

SUMMER INTERNSHIP PROGRAM
at
APOLLO HOSPITALS (JUBILEE HILLS, HYDERABAD)

From 12-05-2025 to 25-07-2025

A REPORT BY
GIKKALA SANMATHI
MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL AND HEALTH MANAGEMENT)
Roll no-1949
2024-2026

Under the Mentorship of
Mr. Dhirendra Kumar
Professor

IIHMR UNIVERSITY, JAIPUR





Apollo Health City
HYDERABAD

Regd. Office: Apollo Hospitals Enterprise Limited, No. 19, Bishop Gardens, Raja Annamalaipuram, Chennai - 600 028.
Corporate Identity Number (CIN): L85110TN1979PLC008035

25th July 2025

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Dr. Gikkala Sanmathi** of IIHMR University, Jaipur done her internship from 12-May-2025 to 25-Jul-2025 in Radiology department at Apollo Health City, Hyderabad. During the period we found her performance to be good and regular in her duties.

We wish all the success in her future endeavors.

For **Apollo Hospitals Enterprise Limited**

MAMTHA SINGH
MANAGER
HUMAN RESOURCES



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IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Gikkala Sanmathi** of academic year 2024-26 **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: 29/07/2025


Dr. Dhirendra Kumar

Professor

IIHMR University, Jaipur

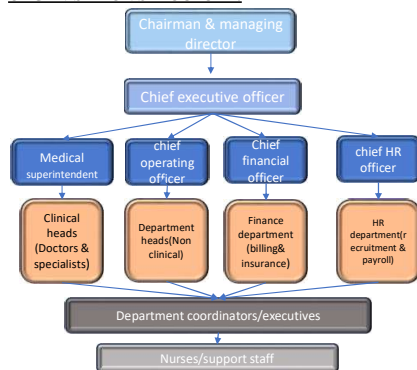
ABOUT THE ORGANISATION:

Apollo revolutionized healthcare when Dr. Pratap Reddy opened the first hospital in Chennai in 1983. today Apollo is the worlds largest integrated healthcare platform with over 10,000 beds across 73 hospitals as well as 500+ telemedicine centers. Since its inception, Apollo has emerged as one of the worlds premier cardiac center. Apollo continues to invest in research to bring the most cutting-edge technologies, equipment and treatment protocols to ensure patients have the best available care in the world. Apollo's 100,000 family members are dedicated to bringing you the best care and leaving the world better than we found it.

VISION: Apollo's vision is to touch a billion lives.

MISSION: Bringing healthcare of international standards within reach of every individual. Committed to the achievement and maintenance of excellence in education, research and healthcare for benefit of humanity.

ORGANISATION STRUCTURE:



LEARNINGS:

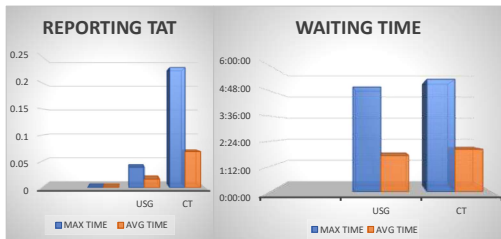
- Turnaround time and waiting time are different metrics that measure different aspects of operational workflow. TAT is from the time the patient has checked out from the scan room till the report has been generated.
- Waiting time is the time between the arrival of patient into the department until check-in into the scan room.

OBJECTIVE:

- To study and measure the turnaround time and waiting time at CT scan & ultrasound procedures in the radiology department.

METHODOLOGY:

- Study design: time-motion study
- Study location: Radiology department.
- Sample size: 174 patients(outpatients)
- Sampling technique: Convenient sampling
- Data source: Real-time observation and hospital information system(HIS)
- Inclusion criteria: OPD patients
- Exclusion criteria: IPD and emergency patients, procedures done post 5:30 PM
- Data analysis: Microsoft Excel



ANALYSIS FOR TAT REPORTS

- With the above graph, we can see that the stipulated times for all the procedures are generally exceeded.
- CT scan shows the greatest discrepancy of 2hrs 01min. Ultrasound has the closest average time with notable outliers. The maximum time indicates that there is a need for potential areas for process improvement.

ANALYSIS FOR WAITING TIME:

With the graph, we can see that ultrasound shows the greatest discrepancy, with CT scan having a small difference between the average and stipulated time which indicates consistency and focused improvement. Significant outliers are present in both the modalities.

