

SUMMER INTERNSHIP PROGRAM

at

CK Birla RBH , Jaipur

From 12/05/2025 to 21/07/2025

A REPORT BY

Lakshyaveer Samerwal

Master of Business Administration

HM-29

Roll no - **1987**

2024-26

under the Mentorship of

Dr. Piyusha Mazumdar , Professor



RBH/2025/Jul/HRD/6866

Date: 21 Jul 2025

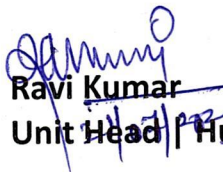
TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Lakshyaveer Samerwal** has successfully completed his internship in the **Medical Services** Department from 12 May 2025 to 21 Jul 2025.

His behavior was respectful, punctual, and in alignment with hospital policies. He showed enthusiasm to learn, adapt, and communicate effectively with staff members, while maintaining a professional attitude throughout the program.

We commend his dedication and discipline during the tenure and believe he has gained valuable exposure to the work culture and expectations of a healthcare environment. We wish a continued success in all future academic and professional pursuits.

For **CK Birla Hospital – RBH**


Ravi Kumar
Unit Head | Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Lakshyaveer Samerwal** of the academic year 2024-26 **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 'Piyusha', with a horizontal line extending to the right.

Dr. Piyusha Mazumdar
Professor

Reasons and analysis of unplanned discharges.

Presented By- Lakshyaveer samerwal(1987)

Faculty Mentor - Dr.Piyusha mazumdar

Professor, IIHMR University

Organisation Mentor-

Dr. Nimi Thadeshwar Group Quality

Head, CK Birla, Jaipur

Hospital Description

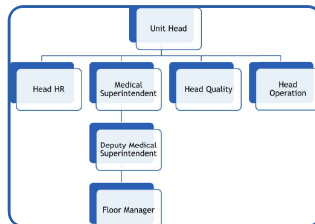
CK Birla Hospitals is a network of multi-specialty hospitals in India, known for providing world-class clinical care and a patient-centric approach

Rukmani Birla Hospital (RBH) is a multi-specialty hospital in Jaipur with world-class infrastructure which offers comprehensive in-patient and out-patient services. Since its founding RBH has been providing its patients with the full medical care, encompassing outpatient services, Neurosciences, Gastro Science, Renal Science, Cardiology, Orthopedics & Joint Replacement and more.

Vision: To provide best of Patient Service & Clinical Excellence.

Mission: To create Clinical Centers of Excellence on a strong backbone of research, academics and evidence-based medicine for best clinical and patient outcome.

Organogram



SWOT Analysis



Theoretical learning V/S Practical learning

- Framework for analyzing healthcare operations.
- Strategies for patient satisfaction improvement.
- Real time data handling.
- Direct interaction with patients and staff

Key Learnings

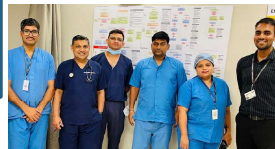
- Doctor-Nurse Communication Gap
- Patient Medically Unfit for Discharge
- Discharge Deferred After Doctor's Rounds
- Next-Day Discharge After Acute Surgery
- High Unplanned Discharges in Urology
- Patient-Initiated Discharge Requests

Challenges Faced

- Hesitation of staff in sharing relevant information.
- Adapting to fast paced healthcare environment.
- Coordinating with multiple departments.

Suggestions

- Improve patient counselling.
- Introduce financial guidance or social work intervention early.
- Early discharge planning.
- Enhance inter-departmental communication to reduce delays.
- Develop a feedback mechanism for continuous improvement.



Study Objective

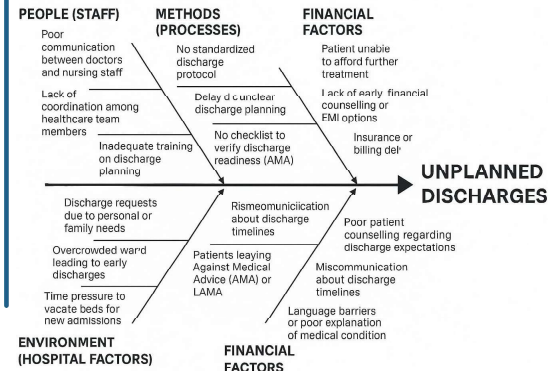
To analyze the causes and contributing factors of unplanned discharges across departments, with the goal of identifying patterns, assessing systemic gaps in discharge planning, and recommending actionable strategies to minimize their occurrence and improve patient care continuity.

