



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

ENHANCING OPERATIONAL EFFICIENCY AND SERVICE
QUALITY THROUGH LEAN PRACTICES AND PATIENT
CENTRIC APPROACHES

SUBMITTED BY

SWARNAPRAVA BASTIA

MBA Batch: 2024-26

University Regn. No.: 2406258226

Faculty Guide

Dr. Biswa Ranjan Mohanty,
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BIITM, BBSR

Corporate Guide

Mrs. Smita Adhikari,
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Utkal Hospital, Bhubaneswar



CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms. Swarnaprava Bastia** bearing university registration no.**2406258226** of 2024-26 batch, has completed his summer internship at **Utkal Hospital, Bhubaneswar** from **06/06/25** to **19/07/25** under the supervision of **Dr. Biswa Ranjan Mohanty** and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature of the Faculty/Internal Guide

Name:

Designation:

Ref No: UHPL/ HR/ L&D/25-26/08/0765

20th August 2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Swarnaprava Bastia (Registration No: 2406258226), a student of Masters of Business Administration(MBA) of 2024-26 batch from Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, has successfully completed her traineeship program from 5th June 2025 till 19th July 2025 in the department of Quality at our hospital.

During her traineeship, she has submitted a project report on "Total Quality Management".

During her period of traineeship, we have found her to be punctual, hardworking and committed.

We wish her success in all her future endeavors.

for Utkal Healthcare Private Limited.



Sandeep Nayak
GM - Human Resources

UTKAL HEALTHCARE PRIVATE LIMITED

PLOT NO.- C/3, NILADRI VIHAR, CHANDRASEKHARPUR, BHUBANESWAR-751021

CIN : U85110OR2006PTC008676, GST : 21AAACU9473G1ZB

Ph. No.: 0674-2651200, 6370704001 / 02, Visit us at : www.utkalhospital.com



Biju Patnaik Institute of Information Technology & Management Studies

DECLARATION

I, Mr. **Swarnaprava Bastia** Bearing university registration no **2406258226** (2024-26 batch), hereby declare that the project report titled Enhancing Operational Efficiency and Service Quality through Lean Practices and Patient Centric Approaches is based on my internship at Utkal Hospital , during the period **06/06/25** to **19/07/25** and is an original work done by me under the supervision of **Mrs. Smita Adhikari** and **Dr. Biswa Ranjan Mohanty**. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place:

Signature



EXECUTIVE SUMMARY

Title of the internship report is **“Enhancing Operational Efficiency and Service Quality through Lean Practices and Patient Centric Approaches” at Utkal Hospital, Niladribvihar, Bhubaneswar.**

Throughout my 45 days of internship at Utkal Hospital, Bhubaneswar, I was privileged to work intensively in both Operations Department and the Quality Control Unit and get practical exposure to hospital workflow management, coordination of patient services, and quality improvement in healthcare. I was directly participating in daily working of the hospital within the General, Private, and Deluxe wards for the initial four weeks. My tasks involved discharge coordination assistance, patient feedback collection, complaint resolution of services, and documentation and billing support. I helped in patient rounds, interdepartmental coordination for departments like nursing, billing, dietary, and pharmacy, and monitoring ward-level performance under public health schemes such as PMJAY. I also provided assistance for activities such as newborn celebrations and facilitated effective communication between staff and patients in order to improve satisfaction. During the last two weeks, I worked in the Quality Control role, where I became familiar with and implemented framework quality management methods like Six Sigma (DMAIC) and Kaizen. I recognized frequent process gaps like discharge, miscommunication between departments, and feedback handling problems. Based on the DMAIC method, I defined the issues, measured trends of feedback, analyzed causes, and recommended changes like standardized checklists, interdepartmental alignment, and patient focusing service recovery activities. Apart from this, I underwent regular training classes in hospital emergency procedures, such as emergency colour codes (Red – Fire, Blue – Cardiac Arrest, Pink – Child Abduction, Yellow – Disaster, Violet – Violence, Orange – Hazardous Spill), fire and workplace safety, and Basic Life Support (BLS) with Cardiopulmonary Resuscitation (CPR) for adults, children, and infants. I was also taught patient rights and responsibilities, and how these are in line with NABH standards, focusing on the ethical and compassionate rendering of care. In spite of setbacks like delayed discharges, difficult staff, and infrastructure constraints, I was able to accomplish day-to-day

tasks by using communication skills, time management, and a proactive approach. I also created resolutions to further improve service quality, emergency preparedness, and interdepartmental coordination. This internship greatly contributed to my operations knowledge, problem-solving ability, and insight into healthcare quality systems. It gave me hands-on exposure to live hospital administration and enabled me to develop professionally and personally in accordance with my MBA in Operations and Healthcare Management.



Biju Patnaik Institute of Information Technology & Management Studies

ACKNOWLEDGEMENT

I am thankful To UTKAL HOSPITAL, where are I was able to prepare this project report.

I express great sense of gratitude to **Ms. Smita Adhikari** (coordinator) for pay his kind support, guidance and cooperation for the successful completion of this study.

Her academic excellence, immense interest, scholarly suggestions and affable temperament have been the source of inspiration and motivation which helped me to complete this research work. I want to offer my sincere thanks to all the staff members of UTKAL HOSPITAL. I also in debt to the respondents for their valuable support and cooperation for the purpose of study.

I am also thankful to my internal faculty guide Prof. Dr. Biswa Ranjan Mohanty Professor of Operations to have taken the pains to guide my project work at all times. Without his help and it would be impossible to complete my project with stipulated knowledge I had.

I express my great sense of gratitude to my caring family for their encouragement and moral support which require completing the study.

Name – **Swarnaprava Bastia**

Regd No.- **2406258226**

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CHAPTER 1

INTRODUCTION

Hospital Introduction:- "Utkal Hospital is a leading multi-specialty healthcare facility known for its commitment to providing high-quality medical care with advanced technology and patient-centric services. Located in a well-connected area, Utkal Hospital offers a wide range of specialized treatments, including cardiology, neurology, orthopedics, oncology, nephrology, and critical care."



Specialties: The hospital offers expertise in numerous areas, including cardiology, neurology, orthopedics, oncology, nephrology, urology, gastroenterology, and critical care, among others.

Infrastructure and Technology: Utkal Hospital boasts a modern infrastructure equipped with state-of-the-art diagnostic and therapeutic equipment. It was the first hospital in Odisha to introduce PET-CT and Nuclear Medicine facilities. Other facilities include modular operation theaters (OTs), advanced ICUs (including NICU and PICU), a dedicated dialysis unit, and a 24/7 pharmacy and emergency services. Diagnostic capabilities include 1.5 Tesla MRI, high-frequency 3D USG, advanced mammography, BMD, 500mA CR Supported X-ray machine with fluoroscopy, and a range of cardiac, neuro, and gastro diagnostic tools.

