

SUMMER INTERNSHIP PROGRAM

at

CK BIRLA HOSPITAL, GURGAON



From 12.05.2025- 15.07.2025

A Report By:

Khushi Makwana

Master of Business Administration (Hospital and Health Management)

Roll no. 1977

2024-26

under the Mentorship of

Dr. Sandesh Kumar Sharma

(Associate Professor, IIHMR University, Jaipur)

IIHMR University, Jaipur





CKBH/Intern/2025/013

July 14, 2025

To Whomsoever It May Concern

This is to certify that **Khushi Makwana** has done her internship with CK Birla Hospital, Gurugram, from May 12, 2025 to July 15, 2025 in the department of Medical Services.

During her tenure, we found her to be sincere and hardworking towards the duties assigned to her.

For CK Birla Hospital, Gurugram.

Regards,


Monika Kapoor Singh
General Manager – People & Culture

CK Birla Healthcare Pvt Ltd

Block J, Mayfield Garden, Sector 51, Gurgaon 122018, India

+91 124 4882200 | +91 11 42092198 (Fax) | reachus@ckbhospital.com | www.ckbhospital.com

Registered Office : Birla Tower, 8th Floor, 25 Barakhambha Road, New Delhi-110001, India

CIN No. U74140DL2014PTC272562

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Khushi Makwana** 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: 25.07.2025



Mr. Sandesh Kumar Sharma
Professor

Medical Audit of IPD Records as per NABH Standards in a Tertiary Care Hospital

Faculty Mentor: Dr. Sandesh Kumar Sharma

Presented By: Khushi Makwana(1977) Batch: HM-29

Organisation Mentor: Dr. Deepa Mehra

1. HISTORY & DESCRIPTION OF ORGANISATION

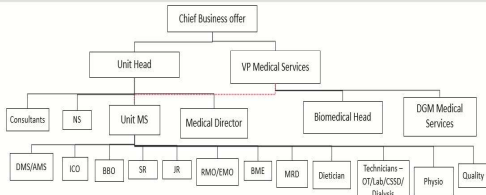
CK Birla Hospital, Gurgaon is a NABH-accredited, multi-specialty hospital offering world-class care in maternity, oncology, orthopaedics, and more. Known for innovations like North India's first water-birthing facility, it features advanced infrastructure and a Level III NICU. The hospital is part of the CK Birla Healthcare network, with centres also in Delhi, Jaipur, and Kolkata. It belongs to the CK Birla Group, home to renowned companies like Birlasoft, NBC Bearings, Orient Electric, and CK Birla Healthcare.

2. VISION & MISSION

Vision: To transform the future of healthcare through outstanding clinical outcomes, research, education and compassionate care.

Mission: To bring global standards of clinical expertise and care to patients and their families.

3. ORGANISATION STRUCTURE



4. THEORETICAL EXPOSURE & PRACTICAL EXPOSURE

Theoretical Exposure

- Studied NABH standards and quality indicators.
- Gained insights into medication safety and documentation.
- Explored strategic planning and discharge frameworks.
- IPSG Goals

Practical Exposure

- Assisted in medication documentation and safety checks.
- ADR reporting
- Learned Mortality audit and SMR
- Quality tracking and data analysis.
- Helped streamline the discharge process



AIM:

To assess and improve the quality of IPD records as per NABH standards in a tertiary care hospital.

OBJECTIVES:

- Quality Assurance
- Enhance Patient and Legal Safety

METHODOLOGY:

Prospective patient files from the Inpatient Department (IPD) were used as secondary data, collected through the review of medical records, Hospital Information System (HIS) reports, and existing patient registries and analysis of key indicators of NABH. A total sample size of 370 records was considered for the study.

