SUMMER INTERNSHIP PROGRAM

at

Maharao Bheem Singh Hospital
Kota, Rajasthan

From 15 May 2025 to 29 July 2025

A REPORT BY

Dr. Khushi Jain

Master of Business Administration

Hospital and Health Management

Roll No. 1976

2024-26

Under the Mentorship of

Dr. Alok Kumar Mathur

IIHMR UNIVERSITY

Name of Institution- *MBS Hospital, Kota (Raj.)*

Completion Certification from the Organization

CERTIFICATE

This is to certify that Dr./Mr./ Ms. ***Khushi Jain*** of ***MBA-HM 29/ IIHMR University*** has worked with our organization for his/her summer internship from ***15/05/2025*** to ***29/07/2025*** The overall performance shown by him/her during the period was excellent/good/average.

Date: - 29/07/2025

(Signature of organization Mentor)

Name – Dr. Dharm Raj Meena

Designation – Medical Supdt.

Seal Stamp of the Organization.

अधीक्षक
महाराव भीमसिंह चिकित्सालय
कोटा

अधीक्षक,
महाराव भीमसिंह चिकित्सालय,
कोटा (राज.)।

IIHMR UNIVERSITY

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Khushi Jain** 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: 30/07/2025

Dr. Alok Kumar Mathur

Associate Professor

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Ph.: 0141- 3924700, 2791431- 32, Fax: 0141 3924738, E-mail: iihmr@iihmr.edu.in, Web.: www.iihmr.edu.in

QUEUE MANAGEMENT SYSTEM IMPROVEMENT IN OPD AT MBS HOSPITAL, KOTA

Prepared By- Dr. Khushi Jain
MBA- HM 29 Roll No.- 1976

University Mentor- Dr. Alok Kumar Mathur
Organization Mentor- Dr. Dharamraj Meena

Profile of the Organization

Maharao Bhim Singh (MBS) Hospital, located in Kota, Rajasthan, is affiliated with Government Medical College, Kota. Established in 1992, it has served as the largest government hospital in the region for many years, providing a wide range of medical services to the public. With a capacity of 750 beds, the hospital serves approximately 8 lakh patients annually.

Mission

To deliver high-quality, accessible, and patient-centric healthcare services in Kota, Rajasthan. This includes providing a wide range of medical treatments, surgeries, and procedures, as well as promoting patient health and well-being through various support services.

Vision

To be a leading healthcare provider in the region, known for its excellence in medical care, advanced facilities, and a supportive environment for patients and their families.

Organization Structure

- Secretary of DME
- Principal of medical college Kota
- MS of MBS Hospital
- Deputy MS of Hospital
- Nursing superintendent
- Head of departments
- Department in-charge

Challenges Faced

- Working ecosystem is rigid difficult to apply changes.
- Most processes are paper-based, resulting in delays and difficulty in accessing information.

Learnings during SIP

- Gained hands-on experience in hospital administration and healthcare operations.
- Studied government schemes such as MAA Yojna and RGHS and their implementation in hospitals.
- Assisted in manpower planning and staffing for the new hospital facility.
- Conducted an in-depth analysis of OPD queue management, identifying gaps causing long or confused queues.
- Time management and communication skills.
- Applied management principles in real hospital scenarios.
- Conducted a study on bed occupancy rate and turnover rate to evaluate resource utilization.

SWOT Analysis

S
- High patient footfall awareness
- Existing departmental segregation
- Availability of basic infrastructure
- Administrative willingness

W
- No token or digital queue system
- Non-uniform counter distribution
- Lack of signage & IEC materials
- Inefficient floor-wise patient flow mapping

O
- Implementation of token system
- Use of IEC and signage materials
- Department-wise counter realignment
- Data-driven decision making

T
- High patient volume and walk-ins
- Resistance to change
- budget and resource constraints
- Staff shortage in registration counters

Theoretical VS Practical Knowledge

- In the Essential of Hospital Services module, learnt about ideal hospital layouts and departmental zoning for smooth patient flow, whereas during SIP observed poor signage, inefficient space utilization, and unstructured patient movement within departments.
- In the National Health Programs module, understood the structure and implementation of schemes like AB-PMJAY and MAA Yojana, but in the field, observed issues in claim submission, incomplete documentation, and lack of awareness among patients and staff.