Capacity: Utkal Hospital is the largest stand-alone private sector hospital in Odisha, with a capacity of 450 beds, including 150 critical care beds, 10 modular operation theatres, and dedicated OPD blocks.

Accreditation: The hospital is accredited by the National Accreditation Board for Hospitals and Healthcare Providers (NABH) and the National Accreditation Board for Laboratories and Calibration, ensuring high-quality processes and patient care.

Services: In addition to specialist consultations and treatments, Utkal Hospital provides comprehensive healthcare services, including full body health checkup packages (Basic, Executive, Comprehensive, Advanced Cardiac, Diabetic, Senior Citizen, Little Star, Women, and General Health Screening), various treatments and procedures, diagnostics, surgeries, critical care, and 24/7 emergency services.

Patient Experience: Reviews highlight the hospital's good services and facilities, including the professional and friendly behavior of staff (nurses, housekeeping, security, and counseling staff), and positive post-operative care experiences. However, some reviewers expressed concerns about the billing process and hygiene standards. Utkal Hospital has a user rating of 4.6 based on 6804 reviews on Google

Maps.

Awards: Utkal Hospital has received recognition, including the "Best upcoming Multi-specialty Hospital – Pioneer in Nuclear Medicine" award from the Times of India group and the IHW Council of India Health & Wellness Awards for Healthcare Delivery Brand (Hospitals) Non-Metro and Public Health Initiative of the Year. It was also recognized by News18 Odia for Excellence in Gastroenterology.

Location: Utkal Hospital is conveniently located on Defence Colony Road, Neeladri Vihar, Chandrasekharapur, Bhubaneswar, Odisha, India. It is easily accessible by air (7 km from Biju Patnaik International Airport), train (4 km from Bhubaneswar Railway Station), and road (beside NH16 near Kharvel Nagar).

In essence, Utkal Hospital is positioned as a leading multi-specialty healthcare provider in Odisha, offering a blend of advanced medical technology, diverse specialties, and patient-focused services, aiming to provide accessible and affordable quality care.

Project introduction:-

Hospital operations, which include a variety of procedures like patient admission, treatment, discharge, billing, dietary services, safety procedures, and emergency preparedness, form the foundation of the provision of healthcare services. Clinical success, patient satisfaction, and organizational effectiveness are all guaranteed when these services run smoothly. Hospitals are implementing structured approaches like Six Sigma, Kaizen, and Lean Management in response to the increased focus on providing high-quality healthcare. These approaches aim to address issues like patient dissatisfaction, documentation errors, interdepartmental communication gaps, and discharge delays. These tools reduce waste in clinical and administrative tasks, improve staff accountability, and expedite workflows.

Understanding and assisting hospital operations with a dual emphasis on patient care coordination and quality control procedures was the main goal of my internship project at Utkal Hospital in Bhubaneswar. Over the course of six weeks, two in quality control and four in operations, I coordinated billing and discharge procedures, collected patient feedback for ongoing improvement, and solved problems in real time.

I was given classroom instruction on hospital safety procedures, emergency codes (Red, Blue, Pink, Yellow, Violet, Orange), occupational hazards, fire safety, and patient rights in addition to hands-on ward experience. I was able to critically assess current systems and offer workable solutions for improving operational quality and patient satisfaction thanks to this theoretical underpinning and practical experience.

This project demonstrates how professional application and academic learning can coexist, contributing toward the broader goal of efficient, safe, and patient-centered hospital care.

OBJECTIVE / NEEDS FOR YOUR PROJECT

Objectives of the Project:

The primary objective of this project was to analyze, support, and improve hospital operational workflows and enhance patient experience through the application of structured quality management tools and lean practices. Based on my internship at Utkal Hospital, the objectives are categorized into three key areas:

1. Operational Exposure & Learning

- Dive right into the chaos of patient admissions, care, discharge, and billing—yeah, in every type of ward: general, private, and even those swanky deluxe rooms.
- Get your hands dirty with the real stuff: coordinating wards, handling discharge paperwork, and actually talking to patients to collect feedback (spoiler: some will not hold back).
- Shadow how different teams—Operations, Billing, Dietary, Pharmacy, and Nursing—try to play nice together. Sometimes it's smooth, sometimes it's... less so.

2. Quality Improvement Initiatives

- Basically, sniff out the usual mess-ups: delayed discharges, food complaints, staff not communicating, all that jazz. Then, come up with solutions that might actually work in real life, not just on paper.
- Try out this Six Sigma DMAIC thing (Define, Measure, Analyze, Improve, Control)—it's not as scary as it sounds. Use it to make the discharge process less of a headache and boost the overall service game.
- Get your head around Kaizen—think small tweaks, lean workflows, and constantly nudging things to run smoother. No, you're not expected to turn the place into a Toyota factory overnight.

3. Safety, Compliance & Patient-Centered Care

- Learn those weird hospital color codes (Red = fire, Blue = cardiac arrest, etc.), so you don't panic when someone yells "Code Yellow."
- Actually understand what you're supposed to do if there's a fire or something hazardous shows up. This isn't just for show—real emergencies happen.
- Wrap your head around patient rights and responsibilities, and see how that lines up with NABH and national standards.
- Focus on patient satisfaction: listen, empathize, and resolve complaint like a pro—without losing your cool

Need for This Project?

- Hospitals are under the gun to deliver care that's quick, safe, and actually feels human, no matter who walks in the door.
- With government schemes like BSKY and PMJAY, places like Utkal are packed, so the old "just wing it" style won't cut it. They need tight operations and lean systems.
- Most patient gripes? Delays, lousy communication, or feeling unsafe. All stuff that's fixable if departments talk to each other and someone keeps an eye on quality.
- The whole world's shifting to healthcare that's data-driven, patient-focused, and all about streamlined

processes. This project? Pretty much on-trend and desperately needed.



EMERGENCY CODE NUMBER		
Code Red	Fire Emergencies	555
Code Blue	Medical Emergencies/cardiac Arrest	555
Code Orange	Spill Management	555
Code Yellow	Disaster Management	555
Code Pink	Missing Child	555
Code Violet	Patient / Attenders Violent Behavior	555

• External disasters include mass casualties like earthquakes, floods, transport accident, civil unrest outside the hospital premises and evacuation of neighbouring hospital etc.
 • Internal disasters include roof fall, lift break down, medical gases leakage etc. inside the hospital premises and evacuation of neighbouring hospital.



SCOPE OF THE STUDY

Understanding Service Offerings

The study covers the range of healthcare services offered by Utkal Hospital, including general medicine, specialized treatments, diagnostic facilities, and emergency care.

Patient Satisfaction and Perception

It examines patient experiences, satisfaction levels, and expectations from the hospital. This helps in identifying strengths and gaps in service delivery.