Methodology

- Primary data collection.
- Interview with Patient and Staff.
- Case file review.
- Sample size- 65 Patients.

GAPS found- Mainly communication gap affects in discharge planning. Some patients were admitted for acute surgery, so the no planning for discharge were done for such cases. Some patients can't afford long stay in hospitals due to some personal and financial reasons.

Recommendation- Strengthen Discharge planning protocols. Improve Patient and family communication. Address social and financial barriers. Tell doctors to plan discharge as earlier as they can.



Weekly Report (Week 01)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 01 From- 12/05/25 to 18/05/25

Activity Done	- Documentation & Orientation session was conducted on first day by Medical Admin. and HR department - Had a tour C.K BIRLA Hospital along with detailed overview of some departments like IPD FLOORS & ICU'S and various Dept. - Observed all the departments. - Visited Cardiology Dept, OPD & Physiotherapy observed the process of registration, admission, billing, TPA, consultation to pharmacy. Also noted the footfall in dept. - Attended the induction session on safety and hospital protocol.
Linking theory (Classroom learning) with practice at your organisation	- Utilised knowledge of Organisational Behaviour, Human Resource Management theories to analyse departmental functioning. - Applied concepts of "Essentials of Hospital Service" to understand the clinical operations of C.K Birla Hospitals.
Gaps identified on the working area.	- Long patient waiting times. - Lack of digital compliance. - Delays in discharge from IPD. - Lack of housekeeping staff in the emergency department.
Suggestions for improvement	- Working of fastening of discharge process. - Reduce waiting times for patient by managing workflows. - Hiring of housekeeping staff.
Plan for the next week	- Choosing department for internship project and project topic.

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Approved by the IIHMR University's Mentor

Weekly Report (Week 02)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 02 From- 19/05/25 **to** 25/05/25

Activity Done	- Initially started observing work flow on the floors. - Subsequently started working on unplanned discharges Analysis and finding reasons.
Linking theory (Classroom learning) with practice at your organisation	- Linked Utility Services lectures with practical knowledge of processes. - Applied concepts of “Essentials of Hospital Service” to understand the operations of Hospital.
Gaps identified on the working area.	- Lack of communication between nursing staff and doctors. - Some Doctors were found discharging patient repeatedly.
Suggestions for improvement	- Additional training can be given to nursing staff on time management for patient care. - Implementing a digital communication platform for instant updates regarding the procedure.
Plan for the next week	- Create a checklist for the project and start data collection.

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Weekly Report (Week 03)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987 Stream: Hospital and health management

Week no: 03 From- 26/05/25 to 01/06/25

Activity Done	- Analysed 3 floors and 5 Department. - Challenges in obtaining data from IPD patients record files, hesitated in asking from nursing staff.
Linking theory (Classroom learning) with practice at your organisation	- Related concepts of Financial Management & HRM in hospitals. - Applied concepts of “Essentials of Hospital Service” to understand the clinical operations of hospital.
Gaps identified on the working area.	- No proper communication between nursing staff and doctors. - Discrepancy in observed and record timings. - Mainly Gyni patients and ortho patients were discharged without planning.
Suggestions for improvement	- Implementation of checklist for record completion. - No one focused on planning discharges.
Plan for the next week	- Meeting with hospital mentor staff for better understanding of department structure and workflow. - Find defined TAT for Scans on floors and begin mapping end-to-end process, also prepare data collection sheet.

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Weekly Report t (Week 04)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987 Stream: Hospital and health management

Week no: 04 From- 02/06/25 to 08/06/25

Activity Done	- Focused on Time Motion Study on floors department specifically for gyni and ortho patients scans and identifying associated gaps and delays. - Begin collecting data of patients files and progress notes.
Linking theory (Classroom learning) with practice at your organisation	- Related concepts of Organisation behaviour in hospital. - Applied concepts of “Essentials of Hospital Service” to understand the clinical operations of C.K BIRLA Hospital.
Gaps identified on the working area.	- Reports are not created after 5:30pm to 9:00am next day as of doctor’s unavailability, that leads to major delays .
Suggestions for improvement	- Start planning of discharge from starting of treatment.
Plan for the next week	- Begin mapping end to end process and identify key steps. - Begin collecting primary data.

