

Summer Training At
Indraprastha Apollo Hospitals, Delhi
(April 6 –June 4, 2015)

By
Dr Gunjan Gulia

Under the guidance of
Dr Vijay P Raghuvanshi

MBA Health and Hospital Management
(2014-2016)



Institute of Health Management and Research

Jaipur

CERTIFICATE

This is to certify that Dr. Gunjan Gulia has undergone Summer Training in Indraprastha Apollo Hospitals, Delhi from 1st April to 4th June 2015

The candidate herself completed the project assigned to her during summer training. Her approach to the project was sincere and proactive. This summer training is partial fulfillment of the course requirement recommended for the award of MBA in Health & Hospital Management.

I wish her success in all her future endeavors.



Dr Vijay Pratap Raghuvanshi
(Assistant Professor)
IIHMR, Jaipur



Col. (Dr) Ashok Kaushik
Dean (Academic & Student Affair)
IIHMR, Jaipur

Indraprastha Medical Corporation Limited

(Indraprastha Apollo Hospitals, New Delhi - A Joint Sector Venture of Govt. of Delhi)

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June 4, 2015

To Whom So Ever It May Concern

This is to certify that Ms Gunjan Gulia, student of IIHMR, Jaipur has successfully completed summer training program, which is a part of her course curriculum in M.B.A. (Hospital & Health Management) program, from April 06, 2015 to June 4, 2015 at Indraprastha Apollo Hospitals, New Delhi.

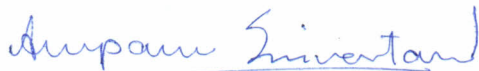
During this period she was actively involved in following assignments:

- PROJECT BASICS, entailing the aspect of improvised On-Boarding Process, Employee Connect, Enhancing the experience of Executives & developing concept of Performance Dialogue.
- Designing Task Analysis Record form of Nursing, Housekeeping & Security.
- Data Auditing of Leave Records & Employee payable days.

During this period she was posted in HR Department.

We wish success in all her future endeavors.

for Indraprastha Medical Corporation Limited
(Indraprastha Apollo Hospitals)



Anupam Srivastava
Manager - T&D

ACKNOWLEDGEMENT

I take this opportunity to express my profound sense of gratitude and indebtedness to all those who helped me throughout the duration of the project.

I am highly obliged towards Mr. Rohit Kapur, Sn Gen Manager HR for allowing me to pursue my Summer Training from Indraprastha Apollo Hospitals, Delhi. This training would not have been completed without a substantial support from Mr. Sumit Grover, Manager Capability Building, whose kind co-operation and constant encouragement helped me in the completion of the project in the hospital. I would sincerely like to thank him for his guidance and constant training in providing necessary information regarding the project despite his preoccupation and busy schedule.

Also I would also like to express my gratitude towards Mr. Anupam Srivastava, Manager Training & Development and other Staff members for being helpful and making this Summer Training an unforgettable experience.

A special thanks to Dr. Vijay Pratap Raghuvanshi for guiding me throughout my training and answering the queries that came along the way. I would also like to thank my Institution and Faculty members without whom this project would have been a distant reality

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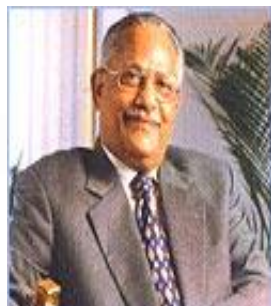
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PART 1

HOSPITAL PROFILE



MISSION STATEMENT



“Our Mission is to bring healthcare of international standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity”

**Dr. Prathap C Reddy
Founder Chairman
Apollo Hospitals Group - India**

The Journey of Apollo Hospitals

- The Apollo Hospitals Group was started by Dr. Prathap C. Reddy in 1979
- The Group started its first hospital at Chennai in 1983 with the initial bed strength of 150
- The bed strength today stands at over 9000
- With over 54 managed and owned hospitals Apollo today is Asia's largest Corporate Hospitals Group

**54 locations in India and outside India,
over 9000 beds, more than 55,000
employees and serving its millions of
patients across the world**

Apollo
Bhubaneswar
2010

Apollo Aragonda
2000

Apollo
Vishakhapatnam
1999

Apollo
Madurai 1997

Apollo specialty
Chennai 1993

Indraprastha Apollo
Delhi 1996

Apollo Hyderabad
1988

Apollo
Chennai 1983

Apollo Bilaspur 2001

Apollo Ahmadabad 2003

Apollo Dhaka 2005

Apollo Ludhiana 2005

Apollo Agra 2006

COMPANY OVERVIEW

Apollo Hospitals Enterprise Limited (Apollo) is among the largest private integrated healthcare groups in India and recognized as a leader in the management and delivery of high-quality tertiary care in Asia.