Competitor Analysis

The study compares Utkal Hospital's services, pricing, facilities, and reputation with leading competitors like Apollo Hospitals, AMRI, and SUM Hospital in Bhubaneswar.

Operational Efficiency

Focus is given to analyzing staff behavior, management practices, infrastructure, and use of technology in healthcare delivery.

Market Positioning

The study explores how Utkal Hospital positions itself in the healthcare market of Odisha, considering branding, affordability, and accessibility.

Future Growth Prospects

Based on findings, the study provides insights into possible areas of improvement such as service diversification, digital health adoption, and strategic collaborations.

Relevance to Stakeholders

The study is useful for hospital management, policymakers, patients, and academicians who want to understand the current status and future potential of Utkal Hospital.

RESEARCH METHODOLOGY

Secondary Data: -This data is mainly collected from different types of sources such as: -

- Official documents
- Journals
- Reports
- Official site of the future group
- Website of the company

LIMITATION OF THE STUDY

Every research has certain boundaries that may restrict the scope or depth of analysis. The present study on Utkal Hospital is no exception. The major limitations are as follows:

Limited Access to Data

Some operational and financial data of the hospital were not disclosed due to confidentiality. The analysis is therefore based on secondary data, observations, and publicly available information.

Sample Size Constraint

The number of respondents (patients, doctors, and staff) included in surveys/interviews was limited.

Hence, the opinions may not represent the views of the entire population.

Time Limitation

The study was conducted within a fixed academic timeframe, which restricted the depth of fieldwork, data collection, and long-term trend analysis.

Geographical Limitation

The research focused only on Bhubaneswar and nearby areas. The findings may not reflect the hospital's performance in other regions of Odisha or in comparison with hospitals outside the state.

Rapidly Changing Healthcare Industry

The healthcare sector is dynamic, with frequent technological advancements, policy changes, and competitive moves. Some findings of this study may become outdated over time.

Respondent Bias

Feedback from patients and employees may involve personal biases, either overly positive or negative, which could affect the objectivity of the results.

Comparative Limitation

Competitor analysis was based on secondary sources and available reports. A direct and complete comparison with corporate hospitals like Apollo or AMRI was not possible due to restricted access to their internal data.

CHAPTER-2

COMPANY PROFILE

Type of Firm & Structure

Utkal Hospital is a private multi-specialty healthcare organization.

It functions as a corporate hospital providing tertiary care facilities

Capital structure consists of promoters' equity, institutional investments, and internal accruals.

HR Policy & Organization Chart

Focuses on patient-centric services, employee training, and continuous professional development.

Organizational structure: Board of Directors → CEO/Medical Director → Department Heads → Medical & Paramedical Staff → Support Staff.

HR policies include fair recruitment, training programs, employee welfare, and compliance with medical ethics.

Total Revenue: Increasing steadily due to rising patient inflow and diagnostic services.

Operating Profit & Net Profit: Margins affected by high infrastructure and technology costs but supported by steady demand for healthcare.

Total Assets: Includes hospital land, building, advanced medical equipment, diagnostic labs, and ambulatory services.

Market capitalization: Not listed on stock exchange; valuation based on private equity and goodwill.

Business Analysis of Utkal Hospital

1. Basic Objective

Utkal Hospital operates with a dual-objective model:

High Sale, Low Margin: The hospital provides essential and general healthcare services (like consultations, diagnostics, pharmacy, preventive health check-ups) at competitive prices. This ensures that middle-class families and patients from semi-urban/rural backgrounds can afford treatment without compromising on quality.

High Margin, Low Sale: Specialized services such as advanced surgeries (cardiac surgery, neurosurgery, orthopedic replacement), organ care, and critical care are positioned as high-value offerings. These generate significant revenue but cater to a smaller, more premium segment of patients.

This dual-objective model helps balance affordability with profitability, while also ensuring accessibility for all income groups.

Structure of the Company

Utkal Hospital's structure is designed to maintain both clinical efficiency and administrative effectiveness:

Board of Directors / Promoters – Strategic decision-making and investments.

Medical Director / CEO – Operational and clinical leadership.

Specialized Departments: General Medicine, Surgery, Pediatrics, Cardiology, Neurology, Orthopedics, Nephrology, Gynecology, and Emergency.

Support Units: Nursing, Diagnostics & Laboratory, Pharmacy, HR, Finance, IT, Marketing, and Patient Relations.

This hierarchical structure ensures smooth coordination between doctors, management, and support staff, which is crucial in healthcare delivery.

Product (Service) Details

Unlike manufacturing firms, hospitals provide healthcare services rather than tangible products. Utkal Hospital's major services include:

Clinical Services: Outpatient consultations, inpatient admissions, specialty clinics.

Diagnostics: Pathology, radiology, CT, MRI, ultrasound, and advanced lab tests.

Emergency & Trauma Care: 24x7 ambulance, ICU, and emergency services.

Surgical Services: General surgery, cardiac surgery, orthopedic replacements, gynecological surgery, etc.

Preventive Healthcare: Routine health check-ups, wellness programs, vaccination drives.

Critical Care: ICU, NICU, and advanced monitoring systems for life-threatening cases.

This diversified service portfolio ensures that the hospital caters to different medical needs of patients under one roof.

Pricing Strategy

Utkal Hospital follows a competitive pricing model in line with other private hospitals in Odisha:

Basic services (consultations, lab tests, pharmacy) are priced affordably to attract a larger patient base.

Specialized procedures (like bypass surgery, neurosurgery, orthopedic replacement) are priced at premium rates to reflect the expertise and advanced technology required.

Package pricing for surgeries and diagnostic tests helps patients plan their expenses transparently.

Insurance & Cashless Treatment: Tie-ups with major insurance companies and corporate firms allow hassle-free healthcare access for insured patients.

This balance in pricing ensures accessibility, patient trust, and financial sustainability.

Place (Location & Accessibility)

Utkal Hospital is strategically located in Bhubaneswar, the capital city of Odisha, which is a hub for healthcare services.

Proximity to railway stations, bus terminals, and the airport makes it convenient for patients across Odisha and neighboring states to access the facility.

Rural and semi-urban patients are often referred here for tertiary care.

Expansion plans include strengthening telemedicine and outreach programs to reach remote patients.

Thus, its location gives it a regional competitive advantage.

Promotion Strategy

To strengthen its visibility and brand recall, Utkal Hospital engages in multiple promotional activities:

Health Camps: Regular free or subsidized check-up camps in rural and semi-urban areas.

Digital Marketing: Hospital website, social media campaigns, patient testimonials, and awareness drives.

Corporate Tie-ups: Collaboration with companies for employee health check-ups and insurance-linked treatments.

Medical Seminars: Participation in health fairs, awareness programs (like heart health, diabetes, women's health).