Overall, there is need for improvement in reducing the waiting time.

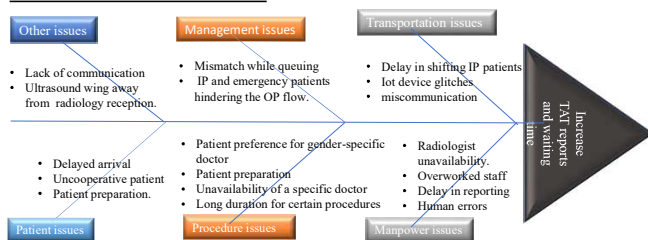
CHALLENGES FACED:

- It was a challenge to monitor the real-time TAT and waiting time during the peak hours when the patient flow is high.
- TAT for reports is more due to improper queuing and absence of old reports.
- Late arrival of appointments and hindrance of IP & emergencies.
- Software glitches leading to increased waiting time and delayed reports.

USEFULNESS OF THE INTERNSHIP:

- Helped to understand the importance of operational management at a hospital.
- I have learned to apply theoretical knowledge in practical situations.
- It made me gain insights on conducting a study and analysis.
- Made me confident about my ability of decision making.

FISHBONE/ISHIKAWA DIAGRAM:



RECOMMENDATIONS:

- Efficient utilization of manpower is necessary.
- Correction software malfunction as early as possible to reduce reporting TAT.
- Prior collection of old scans and reports for reference to avoid delays in the report delivery.
- Proper counselling of the patient before the procedure to avoid errors and movement
- Dedicated USG machines for IP and emergency patients.
- Application of triage protocol to prioritize scans and report generation based on emergency.
- Manage staff schedules during peak hours with high patient flow.



CONCLUSION:

- With this project, I was able to identify the various factors contributing to increased waiting time and delays in report delivery, and have devised strategies to overcome and improve these services
- Reducing the TAT for reports and waiting time for patients enables quick decision-making by healthcare providers and faster responses.
- This has a crucial impact on patient outcomes and the quality of care delivered.
- Shorter waiting times lead to improved customer satisfaction and maintain trust in the organization.
- Additionally reducing TAT helps in cost savings by minimizing delays.

REPORT WEEK-1

Name of the Organisation: Apollo hospitals, Jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations (radiology)

Name of the Student: Gikkala sanmathi

Roll no: 1949

Stream: HM

Week no: 1 From: 12/05/2025 to 17/05/2025

Activity Done	Day-1: Posted in the radiology department. Observed the check-in and check-out time at the ultrasound and doppler rooms. Started to collect data needed for the project regarding the room and machine utilization at this wing. Day 2: Continued with the observations for the project. Assisted the team with the operations work by managing the appointments, crowd control, data management. Day 3: analysed the previous TAT and the main problems in the ultrasound & doppler wing. Wrote down the possible solutions and discussed them with the operations manager at radiology. Day 4: Made some changes regarding the IP scanning by diverting them to different room & discussed regarding the problems and solutions with the concerned radiologist. Done the regular work simultaneously. Day 5: Started observations at CT scan area. Learned how the flow works. Assisted in the operations work like patient management, data handling. Learnt the dashboard handling and scheduling.
Linking theory (Classroom learning) with practice at your organisation	Conflict resolution is the concept which was very helpful in this week. As there were many instances or incidents where I had to manage the patients and their complaint about long waiting times without escalation of the problem.

Gaps identified on the working area.	• Issue regarding the transport availability and their response towards the trackers for movement of ward patients. • IP cases shifted early leading to their longer waiting time. Blocking of hallway/ corridors. • Patients approaching scan rooms directly rather than the desk. Distraction to the radiologist at work. • IP cases scheduling at 4 PM to 5:30 PM by prioritizing OP/walk-in the entire day. • Machine taken to the bedside examination and delayed return. (low room utilization),
Suggestions for improvement	• One room each among the 4 rooms (2 for ultrasound & 2 for doppler) allotted to prioritize IP cases to reduce their waiting time and avoid hallway blockage. • Walk-in cases adjusted according to the room vacancy to maximize utilization. • Wards boys / transport personnel present continuously at the scan wing to avoid delayed transport of ward cases. • Faster return of the moved IP machine and repair of the damaged ultrasound machine at IP to avoid room utilization issues.
Plan for the next week	Planning to complete the project on room utilization at ultrasound/doppler. Complete the presentation. Also learn how the data analysis works while doing a project. Implement the needed changes in the department and observe the aftereffects. Do the 15-day project of TAT for CT scan by using HIS data.

