

SUMMER INTERNSHIP PROGRAM

at

**KOKILABEN DHIRUBHAI AMBANI HOSPITAL AND
MEDICAL RESEARCH INSTITUTE, MUMBAI**

From 19th May, 2025 to 21st July, 2025

A REPORT BY

ANUSHKA DEY SARKAR

Master of Business Administration

MBA (HOSPITAL AND HEALTH MANAGEMENT)

1909

2024-26

Under the mentorship of

DR. TRIPTI BISAWA

Professor

Institute of Health Management Research

IIHMR UNIVERSITY, JAIPUR



KDAH/HR/OL/2025/07/706

Date: 21.07.2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Anushka Dey Sarkar** has successfully completed her **2 months and 3 days** period of **Internship** from 19.05.2025 to 21.07.2025 in the **Department of Clinical Administration** at **Kokilaben Dhirubhai Ambani Hospital & Medical Research Institute**, under the guidance of Senior Manager - Dr. Ramkishor Pandey.

She has completed her tenure entirely to the satisfaction of the departmental HOD.

We wish her all the best in her future endeavor.

Best Regards,

For Kokilaben Dhirubhai Ambani Hospital & Medical Research Institute,



Rashma Nathani

Dy. General Manager - Human Resources

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Anushka Dey Sarkar** of academic year 2024-26 of **Institute Of Health Management Research** has prepared a poster with respect to her summer internship held during May 2025 - July 2025.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 25/07/2025

A blue ink signature of Dr. Tripti Biswa, consisting of a stylized 'T' and 'B' with a horizontal line extending to the right.

Dr. Tripti Biswa

Professor

From Wait to Report: Uncovering Bottlenecks in 2D Echo Services

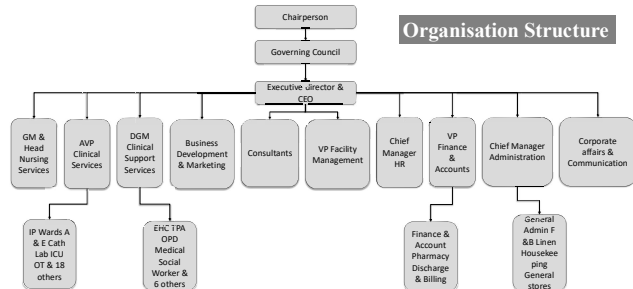
Presented by – Anushka Dey Sarkar
MBA – HM 29 | 1909

University Mentor – Dr. Tripti Bisawa
Organization Mentor – Dr. Ramkishor Pandey

About the Organization

Kokilaben Dhirubhai Ambani Hospital, Mumbai is a 750-bedded quaternary care hospital established by the Reliance Group. It's genesis took place in 2008-09. It offers advanced medical services with over 25 specialities.

Organisation Structure



Strengths

- Skilled & experienced technicians
- High-quality imaging equipment and infrastructure
- Availability of Provisional reports for urgent cases

Weaknesses

- Long wait times for walk-in patients
- Limited slots during peak hours
- Poor Scheduling
- Delay in report typing

SWOT ANALYSIS

Opportunities

- Digital appointment scheduling & time slot optimization
- Installing real-time queue displaying and tracking system
- Use of Time-Motion analytics regularly for quality improvement

Threats

- Patient dissatisfaction
- Overcrowding in the department
- Loss of business to competitors
- Burn-out of staff due to high patient load

Other Projects Done

- CT Scan Division Insights: Study Volume and Average Report TAT in the Radiology Department (Feb–May 2025)
- 3. Laying the Groundwork: Calculation of Mortality Ratio using SOFA Score formula for ICU Patients admitted in Intensive Care Unit (Feb–June 2025).

Vision

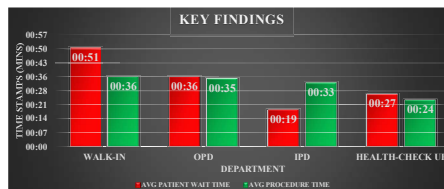
“We aim to be a global healthcare institution that combines the best in medical treatment with strong ethical principles and a culture of care and compassion.”
Late Shri Dhirubhai Ambani

Mission

“To be an institution that offers comprehensive quality healthcare services under one roof through transparent patient-centric care ensuring patient safety, privacy and dignity. An institution where *Every Life Indeed Matters.*”

Objective of the study

The study aimed to assess the Patient Wait Time and Report Turnaround Time in the 2D Echo process through a time-motion analysis across Walk-in, IPD, OPD, and Health Check-up departments. It aimed to identify areas of delay and suggest practical improvements for smoother patient flow.



