

SUMMER INTERNSHIP PROGRAM

at

FORTIS HOSPITAL, MANESAR (Gurgaon)

From May 12, 2025, to July 19, 2025

A REPORT BY

Abhijeet Dubey

Master of Business Administration

(Health & Hospital Management)

Roll no. – 1892

2024-26

under the Mentorship of

Dr. Anoop Khanna (Professor)



IIHMR University Faculty Mentor Approval

This is to certify that Dr. Abhijeet Dubey PT of academic year 2024-26 of Institute of Health Management Research has prepared a poster with respect to his summer internship held during May-July 2025.

He has carried out work as per the guidelines. His poster is approved for presentation.

Date: 25/07/2025

A handwritten signature in blue ink, appearing to be 'A. Khanna', written over the printed name.

Dr. Anoop Khanna
Professor

July 19, 2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Abhijeet Dubey S/o Mr. Sharad Dubey** has completed his Internship in the department of **Patient Care Service** at Fortis Hospital, Manesar, Gurugram from **May 12, 2025 to July 19, 2025**.

We wish him all the best in his future endeavors.

For Fortis Hospital, Manesar, Gurugram,



Rahul Khandelwal
Head Human Resources

University Mentor - Dr. Anoop Khanna

Organisation Mentor - Dr. Ravesh Kumar

ABOUT FORTIS MANESAR

Fortis Manesar is a 365-bed multispecialty hospital catering to the healthcare needs of Gurugram's industrial and residential zones. It offers advanced clinical services in surgery, orthopedics, critical care, and health check-ups, with a focus on quality, patient safety, and efficient operations.

VISION

To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care.

MISSION

To be a globally respected healthcare organization known for Clinical Excellence & Distinctive patent care.



USEFULNESS OF INTERSHIP

- Hands-on exposure to TPA processes from pre-auth to final settlement.
- Experience in patient coordination, service delivery, insurance documentation, and digital tracking.
- Real-time learning of discharge workflow and inter-departmental coordination.

SWOT ANALYSIS

Strengths

Dedicated team, exposure to Multiple TPAs
Clear SOPs for billing

Opportunities

Use of digital display & QR tools
Staff Training & Interdepartmental Meetings

Weaknesses

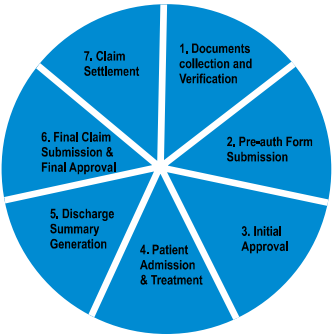
Manual Processes, lack of digital dashboards
Limited patient awareness
High Workload on limited staff

Threats

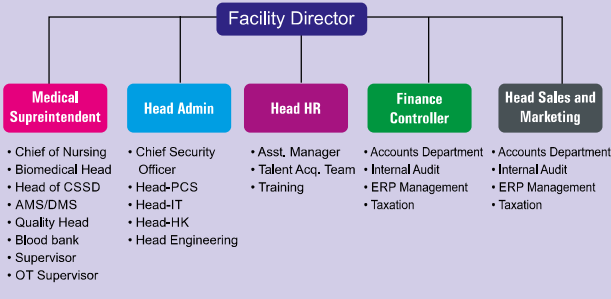
Patient dissatisfaction due to discharge delays
Dependency on Insurance turnaround

OBJECTIVE

To analyse delays and bottlenecks in the TPA process, To create patient-centric educational tools and standard documentation formats & To recommend workflow enhancements that reduce discharge delays and improve communication.



ORGANISATION STRUCTURE



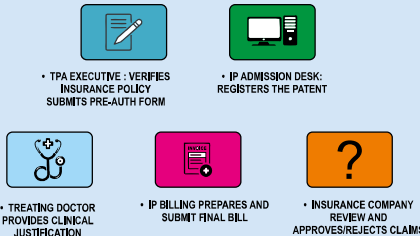
Theory

Structured SOPs, flow diagrams
Ideal inter-department coordination
Patient is central to the system
Insurance is paper work heavy

Practical

Real-life process deviations & workarounds
Communication gaps and de-lays common
Education often overlooked in busy workflows
Also demands empathy & real-time decisions

CRUCIAL STAKEHOLDERS



CHALLENGES FACED

- Delay in final approvals due to late pre-auths.
- Lack of coordination between TPA, billing, and wards.
- High workload with manual data entry.
- Minimal tools for patient education and real-time communication.

