

**FROM BURNOUT TO BREAKDOWN: INVESTIGATING THE
CONSEQUENCES OF MEDICAL ERRORS ON HEALTHCARE
PROVIDERS**

Internship Report

Submitted to



The IIHMR University, Jaipur

For the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Dr. Sunaina Manoj Batra

Under the Supervision and Guidance of

Dr. Anupam Mehrotra

2025

Internship Report

Introduction

This report outlines and presents the objectives of the internship, provides an organizational profile of IIHMR University, Jaipur, provides the details of the services provided by the organization (University) and also describes the timeline of activities I had done during this tenure.

Objectives

The primary objective of this internship (dissertation) was to conduct a systematic literature review focused on understanding the psychological, emotional, and professional consequences of medical errors on healthcare providers. This included exploring the root causes of errors, the emergence of burnout, the concept of the “second victim,” and the organisational responses that either mitigate or exacerbate provider distress. The study aimed to investigate the cyclical relationship between burnout and medical errors, highlighting how provider well-being directly impacts patient safety and healthcare outcomes.

From a hospital and health management lens, the objective extended to assessing how institutional culture, support mechanisms, and system-level reforms influence error reporting, recovery, and resilience among healthcare professionals—particularly in the Indian context, where hierarchical systems and resource constraints present unique challenges.

The goals included:

- Synthesizing evidence from peer-reviewed literature to identify recurring patterns, risk factors, and psychological impacts of medical errors on healthcare providers.
- Gaining hands-on experience in structured review methodology, including database searches, inclusion/exclusion criteria application, data extraction, and thematic analysis.
- Understanding the role of organisational culture, leadership, and support systems in shaping healthcare provider responses to errors.
- Recommending actionable strategies to foster a “Just Culture” that promotes error disclosure, psychological safety, and systemic improvements in hospitals.

Organizational Profile

The genesis of the IIHMR University, Jaipur dates back to October 05, 1984, when its sponsoring body, the Indian Institute of Health Management Research (IIHMR) was established and registered as a non-profit Society under the Rajasthan Societies Registration Act, 1958. IIHMR University, Jaipur, has been established and incorporated as a postgraduate research University by the Government of Rajasthan vide the IIHMR University Ordinance, 2013 (Ordinance No. 30 of 2013) promulgated on September 27, 2013, by the Governor, which was replaced by the IIHMR University, Jaipur Act, 2014 (Act No. 3 of 2014) passed by the State Legislature on February 07,

2014. The IIHMR University, Jaipur Act, 2014 (Act No. 3 of 2014) received the assent of the Governor on February 25, 2014, and was notified in the Rajasthan Gazette Extraordinary on February 26, 2014. It has been deemed to have come into force on and from September 27, 2013.

Vision

To become a world-class higher education institution by promoting education and research for the betterment of society.

Mission

IIHMR University is dedicated to the improvement in standards of health through better management of health care and related Programs. It seeks to accomplish this through management education, research, training, consultation, and institutional networking in a national and global perspective.

As defined in Section 4 of the IIHMR University, Jaipur Act, 2014, the objects of the University shall be to undertake only postgraduate education and research in the disciplines specified in Schedule II and such other disciplines as the University may with prior approval of the State Government, determine from time to time and to achieve excellence and impart and disseminate knowledge in the said disciplines.

The disciplines in which the University shall undertake post-graduate study and research are: Objectives of the University 1. Public Health 2. Health and Hospital Management 3. Population and Reproductive Health 4. Nursing Management 5. Pharmaceutical Management 6. Rural Management 7. Health Economics and Finance 8. Urban Health 9. Nutrition and Health 10. Health Communication 11. Social and Behavioral Sciences 12. Environmental Health 13. Information Technology in Health Sector 14. NGO Management and Entrepreneurship 15. General and Human Resource Management 16. Health Research Ethics

Services Provided by Organization

The University has five Schools:

- Institute of Health Management Research
- School of Pharmaceutical Management
- School of Development Studies
- SD Gupta School of Public Health
- School of Digital Health

IIHMR University has a multi-disciplinary faculty team that is extensively engaged in academics, research, training, consultancy, partnerships, and collaborations. IIHMR University offers the

following postgraduate programs: MBA (Hospital and Health Management), MBA (Pharmaceutical Management), MBA (Healthcare Analytics) and MBA (Development Management). The Johns Hopkins Bloomberg School of Public Health, USA, offers an MPH program in cooperation with IIHMR University, Jaipur.

