

INTERNSHIP AT
at Max Super Speciality Hospital, Vaishali

By
Shrey Mahajan

MBA Hospital and Health Management
Academic Year, 2023-2025



1, Prabhu Dayal Marg, Near Sanganer Airport, Maruti Nagar, Jaipur, Rajasthan 302029

Phone: [091459 89952](tel:09145989952)

<https://iihmr.edu.in>

Introduction

I am currently pursuing my dissertation as part of the MBA in Hospital and Health Management program at IIHMR University, Jaipur. The dissertation is being carried out at Max Super Speciality Hospital, Vaishali, under the guidance of Mr. S. P. Chattopadhyay. The project is titled “Optimizing Bed Turnover: A Discharge Turnaround Time Study from No Dues to Physical Vacancy at Max Super Speciality Hospital, Vaishali.”

This study is aimed at identifying the time delays occurring between administrative discharge formalities (No Dues Clearance) and actual physical vacation of the hospital bed. It also categorizes delays into correctable and non-correctable types and aims to provide data-driven solutions for optimizing bed turnover and patient flow.

Objectives of the Dissertation

1. To analyze the distribution of discharged patients across different payment types—Cash, PSU (Public Sector Undertaking), and TPA (Third Party Administrator).
2. To compare the turnaround time (TAT) from proposed discharge to physical vacancy against NABH and internal hospital benchmarks.
3. To identify and categorize reasons for discharge delays post No Dues Clearance.
4. To assess month-wise trends in discharge efficiency.
5. To evaluate the time from bed vacancy to new admission, reflecting bed reuse efficiency.

Services provided by the Organization

Max Super Speciality Hospital, Vaishali provides comprehensive care covering more than 30 specialities, such as:

<i>Department / Specialty</i>	<i>Scope of Services</i>
<i>General Surgery</i>	Surgical treatment of abdominal organs, hernias, breast, soft tissue, and trauma-related conditions.
<i>Oncology</i>	Diagnosis and treatment of cancer through chemotherapy, radiation, surgery, and bone marrow transplants.
<i>Urology</i>	Treatment of urinary tract and male reproductive system diseases; includes endoscopy, lithotripsy, etc.
<i>Pediatrics</i>	Comprehensive care for infants, children, and adolescents including immunizations and developmental care.
<i>Internal Medicine</i>	Diagnosis and nonsurgical treatment of adult illnesses; chronic disease management and preventive care.

<i>Medical Gastroenterology</i>	Diagnosis and treatment of digestive tract disorders including endoscopy, colonoscopy, and liver care.
<i>Orthopedics</i>	Management of bone, joint, and musculoskeletal disorders; trauma, joint replacements, and spine care.
<i>Obstetrics & Gynecology</i>	Women's health includes pregnancy, childbirth, infertility, and reproductive system disorders.
<i>Neurology</i>	Diagnosis and treatment of brain, spinal cord, and nerve disorders like epilepsy, stroke, and MS.
<i>Minimal Access Surgery</i>	Laparoscopic and robotic surgeries with minimal incisions for faster recovery and less pain.
<i>Nephrology</i>	Diagnosis and management of kidney diseases, dialysis, and transplant coordination.
<i>Neurosurgery</i>	Surgical treatment of brain, spinal cord, and nerve system conditions including tumours and trauma.
<i>ENT (Ear, Nose, Throat)</i>	Treatment of disorders related to the ear, nose, throat, and related structures of the head and neck.
<i>Plastic Surgery</i>	Reconstructive and cosmetic surgeries including trauma, burns, congenital defects, and aesthetic surgery.
<i>Pulmonology</i>	Diagnosis and management of lung conditions such as asthma, COPD, tuberculosis, and sleep apnea.
<i>Vascular Surgery</i>	Treatment of arterial, venous, and lymphatic system disorders including bypass and endovascular surgery.
<i>Thoracic Surgery</i>	Surgical treatment of chest organs including lungs, esophagus, and mediastinum.
<i>Metabolic and Bariatric Medicine</i>	Treatment of obesity and related metabolic disorders; includes surgical and nonsurgical options.
<i>Spine</i>	Specialized spine surgeries and treatments for deformities, injuries, or degenerative spine conditions.
<i>Liver and Biliary Sciences</i>	Management of liver diseases, bile duct disorders, and hepatobiliary surgeries.
<i>Cardiology</i>	Diagnosis and treatment of heart conditions such as heart failure, arrhythmia, and ischemic disease.
<i>Hemato-Oncology & BMT</i>	Specialized care for blood cancers and stem cell/bone marrow transplants.
<i>Ophthalmology</i>	Diagnosis and surgical/non-surgical treatment of eye diseases and vision disorders.

Organization Profile

Max Super Speciality Hospital, Vaishali, is part of the Max Healthcare group, one of India's most reputed hospital chains. The Vaishali unit is a 350+ bedded tertiary care hospital offering a wide range of specialties including cardiology, oncology, neurology, orthopaedics, gastroenterology, nephrology, and transplant services. It is known for high-end infrastructure, 14 modern OTs, 128 ICU beds, and advanced diagnostic and therapeutic equipment.

Originally established as Pushpanjali Crosslay Hospital, it was acquired and rebranded by Max Healthcare in 2015. The hospital handles a diverse patient base including cash-paying patients, government panels (PSU), TPA-insured patients, and international cases.

Key Activities / Projects Undertaken During Internship (Beyond Dissertation)

Apart from the dissertation study, I was actively involved in several departmental audits and operational reviews. These included:

- **Blood Bank Audit:** Reviewing inventory management, transfusion records, and compliance with NABH standards.
- **PCPNDT Compliance Audit:** Verifying documentation and regulatory compliance related to prenatal diagnostics.
- **Mortuary Register Audit:** Ensuring proper maintenance, identity verification, and documentation for deceased patients.
- **IPD File Audit:** Checking the completeness of patient files including consent forms, summaries, and diagnostic reports.
- **Birth and Death Register Audit:** Verifying entries for accuracy, completeness, and timely updates as per legal requirements.
- **Narcotics Form Audit:** Monitoring controlled drug usage and reconciliation of stock registers against prescriptions and usage logs.

These activities contributed significantly to my understanding of hospital accreditation, documentation standards, regulatory compliance, and operational workflows.

Key Learnings from Dissertation

1. **Operational Insight:** Gained a practical understanding of how discharge delays impact overall hospital efficiency, especially bed turnover.
2. **Data Analysis:** Acquired skills in process mapping, real-time data tracking, and statistical interpretation for healthcare operations.

3. **Process Improvement:** Identified practical solutions like decentralized wheelchair availability, early discharge counselling, and proactive handover protocols that led to measurable improvement in TAT.
4. **Stakeholder Coordination:** Realized the importance of interdepartmental communication in smooth discharge execution and how delays often arise from minor breakdowns in communication.
5. **Patient-Centric Care:** Understood the importance of discharge planning in enhancing patient satisfaction, reducing wait times, and avoiding unnecessary hospital-acquired conditions.