CSR Activities: Blood donation drives, vaccination awareness, health education workshops.

These efforts not only promote services but also build goodwill and trust among patients.

Customer Segment

Utkal Hospital serves a diverse customer base:

Middle-Class Families: Affordable treatment packages make it accessible to the majority of the population.

Upper-Class & Corporate Clients: Specialized treatments, advanced diagnostics, and premium facilities attract this segment.

Rural Patients: Many patients from villages visit for tertiary care and emergency services.

Corporate Employees: Through tie-ups with companies and insurance firms, employees and their dependents form a major share of patients.

Medical Tourists (emerging segment): Some patients from neighboring states and even NRIs visiting Odisha for healthcare.

By catering to varied segments, Utkal Hospital ensures both volume (mass patients) and value (high-end treatments).

Positioning Strategy

Utkal Hospital positions itself as:

A reliable, affordable, and modern healthcare provider in Odisha.

Differentiated by 24x7 emergency care, skilled doctors, and advanced diagnostic technology.

Positioned against public hospitals (which are cheaper but often overcrowded) and premium corporate hospitals (which are costlier).

This positioning helps it capture the middle segment effectively, while still offering premium care for those who demand it.

Branding Strategy

The branding of Utkal Hospital revolves around:

Core Values: Compassion, Care, Commitment, and Technology.

Tagline / Brand Promise: “Compassionate Care with Modern Technology.”

Patient Trust: Word-of-mouth referrals are strong, as satisfied patients become ambassadors.

Reputation Building: Accreditation, quality certifications, and specialized doctors add to brand equity.

Future Branding Plans: Enhancing digital presence, mobile apps for patient services, and expanding into preventive healthcare branding.

UTKAL HEALTHCARE Pvt. Ltd., BHUBANESWAR, ODISHA

CIN: U85110OR2006PTC008676

Status: Active

Incorporation Date: 12 April 2006

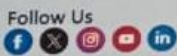
Company Type: Company limited by shares

Registered Address Plot No. –DEFENCE COLONY NEELADRI VIHAR,
CHANDRASEKHARPUR, BHUBANESWAR

Directors/Officer: Dr. Aditya Samal

Dr. Kalyan Rath

COMPANY'S VISION, MISSION AND VALUES



MISSION, VISION & VALUE

ଲକ୍ଷ୍ୟ, ଉଦ୍ଦେଶ୍ୟ ଓ ମୂଲ୍ୟବୋଧ

MISSION

ଲକ୍ଷ୍ୟ

» To Improve Access & Quality of Care Through Process Based Efficient and Affordable Healthcare Delivery.

» ଗୁଣବତ୍ତା ସେବା, ପ୍ରକ୍ରିୟା ଆଧାରିତ କୁଶଳ ଏବଂ ସାମର୍ଥ୍ୟ ଯୋଗ୍ୟ ସ୍ବାସ୍ଥ୍ୟ ସେବାରେ ଉନ୍ନତି ଆଣିବ ।

VISION

ଉଦ୍ଦେଶ୍ୟ

» Enrich Lives Through Accessible & World-Class Quality Healthcare.

» ବିଶ୍ୱସ୍ତରୀୟ ଉତ୍କୃଷ୍ଟ ସ୍ବାସ୍ଥ୍ୟ ସେବା ପହଞ୍ଚାଇ ଜୀବନକୁ ସମୃଦ୍ଧ କରିବ ।

VALUES

ମୂଲ୍ୟବୋଧ

» Patient First, Honesty & Integrity, Team Work Quality & Excellence of Care, Innovation

» ରୋଗୀଙ୍କୁ ପ୍ରାଥମିକତା, ସାଧୁତା ଓ ସଚ୍ଚୋଟତା, ଐକ୍ୟବଦ୍ଧ ହୋଇକାମ କରିବା ଗୁଣାତ୍ମକ ମାନ ଓ ଯତ୍ନଶୀଳତାରେ ଉତ୍କର୍ଷ, ନବଉଦ୍ବେଷ ଓ ସୃଜନଶୀଳତା

SWOT ANALYSIS

<u>Strength</u>	<u>Weakness</u>
Reputed Healthcare Brand in Odisha: Recognized as one of the reliable private hospitals in Bhubaneswar, trusted by local communities. Wide Range of Specialties: Covers general medicine, surgery, cardiology, orthopedics, neurology, pediatrics, gynecology, emergency, and diagnostics – making it a one-stop healthcare provider. 24x7 Emergency & ICU Care: Strong critical care facilities ensure timely treatment of trauma and life-threatening conditions. Affordable Services: Competitive pricing makes it accessible to middle-class and rural patients compared to other corporate hospitals. Insurance & Corporate Tie-ups: Partnerships with insurance providers and companies ensure steady patient inflow.	Limited National Visibility: Unlike big hospital chains (Apollo, Fortis, Manipal), Utkal Hospital has limited recognition outside Odisha. Capacity Constraints: Bed strength and infrastructure may not fully meet the rising demand from growing patient numbers. Technology Gap with Premium Chains: May lack some of the latest robotic surgeries, transplant programs, or international-level facilities. Dependence on Local Market: Heavily reliant on patients from Odisha and neighboring states; limited medical tourism presence. High Operational Costs: Healthcare is resource-intensive (staff, equipment, maintenance), which sometimes reduces profit margins.
<u>Opportunity</u>	<u>Threat</u>
Rising Healthcare Demand: Growing awareness, lifestyle diseases, and increased healthcare spending create a huge patient base. Medical Insurance Penetration: More people are availing health insurance, expanding the paying capacity of patients. Government Healthcare Schemes: Ayushman Bharat and Odisha state health schemes can increase hospital utilization. Telemedicine & Digital Health: Expanding into online consultations and remote diagnostics can widen reach into rural areas. Medical Tourism Potential: Odisha is developing as a healthcare hub; Utkal Hospital can attract patients from neighboring states and abroad. Preventive Healthcare: Growing demand for wellness check-ups and lifestyle management programs.	Intense Competition: Presence of large national hospital chains like Apollo and CARE Hospitals in Bhubaneswar. Government Hospitals: Free or subsidized government medical colleges and hospitals reduce patient inflow for low-income groups. Economic Slowdowns: Patients may delay elective treatments due to affordability concerns. Regulatory Pressures: Compliance with healthcare laws, accreditation standards, and pricing regulations increases operational challenges. Technological Obsolescence: Rapid advancements in medical technology require continuous investments, which may strain finances. Pandemics/Epidemics: Situations like COVID-19 increase operational load but reduce elective procedure revenues.

INDUSTRY ANALYSIS

INTRODUCTION

The healthcare industry in India is one of the fastest-growing sectors, projected to reach USD 500 billion by 2027. Odisha, being a developing state, has witnessed rapid growth in private hospitals, with Bhubaneswar emerging as a healthcare hub. Utkal Hospital is positioned within this competitive environment as a multi-specialty private hospital offering affordable yet quality services.