MAJOR LEARNINGS

- Deep understanding of TPA operations and discharge dynamics.
- Significance of timely documentation and inter-team coordination.
- Created solutions like flowcharts, SOP posters, and leaflets.
- Improved confidence in handling insurance queries and data analysis.

SUGGESTIONS

- Introduce Digital Displays and Leaflets (Queue management)
- Standardize Documentation with SOPs & Checklists (Process optimization)
- Strengthen Interdepartmental Coordination (Enhance efficiency & patient experience)
- Admission/Discharge SOP Workflow Chart (Patient/Family Education)
- Patient's involvement in Documentation (Patient Awareness)

Week 1 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

Project of Summer Internship Program: Streamlining TPA Workflows: A Practical Approach to Enhancing Process Efficiency and Patient Communication

Name of the Student: Abhijeet Dubey PT

Roll no: 1892

Stream: HM

Week no: 01

From: May 12 to May 17, 2025

Activity Done	- Orientation of Hospital Layout - Observation in TPA & allied departments - Started establishing rapport with mentor/senior colleagues. - Visited CSSD & OT department - Skimmed through various preauthorization forms
Linking theory (Classroom learning) with practice at your organisation	- Utilized theoretical knowledge of organizational behaviour and rapport building - Noticed interpersonal dynamics differ in actual hospitals in real-time.
Gaps identified on the working area.	- Observed a lack of coordination in communication between the TPA and billing departments
Suggestions for improvement	- Promoting familiarity among the employees through interdepartmental interaction to ensure fluid communication and timely updates.
Plan for the next week	- Help at the TPA patient helpdesk to get hands-on experience of live patient inquiries and procedures. - Read and learn about different TPAs functioning in India. - Create a list of empanelled TPAs at Fortis Hospital and learn about their documentation procedures. - Continue to assist day-to-day operations within the TPA department and assist in process optimization.

Signature of the Student

Approved by the IIHMR University's Mentor

Week 2 Report

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Name of the Student: Abhijeet Dubey PT

Roll no: 1892

Stream: HM

Week no: 02

From: May 19 to May 24, 2025

Activity Done	- Helped in patient handling and documentation. - Completed pre-authorization forms for different insurance companies under guidance. - Observed the end-to-end claim approval and documentation submission process.
Linking theory (Classroom learning) with practice at your organisation	- Practiced concepts of communication management and witnessed the direct influence of effective interpersonal and inter-organizational communication on operational efficiency in healthcare facilities.
Gaps identified on the working area.	- Patient discharge delays were mainly because of: Overburdening of the TPA staff & approvals getting delayed due to a lack of streamlined processes.
Suggestions for improvement	- Implementing proper distribution of work among the staff to minimize overload and fatigue. - Developing effective and structured communication channels between the TPA desk and insurance companies to prevent delays and misunderstandings.
Plan for the next week	- Begin independently processing requests for approval under supervision in order to gain confidence and ability. - Initiate the foundation for planning internship projects based on identified shortfalls and areas for improvement.

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Week 3 Report

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Roll no: 1892

Stream: HM

Week no: 03

From: May 26 to May 31, 2025

Activity Done	- Filled pre-authorization forms for various insurance companies. - Routed indoor case papers needed for documentation and filing of claims. - Handled patients' and attendants' queries regarding insurance policies and coverage.
Linking theory (Classroom learning) with practice at your organisation	- Good communication skills are developed over a period of time by constantly practicing in real-life patient situations. - Patient treatment is not only medical but also administrative, requiring empathy, clarity, and timely coordination with insurance counters.
Gaps identified on the working area.	- Retardation in the receipt of final clearances from insurance companies brought inconvenience and delay in discharging patients.
Suggestions for improvement	- Encourage transparency and up-to-the-minute communication of updates between TPA staff and patients. - Hire more staff to decrease workload and enhance patient care, query resolution, and approval turnaround time.
Plan for the next week	- Perform insurance queries for approvals more independently to boost learning and confidence.

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Week 4 Report

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Roll no: 1892

Stream: HM

Week no: 04

From: June 02 to June 07, 2025

Activity Done	- Addressed insurance company inquiries to facilitate timely pre-authorization and claim resolution. - Handled patient-related insurance inquiries, explaining details of documentation and approval timeframes.
Linking theory (Classroom learning) with practice at your organisation	- Applied academic concepts of insurance coordination and healthcare operations in real-time decision-making situations. - Supported the relevance of active communication among hospital departments, patients, and insurance providers for quicker resolution of claims.
Gaps identified on the working area.	- Regular delays in obtaining approvals for medical management cases, usually because of poor follow-up or medical documentation vagueness.
Suggestions for improvement	- Direct communication channels (e.g., phone or e-mail) with insurance company representatives for timely updates, instead of using the digital portal.
Plan for the next week	- Proceed with dealing with patient inquiries and documentation for final approval of insurance claims, while monitoring resolution timelines and bottlenecks.