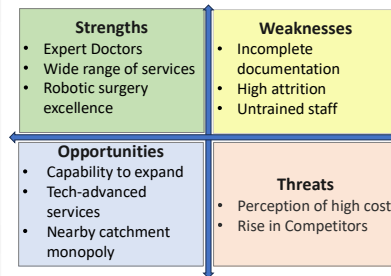
KEY PARAMETERS AUDITED

5. No.	Audit Parameter	NABH Standards
1	Doctor's Initial Assessment Filled completely	AAC.4, MOM.4e
2	Assessment within 1 Hour of Admission	AAC.4c
3	Care Plan with Outcomes Signed	AAC.4e,f
4	Nursing Care Plan Documented	AAC.4d
5	Pain Management Documentation	COP.17
6	Anesthesia services provided in a safe & consistent manner	PRE.4.d,e / COP.13
7	Consent with Risks/Benefits	PRE.4c
8	Consent Time & Date Mentioned	PRE.4b
9	Clinical & Surgical services documentation	COP.7e / COP.13d / COP.14c
10	Informed Consent for High-risk Procedures	PRE.2g
11	Drug Routes, Dosage, Frequency Correct	MOM.5d / MOM.7g
12	Unapproved Abbreviations Avoided	MOM.5
13	Drugs Transcribed in MAR Legibly	MOM.5b,c
14	No Missed Doses / Medication Signing	MOM.8c
15	Safe Medication Administration	MOM.7f,g,h

5. GAPS IDENTIFIED

- Doctor's Initial Assessment Filled Completely – 78.15%
- 14.5% omissions in risk-benefit details in consent forms suggest a communication gap
- Consent Signed by Admitting Consultant – 60.17%
- Avoidance of Unapproved Abbreviations – 66.73%
- Drugs Transcribed Legibly in Capital Letters in MAR – 78.79%

6. SWOT ANALYSIS



7. CHALLENGES FACED DURING INTERNSHIP

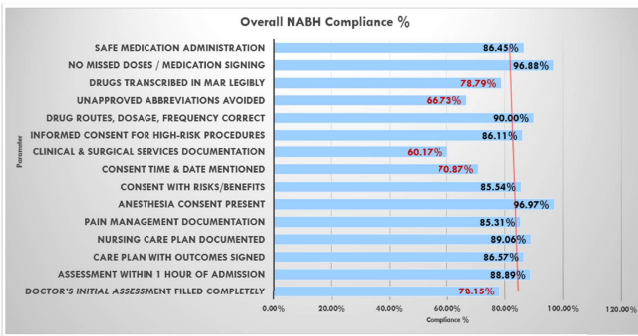
- Convincing staff to follow documentation standards
- Delays due to RMO/GDA non-availability
- Time-bound data collection of multiple audits

8. LEARNING DURING INTERNSHIP

- Learned the importance of coordination for smooth patient flow and discharge.
- Understood how real-time decisions impact care quality and efficiency.
- Realized the gap between theoretical protocols and practical hospital operations.

9. SUGGESTIONS

- Regular Training for the Nursing staff, for improving process compliance
- Daily internal audit
- Departmental wise scorecards
- Colour coded file checklists for real time tracking



References:

- <https://portal.nabh.co/images/Standards/NABH%20Hospital%20Accreditation%20Standard%206th%20Edition%20January%202025.pdf>
- https://www.researchgate.net/publication/361108249_Gap_Analysis_in_Internal_Assessment_against_National_Accreditation_Board_for_Hospitals_Healthcare_Providers_NABH_Standards_in_200_Bedded_Super_Specialty_Hospital

Summer Internship Program- Week 1

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: TPA Department

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 1 From: 12.05.2025 to 16.05.2025

Activity Done	During the initial three days, I was stationed at the corporate office where I was given a detailed orientation. This included learning about the organization's vision, mission, purpose, history, and code of conduct. From 15.05.2025 onward, I was deployed at the Gurugram hospital unit. I began with a facility round, followed by live file auditing. This practical exercise introduced me to the structure of a patient file, which is typically divided into several parts: 1. Patient Identification – Name, ID, MRN number 2. NICU/ICU and Consent Forms 3. Progress Notes, Drug Charts, ICU Charts 4. EWS, MEWS, VIP Forms 5. Room Orientation and Well-being Activity Sheets (e.g., catheter care) 6. Reports, Discharge Summaries, and Checklists I also learned about the functions of the IPD, OPD, and discharge departments, along with exposure to Key Performance Indicators (KPIs) and global benchmarking standards. Additionally, I was trained on how to perform active file auditing by checking for: • Doctor's initial assessment • Care plans • VT compliance • Progress notes • Patient-specific risk identification
----------------------	---