NUMBER OF PLAYERS & MARKET SIZE

India: Over 70,000 hospitals (both government and private).

Odisha: Around 2,000 hospitals (government, private, charitable).

Bhubaneswar: Key private players include Apollo Hospitals, CARE Hospitals, SUM Hospital, AMRI Hospitals, KIMS, and Utkal Hospital.

Market Size: The Indian healthcare sector is valued at ~USD 370 billion (2022) and expected to grow at a CAGR of 20–22%. Odisha's private healthcare market contributes significantly to this growth due to increased demand for tertiary care.

RELATIVE SHARE OF PLAYERS IN BHUBANESWAR

Apollo Hospitals: Premium services, high market share in medical tourism and advanced surgeries.

CARE Hospitals: Strong in cardiac care and specialty treatments.

AMRI Hospitals: Affordable + diagnostic excellence.

SUM & KIMS: Affordable care with medical college facilities, large patient inflows.

Utkal Hospital: Affordable pricing + strong emergency & diagnostic services → focuses on middle-class and rural patients.

NATURE OF COMPETITION

Type of Competition: Oligopoly in tertiary care (few dominant players).

Differentiation: Players differentiate based on:

Specialties (cardiology, neurology, orthopedics, oncology).

Price affordability.

Quality of doctors and technology.

Patient service and convenience (insurance, cashless).

Barriers to Entry: High investment, regulatory approvals, need for advanced medical infrastructure, shortage of specialist doctors.

Barriers to Exit: Heavy fixed investments and long-term obligations.

EMERGING TRENDS IN HEALTHCARE INDUSTRY

Shift towards preventive healthcare and wellness.

Growth of telemedicine and digital consultations.

Adoption of AI-based diagnostics and robotic surgeries.

Expansion of health insurance coverage → more people can afford private hospitals.

Increasing focus on quality certifications (NABH, ISO).

Government health schemes (Ayushman Bharat, BSKY in Odisha) boosting hospital utilization.

PRODUCT FEATURES MATRIX – UTKAL VS COMPETITORS

Feature/Hospital	UTKAL HOSPITAL	APOLLO HOSPITAL	CARE HOSPITAL	SUM HOSPITAL	AMRI HOSPITAL
PRICING	Affordable	Premium	Mid-premium	Affordable	Mid-premium
TECHNOLOGY	Modern	Advanced	Advanced	Moderate	Advanced
EMERGENCY CARE	24/7 Strong	Strong	Strong	Moderate	Strong
SPECIALITIES	Multi-specialty	Super-specialty	Specialty focused	Multi-specialty	Multi-specialty
INSURANCE TIE-UPS	Yes	Yes	Yes	Limited	Yes

Differential Competitor Analysis

Apollo Hospitals Bhubaneswar: Premium, strong in advanced care, medical tourism.

CARE Hospitals: Specialized cardiac care, surgeries.

SUM Hospital & KIMS: Affordable but overcrowded due to medical college linkages.

AMRI Hospitals: Balanced model of affordability and technology.

Utkal Hospital: Differentiated by affordability + accessibility + patient trust, making it a preferred choice for middle-class and rural patients.

CHAPTER-3

COMPETITOR ANALYSIS

Competitor analysis is an important part of business and industry research. For a healthcare service provider such as Utkal Hospital, competition does not only mean other private hospitals in Bhubaneswar, but also includes large corporate hospital chains, teaching hospitals, and specialty healthcare centers. Each competitor has its own strengths in terms of bed capacity, advanced medical technology, pricing strategy, and brand recognition.

Utkal Hospital, being a mid-sized multi-specialty private hospital, operates in a space where affordability, accessibility, and trust are major determinants of patient choice. On the other hand, corporate chains such as Apollo Hospitals and AMRI Hospitals attract patients through advanced infrastructure and international-standard services, while institutions like Kalinga Institute of Medical Sciences (KIMS) and SUM Ultimate Hospital compete on the basis of large-scale facilities and teaching-based credibility. In this chapter, the products (services) of Utkal Hospital are compared with its competitors through a product features matrix, followed by a differential competitor analysis.

Product Features Matrix

Features/ Services	Utkal hospital	Apollo hospital	AMRI hospital	CARE hospital
Bed strength	300-360beds	350	400+	250+
Specialties	General medicines, surgery, orthopaedics, Gynecology , pediatrics	Wide super –specialty coverage including oncology, transplant, robotic surgery	Multi-specialty, strong in internal medicine & corporate tie-ups	Focused on cardiology, nephrology and critical care
Emergency & ICU	24/7Emergency,ICU , trauma care	Advanced critical care with air ambulance	Comprehensive emergency and trauma service	State-of-the- art ICUs, strong in critical care
Diagnostics	CT, MRI, pathology, ultrasound, in house labs	Advanced imaging & robotic diagnostics	Comprehensive pathology and radiology labs	Strong in cardiology diagnostics
Affordability	Affordable pricing	Premium pricing	Mid high pricing	Moderate pricing
Insurance tie- ups	Ayushman Bharat, state govt and private insurance	Extensive corporate and govt tie-ups	yes	yes
Reputation	Strong local trust, community driven	Internationally recognized brands	Leading regional private hospital	Trusted for cardiac care
Medical tourism	Limited scope	Well-developed medical tourism program	Moderate	Limited

Utkal Hospital vs Apollo Hospitals

Apollo Hospitals is considered one of the most advanced healthcare providers in India, with world-class infrastructure, robotic surgeries, and international recognition. In Bhubaneswar, Apollo serves high-income patients and medical tourists. However, its premium pricing makes it inaccessible to a large section of the local population.

In contrast, Utkal Hospital differentiates itself by providing affordable treatment packages and maintaining strong community relationships, making it a preferred choice for the middle-income group. While Apollo has scale and technology, Utkal gains advantage through personalized care and patient trust.

Utkal Hospital vs AMRI Hospitals

AMRI Hospitals in Bhubaneswar is a large multi-specialty hospital that enjoys corporate tie-ups and a wide range of specialized services. It targets both middle and upper-middle-class patients.

Utkal Hospital, however, caters more effectively to local and regional patients by offering accessible services with lower costs. AMRI has stronger branding and infrastructure, but Utkal appeals to patients who seek a less-crowded, more personal healthcare experience.

Utkal Hospital vs CARE Hospitals

CARE Hospitals has a clear positioning as a specialist in cardiology, nephrology, and critical care. Patients with heart or kidney-related problems often prefer CARE due to its focused expertise.

Utkal Hospital, on the other hand, offers a balanced range of specialties including orthopedics, gynecology, pediatrics, and general medicine, making it a family hospital for everyday healthcare needs. Thus, while CARE specializes, Utkal succeeds as a comprehensive service provider.