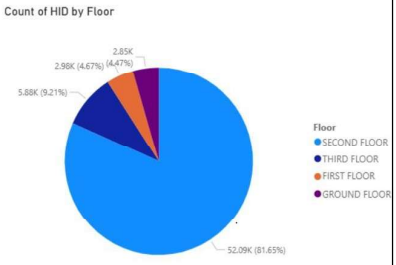
About The Project

Objectives

- To study the current queue management process
- To study patient flow and crowding patterns
- To identify gaps causing long or confused queues
- To propose a streamlined or digital queue system

Findings and Analysis

Collected the data from the HMIS over a period of one month. The dataset included key details such as patient name, registration time, department visited, and the corresponding floor of the department. This data was thoroughly studied to understand patient distribution and flow patterns across the OPD building. After analyzing the data, it is observed that the second floor recorded the highest patient load.



This floor-wise analysis helped identify departments with the highest footfall and peak congestion periods.

Proposed Improvements

- OPD counters should be relocated according to the floor-wise distribution of their respective departments.
- The second-floor experiences the highest patient load due to the presence of major departments such as Neurology, General Medicine, and Orthopedics so additional staff should be deployed at OPD counters during peak hours to manage the increased patient volume effectively.
- Departments with high patient footfall should implement a digital token system to reduce crowding and improve queue management.
- Proper signage and IEC materials should be displayed prominently to assist patient navigation and reduce confusion in long queues.

TOWS Analysis

SO Strategies
- Use footfall data to design token system.
- Link segregation to department-wise queuing.
- Utilize existing infrastructure for kiosks/signage.
- Push digital tools with admin support.

ST Strategies
- Manage crowd using footfall awareness and SOPs.
- Use segregation to prevent congestion.
- Handle shortages via existing infra and trained staff.
- Use admin backing to overcome resistance.

WO Strategies
- Introduce token system using HMIS.
- Align counters as per floor-wise demand.
- Install signage and IEC for flow guidance.
- Improve patient routing using data insights..

WT Strategies
- No token system worsens crowd in peak hours.
- Poor counter layout causes long queues.
- No signage confuses patients under overload.
- Staff shortage + manual system delays services.

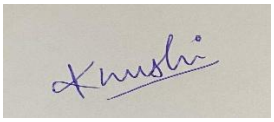
Usefulness of the Internship

- Provided practical exposure to hospital departments and their daily operations.
- Helped bridge the gap between theoretical knowledge and on-ground implementation.
- Improved understanding of patient flow, OPD/IPD management, and support services.
- Enhanced communication, coordination, and interpersonal skills through field interaction.

Reporting Format (Weekly)

Name of the Organisation: MBS Hospital, Kota
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA HM
Week no: 1 From: 15th May,25 to 17th May,25

Activity Done	• Took a tour of the hospital and meet the incharge of every department. • Accompanied MS with the facility rounds of hospital. • Got to know about MRD and the flow of the records in the hospital. • Collect data for the assignment given by DME. It includes: OPD waiting time, WT for lab sample collection, WT for radiology, MAA Yojna, RGHS, Bed occupancy data.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about MRD from essentials of Hospital Services. • Learnt about MAA Yojna which comes under AB-PMJAY from the module of National Health Programs
Gaps identified on the working area.	• Proper directions and sign board are not there in the hospital to guide patients.
Suggestions for improvement	• There should be a proper hospital map at the front gate.
Plan for the next week	• Will be going for rounds with MS and DNS. • Will work on the hospital map. • Will be visiting front office and see workflow there.



Signature of the Student

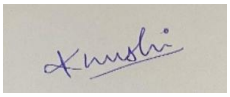
Approved by the IIHMR University's Mentor

On the last day of every week Saturday -) report in the above format should be submitted to the faculty mentor. Submission of total 10 reports in 10 weeks is compulsory. Each report should not be more than 2 pages.