At the behest of his father, in 1971, Dr. Reddy left behind a flourishing practice in Boston and returned to India. On his return he found the medical landscape in the country plagued by gaps in infrastructure, delivery and affordability. Things took a turn for the worse when he lost a young patient who just did not have the means to go abroad for treatment. The incident marked a cross road in Dr. Reddy's life and steeled his determination to get quality healthcare to India. He set the blueprint to build India's first multi-specialty private sector hospital.

In the 30 years since, it has scripted one of the most magnificent stories of success that India has seen. Not only is the Apollo Group one of the largest integrated healthcare groups in the region, it also did successfully catalyze the private healthcare revolution in the country. Apollo today has made every aspect of their lofty mission a reality. Along the way the journey has touched and enriched 39 million lives who came from 120 countries.

Apollo Hospitals was the forerunner of integrated healthcare in Asia, as well as globally. Today, the group's futuristic vision has ensured that it has been in a position of strength at every touch point of the healthcare delivery chain. Its presence encompasses over 10,000 beds across 56 hospitals, more than 1500 pharmacies, over 100 primary care & diagnostic clinics, 115 telemedicine units across 9 countries, health insurance services, global projects consultancy, 15 academic institutions and a Research Foundation with a focus on global clinical trials, epidemiological studies, stem-cell and genetic research

Indraprastha Apollo Hospital owned by Apollo Hospital group, India's largest healthcare chain, and is the second largest hospital in Delhi. Indraprastha Apollo Hospital has recently been accredited by Joint Commission International (JCI) USA as the first internationally accredited Hospital in India and South Asia

It is the third super specialty tertiary care hospital set by the Apollo Hospitals Group, jointly with the Government of Delhi, India's capital. A 718 bedded hospital, with the provision for expansion in future. This hospital commenced operations from July 1996. The hospital boasts of 52 super-specialties and some of the world's best specialties in each medical discipline. Besides, specialized facilities like Multi Organ Transplant Unit make Indraprastha Apollo Hospitals not just the capital's, but the nation's pride

APOLLO ETHOS

Core

- To lead the way in clinical excellence by leveraging technology and innovation
- To enhance patient experience and value
- Long term relationships with Doctors and medical professionals

Focus

- Focus on high end specialties and procedures
- Broad based service offerings for end to end care
- Focus on standardization of clinical protocols
- Preventive healthcare

Growth drivers (pressing demands)

- India accounts for 20% of the disease burden
- Inadequate government spends on healthcare 1.2% of GDP vs. 4.6% globally)
- Inadequate infrastructure (1.1 beds per '000 vs. 3 beds world average)
- Changing disease profile (lifestyle related, chronic diseases, increase in NCD's cancer, women's health, tier ii needs
- Changing patient demographics
(increase in working population, increase in ageing population, rising affluence, increasing penetration of health insurance, increase in elective health care)

Medical value tourism

Why is the Care Different?

- | | | |
|------------------------|---|----------------------------------|
| ▪ Patient compliance | | patient engagement |
| ▪ Hospital at the core | | proactive |
| ▪ Reactive | → | relationship based communication |
| ▪ Episodic | | consumer at the core |

APOLLO'S CORPORATE CULTURE

Tender, Loving, Care(TLC)

T- Team spirit, Total Care

L- Loving, Leadership and Loyalty to Organization

C- Continuous Quality Improvement, Corporate Culture, Care and Concern

COMMITTEES AT APOLLO

The Committees that guide the smooth functioning of the hospital and help building the painstaking attitude in the employees:

- ❖ Quality Steering Committee
- ❖ Infection Control Committee
- ❖ Safety Committee
- ❖ Credentialing Committee
- ❖ Authorization Committee
- ❖ Appraisal Committee
- ❖ Medical Audit Committee
- ❖ Ethical Committee for Clinical Trials
- ❖ Ethics Committee
- ❖ Code Blue Committee
- ❖ Drug Committee
- ❖ Transfusion Committee
- ❖ Death Review Committee
- ❖ OT Committee