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Week 5 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Roll no: 1892

Stream: HM

Week no: 05

From: June 09, 2025 to June 14, 2025

Activity Done	- Processed initial and final clearance for different TPAs, viz., New India Assurance and ICICI Lombard. - Handled queries independently from TPAs, enhancing speed and accuracy in claim communication. - Coordinated with TPA teams independently for quick response and facilitation of patients.
Linking theory (Classroom learning) with practice at your organisation	- Concepts learned from classroom modules on health insurance operations, workflow prioritization, and claims processing were put to practice while performing real-time documentation and query handling. - Understood the importance of timely initiation and categorization in patient-focused insurance processing.
Gaps identified on the working area.	- Delays in discharge noted as a result of slight negligence in submitting timely pre-auth requests or improper communication between departments.
Suggestions for improvement	- Initiate timely pre-authorization requests as soon as patient consultation or request is made. - Start prioritizing cases by urgency and severity, particularly in critical care or surgical admissions.

Plan for the next week	- Create generic templates for TPA communication to automate responses and follow-ups. - Begin handling end-to-end processing autonomously for large TPAs. - Emphasize enhancing response time and developing best practices for structured documentation.
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Week 6 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Roll no: 1892

Stream: HM

Week no: 06

From: June 16 to June 21, 2025

Activity Done	- Proactively managed query responses regarding insurance claims from Care Health Insurance, Niva Bupa, Vidal Health TPA - Initiated data collection for TAT, approval rates, and denial rates for performance monitoring and departmental analysis.
Linking theory (Classroom learning) with practice at your organisation	- Applied knowledge from coursework in healthcare quality and operations to begin simple performance measurement. - Realized how handling claim queries directly impacts discharge efficiency, patient satisfaction, and departmental credibility.
Gaps identified on the working area.	- Observed undue delay in replying to insurance queries for some patients because of unexpected workload and lack of adequate staffing.
Suggestions for improvement	- Add more manpower in the TPA team to cope with peak hour loads and avoid critical delays, especially during discharge-sensitive time.
Plan for the next week	- TPA desk operations. - Collect and broaden data for analysis of claim performance. - Begin building and maintaining Excel trackers to capture key metrics for internal reporting.

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Week 7 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Roll no: 1892

Stream: HM

Week no: 07

From: June 24 to June 28, 2025

Activity Done	- Posted final claim settlements discharge summaries on TPA portals. - Helped resolve queries for several pending claims. - Confirmed insurance policy eligibility and coverage for admitted patients. - Kept track of approval, denial, and pending claims through monthly Excel report.
Linking theory (Classroom learning) with practice at your organisation	- Realized the effect of negligence in final bill uploads on patient experience and TPA turnaround. - Got familiar with IRDAI rules and insurance documentation compliance. - Understood the contribution of Standard Operating Procedures (SOPs) to timely discharges and enhanced patient satisfaction.
Gaps identified on the working area.	- Insufficient real-time communication among the TPA desk, billing staff, and hospital wards. - Manual processing continues to delay workflow and expose workflow to data entry errors.
Suggestions for improvement	- Develop a checklist for discharge documents to avoid missing or incomplete files. - Establish inter-departmental coordination meetings to facilitate smooth communication and minimize discharge delays.
Plan for the next week	- Maintain regular TPA operations such as query resolution and settlement follow-ups. - Start analysing departmental efficiency reports with available Excel trackers.

	- Investigate possibilities to aid discharge process improvement through digital tools and SOP compliance.
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Week 8 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Name of the Student: Abhijeet Dubey PT

Roll no: 1892

Stream: HM

Week no: 08

From: June 30 to July 05, 2025

Activity Done	- Ongoing management of day-to-day discharge processing and end-of-day settlement uploads. - Provided support for query response replies for Care Health, Star Health, and MediAssist. - Started initial study of discharge TAT through data gathered.
Linking theory (Classroom learning) with practice at your organisation	- Utilized classroom learnings on workflow mapping and continuous improvement to determine the redundant steps involved in the query resolution.
Gaps identified on the working area.	- Poor & inconsistent Excel tracker maintenance
Suggestions for improvement	- Emphasize daily review of logs to ensure data hygiene and follow-up integrity.
Plan for the next week	- Enhance efficiency analysis report on discharge and approval timelines. - Strive to process individual cases independently under supervision. - Provide billing coordination with real-time updates during discharge hour peak.