Reporting Format (Weekly)

Name of the Organisation: MBS Hospital Kota
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA HM
Week no:2 From: 19/05/2025 to 24/05/25

Activity Done	• A rough layout of the hospital map has been prepared to facilitate initial discussions with MS. • Worked at front office and learnt the process of patient flow from registrations to concerned department (OPD). • Went to laundry department and understood the workflow and functioning of the department. • Collect data for total OPD, IPD, RGHS claimed, and MAA Yojna claimed patients for April month for DME. • Collected data of 25 patients for waiting time in dispensing of medicines as asked by DME. • Helped MS in managing the opening ceremony of "Pradhanmantri Divyasha Kendra" in the hospital premises.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about support and utility services from the module essential of hospital services. • Learnt about length of stay and bed occupancy from the module. • Learnt about hospital planning and design from the module.
Gaps identified on the working area.	• Absence of real time tracking of patient movement. • No documented SOPs or KPIs in laundry department and limited automation and poor ergonomic setup for staff.
Suggestions for improvement	• Use token/ticketing systems and display screens to guide patients. • Train staff on infection control practices and ergonomics.
Plan for the next week	• Will work on the final layout of the hospital map so that it can be put on the entrance of the hospital. • Will be visiting new IPD block of the hospital. • Will go on rounds with MS and DNS.



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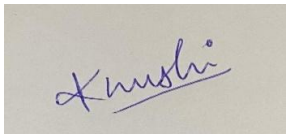
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 3 From: 26/05/25 to: 31/05/2025

Activity Done	• Show the rough hospital layout to the MS and others for their feedback. Then, improve the layout based on their suggestions and start the detailed planning. • As directed by the MS, a detailed estimate of the required manpower and other resources for the new IPD building has been prepared. This includes staff requirements, equipment, and other necessary items for smooth functioning. • Prepared a list for all the incharges of the hospital, as instructed by MS. • An inspection drive is conducted by DME in the hospital so took hospital round with the team and prepared an inspection form for that. • Went on facility rounds with DNS and MS. • Visited medical gas supply department and got to know about the different coloured pipes used to supply different types of gases and many more. • Worked in the OPD building to understand the reasons for long patient waiting times and the observations were later discussed with the MS and DNS.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about the staffing for new IPD building from Human resource management module. • Organizational Behavior module helped me to understand about the roles and responsibilities of an incharge towards the organization. • Learnt about quality from Essentials of hospital services.
Gaps identified on the working area.	• Incomplete or inconsistent information sharing among hospital incharges and departments. • Manual or outdated registration systems leading to delays and long queues at the entry point.
Suggestions for improvement	• Create clear guidelines on what information should be shared, with whom, and how frequently. • Increase the number of registration points, including self-service kiosks, to manage patient load efficiently. And regularly train front desk staff to optimize registration workflows and handle peak time surges effectively.

Plan for the next week	• Will be visiting biomedical waste department. • Will work on front office and try to reduce patient waiting time. • Will go on rounds with MS and DNS.



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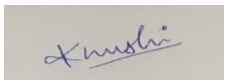
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 4 From: 02/06/2025 To: 07/06/2025

Activity Done	• Worked with MS for the signage of the hospital. • Worked at MAA Yojna counter and learnt the process of patient flow from admissions to discharge. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital. • Went on rounds with nursing officers. • Worked at RGHS counter and learnt the process of patient flow from registrations to concerned department (OPD).
Linking theory (Classroom learning) with practice at your organisation	• National health policies helped me know about the national health schemes. • Financial management helped me understand the financial terms used in meetings. • Learnt about hospital planning and design from the module.
Gaps identified on the working area.	• The MAA Yojana counter is placed in an open area. This makes patients uncomfortable, and some leave without completing their discharge forms, so the hospital misses its benefits. • Sometimes Doctors are giving google images instead of actual patient treatment photos required for discharge of MAA Yojna patients, which leads to the scheme being rejected.
Suggestions for improvement	• Give suggestion to relocate the MAA Yojana counter to a more suitable place to reduce absconding and improve staff efficiency. • Doctors and residents should be trained to use actual patient photos rather than Google images for documentation, to ensure compliance and avoid scheme rejection.
Plan for the next week	• Will work on the RGHS counter to understand more about it. • Will go on rounds with MS and DNS. • Under the guidance of MS, I will monitor the shifting of departments from old IPD building to new IPD building. • Will work on the queue management system of the OPD building.