IIHMR University offers an MPH (Implementation Science) program under the WHO-TDR postgraduate training scheme. IIHMR University offers Ph.D. programs in public health, health management, hospital management, digital health, and development studies. IIHMR University has significantly contributed to the Executive Development and Management Development Programs by consistently engaging in EDPs/MDPs for national and international participants. Participants from more than 40 countries benefitted from the EDPs/MDPs. IIHMR University offers the following executive programs: MPH (Executive), MHA (Executive), MBA (CSR & ESG Management) (Executive), MBA Sustainable Business Management (Executive), MBA Pharmaceutical Management (Executive).

Student diversity at IIHMR University reflects the institution's commitment to providing a holistic and inclusive learning environment. This diversity, spanning geography, culture, academic backgrounds, gender, career aspirations, age, and experience, is a testament to the University's dedication to preparing future healthcare leaders who are well-rounded, culturally sensitive, and equipped to address the complex challenges of the healthcare sector on a global scale. It contributes to a vibrant, intellectually stimulating campus life that prepares students for successful healthcare management and research careers.

Activities undertaken

- Drafted an initial synopsis outlining the dissertation title, objectives, methodology, research questions, inclusion/exclusion criteria, and chapter structure.
- Conducted an extensive review of literature using databases like PubMed, Scopus, Web of Science, and Google Scholar.
- Selected 21 peer-reviewed papers and policy documents, following PRISMA guidelines to screen, review, and analyze the most relevant studies.
- Used a structured data extraction matrix to compile information from 19 peer-reviewed articles focusing on causes of medical errors, psychological outcomes for providers, and institutional responses.
- Synthesized findings into thematic categories for the results and discussion chapters, including burnout as a causal factor, emotional impact on healthcare providers, underreporting culture, and system-level shortcomings.
- Drafted comprehensive chapters on introduction, methodology, results, discussion, limitations, conclusion, and recommendations for future research.

Key Learnings from Internship

A. Research Process and Methodology

- Learned to conduct a systematic literature review focusing on the psychological and professional impact of medical errors on healthcare providers, using PRISMA guidelines for transparency and rigor.
- Gained experience in building targeted search strategies to retrieve relevant studies on burnout, second victim phenomenon, and patient safety using Boolean logic and keyword combinations.
- Understood and applied strict inclusion and exclusion criteria to filter high-quality, peer-reviewed articles relevant to healthcare settings, especially in Indian and global contexts.
- Developed the ability to critically analyse qualitative and empirical research on medical errors, emotional distress, and institutional culture.
- Strengthened skills in thematically categorising findings—such as error types, emotional consequences, burnout triggers, and institutional responses—for structured discussion and reporting.

B. Topic-Focused Learnings

- Understood the complex, bidirectional relationship between medical errors and healthcare provider burnout.
- Recognised the emotional and psychological toll of medical errors on clinicians, including concepts like the “second victim.”
- Learned how organisational culture—blame vs. Just Culture—impacts error reporting and provider recovery.
- Gained insight into systemic factors contributing to medical errors such as understaffing, fatigue, poor communication, and inadequate reporting systems.
- Developed research skills in conducting a structured literature review, applying PRISMA protocol, and thematic analysis.
- Improved ability to critically evaluate academic literature and extract actionable findings relevant to hospital policy and mental health support systems.
- Understood the need for institutional reforms and psychological support programs to reduce provider distress and improve patient safety.
- Strengthened academic writing, data synthesis, and report structuring skills applicable in research and consultancy roles.