	• MAR chart • Pre-anaesthesia check-up (PAC) • Restraint documentation • WHO surgical checklist • Colour coding of consent forms • Six goals of the International Patient Safety Goals (IPSG)
Linking theory (Classroom learning) with practice at your organisation	Concepts like department wise KPIs, and HIMS was found practical application during live file auditing.
Gaps identified on the working area.	• Missing or incomplete assessments in some files • Inconsistent VT and care plan documentation • Communication gaps between departments
Suggestions for improvement	• Implement standardized file checklists • Conduct periodic training on documentation standards • Use color-coded tags for key forms • Strengthen coordination between teams
Plan for the next week	I will work on a project to reduce discharge TAT for cash and TPA patients. This includes: • Mapping the discharge workflow • Identifying delays and bottlenecks • Interacting with stakeholders • Conducting time-motion studies

Signature of the Student

Khushi

Summer Internship Program- Week 2

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: TPA Department

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 2

From: 19.05.2025 to 25.05.2025

Activity Done	During the week, I focused on tracking patient discharge times and conducting live file audits to understand workflow efficiency and documentation accuracy. This included real-time monitoring of both cash and TPA discharges and observing interdepartmental coordination impacting discharge timelines.
Linking theory (Classroom learning) with practice at your organisation	I observed how department-wise KPIs like discharge TAT, pending documentation, and billing clearance directly influence performance and patient satisfaction. Practical exposure to the Hospital Information Management System (HIMS) helped me understand how digital tools support workflow management and interdepartmental coordination. I also learned the relevance of Lean Management, especially in identifying delays and eliminating non-value-adding steps in the discharge process. The Principles of Management such as planning, coordination, and supervision were evident in daily operations, and the experience highlighted the power of effective communication in ensuring timely discharges, smooth interdepartmental interactions, and the effect it has on better patient experience.
Gaps identified on the working area.	Key gaps observed included poor communication between departments, incomplete documentation like missing doctor's notes and nursing care plans, and improper file management. A lack of standardized SOPs also led to inconsistencies in discharge file handling.
Suggestions for improvement	• Implement 5'S practices to improve file management and accessibility.

	• Apply lean principles to reduce delays in the discharge process. • Strengthen coordination between teams
Plan for the next week	I will be working on a project to calculate the Discharge Turnaround Time (TAT) for both cash and TPA patients. This will involve: • Mapping the discharge workflow • Identifying delays and bottlenecks in the process • Engaging with relevant stakeholders Additionally, I will continue contributing to the hospital's project focused on collecting data from patient files, which will support future clinical and marketing research.

Signature of the Student

Khushi

Summer Internship Program- Week 3

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: TPA Department

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 3

From: 26.05.2025 to 31.05.2025

Activity Done	During the week, I focused on tracking patient discharge times and conducting live file audits to assess workflow efficiency and documentation accuracy. This involved real-time monitoring of both cash and TPA discharges, along with observing interdepartmental coordination that affects discharge timelines. Additionally, I was assigned a new task to audit medical records related to robotic surgeries, with the objective of evaluating clinical outcomes for potential use in marketing and research initiatives.
Linking theory (Classroom learning) with practice at your organisation	I saw how key performance indicators (KPIs) like discharge turnaround time (TAT), pending documentation, and billing clearance directly affect hospital performance and patient satisfaction. Working with the Hospital Information Management System (HIMS) helped me understand how digital tools support smooth workflows and coordination between departments. I also saw how concepts like Lean Management are used in real situations to identify delays and remove unnecessary steps in the discharge process. This helped me connect classroom theory to real hospital operations. I also realized how important Behaviour Change Communication (BCC) is for improving teamwork and patient experience.
Gaps identified on the working area.	• Incomplete documentation, such as missing doctor's notes and nursing care plans, along with inconsistent recording of pain scores. • Improper file management practices affecting the accuracy and completeness of patient records. • Lack of adequate training for staff on use of the HIMS. • Poor communication skills among senior staff when interacting with their team, affecting overall coordination and morale.