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Weekly Report (Week 05)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 05 From- 09/06/25 to 15/06/25

Activity Done	- Continue focusing on Time Motion Study on floors department specifically for gyni and ortho patients scans and identifying associated gaps and delays. - collected primary data.
Linking theory (Classroom learning) with practice at your organisation	- Related concepts of Organisation behaviour in hospital. - Applied concepts of “Essentials of Hospital Service” to understand the clinical operations of C.K BIRLA Hospital.
Gaps identified on the working area.	- Prolonged TAT for IPD scans and reports. - Limited resources leading to delays in scans after machine breakdowns.
Suggestions for improvement	- Implementing workflow optimization system and availability of back up resources. - Prioritizing IPD patients.
Plan for the next week	- Keeping the records by mapping end to end process. - Keep collecting the data with RCA of the gaps.

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Weekly Report (Week 06)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 06 From- 16/06/25 to 22/06/25

Activity Done	- Continue focusing on Time Motion Study unplanned patients specifically for IPD scans and identifying associated gaps and delays. - collected primary data.
Linking theory (Classroom learning) with practice at your organisation	- Related concepts of Organisation behaviour in hospital. - Applied concepts of “Essentials of Hospital Service” to understand the clinical operations of C.K BIRLA Hospital.
Gaps identified on the working area.	- HIS connectivity issues with data inaccuracy. - Decrease in Patient count since RGHS removal. - Lack of coordination between doctors and nursing staff.
Suggestions for improvement	- Identify and resolve points of failure in connectivity to detect issues. - Establishing a schedule for co ordinating scan of IPD patients.
Plan for the next week	- In-depth process mapping and RCA with detailed process walkthrough.

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Weekly Report (Week 07)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987 **Stream:** Hospital and health management

Week no: 07 From- 23/06/25 to 29/06/25

Activity Done	- Continue focusing on Time Motion Study on Unplanned discharges specifically for 5 main departments scans by breaking down TAT at each and every step and identifying associated gaps and delays.
Linking theory (Classroom learning) with practice at your organisation	- Learned and applied data analysis by using Excel Tool. - Gained knowledge on the concepts of Essentials of Hospital Services.
Gaps identified on the working area.	Doctors advises for discharge but also advises to initiate the discharge after next morning round. - Some patients were admitted for acute surgery. - Reporting delays sometimes up to next days.
Suggestions for improvement	- Need for staffing and backup resources in cases of overcrowding and overscheduling.
Plan for the next week	- Continue with the data collection. - Decide a topic for secondary project.

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Weekly Report (Week 8)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 08 From- 30/06/25 to 06/07/25

Activity Done	- Completed initial phase of sample collection for my primary project on analysing unplanned discharges. - Currently working on data collation, analysis, and report preparation, including RCA to identify underlying factors. - Initiated secondary project on Open File Audit.
Linking theory (Classroom learning) with practice at your organisation	- Learned and applied research methodologies for process observation, time measurement and optimize radiology workflows. - RCA helps in problem solving and analytical skill development.
Gaps identified on the working area.	- None (Working on RCA)
Suggestions for improvement	- None
Plan for the next week	- Will primarily work on data analysis and report compilation for my primary project. - Refined RCA for TAT discrepancies. - Keep working on secondary project.

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Weekly Report (Week 9)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987 Stream: Hospital and health management

Week no: 09 From- 07/07/25 to 13/07/25

Activity Done	- Completed primary project on Time motion study in radiology. - Started working on PPT preparation and RCA. - Started working on data collection for secondary project on sample collection procedure audit.
Linking theory (Classroom learning) with practice at your organisation	- Learned about healthcare information management and importance of accurate documentation and patient safety.
Gaps identified on the working area.	- Some nursing staff were not using vacutainers. - Some nursing staff were not following the proper antiseptic procedure while sample collection. - No gloves were there while sample collection in staff hands.
Suggestions for improvement	- Schedule trainings for sample collection procedure for staff.
Plan for the next week	- Next week I will focus on report compilation and ppt preparation for both the projects.

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Weekly Report (Week 10)

Name of the Organisation: C.K. BIRLA HOSPITAL, Jaipur

Area/ Department/ Project of Summer Internship Program: Medical Services and Administration

Name of the Student: Lakshyaveer Samerwal

Roll no: 1987

Stream: Hospital and health management

Week no: 10 From- 14/07/25 **to** 21/07/25

Activity Done	- Completed, prepared ppt with RCA and presented both primary and secondary projects to medical administration team and organization mentor.
Linking theory (Classroom learning) with practice at your organisation	- Learned Time motion study techniques, concepts of quality management for identifying bottlenecks and conducting RCA. - Gained knowledge about Utility Services. - Applied knowledge from Health information management and quality assurance involving principles of documentation protocols by auditing principles. - Also connected concepts of patient safety and health care regulations by accuracy of medical records.
Gaps identified on the working area.	- Project 1: Analysing unplanned discharges. - Project 2: Sample collection procedure audit.
Suggestions for improvement	- Project 1: Reporting workflow optimization, patient transfer and coordination, pre scan patient prep. - Project 2: Training and awareness of staff, checklists and form revision, monitoring and accountability for continuous improvement.