Signature of the Student

Gikkala sanmathi

REPORT WEEK – 2

Name of the Organisation: Apollo Hospitals, Jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala sanmathi

Roll no: 1949

Stream: MBA-HM

Week no:2 From: 19/05/2025 to 24/05/2025

Activity Done	*Learnt about the scheduling operations in depth. *Collected the data for the room utilization of ultrasound and doppler projects. *Managed the ultrasound as well as the CT scan wings simultaneously.
Linking theory (Classroom learning) with practice at your organisation	Problem solving and data analysis are the concepts which felt very useful to know the gaps in the department and find the relevant approaches.
Gaps identified on the working area.	*The problem of transport persists. *Low IP cases intake after 5:30 PM.
Suggestions for improvement	*Complete analysis of the TAT data to overcome the gaps. *Increasing the room utilization by taking up the IP cases after 5PM,
Plan for the next week	Completing the project by collecting data manually and synchronizing it with the PACS. Analysing the data and implementing the changes to note down the outcomes

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REPORT WEEK-3

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: operations.

Name of the Student: Gikkala sanmathi

Roll no: 1949

Stream: MBA - HM

Week no:3 From: 26/05/2025 - 31/05/2025

Activity Done	• Started real-time data collection for the room and machine utilization at ultrasound and doppler wing. • Collected the data and noted down the gaps in room utilization. • Managed the operations of the ultrasound and doppler wing to maximize the room utilization. • Transport person is allotted to the d-wing (thereby transport problem reduced to some extent).
Linking theory (Classroom learning) with practice at your organisation	• Ms-excel to collect and segregate the data. • Demonstrated principles of Healthcare Operations by managing workflows and optimizing resource allocation. • Implemented Human Resource Management strategies by reallocating a transport staff member to the D-wing, reducing operational delay.
Gaps identified on the working area.	• While transport is still a persistent problem, the issue noticed in this week is mainly that of the doctor's availability at the scanning rooms. • The waiting time of the patients is still long despite the changes made.
Suggestions for improvement	• The schedule of the doctors allotted to the scan should be followed strictly to decrease the patient waiting time and also maintain maximum utilization of the room and machine

Plan for the next week	Starting the one-month project on machine utilization and waiting time for the IP cases by collecting real-time data and finding the solutions for the identified gaps.
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REPORT WEEK-4

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no: 4 From: 2/06/2025 to: 7/06/2025

Activity Done	• Collected real-time data of check-in and check-out. • Identified the bottlenecks at the ultrasound and radiology wing and listed the possible suggestions. • Worked closely with the team to manage day-to-day operations. • Changes made regarding the allotment of radiologists for the ultrasound. (2 doctors in each room. Taking turns in scanning so that delay due to reports making is avoided.)
Linking theory (Classroom learning) with practice at your organisation	• Applying real-time data capture and analytics for prompt decision making. • The knowledge of interpersonal communication and teamwork to achieve day-to-day operations. • Health services management by resource allocation.
Gaps identified on the working area.	• Room kept vacant due to unavailability of doctors. • The challenge of transport in the ultrasound sound wing for the stretcher patients persists. • The rooms are kept vacant during the lunch hours because of the unavailability of doctors.
Suggestions for improvement	• The scheduling of the doctors should be made properly so that the room isn't vacant at lunch hours. • The patient for special scans like scrotal/follicular/TVUS should be shifted after checking

	the availability of the doctor to avoid longer waiting time.
Plan for the next week	• Schedule the transport of the stretcher patients earlier to avoid delay in movement. • Starting to collect real-time data of arrival time of the patients at different scans at the radiology department to do the project on reporting TAT and waiting time.