Utkal Hospital vs SUM Ultimate/KIMS

SUM Ultimate Hospital and KIMS are large-scale teaching hospitals with advanced equipment and a strong academic presence. Their sheer size and wide network give them visibility and patient trust. However, such hospitals often have higher patient loads, resulting in longer waiting times.

Utkal Hospital differentiates itself here by being more approachable, quicker in service delivery, and community-focused. Patients who want immediate treatment without waiting for long queues find Utkal a convenient choice.

CHAPTER 4

CUSTOMER ANALYSIS

Customers are the backbone of any service industry, and healthcare is no exception. For a hospital like Utkal Hospital, Bhubaneswar, customers are not merely patients but long-term stakeholders who influence reputation, trust, and sustainability. Analyzing customer behavior, preferences, and needs provides valuable insights into how the hospital can maintain loyalty and remain competitive against larger players such as Apollo, AMRI, and KIMS. This chapter attempts a detailed customer analysis of Utkal Hospital, covering demographics, psychographics, needs, expectations, and satisfaction levels.

Target Customer Segments

Utkal Hospital primarily caters to middle-income and upper-middle-income families who seek affordable yet reliable medical care. Unlike large corporate hospitals, which focus on premium and international patients, Utkal emphasizes accessibility and affordability. The main customer segments include:

Middle-Income Families: These customers form the majority, preferring Utkal for general healthcare, maternity services, orthopedics, and pediatric care.

Patients Requiring Specialty Treatment: Patients with cardiac, neurological, orthopedic, and gynecological issues often visit Utkal for consultations and surgery.

Emergency Patients: Due to its 24×7 emergency and ICU services, Utkal attracts patients needing trauma care, accident response, or critical care.

Elderly Population: Senior citizens depend on the hospital for routine check-ups, dialysis, and long-term monitoring.

Corporate Clients: Utkal maintains tie-ups with government health schemes, insurance companies, and private organizations, ensuring a steady flow of insured patients.

By serving this diverse mix, the hospital balances both volume and specialization.

Demographic Profile of Customers

The demographic profile reveals who the hospital is serving and helps identify future opportunities.

Age: Most customers belong to the 25–60 years working population, with significant inflow from the elderly (60+ years) needing chronic care. Pediatric care also attracts families with children.

Gender: Both male and female patients visit equally, though female customers play a stronger role in family healthcare decisions.

Income Group: Customers belong mostly to the middle and upper-middle-income brackets, seeking affordable treatment compared to Apollo or AMRI.

Geographic Base: The majority of patients are from Bhubaneswar, Cuttack, Khurda, and nearby districts, though some patients also travel from interior Odisha due to cost advantages.

Education & Awareness: Urban customers are increasingly aware of healthcare options, compare facilities across hospitals, and rely on both word-of-mouth and digital platforms before making decisions.

This demographic spread makes Utkal a community-driven hospital, with strong local loyalty.

Psychographic Profile of Customers

Beyond demographics, understanding the psychology of patients provides deeper insights:

Trust-Oriented: Patients prefer hospitals with reputed doctors and transparent communication. Trust and reputation play a bigger role than advertising.

Value-Seeking: Customers look for a balance between quality care and affordability. They may not afford Apollo-level costs but are unwilling to compromise on medical standards.

Family-Centric: In Odisha, family decisions strongly influence healthcare choices. Hospitals are chosen not just for one patient but for entire family needs.

Safety & Hygiene Conscious: After the COVID-19 pandemic, customers pay special attention to hospital hygiene, infection control, and digital appointments.

Preventive Health Mindset: A growing number of middle-class customers are opting for annual check-ups and preventive health packages.

This profile shows that Utkal Hospital must position itself as a trustworthy, family-friendly, and affordable healthcare provider.

Customer Needs & Expectations

Customers today are more informed, demanding, and selective. Utkal Hospital's patients typically expect:

Affordable Treatment: Transparent and reasonable pricing for consultations, surgeries, and diagnostics.

Availability of Specialists: Easy access to doctors in cardiology, neurology, gynecology, pediatrics, and orthopedics.

Diagnostic Convenience: In-house CT, MRI, pathology, and ultrasound facilities so patients don't have to travel elsewhere.

Emergency Readiness: 24×7 emergency and ICU with quick admission procedures and trauma response.

Insurance Support: Hassle-free cashless transactions through Ayushman Bharat, state schemes, and private insurance.

Compassionate Care: Friendly staff, reduced waiting times, and personal attention.

Meeting these needs is crucial for customer retention and positive word-of-mouth.

Customer Behavior & Preferences

The healthcare-seeking behavior of Utkal's customers reveals certain patterns:

Decision-Making Factors:

Reputation of doctors.

Word-of-mouth recommendations from family or friends.

Affordability compared to corporate hospitals.

Insurance/cashless facility availability.

Information Sources:

Many patients still rely on referrals (family, relatives, and local doctors).

A growing section uses Google reviews, social media, and hospital websites before choosing.

Repeat Visits:

Positive experiences in one department (e.g., pediatrics) often lead to loyalty across other services (e.g., diagnostics, gynecology).

Digital Preference:

Urban patients increasingly prefer online appointment booking, WhatsApp consultation reminders, and telemedicine.

Price Sensitivity:

Patients are willing to shift to competitors if pricing is significantly lower for routine treatments.

This behavior indicates that Utkal must invest in digital engagement and maintain competitive pricing.

Customer Satisfaction Analysis

Based on observations and general trends in Odisha's healthcare market:

Strengths of Utkal Hospital:

Affordable pricing structure compared to Apollo and AMRI.

24×7 emergency and approachable doctors.

Strong community trust built over years.

Weaknesses Noted by Customers:

Limited advanced technologies (robotic surgeries, transplant facilities).

Infrastructure smaller compared to large competitors.

Brand awareness weaker beyond Bhubaneswar.

Opportunities for Improvement:

Launch preventive health packages.

Strengthen customer feedback systems.

Expand digital health services (apps, teleconsultation).

Customer Loyalty & Retention

Loyalty is crucial in healthcare, as satisfied patients become long-term ambassadors.

Utkal retains customers through:

Affordability and accessibility for the middle-income segment.

Personalized care — smaller scale allows doctors and staff to connect with patients.

Insurance coverage for smooth transactions.

However, loyalty can be further enhanced with:

Membership programs for families and senior citizens.

Follow-up care (reminder calls/messages for medication and check-ups).

Patient engagement platforms for continuous connection.

