

INTERNSHIP REPORT

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MBA Health and Hospital Management

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Internship 24th March 2025 – 30th June 2025

The Nairobi West Hospital

1. Introduction

As part of my academic curriculum and career development, I undertook a hospital-based internship at **The Nairobi West Hospital**, a prominent Level 6B tertiary healthcare facility located in Nairobi, Kenya. The internship commenced in 24th March 2025 – 31st May 2025 and was structured to provide practical exposure to the operational dynamics of outpatient department (OPD) management.

Nairobi West Hospital is recognized for its advanced medical services and commitment to high standards of patient care. The internship offered an excellent opportunity to bridge theoretical knowledge with real-world applications, particularly in the areas of healthcare administration, patient flow management, and quality improvement processes within a busy OPD setting.

Through this internship, I aimed to gain firsthand experience in the operational challenges and best practices of OPD management, contribute meaningfully to ongoing activities, and develop practical skills necessary for a future career in hospital administration and health systems management.

2. Objectives of Internship

The internship at The Nairobi West Hospital was designed to provide a comprehensive learning experience in the operational and administrative functions of a high-capacity healthcare facility. As an OPD Management Trainee, the primary objective was to ensure smooth, patient-centric operations through effective coordination, resource optimization, and strategic oversight.

The specific objectives of the internship were:

1. To understand and support daily OPD operations ensuring timely service delivery and optimal patient flow.
2. To coordinate with multidisciplinary teams including clinical, administrative, and support staff to streamline service integration.
3. To observe and assist in staff management including task allocation, performance monitoring, and fostering teamwork for improved service quality.
4. To enhance the patient experience by identifying bottlenecks and implementing solutions that improve satisfaction, communication, and service turnaround time.
5. To ensure compliance with hospital policies, regulatory standards, and documentation protocols for medical and administrative processes.
6. To gain exposure in financial and inventory oversight, including billing procedures, resource utilization, and supply chain management within the OPD.
7. To participate in data analysis and reporting, using operational metrics and patient feedback to guide improvements.
8. To contribute to strategic planning and decision-making through the identification of gaps and recommending process improvements

3. Organizational Profile

The Nairobi West Hospital is a premier Level 6B healthcare facility established in the 1980s with a foundational philosophy of *humanity first*. From its inception, the hospital has been driven by the mission to provide affordable and high-quality healthcare to all, placing genuine service to humanity above business interests.

Over the decades, the hospital has grown alongside the Kenyan community, serving patients through both prosperous and challenging times. Many of the hospital's earliest clients have witnessed its transformation into a modern and accessible healthcare center. The facility now caters not only to local patients but also to a growing number of international clients seeking specialized treatment.

Strategically located along Gandhi Avenue in Nairobi West, directly opposite Nyayo National Stadium, the hospital is in close proximity to key infrastructures including the Nairobi Central Business District, Wilson Airport, the Mombasa Expressway, and Jomo Kenyatta International Airport. This strategic positioning enables seamless coordination of medical transfers, both domestic and international, enhanced further by the hospital's ultramodern helipad.

Today, Nairobi West Hospital stands as a regional healthcare hub committed to advancing accessible, specialized, and quality healthcare. With a vision to expand its reach across Africa and beyond, the hospital continues to invest in innovation and excellence in service delivery for both local and international communities.

Vision and Mission

- **Vision:** To be the premier provider of affordable, quality healthcare through cutting-edge technology.
- **Mission:** To provide accessible patient-centered healthcare with excellence in quality and service.

Core Values

- **Excellence:** Commitment to innovation and service quality.
- **Professionalism:** High standards of conduct and competence.
- **Integrity:** Ethical operations and transparency.
- **Customer Satisfaction:** Compassionate and respectful care.
- **Staff Recognition:** Value and support for healthcare personnel.
- **Teamwork:** Synergistic and collaborative workplace culture.

Strategic Goals

- **Innovation:** Embrace new technologies and ideas.
- **People:** Foster leadership and be the employer of choice.
- **Market Growth:** Expand services regionally and globally.
- **Value:** Deliver cost-effective, high-quality care.
- **Quality:** Prioritize effective, patient-centered care.

Workforce and Expertise

TNWH employs over 1,100 qualified staff and more than 500 specialized consultants, including intensivists, cardiologists, surgeons, oncologists, and allied health professionals. The facility promotes a supportive environment with cutting-edge infrastructure and leadership.

Facilities and Infrastructure

- 400-bed capacity with centralized oxygen and 52 critical care beds.
- JCI-compliant infrastructure with bedside dialysis, nurse call system, modular theaters, and in-house data center.

- Specialized oncology wing, PET scan, Halcyon radiotherapy, Huber 360 therapy, and more.

Competitive Advantage

- Cutting-edge technology (3 Tesla MRI, AI-enabled PET).
- Experienced personnel and international accreditations (ISO, JCI).
- Patient-first philosophy and premium service delivery.

Corporate Social Responsibility (CSR)

TNWH actively engages in medical camps, environmental sustainability, community feeding programs, and employee welfare initiatives to improve community health and well-being.

Future Outlook

The hospital is committed to integrating futuristic healthcare innovations like AI, gamification, and home-based virtual monitoring to enhance recovery, personalization of care, and improve health outcomes

4. Services Provided by Organization

The Nairobi West Hospital offers a comprehensive range of healthcare services that are available 24 hours a day, supported by modern infrastructure, highly trained personnel, and state-of-the-art technology. As a Level 6B tertiary facility, TNWH provides both general and specialized care through various departments and clinics.