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Approved by the IIHMR University's Mentor

COMPILED REPORT

Name of the Organisation: CK Birla RBH, Jaipur

Department: Quality

Name of the Student: LAKSHYAVEER SAMERWAL

Roll no: 1987

Stream: MBA-HM

From: 12/05/2025 **to** 21/07/2025

Activity Done	My summer internship at C.K. Birla Hospital, Jaipur, provided hands-on exposure to the real-time workings of the healthcare delivery system. The initial week began with HR and admin-led documentation and orientation sessions, followed by guided visits to multiple departments including IPD, ICU, Cardiology, OPD, and Physiotherapy. I familiarized myself with billing, admissions, patient consultation flow, TPA processing, and pharmacy interactions. In the following weeks, I initiated my primary project focused on "Unplanned Discharges", where I assessed the discharge trends, analyzed workflow, and began data collection using time-motion study techniques. I visited multiple floors and key departments including Gynaecology, Orthopaedics, and Radiology to collect and observe scan timings, discharge delays, and documentation issues. In Week 8, I also started a secondary project – an audit of the sample collection procedures – identifying gaps in adherence to protocol by nursing staff and documenting compliance errors such as improper antiseptic technique and missing gloves. A combination of real-time data collection, RCA (Root Cause Analysis), and analysis of process breakdowns helped me form practical improvement strategies across both projects. Primary Project: • To analyze the factors contributing to unplanned discharges by conducting a time-motion study on patient scans and the discharge process.
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	Secondary Project: - To audit sample collection procedures by nursing staff and identify gaps in protocol adherence that may affect patient safety and quality of care. Departments and Functional Areas Observed - IPD Floors & Nursing Stations: Observed discharge and admission patterns, sample collection processes, and inter-department coordination. - Radiology: Monitored scan TAT, machine downtime impact, and report generation timeframes. - Emergency Dept: Identified delays in communication and discharge planning. - Medical Administration: Received mentorship and guidance on healthcare quality improvement projects. - Support Services (Indirectly): Observed delays and inefficiencies due to limited housekeeping staff and backup resources. o
Linking theory (Classroom learning) with practice at your organisation	- Throughout the internship, I applied key academic concepts: - Essentials of Hospital Services to analyze discharge and IPD operations. - Organisational Behaviour & HRM to identify coordination gaps and workflow issues. - Healthcare Information Systems for data tracking, documentation, and audit processes. - Quality Management Tools such as Root Cause Analysis and TAT Mapping. - Research Methodologies for designing audit tools and checklists for data collection. This practical implementation strengthened my understanding of healthcare administration in a real-world setting.

Gaps identified on the working area	• Primary Project: • Delay in discharge planning and scan reporting. • Absence of TAT standards for scan to report delivery. • Poor coordination between doctors and nursing staff. • Documentation errors and timing discrepancies in progress notes. • Reports not generated during non-working hours (post 5:30 PM). • HIS system connectivity issues affecting data accuracy. • Lack of planning for acute surgical cases. • Secondary Project: • Non-compliance in sample collection (missing gloves, antiseptic procedures skipped). • Inconsistent use of vacutainers. • Lack of formal training on protocol adherence. •
Suggestions for improvement	• Primary Project: • Introduce digital communication tools for doctor-nurse coordination. • Begin discharge planning early in the patient journey. • Develop backup systems to handle machine breakdowns and staffing shortages. • Implement TAT benchmarks for IPD scans and report generation. • Schedule specific discharge planning rounds. • Secondary Project: • Organize regular training for nursing staff on standard sample collection protocols. • Mandate the use of gloves and antiseptic procedures. • Introduce checklists and enforce accountability through audits.
Key learnings	• Gained practical exposure to conducting a Time Motion Study and auditing hospital workflows. • Strengthened understanding of Root Cause Analysis and Quality Improvement methodologies. • Learned the importance of timely communication and interdepartmental coordination in ensuring patient safety. • Understood documentation protocols and their direct impact on healthcare outcomes. • Improved data handling skills using Excel and checklist-based evaluations.

	• Realized how small procedural lapses, like delayed reporting or sample collection errors, can impact care delivery. • Developed confidence in interacting with clinical and administrative staff and presenting project findings. •
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Signature of the Student

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