collaboration abilities—skills essential for effective teamwork and leadership in healthcare institutions.

4. Insights into the Impact of Patient Experience, Emotional Care, and Staff Conduct on Service Quality:

Participating in Tender Loving Care (TLC) initiatives and the Kindness Drive helped me understand the emotional dimensions of healthcare. I learned that empathy, attentiveness, and thoughtful gestures greatly influence a patient's perception of care. The importance of soft skills and frontline staff behavior in shaping patient trust and satisfaction became especially clear during patient feedback analysis and PRM-related observations.

5. Hands-On Experience in Project Documentation, Performance Tracking, and Process Improvement:

Creating Action Taken Reports (ATRs), monthly audit calendars, and departmental trackers provided valuable exposure to project management and documentation. I also contributed to a project focused on improving hospital services like admission, billing, and food quality—giving me practical insight into process improvement cycles and data-driven decision-making.

6. Realization of the Importance of Cross-Functional Collaboration in Healthcare Delivery:

Effective hospital management relies on collaboration between diverse departments—clinical, operational, technical, and administrative. Throughout the internship, I observed how interdepartmental communication, coordination, and shared responsibilities directly affect patient outcomes and institutional efficiency. This reinforced the importance of teamwork and collective accountability in delivering safe, high-quality healthcare services.

Signature of the Student



Approved by the IIHMR University's Mentor