A. Core Medical Services

- **Accident & Emergency Unit:** Fully equipped to handle critical medical emergencies, trauma, strokes, severe head injuries, kidney failure, abdominal complications, and more.
- **Outpatient Clinics:** A wide range of multi-specialty outpatient services delivered through well-organized, patient-centered clinics.
- **Inpatient Services:** Comprehensive care for admitted patients across medical, surgical, maternity, and ICU units.
- **Daycare Services:** Including dialysis, endoscopy, minor surgeries, chemotherapy, and image-guided procedures.

B. Multi-specialty Outpatient Clinics

The hospital hosts a wide array of specialized outpatient services, including:

- Cardiac Clinic, Cancer Clinic (Oncology), Nephrology, Neurosurgery, Orthopedics, Pulmonology, Endocrinology, Pediatrics, Gastroenterology, Rheumatology, Urology, ENT, Ophthalmology, Dermatology, Psychiatry, Dental, and many more.
- Post-COVID-19 Clinic, IVF & Infertility Clinic, Pain Clinic, Addiction Rehabilitation Clinic, and Lifestyle Clinics like Obesity, Dietician, and Diabetes Management.

C. Diagnostic and Imaging Services

- **24-hour Laboratory Services:** ISO 15189:2012 accredited lab offering hematology, microbiology, biochemistry, histopathology, tumor markers, and molecular diagnostics (including COVID-19 PCR).
- **Advanced Imaging:** MRI (3.0T & 1.5T), CT scan, PET Scan, X-Ray, Ultrasound, Mammography, ECG, Echo, Holter Monitoring, EEG, EMG, Spirometry, and more.
- **Nuclear Medicine:** Includes AI-enabled digital PET scan and upcoming CYLOTRON facility for cancer diagnostics and therapy.

D. Rehabilitation and Physiotherapy

- Hydrotherapy, Huber 360, ultrasound beam therapy, post-stroke and trauma rehabilitation, and occupational therapy.

E. Surgical Services

- Contemporary modular operating theaters with advanced surgical capabilities.
- Interventional procedures such as angiography, image-guided biopsies, and tumor embolization.

F. Pharmacy Services

- 24-hour outpatient and inpatient pharmacy.
- E-pharmacy and home delivery services for enhanced accessibility

5. Key Activities

During my internship in Operations Management at the Outpatient Department (OPD), I was involved in the following key responsibilities:

A. Operational Oversight & Coordination

- a. Monitored day-to-day OPD functions to ensure smooth workflow and adherence to SOPs.
- b. Coordinated across departments including Consultation, Diagnostics, Pharmacy, and Billing to maintain service continuity and reduce patient wait times.

B. Quality & Compliance Monitoring

- a. Conducted regular audits of patient prescriptions to ensure accuracy, completeness, and regulatory compliance.
- b. Ensured departmental compliance with hospital protocols, hygiene standards, and documentation requirements.

C. Staff Supervision & Support

- a. Supervised nursing and support staff to ensure punctuality, task completion, and efficient patient handling.
- b. Addressed staffing issues proactively and supported workforce alignment with daily OPD needs.

D. Patient Experience & Grievance Handling

- a. Managed patient grievances professionally, coordinating with relevant teams for prompt resolution.
- b. Focused on enhancing patient satisfaction through responsive and empathetic service management.

E. Inventory & Reporting

- a. Oversaw inventory of medical supplies and consumables within OPD to ensure optimal stock levels and avoid service disruption.
- b. Generated daily and periodic reports to assist management in tracking KPIs and making informed operational decisions.

6. Key Learnings from Internship

My internship at The Nairobi West Hospital as an OPD Management Trainee offered invaluable hands-on exposure to the real-world challenges and intricacies of healthcare operations in a high-volume tertiary care setting. The experience not only enhanced my understanding of hospital systems but also sharpened my leadership, analytical, and operational skills.

A. Operational and Administrative Learning

- Gained in-depth knowledge of hospital workflow, particularly in outpatient service delivery and triage.
- Understood the importance of standard operating procedures (SOPs) in maintaining service consistency, safety, and efficiency.
- Learned to conduct gap assessments and develop process improvement initiatives based on data and observation.

B. Patient-Centric Care and Experience

- Realized how small interventions like improving signage or communication tools can significantly enhance the patient experience.
- Learned to manage patient grievances and feedback and how to channel them into service quality improvements.

C. Resource and Staff Management

- Developed a practical understanding of inventory tracking and consumable control, especially in OPD procedural areas.
- Gained experience in coordinating with multidisciplinary teams, including clinical and support staff, to align operations with organizational goals.

D. Compliance and Documentation

- Recognized the importance of infection control standards and documentation in ensuring regulatory compliance.
- Participated in process documentation and audit preparation in line with health and safety protocols.

E. Strategic and Analytical Thinking

- Supported operational planning and decision-making processes by contributing to reporting and flowchart design.
- Improved my ability to use quantitative data to support strategic initiatives, especially related to room utilization, doctor performance, and OP to IP conversion.

F. Communication and Professional Growth

- Enhanced my ability to communicate effectively across departments, present progress reports, and engage in solution-driven discussions.
- Strengthened my professional discipline, including time management, accountability, and responsiveness in a fast-paced hospital environment.

This internship has laid a solid foundation for my career in healthcare management by integrating academic theory with real-world challenges and patient-focused strategies.