CODES

Blue:	Individual disaster	Call 66
Grey:	Internal disaster	Call 5555, 1926, 1983
Pink:	Baby disaster	Call 5555, 1926, 1983
Purple:	Fight likely	Call 5555, 1926, 1983
Black :	Bomb Threat	Call 5555, 1926, 1983
Red	External Disaster	CMO to Activate
Orange:	Indication of deterioration in patient's condition	Call 66

In case you cannot recall the above numbers, please call/dial “9” or ‘66’

FIRE SAFETY

Upon discovering a fire, Call out the code word - Code Grey

(This will alert nearby staff members to the emergency situation)

In case of fire, first inform 5555 and then remember the mnemonic: **RACE**

R	:	Rescue
A	:	Alarm
C	:	Confine the fire
E	:	Extinguish (if trained) and evacuate

Type of Extinguishers:

1. WATER CO₂ TYPE - Used for ‘A’ CLASS FIRE – Used for general fire by wood, Cloth & Paper

(“A” written on fire extinguisher) , Note: **Do not use water co2 Type on electrical fire**

2. CO₂ TYPE - Used for 'BCE' CLASS FIRE – Used for fire by Flammable Liquid, Burnable Gas, Metals & Electrical appliances
(“BCE” written on extinguisher)

3. Dry Chemical Powder (DCP) Type – Used in any type of fire including gaseous / electrical / fire.(Multipurpose use)
(“ABC" written on extinguisher)

UNIVERSAL PRECAUTION - Hand washing is the single most important factor to prevent and control infection.

SMOKING POLICY - Smoking in hospital premises is prohibited

GENERAL FINDINGS

OBSERVATIONAL LEARNINGS

CLINICAL SERVICES

✓ OPD DEPARTMENT

Apollo has got 7 centralized OPD wings

Functions

Offers a complete facility of healthcare to the individual of all ages

Quality Indicators

- Patient's seen within scheduled appointment time
- Turnover time between two patients
- Patient's Satisfaction

Shortcoming's Observed

- Poor maintenance of Flow of Patients
- High Waiting Time

✓ EMERGENCY DEPARTMENT

The EMR department at Apollo is located on the Ground floor facing the main road and has a Separate Entrance. It has Waiting Lounge at its Entrance and EMR reception.

EMR is provided with its own Drugs and Stores

Staffing-

- 1 HOD
- 5 CMO's
- Patient to Nurse ration- 1:1

Bed Charges in EMR are 880 rupees/hr

✓ **OT DEPARTMENT**

Apollo hospital has 16 OT's distributed in 3 locations namely OT complex 1 and OT complex 2 on the First floor and Ortho OT complex located on the Ground floor next to EMR

Functions

OT is committed to provide the highest standards of Surgical care to the patients

Scope and Complexity of Services

- Cardiac
- Neuro
- Ophthal
- ENT
- Gynae
- Plastic
- Ortho
- Micro disc
- Laproscopies
- Transplant
- Oncological and other General surgeries

Days and hours of operations:

The OT department is functional from 8:00 to 20:00 days a week and EMR cases are taken on Sunday.

Quality Indicators

- Cases Load/month
- Needle stick injuries
- Same day cancellation/100 surgeries
- Unplanned returns to OT/100 surgeries
- Number of recovery room delays/100 surgeries

✓ INTENSIVE CARE UNIT

An intensive care unit is a specialty staffed and equipped separate and self contained action of the hospital for the management of patients with life threatening or potentially life threatening clinical conditions.

Apollo has following ICU'S

- Surgical
- Medical
- Neuro
- Paediatric
- Stroke
- Coronary care unit
- Gastro care unit
- Organ transplant
- Neonatal ICU

SUPPORT SERVICES

✓ RADIOLOGY DEPARTMENT

Functions:

- Provides complete diagnostic and imaging services of high quality and minimum error.
- Has developed standard operating procedures(SOP)
- Has established goals, objectives and standards of performance that are consistent with both the hospitals philosophy of patient care and practice of professional service delivery and match international standards.