Major Learning during Internship

- Gained hands-on experience in conducting a time-motion study in a clinical setup.
- Observed the interplay between clinical staff, administration, and patients in day-to-day hospital operations.
- Developed skills in data cleaning, analysis, and interpretation using real hospital data.
- Realized the role of technology and digital tools in driving continuous quality improvement.
- Learned to balance professionalism, observation, and empathy while working in patient-facing areas

Theoretical v/s Practical Learning

- Applied practically SWOT Analysis which we were taught in Marketing management class.
- Observed and followed world hospital ethics as taught in Organizational Behaviour class.
- Understood real-world hospital layout, operations and departmental flow as learnt in Essentials of Hospital Services class.
- Classroom learning focused on standard protocols, whereas hospital practice required adaptive thinking based on resources and patient behavior

Challenges faced during Internship

- Difficulty in collecting exact time-stamps
- Patient crowding during peak-hours making observation difficult
- Varied patient flow across sources – Walk-ins, IPD, OPD, EHC
- Delay in printing and delivering physical reports to Central Dispatch centre.

Suggestions Given

- Online booking systems along with phone bookings
- Having buffer times within slots.
- Digitizing the signature would reduce the time for the Doctor to sign them manually.
- Report should be typed on the same day

Weekly Report

(19th May to 24th May)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 1

From: 19.05.2025 to 24.05.2025

Activity Done	• Visited the different floors of the hospital and observed what all departments and what all services are provided here. • Looked at the Patient Flow from the various departments (OPD, IPD, ER). • Wrote down the journey of a Cardiac patient in the Hospital. • Learned about the various Cardiac Imaging tests. • Wrote down the process of the Echocardiogram test.
Linking theory (Classroom learning) with practice at your Organisation	As we were taught about the various departments by Mahendra sir and Sandesh sir in the class of Essentials of Hospital Services, saw them a linked with the real-life departments at the Hospital.
Gaps identified on the working area	There is no gap found as of now.
Suggestions for improvement	The turnaround time of the ECHO test report is 2 days which could be reduced.
Plan for the next week	A project on the cardiology department.

Anushka Dey Sarkar

Signature of the Student

Weekly Report

(26th May to 31st May)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 2

From: 26.05.2025 to 31.05.2025

Activity Done	For this week I sat in the OPD Cardiac Department where the 2D Echo test is done and wrote down the turnaround time of the same.
Linking theory (Classroom learning) with practice at your Organisation	This week only data entry had to be done
Gaps identified on the working area	There is no gap found as of now.
Suggestions for improvement	The wait time of the patients post the Echocardiogram test should be reduced. The improvement in the porter services is required.
Plan for the next week	A project on the cardiology department.

Anushka Dey Sarkar

Signature of the Student

Weekly Report

(2nd June - 7th June)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 3

From: 02.06.2025 to 07.06.2025

Activity Done	• Learned about Radiology Department and it's various investigations. • Learned about the process, layout and patient flow of Dialysis Ward.
Linking theory (Classroom learning) with practice at your Organisation	Learnt practically what was taught in our Essentials of Hospital Services class.
Gaps identified on the working area	There is no gap found as of now.
Suggestions for improvement	No suggestions as of now.
Plan for the next week	A project on the Radiology department.

Anushka Dey Sarkar

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Weekly Report

(9th June – 14th June)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 4

From: 09.06.2025 to 14.06.2025

Activity Done	• Went to Imaging Department (CT scan). • Noted the Patient Wait Time of the OPD patients. • Analysed the data collected and found out the average Patient wait time.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	There is no gap found as of now.
Suggestions for improvement	As the CT scan is 15 minutes test so the report should be released the same day that is within 24 hours.
Plan for the next week	Analysing the hospital data for the CT scan test.

Anushka Dey Sarkar

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Weekly Report

(16th June – 21st June)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 5

From: 16.06.2025 to 21.06.2025

Activity Done	• Did analysis on the data provided by the hospital.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	The Exam Start Date of the study is not maintained.
Suggestions for improvement	As the CT scan is 5-10 minute test so the report should be released the same day that is within 24 hours.
Plan for the next week	Analysing the hospital data for the CT scan test.

Anushka Dey Sarkar

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Weekly Report

(23rd June – 28th June)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 6

From: 23.06.2025 to 28.06.2025

Activity Done	• Did analysis on the data provided by the hospital. • Found out insights on the data provided regarding the department. • Calculated the average Report TAT of the CT scan department.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	The Exam Start Date of the study is not maintained. The report tat is very high in regard to CT Scan Tests.
Suggestions for improvement	As the CT scan is 5-10 minute test so the report should be released the same day that is within 24 hours.
Plan for the next week	Analysing the hospital data for the CT scan test.