Suggestions for improvement	• Use the 5S method to keep patient files well-organized and easy to find. • Follow lean practices to make the discharge process faster and smoother. • Improve teamwork by encouraging staff to speak politely and respectfully with each other.
Plan for the next week	Next week, I will be working on the hospital's clinical outcome research project, a new initiative focused on using patient data for marketing and analysis. I have also collaborated with the Service Excellence Head to understand and improve the patient experience in the hospital. In addition, I will continue analysing the Discharge Turnaround Time (TAT) for both cash and TPA patients.

Signature of the Student

Khushi

Summer Internship Program- Week 4

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Discharge Department

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 4

From: 01.06.2025 to 08.06.2025

Activity Done	This week, I focused on data collection for the hospital's clinical outcomes research project, which supports strategic planning initiatives. It was focussed mostly on gathering data for a perspective study related to specific surgeries performed using robotic modalities. In addition, I tracked patient discharge times and conducted live file audits to evaluate workflow efficiency and the accuracy of clinical documentation. As part of this process, I monitored both cash and TPA (Third-Party Administrator) discharges in real time. I also closely observed interdepartmental coordination to understand its impact on discharge timelines and overall process efficiency.
Linking theory (Classroom learning) with practice at your organisation	The most useful part of my learning was the hospital visit, as it helped me understand many things we studied in the subject <i>Essentials of Hospital Services</i>. This subject gave me basic knowledge about different hospital departments and their roles. Seeing these departments through the practical exposure made it easier to understand how they work and what makes each one different. I was able to notice small but important differences between them, which helped me understand hospital operations better.
Gaps identified on the working area.	• Incomplete documentation: Many patient files were found missing important details, which can affect both patient care and audits. • Improper file management: Files were not arranged or updated properly, which impacts the accuracy and completeness of patient records. • Lack of staff training: Some staff members were not fully trained in using the Hospital Information Management System (HIMS) or in proper nursing practices. • Poor communication by senior staff: Some senior staff members lacked effective communication skills when

	dealing with their teams, which affected coordination and reduced team morale.
Suggestions for improvement	• Regular Training Sessions: Conduct weekly or monthly training for nursing staff to reinforce the hospital's mission and vision, and ensure their personal goals align with organizational objectives. • IPSG Implementation: Strengthen the implementation of International Patient Safety Goals (IPSG) through routine briefings, checklists, and monitoring to improve patient safety and care standards.
Plan for the next week	Next week, I will continue working on the hospital's clinical outcome research project, which is a new initiative supporting strategic planning. I have also collaborated with the Head of Service Excellence to better understand and improve the overall patient experience in the hospital. In addition, I will begin collecting data on antibiotic prophylaxis as part of ongoing quality improvement efforts. Alongside this, I will continue analysing the Discharge Turnaround Time (TAT) for both cash and TPA patients to identify delays and suggest process improvements.