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REPORT WEEK - 5

Name of the Organisation: Apollo hospitals

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala sanmathi

Roll no: 1949

Stream: MBA-HM

Week no:5 From: 09-06-2025 to: 14-06-2025

Activity Done	• Collected real-time data at MRI, CT scan, ultrasound. • Observed the gaps at the MRI as there are 3 machines at three different places. • Calculated the weekly TAT and waiting time. • Contributed to day-to-day operations at the MRI like scheduling and machine allotment.
Linking theory (Classroom learning) with practice at your organisation	• Observing inefficiencies due to spatial distribution of MRI machines directly. • Applied concept of service line optimization and capacity utilization in real-time settings. • operational decision-making with focus on optimizing machine use and reducing idle time.
Gaps identified on the working area.	• Long waiting time due to the interruption of the scheduled order by the emergency and IP cases. • Longer reporting time (approx. 3 hrs) • Confusion among patients regarding the scan room due the presence of MRI at the ground floor and the entire scheduling done there.
Suggestions for improvement	• Appointment system for walk-in's and allotting a single room among the three to completely

	prioritize IP scans. Walk-ins can be adjusted if the room is vacant. • This reduces the interruption of the IP cases in rest of both the rooms.
Plan for the next week	• Complete the real-time data collection and analyse the data. And present my insights. • Visit other departments in between my work and learn parallelly.

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Gikkala sanmathi

REPORT WEEK-6

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no:6 From:16-06-2025 to:21-06-2025

Activity Done	• Completed the data collection for the TAT project at radiology. • Calculated the Reporting TAT and waiting time of ultrasound, MRI, CT scan. Found out the gaps in the operations. • Listed out the problems and delays. • Assisted in day-to-day operations at the MRI wing.
Linking theory (Classroom learning) with practice at your organisation	• Applied research methodology and healthcare operations knowledge to gather relevant and real-time data. • Used statistical tools to analyse efficiency and identify operational gaps. • Applied quality management concepts like root cause analysis. Gained practical insight into hospital administration and day-to-day operational workflows.
Gaps identified on the working area.	• There is a long waiting time as well as longer reporting time. • Allotting IP cases in between disturbs the op and walk-in.
Suggestions for improvement	• Proper co-ordination should be established between IP and OP departments to manage the patient flow. • Separate machine should be allotted to prioritize IP cases so that the walk-in flow isn't disturbed.

	• The op cases could be adjusted in the IP machines if they are vacant.
Plan for the next week	• Get ready with the presentation of the project by end of next week. • Identify the bottlenecks and follow-up the further effects of the changes made post presentation. • Planning to visit the CSSD & OT to gain insights.

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REPORT WEEK-7

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no:7 From: 23-06-2025 to: 28-06-2025

Activity Done	• Noted down the bottlenecks and possible solutions at the MRI wing. • Prepared the PPT for the project related to reporting TAT and waiting time at the radiology department. • Participated in the basic life support activity conducted at the hospital. • Managed the appointments the patient flow at the MRI as well.
Linking theory (Classroom learning) with practice at your organisation	• Used concept of healthcare and quality analytics to create a presentation on improving report turnaround time (TAT) and reducing waiting time in the Radiology Department. • Applied concept from Hospital Administration and Patient Flow Management while handling MRI appointments and managing patient movement efficiently.
Gaps identified on the working area.	• The flow of the IP cases I still hindering the OP flow, • Patients flow increasing suddenly at a particular time. • Delay in shifting IP patients hereby keeping the room vacant for a longer time.
Suggestions for improvement	• All the non-emergency IP scans should be scheduled during the evening and nighttime to avoid hinderance in the OP flow.

	• Proper co-ordination should be established between the IP and the radiology to avoid delay in transportation of the patients.
Plan for the next week	• Present the project and complete the work at the radiology department. • Observe operations at any other departments after the completion of the radiology project.

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WEEK-8 REPORT

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no: 8 From: 30-06-2025 to:05-07-2025

Activity Done	• Prepared the PPT for the project related to reporting TAT and waiting time at the radiology department. • Applying the changes in day-to-day operations to note any improvements. • Managed the appointments the patient flow at the MRI as well.
Linking theory (Classroom learning) with practice at your organisation	• Used concept of healthcare and quality analytics to create a presentation on improving report turnaround time (TAT) and reducing waiting time in the Radiology Department. • Resource management was helpful in managing the transport communication problem. • Applied concept from Hospital Administration and Patient Flow Management while handling MRI appointments and managing patient movement efficiently.
Gaps identified on the working area.	• Patients flow increasing suddenly at a particular time. • Delay in shifting IP patients hereby keeping the room vacant for a longer time. • Piling up of cases due to improper communication between the modalities.
Suggestions for improvement	• All the non-emergency IP scans should be scheduled during the evening and nighttime to avoid hinderance in the OP flow.