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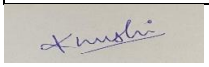
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 5 From: 09/06/2025 to: 14/06/2025

Activity Done	• I will be working on the queue management in OPD Building as a project. • Monitored the shifting of some departments from old IPD building to new IPD building. • Took rounds with MS and DNS. • Worked in the neurosurgery OPD department on Tuesday and Friday. • Went to the IPD Building and ensure the cleanliness of the building. • Check the quality of the beds in old IPD to shift them to the new IPD.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about quality from essentials of hospital services. • Organizational Behavior module helped me to understand about the roles and responsibilities of an incharge towards the organization. • Learnt about the role of leaders from Principles of Management.
Gaps identified on the working area.	• As the neurosurgery OPD is only running on Tuesday and Friday, there was a lot of patients there and waiting time is more and the queue is mismanaged. • Beds are not in the proper condition in old IPD.
Suggestions for improvement	• Token system can be used for queue management and asked the MS to run neurosurgery OPD for 3 days a week. • Bed audit can be done so that we have categories for bed like usable, repairable, unusable and after that we can make a list for new beds.
Plan for the next week	• Will work on the queue management in OPD project. • Will go on rounds with MS and DNS. • Will work on the signage for new IPD building. • Mentor will assign certain responsibilities to me as an when there is requirement for work.



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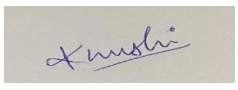
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 6 From: 16/06/2025 to: 21/06/2025

Activity Done	• Worked on the discharge process flow of the hospital. • Went on rounds with the Nursing officers. • Made a report of monthly activities asked by the hospital mentor. • I am a part of queue management project in which we are working on how to reduce the patient waiting time. • Collect daily census of all the departments to calculate bed occupancy. • Worked in the orthopaedic department and tried to reduce the patient waiting time there. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital.
Linking theory (Classroom learning) with practice at your organisation	• Financial management helped me understand the financial terms used in meetings. • Learnt about quality from essentials of hospital services. • Learnt about the role of leaders from Principles of Management. • Learnt about bed occupancy from essential of hospital services.
Gaps identified on the working area.	• Beds are not distributed properly in the departments according to the patient flow. • In OPD building queue is not managed properly and patient waiting time is more.
Suggestions for improvement	• Token system can be used for queue management. • Bed audit can be done so that we have categories for bed like usable, repairable, unusable and after that we can make a list for new beds and shift it to the departments which has more patient flow.
Plan for the next week	• Will work on the queue management in OPD project. • Will go on rounds with MS and DNS. • Mentor will assign certain responsibilities to me, when there is requirement for work.



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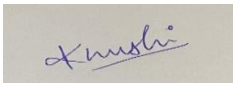
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 7 From: 23/06/2025 to: 28/06/2025

Activity Done	• I am a part of queue management project in which we are working on how to reduce the patient waiting time. • Worked at front office and take notes on time required for registration of each patient. • Went to the new IPD building and collected information of all the departments there, to make signages for that building. • Went on rounds with MS and DNS. • Worked in the neurosurgery OPD on Tuesday and Friday to manage the patient queue there. • Collect daily census of all the departments to calculate bed occupancy.
Linking theory (Classroom learning) with practice at your organisation	• Financial management helped me understand the financial terms used in meetings. • Learnt about quality from essentials of hospital services. • Learnt about the role of leaders from Principles of Management. • Learnt about bed occupancy from essential of hospital services.
Gaps identified on the working area.	• In the front office, as printers are old, so it requires more time to print the slip and hence patient waiting time is more. • In neurosurgery OPD there is long and confused patient queue, because the queue is not in order there.
Suggestions for improvement	• Will talk to the MS about changing the printers so that the queue is managed properly and waiting time can be reduced. • Token system can be applied in the neurosurgery department so that patient know when their turn come.
Plan for the next week	• Will work on the queue management in OPD project. • Will go on rounds with MS and DNS. • Mentor will assign certain responsibilities to me, when there is requirement for work.