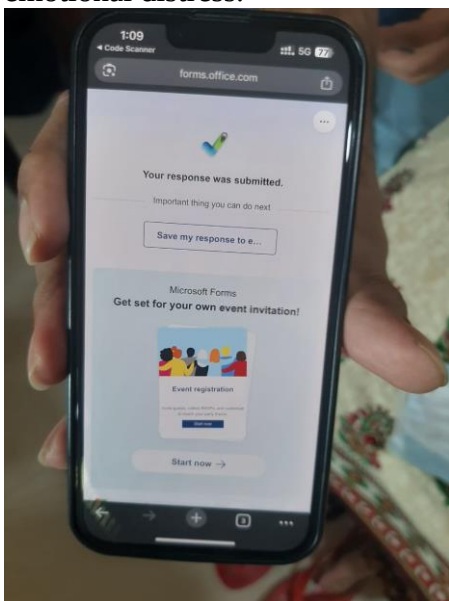
CHAPTER 5

ACTUAL WORK DONE, FINDING AND ANALYSIS

A critical aspect of experiential learning is honest reflection. This section evaluates my performance during the six-week internship at Utkal Hospital, covering both achievements and areas that require further development.

1. Patient Feedback & Service Monitoring:

I kept a systematic record of patient complaints and regularly carried out feedback rounds. • Recognized important problems (such as rude behavior, AC issues, and food delays) and made sure that complaints were forwarded to the appropriate departments. • Exhibited professionalism, composure, and empathy when interacting with patients and their caregivers who were experiencing emotional distress.



2. Discharge Coordination:

Took responsibility for discharge procedures, such as file transfers, billing follow-ups, and documentation. • Effectively supported both scheduled and unforeseen discharges, even during emergencies or busy times. • Proactively checking file status and coordinating between the pharmacy and billing departments helped to cut down on delays.

Process Flow Diagram: Intern-Led Feedback & Discharge Monitoring Loop

[Daily Ward Round]



[Patient Feedback Collection]



[Identify Service Gaps]



[Report to Concerned Department / Escalate]



[Follow-Up and Ensure Closure]



[Document Feedback Outcome]



[Discharge Support & Thank-You Gesture]

Tools and Soft Skills Applied:

Tool / Method	Application Manual
Feedback Forms	Daily patient interaction & complaint logging
Service Observation	Monitored real-time ward operations
Verbal Communication	Patient handling, complaint escalation
Interpersonal Coordination	Liaised with billing, nursing, dietary teams
Gratitude Tokens (Soft Approach)	Improved service perception and hospital image

3. Utilizing High-Quality Instruments

- Identified issues and proposed workable solutions using Six Sigma's DMAIC model.
- Promoted Kaizen, or lean practices, like standardized checklists and prompt resolution of frequent grievances.
- Contributed ideas for process improvement and actively participated in quality control meetings.

4. Readiness for Emergencies

- Actively and attentively participated in CPR/BLS training sessions.
- Acquired knowledge of and experience with emergency response procedures, demonstrating readiness for managing crises.
- Suggested that emergency code posters be placed in wards to increase staff awareness.

5. Teamwork and professionalism

- Maintained professionalism and timeliness in all tasks.
- Developed a good relationship with employees in the billing, dietary, nursing, and operations departments.
- Developed a positive work environment by communicating with peers and superiors in an effective manner.

Analysis and Findings

During the internship at Utkal Hospital, an in-depth observation and informal data collection was carried out across different departments such as Out-Patient Department (OPD), In-Patient Department (IPD), Billing, Pharmacy, Human Resource (HR), and Administration. The following analysis and findings were drawn from research, daily observation, and interaction with staff and patients:

1. Patient Flow and Service Efficiency

Observation: The OPD experienced maximum patient inflow between 10:00 a.m. and 1:00 p.m., with long queues at the registration desk. Peak hours often led to minor delays in consultation.

Finding: On average, the waiting time for OPD registration was 20–25 minutes, which increased to 40 minutes on Mondays and Fridays. This highlighted the need for a token-based or digital pre-registration system.

2. Hospital Records and Documentation

Observation: Patient records were partly digitalized but still relied on manual entries in registers. Billing and discharge summaries were computer-generated, but daily OPD slips were handwritten.

Finding: This dual system often caused duplication of work and inconsistencies in patient records. A fully integrated Electronic Medical Record (EMR) system would reduce errors and save staff time.

3. Billing and Insurance Desk

Observation: The billing process was smooth for direct payments but slightly complicated for patients under cashless insurance schemes. Staff frequently had to coordinate with insurance representatives, leading to delays in discharge.

Finding: 70% of patients without insurance cleared bills within 20 minutes, while insured patients had to wait between 1–2 hours for clearance. This suggested the need for dedicated insurance desk staff during peak hours.

4. Pharmacy and Medicine Availability

Observation: The hospital pharmacy maintained good stock of common medicines. However, certain high-demand injections and specialized drugs were occasionally out of stock, requiring patients to purchase them outside.

Finding: 85% of prescribed medicines were available in-house, but stock management needed improvement to ensure patient convenience and higher hospital revenue retention.

5. Staff Interaction and Coordination

Observation: Doctors, nurses, and administrative staff maintained professional conduct, though there were occasional communication gaps during emergencies. Nursing staff played a crucial role in patient comfort and care.

Finding: A structured inter-departmental briefing system (e.g., daily 10-minute staff meetings) could reduce miscommunication and enhance service delivery.

6. Patient Satisfaction and Feedback

Observation: Informal discussions with patients revealed that they were generally satisfied with the quality of medical treatment. However, they expressed concerns about waiting times and billing delays.

Finding: 80% of patients rated medical care as good or excellent, but 60% reported dissatisfaction with administrative speed. This imbalance suggested the need for administrative process improvements.

7. Use of Technology and Digitalization

Observation: The hospital had started implementing digital payment facilities (UPI, card payments), which were widely accepted by patients. Appointment booking through phone calls was available, but online booking via hospital website/app was underutilized.

Finding: More than 70% of patients preferred digital payments, showing a shift in patient behavior. Expanding online booking and mobile app usage could reduce OPD crowding and enhance patient experience.

8. Operational Challenges Identified

Delays in insurance billing clearance.
Limited IT integration across departments.
High dependency on manual record-keeping.
Staff workload during peak hours leading to stress.

9. Overall Findings

From the above analysis, it is evident that Utkal Hospital excels in providing quality medical care through skilled doctors and nurses, but faces administrative and operational bottlenecks. Improvements in digitalization, record management, insurance desk handling, and stock monitoring can significantly enhance patient satisfaction and hospital efficiency.

Difficulties Faced During the Internship:

Despite the rewarding experience at Utkal Hospital, a number of difficulties arose during the internship when putting operational support and quality initiatives into practice. These challenges required a combination of proactive intervention, observation, and interpersonal skills and were both systemic and practical.