	• Appointment system should be followed to maintain proper operational efficiency. • Proper co-ordination should be established between the IP and the radiology to avoid delay in transportation of the patients.
Plan for the next week	• Completed the work at the radiology department. • Observing the applied changes in the radiology imaging department. • Observe operations at any other departments by end of this week.

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WEEK-9 REPORT

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no: 9 From: 07-07-2025 to:12-07-2025

Activity Done	- Continued work at the radiology operations. Managing the front desk operations, appointment scheduling. - Noticed the drawbacks to suggest improvements. - Managed the patient flow and transport co-ordination.
Linking theory (Classroom learning) with practice at your organisation	- Human resource allocation is a concept which helped me manage the transport and IP co-ordination. - Root cause analysis knowledge aided in identifying the bottle necks and find solutions.
Gaps identified on the working area.	- Blocking of walk-ins due to ER and IP cases interruption. - Delay in report preparation of the scans done at the medical college.
Suggestions for improvement	- Allotting an MRI machine dedicated to the ER and IP cases while scheduling the walk-in according to the availability or in the absence of earlier cases. - Timely review of medical college scans as well to avoid delay.
Plan for the next week	Applied any needed changes in the department.

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WEEK-10 REPORT

Name of the Organisation: Apollo hospitals, jubilee hills, Hyderabad, Telangana.

Area/ Department/ Project of Summer Internship Program: Operations

Name of the Student: Gikkala Sanmathi

Roll no: 1949

Stream: MBA-HM

Week no: 10 From: 14-07-2025 to:19-07-2025

Activity Done	• Managed the vacant slots due to no show cases and adjusted accordingly thereby improving machine utilization. • Observing the co-ordination between multiple departments connecting to radiology.
Linking theory (Classroom learning) with practice at your organisation	• Problem solving helped in situations like patient impatience, internal disputes. • Hospital services knowledge helped in solving other interlinking issues among the departments.
Gaps identified on the working area.	• Patients being unco-operative during the procedure leading to delay. • Delay in report preparation due lack of prior collection of old reports.
Suggestions for improvement	• Explaining and preparing the patient by giving counselling before the procedure. • Collect the old reports of patient before starting the scan & provide it to the allocated radiologist.
Plan for the next week	• Visit the OT, Emergency as well as know the work at CSSD briefly. • Prepare the poster and report for the SIP end.

Signature of the Student

Gikkala Sanmathi

COMPILED REPORT

Name of the Organisation: APOLLO HOSPITALS, JUBILEE HILLS, HYDERABAD

Area/ Department/ Project of Summer Internship Program: OPERATIONS

Name of the Student: GIKKALA SANMATHI

Roll no: 1949

Stream: MBA-HM

Activity Done	• Orientation of the management section of the hospital. • Learning about the various operations, PACS system, HIS system. • Getting an idea about the electronic health records, and how they are updated. • Observed the machine and room utilization at the ultrasound wing at the radiology department by collecting the data regarding check-in and check-out of the patients. • Assisted the team in day-to-day operations by managing the schedules, appointments. • Managed the patient flow as well as the operational workflows at the radiology department. • Observed the delays at the ultrasound wing like transportation problem, doctor availability, patient co-operation. • Got to know the use of IOT devices for porter management within the facility. • Suggested changes in the transportation by allocating one person dedicated to each scan wing, so that there would be no delay in shifting the IP and emergency patients. • Conducted a time-motion study on different radiological procedures like ultrasound and CT scan to calculate the Turn around time for reporting and waiting time. • Observed bottle necks at the MRI, ULTRASOUND, CT SCAN. Discussed them with the operational team to make improvements.
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	• Co-ordinated between the different modalities interlinking radiology like IP, emergency, transport (porter management). • Time-to-time check on smooth operational workflow at the radiology department by co-ordinating with the team. • Noted down gaps and suggested the changes needed to maximize room utilization. • Looking through the occupancy of the rooms and machines to avoid vacancy. • Segregated the no show slots and adjusted the walk-ins in those slots to avoid machine vacancy. •
Linking theory (Classroom learning) with practice at your organisation	• Learning about HIS • Prior learning about hospital planning • Knowledge about incident management at a healthcare facility. • Knowledge on the concept of TAT. • Organizational behaviour • Problem solving • Conflict resolution • Business communication • Learning about research methods aided in project to collect real-time data. • Analysing data by using statistical tools to study the collected data and identify the operational gaps. • Applied resource allocating and service line optimization concepts from human resource management. • Prior learning about hospital services aided in studying the spatial distribution of the MRI machines directly.