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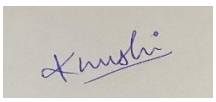
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 8 From: 30/06/2025 to: 05/07/2025

Activity Done	• Went to dialysis unit for facility rounds. • Went to the emergency and understand the procedure from admission to discharge or referral. • Worked in the OPD building for queue management project. • Went on rounds with MS and DNS. • Worked in the general medicine OPD and understood the patient flow there. • As asked by DME, collected the data for doctors and OPD room information for queue management.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about quality from essentials of hospital services. • Research methodology have thought me to know how to find a gap in a certain situation. • Learnt about the role of leaders from Principles of Management.
Gaps identified on the working area.	• Poor coordination between emergency department and inpatient wards. • Incomplete documentation in some emergency cases. • Limited seating arrangements in General Medicine OPD causing inconvenience to elderly patients.
Suggestions for improvement	• Establish a centralized patient transfer desk with dedicated staff to coordinate admissions from emergency to inpatient wards. • Conduct training sessions for emergency staff on proper documentation practices. • Reorganize the existing space to create dedicated seating zones for elderly, pregnant women, and disabled patients, marked clearly with signage.
Plan for the next week	• Will work on queue management project. • Will go to other departments and understand the workflow there. • Will complete tasks given by DME.



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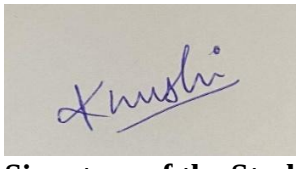
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 9 From: 7/07/2025 to: 12/07/2025

Activity Done	• Worked on the report compilation and collected the data for poster. • Discussed with the MS regarding the floor-wise relocation of OPD counters in alignment with their respective departments as a part of queue management project. • Made signages for the OPD and IPD building. • Designed IEC materials for the OPD building. • Went on round with MS and DNS.
Linking theory (Classroom learning) with practice at your organisation	• Behaviour change communication helped to learn about how to design IEC material. • Learnt about quality from essentials of hospital services. • Research methodology have thought me to know how to find a gap in a certain situation. • Learnt about the role of leaders from Principles of Management.
Gaps identified on the working area.	• Staff shortage in the OPD counter.
Suggestions for improvement	• Recruitment process to increase staff.
Plan for the next week	• Will work on queue management project. • Will go to other departments and understand the workflow there. • Will complete tasks given by DME.



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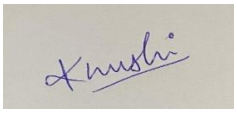
Name of the Organisation: MBS Hospital, Kota
Area/ Department/ Project of Summer Internship Program: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll no: 1976 Stream: MBA-HM
Week no: 10 From: 14/07/2025 to: 19/07/2025

Activity Done	• Working on the report compilation and poster. • Assisted in the floor-wise relocation of OPD counters in alignment with their respective departments as a part of queue management project. • Made a report of monthly activities asked by the hospital mentor. • Made signages for the OPD and IPD building. • Designed IEC materials for the OPD building. • Went on round with MS and DNS. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital.
Linking theory (Classroom learning) with practice at your organisation	• Behavior change communication helped to learn about how to design IEC material. • Learnt about quality from essentials of hospital services. • Research methodology have thought me to know how to find a gap in a certain situation. • Learnt about the role of leaders from Principles of Management.
Gaps identified on the working area.	• Staff shortage in the OPD counter. • In OPD building queue is not managed properly and patient waiting time is more.
Suggestions for improvement	• Recruitment process to increase staff. • Token system can be used for queue management
Plan for the next week	• Will work on queue management project. • Will complete tasks given by DME.