Signature of the Student

Khushi

Summer Internship Program- Week 5

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 5

From: 09.06.2025 to 15.06.2025

Activity Done	This week, I was mainly involved in collecting data for a clinical outcomes research project at the hospital. The focus was on a prospective study tracking specific surgeries performed using robotic technology, which will eventually support broader strategic planning.
Linking theory (Classroom learning) with practice at your organisation	Through this task, I was able to connect classroom concepts like research methodology and biostatistics with real hospital practices. Also learned how structured data collection and analysis directly contribute to operational strategies and patient care improvements.
Gaps identified on the working area.	• Incomplete documentation: Many patient files were found missing important details, which can affect both patient care and audits. • Improper file management: Files were not arranged or updated properly, which impacts the accuracy and completeness of patient records.
Suggestions for improvement	Regular Training Sessions: Conduct weekly or monthly training for nursing staff to reinforce the hospital's mission and vision, and ensure their personal goals align with organizational objectives.
Plan for the next week	Next week, I will continue contributing to the hospital's clinical outcomes research project, a new initiative aimed at informing strategic planning through data-driven insights. I've also started collaborating with the Head of Service Excellence to better understand the factors shaping patient experience and explore ways to improve it. Alongside this, I'll begin collecting data on antibiotic prophylaxis as part of the hospital's ongoing quality improvement initiatives. Additionally, I will be working on mapping and analyzing the entire process of blood transfusion, from requisition to

	administration, to help identify any gaps and ensure adherence to safety protocols.
--	---

Signature of the Student

Khushi

Summer Internship Program- Week 6

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 6

From: 16.06.2025 to 22.06.2025

Activity Done	This week, although primary focus was on data collection for a clinical outcomes research project, specifically a prospective study evaluating surgical procedures performed using robotic-assisted modalities. In parallel, I contributed to ongoing quality improvement activities by collecting and reviewing data on antibiotic prophylaxis practices. Additionally, I undertook the task of mapping the entire blood transfusion workflow—from requisition to administration—with the aim of identifying process gaps and ensuring compliance with transfusion safety standards.
Linking theory (Classroom learning) with practice at your organisation	Engaging in these projects offered valuable insights into how clinical data and patient safety practices are systematically applied in a hospital setting to drive quality care and informed policy-making.
Gaps identified on the working area.	• Incomplete documentation: Key details missing or inadequately recorded in patient files, posing risks to patient safety and audit compliance. • Improper file management: Disorganized or outdated records, affecting data traceability and accuracy in the transfusion process. • Impact: These gaps compromise transfusion safety and highlight the need for stricter adherence to documentation and record-keeping protocols.
Suggestions for improvement	Regular Training Sessions: Conduct weekly or monthly training for nursing staff to reinforce the hospital's mission and vision, and ensure their personal goals align with organizational objectives.

Plan for the next week	I will continue contributing to the clinical outcomes research project and collaborating with the Head of Service Excellence to improve patient experience. Additionally, I'll proceed with data collection on antibiotic prophylaxis and continue analysing the blood transfusion process to identify gaps and ensure protocol adherence.
-------------------------------	--

Signature of the Student

Khushi

Summer Internship Program- Week 7

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 7

From: 23.06.2025 to 29.06.2025

Activity Done	This week, I worked on doing active file auditing i.e. auditing of files in IPD and ICU, then checking their compliance with the NABH KPI's that are used and also collected data on the use and documentation of restricted medicines. Additionally worked on making roster and regularisation of staff.
Linking theory (Classroom learning) with practice at your organisation	Initial classes on Excel have been useful. Subject of Essentials of hospital services has been the guiding factor in the entire procedures and clarity on certain factors.
Gaps identified on the working area.	Key details missing or inadequately recorded in patient files, posing risks to patient safety and audit compliance.
Suggestions for improvement	1. Conduct weekly or monthly training for nursing staff 2. Make them aware about the noncompliance of KPI's and the need of applying them in daily use.
Plan for the next week	I will be working on auditing IPD and ICU files and data collection on the use of restricted medicines. As well as also work on collecting data on mapping of blood transfusion.