Anushka Dey Sarkar

Signature of the Student

Weekly Report

(30th June – 5th July)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 7

From: 30.06.2025 to 05.07.2025

Activity Done	• Learnt about the Admission to Discharge process on the floor as well as from the desk. • Learnt what is the bed booking procedure. • Observed the admission procedure from the admission desk. • Calculating the SOFA Score for the dead patients in the ICU.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	No Gaps as of now.
Suggestions for improvement	Nothing as such as of now.
Plan for the next week	Continuing with the current project.

Anushka Dey Sarkar

Signature of the Student

Weekly Report

(7th July – 12th July)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 8

From: 07.07.2025 to 12.07.2025

Activity Done	Calculating the SOFA Score for the dead patients in the ICU.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	No Gaps as of now.
Suggestions for improvement	Nothing as such as of now.
Plan for the next week	Continuing with the current project.

Anushka Dey Sarkar

Signature of the Student

Weekly Report

(14th July – 19th July)

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital

Area / Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

Roll no: 1909

Stream: MBA Hospital and Health Management

Week no: 9

From: 14.07.2025 to 19.07.2025

Activity Done	• Calculating the SOFA Score for the dead patients in the ICU. • Calculated the SOFA Score for living patients in the ICU wards.
Linking theory (Classroom learning) with practice at your Organisation	More about Excel that we were taught during the 2 nd week of our 1 st term.
Gaps identified on the working area	No Gaps as of now.
Suggestions for improvement	Nothing as such as of now.
Plan for the next week	Continuing with the current project.

Anushka Dey Sarkar

Signature of the Student

Compiled Report

Name of the Organisation: Kokilaben Dhirubhai Ambani Hospital, Mumbai

Area/ Department/ Project of Summer Internship Program: Clinical Administration

Name of the Student: Anushka Dey Sarkar

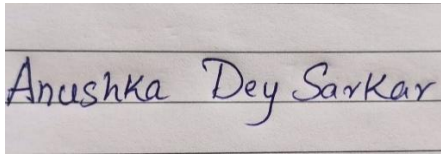
Roll no: 1909

Stream: MBA (Hospital and Health Management)

Activity Done	1. Hospital Department Observations - Visited different hospital floors to observe various departments. - Noted the range of clinical and non-clinical services provided. 2. Patient Flow Mapping - Understood the patient flow across: - OPD (Outpatient Department) - IPD (Inpatient Department) - ER (Emergency Room) 3. Cardiac Care and Imaging - Mapped the journey of a cardiac patient from entry to discharge. - Learned about various cardiac imaging tests. - Documented the process of the Echocardiogram (2D Echo) test. - Calculated the Patient Wait Time and observed Report Turnaround Time (TAT) for 2D Echo tests. - Analysed reasons for high Report TAT and provided suggestions for reducing delays. 4. Dialysis Department Insights - Studied the layout and patient flow in the Dialysis Ward. - Visited the Dialysis Ward and the head there explained about the layout, water filtration and Dialyzer 5. Radiology Department Insights - Understood the Radiology department workflow and types of investigations (CT, MRI, X-ray, etc.). - Visited the CT scan unit and observed patient handling procedures.
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Linking theory (Classroom learning) with practice at your organisation	• Applied practically SWOT Analysis which we were taught in Marketing management class. • Observed and followed workplace ethics as taught in Organizational Behaviour class. • Understood real-world hospital layout, operations and departmental flow as learnt in Essentials of Hospital Services class. • Classroom learning focused on standard protocols, whereas hospital practice required adaptive thinking based on resources and patient behavior
Gaps identified on the working area.	The Exam Start Date for the CT Scan studies was not consistently recorded, leading to gaps in tracking. Additionally, the Report Turnaround Time (TAT) for CT Scan tests was observed to be significantly high, indicating delays in the overall reporting process.
Suggestions for improvement	1. 2D Echo Department • Online booking systems along with phone bookings • Having buffer times within slots. • Digitizing the signature would reduce the time for the Doctor to sign them manually. • Report should be typed on the same day 2. CT Scan Department • The Exam Start Date is not maintained for which for a retrospective study the patient wait time cannot be calculated. • It is recommended to implement a standardized system for recording the Exam Start Date at the time of patient arrival or test initiation—either through integration with the hospital's HIS/RIS or by ensuring mandatory manual entry by technicians
Key Learnings	• Gained hands-on experience in conducting a time-motion study in a clinical setup. • Observed the interplay between clinical staff, administration, and patients in day-to-day hospital operations.

	• Developed skills in data cleaning, analysis, and interpretation using real hospital data, • Realized the role of technology and digital tools in driving continuous quality improvement. • Learned to balance professionalism, observation, and empathy while working in patient-facing areas.
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A photograph of a handwritten signature in blue ink on lined paper. The signature reads "Anushka Dey Sarkar".

Signature of the Student

Approved by the IIHMR University's Mentor