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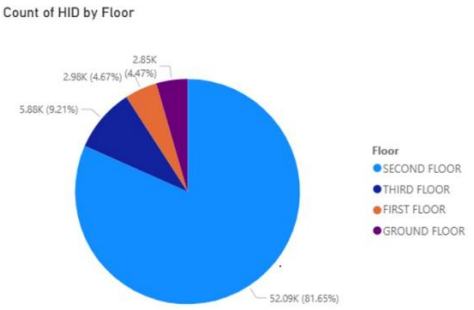
Compiled Reporting Format

Name of the Organisation: MBS Hospital, Kota
Area/ Department: Department of Medical Education
Name of the Student: Dr. Khushi Jain
Roll No: 1976 Stream- MBA-HM

Activity Done	• Took a tour of the hospital and meet the incharge of every department. • Accompanied MS with the facility rounds of hospital. • Got to know about MRD and the flow of the records in the hospital. • Collect data for the assignment given by DME. It includes: OPD waiting time, WT for lab sample collection, WT for radiology, MAA Yojna, RGHS, Bed occupancy data. • A rough layout of the hospital map has been prepared to facilitate initial discussions with MS. • Worked at front office and learnt the process of patient flow from registrations to concerned department (OPD). • Went to laundry department and understood the workflow and functioning of the department. • Collect data for total OPD, IPD, RGHS claimed, and MAA Yojna claimed patients for April month for DME. • Collected data of 25 patients for waiting time in dispensing of medicines as asked by DME. • Helped MS in managing the opening ceremony of “Pradhanmantri Divyasha Kendra” in the hospital premises. • Show the rough hospital layout to the MS and others for their feedback. Then, improve the layout based on their suggestions and start the detailed planning. • As directed by the MS, a detailed estimate of the required manpower and other resources for the new IPD building has been prepared. This includes staff requirements, equipment, and other necessary items for smooth functioning.

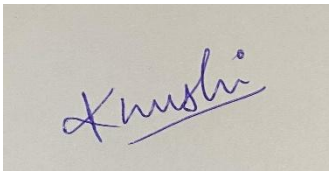
	• Worked with MS for the signage of the hospital. • Worked at MAA Yojna counter and learnt the process of patient flow from admissions to discharge. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital. • Went on rounds with nursing officers. • Worked at RGHS counter and learnt the process of patient flow from registrations to concerned department (OPD). • I will be working on the queue management in OPD Building as a project. • Monitored the shifting of some departments from old IPD building to new IPD building. • Worked in the neurosurgery OPD department on Tuesday and Friday. • Went to the IPD Building and ensure the cleanliness of the building. • Check the quality of the beds in old IPD to shift them to the new IPD. • Worked on the discharge process flow of the hospital. • Went on rounds with the Nursing officers. • Made a report of monthly activities asked by the hospital mentor. • I am a part of queue management project in which we are working on how to reduce the patient waiting time. • Collect daily census of all the departments to calculate bed occupancy. • Worked in the orthopaedic department and tried to reduce the patient waiting time there. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital. • I am a part of queue management project in which we are working on how to reduce the patient waiting time. • Worked at front office and take notes on time required for registration of each patient. • Went to the new IPD building and collected information of all the departments there, to make signages for that building. • Went on rounds with MS and DNS. • Worked in the neurosurgery OPD on Tuesday and Friday to manage the patient queue there. • Collect daily census of all the departments to calculate bed occupancy.