Signature of the Student



Summer Internship Program- Week 8

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 8

From: 30.06.2025 to 06.07.2025

Activity Done	This week, I worked on doing active file auditing i.e. auditing of files in IPD,ICU and NICU then checking their compliance with the NABH KPI's that are used and also collected data on the use and documentation of restricted medicines. I also continued to work on making roster and regularisation of staff. Additionally participated in a community engagement activity wherein we organised Blood donation camp as well as a Blood donation pledge card as part of the community engagement in the hospital on the occasion of blood transfusion day.
Linking theory (Classroom learning) with practice at your organisation	Initial Excel and PPT classes and presentations have been helpful. Communication planning and management has been quite useful in navigating throughout the internship.
Gaps identified on the working area.	Key details have been missing or inadequately recorded in patient files as well as ICU Chart was not as per norms , posing risks to patient safety and audit compliance.
Suggestions for improvement	1. Conduct weekly or monthly training for nursing staff 2. Make them aware about the noncompliance of KPI's and the need of applying them in daily use.
Plan for the next week	I will continue to work on auditing IPD and ICU files and data collection on the use of restricted medicines as well as ADR reporting and Mortality audit.

Signature of the Student



Summer Internship Program- Week 9 & 10

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Week no: 9 & 10

From: 07.07.2025 to 15.07.2025

Activity Done	This week, I worked on data analyses of the data collected in IPD,ICU and NICU by checking their compliance. I also continued to work on making roster and regularisation of staff. Also collected data on the use of restricted medicines as well as ADR reporting and Mortality audit.
Linking theory (Classroom learning) with practice at your organisation	Our entire curriculum has been useful in the journey of the internship as everything seemed connected and crucial.
Gaps identified on the working area.	Key details have been missing or inadequately recorded in patient files as well as ICU Chart was not as per norms , posing risks to patient safety and audit compliance.
Suggestions for improvement	1. Conduct weekly or monthly training for nursing staff 2. Make them aware about the noncompliance of KPI's and the need of applying them in daily use. 3. Colour coded bifurcation and checklist for IPD files
Plan for the next week	Project Presentation and Corporate engagement

Signature of the Student



COMPLIED REPORT

Name of the Organisation: CK Birla Hospital, Gurugram

Area/ Department/ Project of Summer Internship Program: Medical Service

Name of the Student: Khushi Makwana

Roll no: 1977

Stream: MBA- Hospital and Health Management

Activity Done	• Collected data on adverse drug reactions and restricted medicine use. • Participated in incident management system review and mortality audits. • Conducted live file audits in IPD, ICU, and NICU for NABH KPI compliance. • Tracked discharge timelines (cash & TPA) and observed interdepartmental coordination. • Worked on clinical outcome research for robotic surgeries with the Catalyst team. • Assisted in data analysis and documentation for antibiotic prophylaxis and blood transfusion workflow. • Supported patient experience team and contributed to discharge process improvement. • Helped create staff rosters and assisted in regularisation activities. • Organised a Blood Donation Day and pledge campaign as part of community engagement.
Linking theory (Classroom learning) with practice at your organisation	• Theoretical knowledge of NABH standards from college was applied through live file audits and KPI compliance checks in IPD, ICU, and NICU. • Concepts like quality indicators (ALOS, SMR) were brought to life by analysing real-time hospital data and identifying gaps in process efficiency. • Classroom learning on hospital workflows and patient experience was connected to observing discharge processes and interdepartmental coordination during practical exposure.

Gaps identified on the working area.	1. Incomplete or delayed clinical documentation, especially progress notes, consent forms, and discharge summaries. 2. Lack of interdepartmental coordination, leading to delays in discharge and inefficient patient flow. 3. Non-compliance with NABH documentation standards, such as missing entries in medication charts, nursing care plans, or improper use of restricted drug formats.
Suggestions for improvement	1. Conduct weekly or monthly training for nursing staff 2. Make them aware about the noncompliance of KPI's and the need of applying them in daily use. 3. Colour coded bifurcation and checklist for IPD files
Key Learnings	1. Gained practical insight into applying NABH standards through live audits and compliance checks. 2. Understood the importance of real-time data tracking in improving hospital efficiency and patient outcomes. 3. Learned how interdepartmental coordination directly impacts discharge timelines and overall patient experience.

Signature of the Student

Khushi