Services provided:

1. Common X-rays
2. Fluroscopy
3. Ultrasound
4. Colour Doppler
5. Fatal Medicine Unit
6. CT Unit
7. CT single disc
8. CT 64 Slice
9. MRI 3 Tesla
10. Ultrasound and CT guided invasive procedures
11. Nuclear Medicine

✓ **BLOOD BANK**

Goal-

- To have sufficient blood of all types to support an emergency, IPD, OPD, OT
- To maintain higher standards in all products and activities following GLP (Good Laboratory Practices) and GMP (Good Manufacturing Practices)
- To recreate ready accessible records of in-house eligible donors according to their blood group

Days and hours of operation:

24 hours working 365 days a year

Quality Indicators

- Platelet count sent to Haematology lab for verification
- Fixed SOP for every procedure
- Equipment Calibration
- Chart maintained for temperature monitoring

✓ **MEDICAL RECORDS DEPARTMENT**

It is to provide efficient storing, maintaining, coding and verification of medical records

Services Provided

- For storing of all medical records
- Verification of all records
- Issue of duplicate records
- Receipts and reply of mails

- Preparation and coordination in providing records for court cases and consumer cases
- Maintenance of MTP records
- Maintenance of MLC, Birth and Death registers
- Coordination with IT department for Backup of scanned records

UTILITY SERVICES

✓ CENTRAL STERILE SUPPLY DEPARTMENT

It provides steady and effective supply of sterile linen and instruments of various departments in the hospital

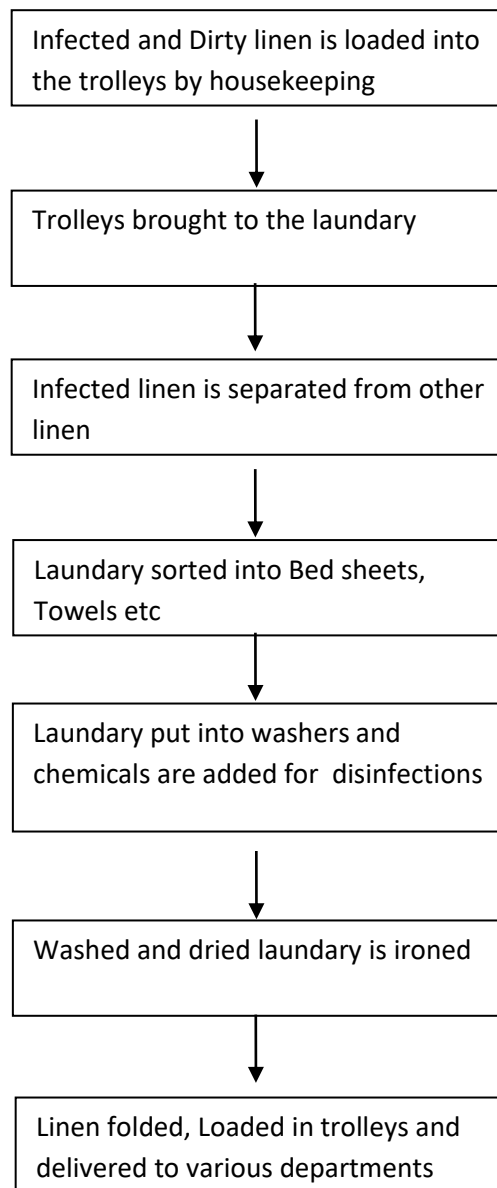
Operations of the Department

- Sterile supplies are dispatched to the wards as when required and Used instruments are collected for cleaning and autoclaving by CSSD staff
- Sterile Supply to OT and Emergency a day prior before 8:00 Pm and as when required

✓ LAUNDARY

It provides fresh linen to all hospital. It has a major role maintaining hygienic environment and in infection control. The staff of laundry are a mix of Contract labor and IMCL workers