	• Went to dialysis unit for facility rounds. • Went to the emergency and understand the procedure from admission to discharge or referral. • Worked in the OPD building for queue management project. • Worked in the general medicine OPD and understood the patient flow there. • As asked by DME, collected the data for doctors and OPD room information for queue management. • Worked on the report compilation and collected the data for poster. • Discussed with the MS regarding the floor-wise relocation of OPD counters in alignment with their respective departments as a part of queue management project. • Made signages for the OPD and IPD building. • Designed IEC materials for the OPD building. • Went on round with MS and DNS. • Working on the report compilation and poster. • Assisted in the floor-wise relocation of OPD counters in alignment with their respective departments as a part of queue management project. • Made a report of monthly activities asked by the hospital mentor. • Made signages for the OPD and IPD building. • Designed IEC materials for the OPD building. • Went on round with MS and DNS. • Went to the new IPD building and checked the cleanliness and other parameters for the proper functioning of the new hospital. **About the queue management system improvement in OPD project** <u>Objectives-</u> • To study the current queue management process • To study patient flow and crowding patterns • To identify gaps causing long or confused queues • To propose a streamlined or digital queue system

	Findings and Analysis- Collected the data from the HMIS over a period of one month. The dataset included key details such as patient name, registration time, department visited, and the corresponding floor of the department. This data was thoroughly studied to understand patient distribution and flow patterns across the OPD building. After analyzing the data, it is observed that the second floor recorded the highest patient load.  • This floor-wise analysis helped identify departments with the highest footfall and peak congestion periods. Proposed Improvements • OPD counters should be relocated according to the floor-wise distribution of their respective departments. • The second-floor experiences the highest patient load due to the presence of major departments such as Neurology, General Medicine, and Orthopedics so additional staff should be deployed at OPD counters during peak hours to manage the increased patient volume effectively. • Departments with high patient footfall should implement a digital token system to reduce crowding and improve queue management. • Proper signage and IEC materials should be displayed prominently to assist patient navigation and reduce confusion in long queues.
Linking theory (Classroom learning) with practice at your organisation	• Learnt about hospital departments like MRD, support services, bed occupancy, and quality from the Essentials of Hospital Services module. • Understood MAA Yojna under AB-PMJAY and other national health schemes through

	National health Programs module. • Studied the roles and responsibilities of incharges and leaders through Organizational Behaviour and Principles of Management. • Understood basic financial terms used in hospital meetings from the Financial Management module. • Learnt how to identify gaps in systems through the Research Methodology module. • Gained skills in designing IEC materials from the Behaviour Change Communication module.
Gaps identified on the working area	• Lack of proper signboards, directions, and real-time tracking creates confusion and delays for patients. • Manual registration systems and outdated printers increase patient waiting time at entry points. • Beds in old IPD are in poor condition and not properly distributed as per patient flow. • OPD queues are mismanaged, especially in neurosurgery and general medicine, causing long waits and inconvenience. • MAA Yojana counter is placed in an open area and poor documentation (like using Google images) leads to rejection of claims. • Staff shortage at OPD counters and poor coordination between emergency and inpatient wards affect hospital operations.
Suggestions for improvement	• Install proper hospital maps and signboards at entry points and introduce real-time patient tracking systems to reduce confusion and delays. • Upgrade to digital registration systems, add self-service kiosks, replace outdated printers, and train staff to handle peak patient flow efficiently. • Conduct a hospital-wide bed audit to categorize and reallocate beds based on usability and patient load in each department. • Implement token systems and display screens for OPD queue management, especially in high-load areas like neurosurgery and general medicine. • Relocate the MAA Yojana counter to a suitable indoor area, and train doctors to use real patient photos to prevent claim rejections.

	• Recruit additional OPD and emergency staff, improve interdepartmental coordination, and set up a centralized patient transfer desk.
Key Learnings	• Gained hands-on experience in hospital administration and healthcare operations. • Studied government schemes such as MAA Yojna and RGHS and their implementation in hospitals. • Assisted in manpower planning and staffing for the new hospital facility. • Conducted an in-depth analysis of OPD queue management, identifying gaps causing long or confused queues. • Time management and communication skills. • Applied management principles in real hospital scenarios. • Conducted a study on bed occupancy rate and turnover rate to evaluate resource utilization.



Signature of the Student

Approved by the IIHMR University's Mentor

Report should be maximum of 10-12 pages excluding the weekly reports and poster.