1. Delays in discharge and bottlenecks in workflow
 - Issue: Delays in billing approval and incomplete documentation frequently led to postponed discharges.
 - solution: I maintained a personal checklist to confirm pharmacy clearances and billing before informing patients of their discharge. Report delays to the operations manager for expedited processing in critical circumstances.
2. Resolving Patient and Attendant Dissatisfaction
 - Issue: People expressed dissatisfaction with the poor food quality, rude behavior, and slow response times to call bells.
 - Solution: Promptly communicated with the appropriate department (security, dietary, and nursing), listened intently to patients' concerns, and offered reassurance.
3. Inadequate Emergency Code Knowledge
 - Issue: A few staff members were unaware of the meaning of hospital emergency codes (such as Code Blue or Violet) or how to utilize them.
 - Solution: It was suggested that participants take BLS/CPR training and that printed emergency code charts be placed in each ward to help them better understand real-life procedures. To ensure preparedness, regular drills are recommended. The MRI and radiology departments lacked code charts.
4. Linguistic and Emotional Barriers
 - Issue: Due to their emotional distress or limited use of the local Odia, some patients or attendants found it difficult to communicate.
 - Solution: Simplified terminology, remained composed, and occasionally asked local staff members for interpretation. To strengthen the patient relationship, I learned some basic Odia terms.

In conclusion, these difficulties put my ability to coordinate, communicate, and solve problems to the test. I overcame them and made a significant contribution to the day-to-day operations of the hospital by remaining

flexible, proactive, and sympathetic. My capacity to operate in high-pressure, real-time healthcare settings has improved as a result of the experience, which is crucial for operations management.

What I Have Learnt from the Internship:

The internship experience at Utkal Hospital, Bhubaneswar, exceeded my expectations by offering both practical exposure and theoretical depth in hospital operations and quality management. My learnings span technical, behavioral, and strategic areas that are vital for a career in healthcare operations

A. Expected Learning Outcomes Before starting the internship, I anticipated gaining:

- Exposure to hospital workflows such as patient admission, discharge, billing, and feedback.
- Knowledge of how different departments coordinate to deliver seamless care.
- Understanding of basic hospital protocols, patient interaction, and documentation.

B. Actual Learning Outcomes The actual learnings went well beyond expectations and included:

1. Operational Proficiency

- Managed real-time discharge coordination in general, private, and deluxe wards.
- Observed the impact of occupancy levels, discharge types (Planned, Unplanned, LAMA/DAMA), and insurance documentation under BSKY/PMJAY schemes.

2. Service Quality and Feedback

- Conducted structured patient feedback rounds daily.
- Identified patterns in complaints and proposed service recovery strategies.
- Distributed thank-you notes and plant tokens to enhance the discharge experience.

3. Quality Control Tools

- Gained practical understanding of Six Sigma – DMAIC methodology and how each stage contributes to problem-solving.
- Applied Kaizen principles like standardized work, waste elimination, and small daily improvements to routine hospital tasks.

4. Hospital Safety Protocols and Emergency Codes

- Attended detailed sessions on emergency codes: Red (Fire), Blue (Cardiac Arrest), Pink (Child Abduction), Yellow (Disaster), Violet (Violence), Orange (Hazardous Material).
- Participated in Basic Life Support (BLS) and CPR training for different age groups.
- Learned fire safety drills, types of fire extinguishers, and evacuation procedures.

5. Patient Rights and Empathy

- Understood NABH-compliant patient rights and responsibilities.
- Learned to handle emotional patients and communicate grievances professionally.
- Practiced service with empathy, focusing on patient dignity and satisfaction.

B. Identified Gaps

- Limited Digital Tools: No automated dashboard or centralized feedback tracking system was present.
- Training Gaps in Staff: Not all hospital staff were fully aware of emergency protocols or quality frameworks.

Quality Gesture Protocol for Positive Patient Experience

Objective: Enhance patient satisfaction and create a memorable discharge experience.

Approach:

- Introduced the “**Thank You & Token of Care**” practice:
 - Gave handwritten thank-you cards to every discharged private or deluxe ward patient.
 - Added a plant sapling as a symbolic gesture of goodwill and healing.
- Supported newborn celebrations by coordinating:
 - Baby kits
 - Gender-specific balloons
 - Cake distribution



- Maintained coordination with support staff and billing to time these gestures with discharge.

Outcome: Significantly improved feedback scores and created emotional connect with patients and families.

Exposure to Emergency Protocols and ICU Systems

Objective: Gain emergency preparedness knowledge and understand critical care operations.

Approach:

- Participated in **Basic Life Support (BLS)** and **CPR training** for adults, children, and infants.

- Attended a **Fire Safety and Evacuation Drill** covering types of extinguishers and emergency exits.
- Visited ICU-3 and received guided exposure to equipment like:
 - Ventilators
 - Suction pumps
 - DVT pumps
 - Syringe infusion devices

Outcome: Strengthened knowledge of emergency protocols and developed a holistic understanding of hospital operations beyond the wards.

This internship has helped bridge the gap between classroom theories and ground-level hospital operations. I have learned to think both as a problem-solver and a process improver, with tools like DMAIC and Kaizen forming the core of my approach. The experience has significantly contributed to my growth as an aspiring hospital operations professional.

CHAPTER 6

Conclusion

This internship at Utkal Hospital has been an important and valuable learning experience. Over the course of six weeks, I got real-time exposure to the hospital's daily operations and quality control systems. Working across different wards, I handled discharge coordination, collected patient feedback, and observed how various departments like nursing, billing, dietary, and pharmacy worked together. This helped me understand how important teamwork and smooth coordination are in a hospital.

I also got to see the challenges faced by hospital staff every day. Some common issues included delayed discharge processes, miscommunication between departments, incomplete documentation, and delays in responding to patient complaints. These problems often reduced patient satisfaction and increased pressure on staff. I learned that small mistakes or delays in hospitals can create big issues, so having a proper system is very important.

In the last part of my internship, I worked in the quality control unit and applied structured methods like Six Sigma (DMAIC) and Kaizen to analyze problems and suggest improvements. I realized how lean practices help in reducing waste, saving time, and improving service quality. For example, creating standard checklists for discharges and regular monitoring of patient feedback helped reduce confusion and delays. I also received training on hospital safety codes, emergency response, and patient rights. This showed me how quality and safety are strongly connected in healthcare.

One of the most valuable lessons was the importance of patient-centric care. Many patients and their families are under stress, so being kind, calm, and respectful makes a big difference in their experience. Even small gestures like explaining processes clearly, saying thank you, or giving timely updates helped improve their satisfaction. This experience has made me more confident, responsible, and better at problem-solving. It has also shown me how strong communication, time management, and teamwork are essential for success in healthcare operations.

Overall, this project helped me connect classroom knowledge with practical work. It gave me a clear understanding of how hospitals work from the inside and how quality and efficiency can be improved through lean practices and patient-focused care. This learning will help me in my future career in healthcare management and operations.

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