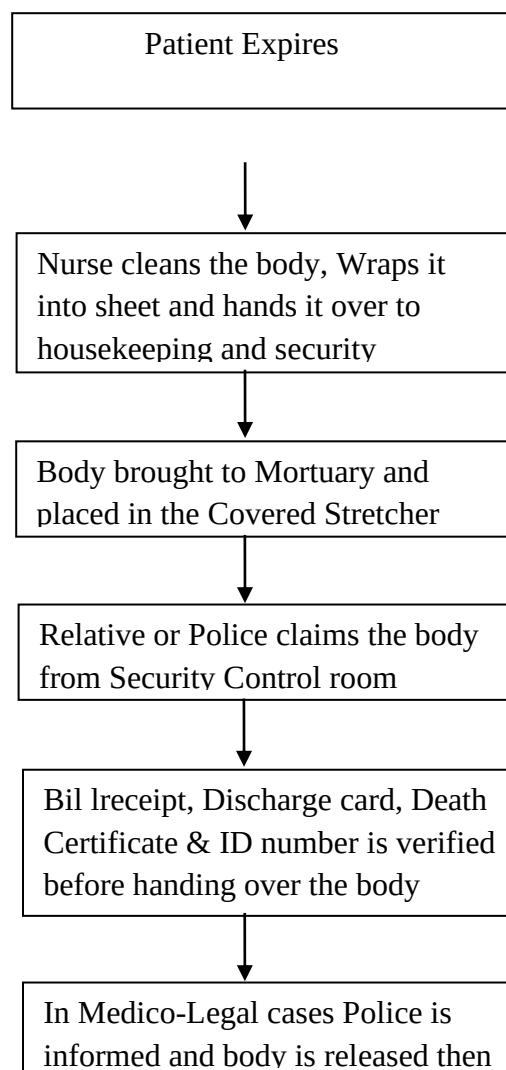
Work Flow



✓ MORTUARY

It is a place where dead bodies are kept before they are claimed by the relative of the patients or added over to the police in Medico-Legal cases. It is located in the basement with a capacity of keeping 6 dead bodies at a given time. The security guards posted are responsible for releasing the body to the concerned person.

Work Flow



PART 2

PROJECTS

- **PROJECT BASICS:** It was a compilation of various programs & activities for the employees which were to mark the event of joining and to develop a sense of connect with the organization.

Objective: The objective of project BASICS was to enhance the overall pre & on boarding experience of new incumbents into the organization.

PROJECTS:

1. COMPILING AND DESIGNING OF JOINING KIT

An Employee Handbook was prepared to give an insight to the new incumbent about the organizations policies, values, ethics & governance. Key deliverables of the role with meetings to be attended were separately highlighted.

Manual entailed the following :

- Welcome Letter- A letter was drafted welcoming the new employee into the organization with itinerary for the first day and details of their mentor.
- Mission Statement- Mission of the organization was incorporated to be carried by every employee.
- Organization Culture- The word ‘*Namaste*’ is the language of love and respect imbibed in Apollo’s tradition and adapted with warmth over the years to showcase love & respect towards patients, patients family & fellow staff members.
- Company overview- The journey of Apollo with milestone achievements was concisely incited to give an overview about the organization.
- Apollo ethos and values- Values which binds all Appoloites together along with Apollo ethos were also a part of the manual.
- What sets Apollo apart?- Pioneer works of Apollo in various fields were highlighted.
- Global Recognitions- Collage of universal recognitions for pioneering spirit and commitment to healthcare was prepered.
- Deliverables of Role- To built a sense of connect & to boast the morale of the employee,

deliverables of role of separately highlighted.

- Corporate Governance- It comprised of Safety culture, Guiding principles, Resolution mechanism, company's philosophy and departmental communication.
- Telephone Etiquettes
- Image you Present- Uniform and Hygiene standards were mentioned.
- Parking Rules
- How to deal with a seething customer- Tips to deal with a unhappy customer were recorded.
- Things to remember- Emergency codes and universal precautions were part of this
- DO's & DONT's-For efficient operation of the hospital do's & don'ts were compiled.
- Compliments- To avoid the hustle for parking & lunch, parking coupons and lunch coupons were designed to be used for a period of one week from joining.

2.BOOT CAMP FOR SENIOR EXECUTIVES

A one day high octane boot camp was designed for senior executives exposing them to the sort of business expectations/challenges/ambiguous situations they are going to face in a typical corporate institution.

Activities for Boot camp

- Conducting their psychometric analysis
- Case studies and questions
- Management games
- Real life situations for Brainstorming.
- Custom report to each participant

The objective of assessment will be through constant role-switching during the 'Boot Camp', along with the opportunity to practice varying skills, it would enable the managers to appreciate the complexities of being a true leader and give them a new-found respect towards the rest of the members of their team, both while at the 'Boot Camp' and upon return to work.

3.VELVET GLOVE FOR THE FAMILY (AT THE LEVEL OF GM & ABOVE)

The objective of velvet glove is to strike a chord with the family of senior executives.