	• Ms-excel and PowerPoint skills • Prior knowledge on hospital information system. • Basic idea about lot devices and their functioning, aided in resolving the porter management issue. •
Gaps identified on the working area.	• Transportation issue due to which there was delayed in shifting the IP patients. • The ultrasound machine moved to bedside due to breakdown of the bedside machine leading to room vacancy. • IP cases hinderance to the OP queue is a major gap at the radiology department. • The radiologist unavailability at the procedure rooms which decreases the room and machine utilization which in turn effects the waiting time of the patients. • As the ultrasound wing is away from the radiology reception the patients often get confused about the directions leading to delay. • Miscommunication between the radiology, transport, IP and emergency departments. • Low management of patient during peak hours due to improper resource allocation. • No show cases lead to rooms kept vacant and OP cases are kept waiting. • Delay due to preparation of the patient for scans like fasting & oral contrast for CT scan, pre-void and post-void for ultrasound. • Transplant patients are being shifted to radiology for biopsy or doppler
Suggestions for improvement	• Deploy dedicated porters for each scan wing (Ultrasound, CT, MRI) to ensure timely transport of IP and emergency patients.

	• Allocate a backup bedside ultrasound machine to avoid disruptions and prevent room vacancy during equipment breakdowns. • Schedule IP scans during specific time blocks to avoid interference with OP cases and maintain a balanced workflow. • Ensure strict availability of radiologists at procedure rooms through proper duty rosters and shift planning. • Install directional signages and digital navigation aids (QR codes/maps) to guide patients to ultrasound and other distant wings. • Establish a centralized communication system (interdepartmental coordination hub) between radiology, IP, emergency, and transport teams. • Optimize manpower allocation based on peak-hour trends; introduce staggered shifts for support staff to manage high-volume periods. • Implement a real-time appointment monitoring system to reassign vacant slots from no-show cases to walk-ins or urgent OP cases. • Introduce a pre-scan patient preparation checklist and protocol tracking system to reduce delays due to fasting, contrast, or bladder conditions. • Create dedicated time slots and priority pathways for transplant patients needing urgent doppler or biopsy procedures. • Train staff and receptionist in patient guidance and crowd management, especially during peak hours. • Incorporate buffer slots in the schedule for emergency/transplant patients without affecting regular appointments.
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	• Digitize scan preparation protocols and share them with patients in advance (via hospital app, WhatsApp, or email). • Establish a machine downtime reporting and response protocol to avoid prolonged room vacancies due to maintenance.
Key learnings	• Gained exposure on how a hospital's operation works looking at the management systems. • Gained an understanding of how PACS helps keep the Hospital information systems in order with radiology workflow. • Learned how the EHR (Electronic Health Record) works in real-time while collecting data on machine and room use, by monitoring the patient check-in and check-out. • Gained skills in data collection, analysis of data, and gathering other information about use of machines or treatment areas. • Developed an understanding of why scheduling appointments is important for smooth workflow. • Was able to identify major delay points on ultrasound by far not being transport, being short doctors and therefore downtime-inducing patient delays. • Learned about patient flow management and optimization of operational workflow processes. • investigated the use of IoT devices that could enable efficiencies in the management of porters, to keep them moving and shift the patients. • Learned how to identify bottlenecks associated to MRI, ultrasound and CT services and worked collaboratively with our team to find solutions. • Learned to appreciate the inter-departmental coordination needed between inpatients (IP),

	emergency, transport and radiology service to provide seamless delivery of services. • Learned to use scheduling optimization by back-fitting patients who showed up without an appointment into open no-show slots to keep our machines useable. • Gained insight into the importance of continuous quality improvement
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Signature of the Student

Gikkala Sanmathi

Approved by the IIHMR University's Mentor