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Week 9 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Roll no: 1892

Stream: HM

Week no: 09

From: July 07 to July 12, 2025

Activity Done	- Carried out day-to-day TPA desk tasks like patient handling & coordination and claim query resolution. - Developed TPA process flow chart, presentation deck, and patient education leaflet to boost communication. - Assisted patients in receiving documentation and pre-authorization clarification.
Linking theory with practice	(No new classroom concepts used this week)
Gaps identified on the working area.	- Inadequate patient education and awareness regarding TPA processes. - No electronic media (TV/boards) utilized for immediate information exchange. - TPA staff overburdened, resulting in inefficient workflow. - Lack of internal training and communication among staff—without any apparent value addition to patient experience.
Suggestions for improvement	- Suggest implementing a digital display system to depict the TPA flow, timelines, and claim stages. - Improve patient education through printed pamphlets or visual boards at waiting areas. - Promote regular staff training and inter-departmental communication to minimize burden and enhance response time.
Plan for the next week	- Final evaluation of TPA improvement tools created during the internship. - Help finalize claim settlements and write the internship end report.

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Week 10 Report

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

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Stream: HM

Week: 10

From: July 14 to July 19, 2025

Activity Done	- Developed patient education documents such as revised process flow charts and completed leaflets. - Developed internship presentation and initiated work on poster design to be used for final assessment.
Linking theory (Classroom learning) with practice at your organisation	- Compiled all the learnings on healthcare communication, process improvement, and patient-focused service delivery by connecting theory with practical content such as SOPs, educational materials, and reporting templates.
Gaps identified on the working area.	- Recurring lack of patient awareness and education about TPA processes, leading to delays and confusion. - Insufficient cooperation and coordination between major departments (billing, wards, TPA) that have direct influences on patient discharge and overall experience.
Suggestions for improvement	- Display TPA process flow on television screens or wallboards at admission and discharge points. - Implement QR-based digital forms for patients to query claim status or give TPA-related feedback. - Show SOP workflows and major guidelines at patient waiting areas to increase transparency and lower questions.

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Report Compilation

Name of the Organisation: Fortis Hospital, Manesar (Gurugram)

Project of Summer Internship Program: Streamlining TPA Workflows: A Practical Approach to Enhancing Process Efficiency and Patient Communication

Name of the Student: Abhijeet Dubey PT

Roll no: 1892

Stream: HM

Activity Done	- Received orientation and learned hospital map and TPA procedures. - Processed pre-authorizations, final settlements, and insurance requests. - Managed documentation of large TPAs (Care, Niva Bupa, New India, ICICI Lombard). - Kept Excel trackers for claim status and TAT (Turnaround Time). - Coordinated with patient & insurers for quick approval - Ensured accuracy and eligibility in policy details & clinical summary for faster authorization - Developed: TPA Process Flowchart Patient Education Leaflet TPA SOP Presentation - Prepared poster and presentation for final assessment.
Linking theory (Classroom learning) with practice at your organization	- Applied health insurance management, hospital operations, and quality of care principles. - Understood the use of SOPs in enhancing service experience and operational simplicity. - Realized how IRDAI norms, claim cycles, and timely communication are relevant. - Applied learning to real-world tools such as educational material and process documents. - Received exposure to workflow mapping, data analysis, and patient interaction protocols.
Gaps identified on the working area.	- Delays in discharge because of premature pre-auth initiation and inefficient staffing. - Inefficiency between TPA, billing, and clinical departments' coordination. - Repetitive manual processes due to errors in data entry and workflow regression. - Inefficient patient education and visual aids to make the process understandable. - Inefficient internal training and role definition among TPA personnel. - No real-time or virtual communication platforms for claim status or user feedback.
Suggestions for improvement	- Display TPA process flow on TV screens and strategic hospital areas. - Prepare and distribute checklists for discharge documentation to prevent losing files. - Implement QR-based feedback and claim status forms for patients. - Patient's involvement in Documentation (Patient Awareness) - Provide staff orientation and training sessions on SOPs. - Prepare standard templates for TPA communication and patient interactions. - Promote interdepartmental meetings to enhance coordination and ownership.

Key Learnings

- Created a comprehensive perspective of TPA operations, from admission through discharge.
- Appreciated the importance of timely insurance communication in smooth patient care.
- Enhanced abilities in data management, process planning, and problem-solving.
- Developed appreciation for the role of patient-focused communication devices (leaflets, SOP boards) in closing information gaps.
- Learned to determine system bottlenecks and provide realistic, scalable solutions.
- Gained confidence in managing hospital workflow with responsibility and professionalism.

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