A set of options were collated which could be availed in keeping with the idea of:

- Employee's Positioning
- Capacity of the employer to pay
- Ramification on the existing staff

Some options were--

- Gift hampers
- Memberships of clubs & Libraries
- Magazine subscriptions
- Dinner coupons
- Domestic Travel Packages
- Movie tickets
- Gym Memberships

4. STRENGTHENING ANTECEDENT VERIFICATION PROCESS

Importance of verification- Although most businesses have high standards, they also are challenged by limited resources. In addition, they frequently need to move quickly when the time comes to make a hire. Yet each applicant and employee adds business and security risk. Fortunately, performing background checks on employees is an effective way on risk mitigation.

****DESIGNING THE PROCESS FLOW FOR BACKGROUND VERIFICATION OF ALL REGULAR & CONTRACT STAFF***

A criminal history background information check is the review of any and all records containing any information collected and stored in the criminal record repository of government, involving a pending arrest or conviction record information . It is to be done by hiring an external agency.

- Step by step process flow matrix was proposed to ensure fool proof criminal verification.

-Expected deliverables & services of external agency were

- Address Verification
- Criminal Verification

-Guidelines on work responsibilities of external agency & unit hospital were separately highlighted.

****COMPILING THE NECESSARY STEPS TO ENSURE FOOL PROOF PROCESS OF CREDENTIALING OF NURSES & TECHNICIANS***

Credentialing is to review the credentials and current competence of health care practitioners applying to practice in the institution.

Policy- Hospital does not allow any employee to work in a position that requires a certification and / or license that is not valid and current. It is employees' responsibility to provide proof of licensure, certification, and / or registration.

Scope:

Nursing- Credentialing from both Educational & Council mandatory.

Technicians (Paramedical) - Credentialing from Educational source only.

SOP's were designed to ensure a fool proof process of credential verification of technicians & nurses from respective education source and council.

5. DEVELOPING THE CONCEPT OF JOB CHAT

Objective- Its overall objective was to improve supervisor-subordinate relationship.

Action items-Job Chat form is created which is to be filled and submitted to the manager

- Each manager/HOD will meet all his teammates, individually, at least once in a year.
- The meeting should preferably take place in an Informal setting.
- Job Chats should be treated as a fun, informal, relaxed way of getting to know the staff better.

Job Chat Form – A job chat form was created which comprised questions of job profiling, work progress, ambitions for the coming year, suggestions to improve patient service, investments towards up gradation of skills etc

6.TASK ANALYSIS RECORD FORM

-Task analysis record form was developed for Nursing, Housekeeping and security.

-It consolidates information regarding required tasks and skills thereby ultimately determining the

precise training requirements.

-This tool shall supplement the Job description and Job specification.

Sample Task Analysis Record Form

Task List (Actionables)	When & how often performed	Quantity & quality of performance	Conditions under which performed	Skills or Knowledge required	Where best learned

❖ **DATA AUDITING OF FILES OF TIME OFFICE IN HR**

***AUDITING OF FILES OF EMPLOYEE PAYABLE DAYS IN RELATION WITH LEAVE POLICY**

-Records of three months (January-March) were checked for Nursing, Housekeeping and Senior Executives

-Number of employee payable days was counted on the basis of punched information and leaves availed.

-A sample of 75 employees was randomly selected for each of the three departments for every

month which were than thoroughly cross checked with leaves applied, leaves sanctioned, compensatory offs & OD's.

Observations:

- ✓ Single punch in records of most of the senior executives
- ✓ Senior Executives do not submit the on-duty record.
- ✓ Nursing staff takes the leave even if it was not approved by the authorities.

- ✓ Most discrepancies in payable days were found in the records of senior executives.

***AUDITING OF EMPLOYEE RECORD FILES**

-Record files of 850 employees were audited as per JCI checklist.

-Records were checked for Joining letter, Promotion letter (if any), Salary Raise, Address proof, Certificates etc.

✓ COMPILATION OF PERFORMANCE APPRAISAL FORMS

-Performance Appraisal is done quarterly for every employee.

-Job Descriptions (JD's), Job Specifications (JS), Area specific competencies along with performance appraisals were compiled department wise.

REFERENCES

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<http://www.apollohospdelhi.com/>
<https://www.apollohospitals.com/company-overview.php>
2. GLD Manual- Governance, Leadership & Dominance Manual in Apollo Hospital, Delhi
3. JCI Manual- Joint Commission International Manual in Apollo Hospital, Delhi
4. Files in HR pertaining to Leave Policies across Apollo Hospital, Delhi
5. Checklists of Various Departments in Apollo, Delhi
6. Job Description files for various Posts in HR
7. Meetings with Different Supervisors for Elaborating on Task Analysis Record Form