

Summer Internship Report

at

CK BIRLA Hospital

(April 22nd to June 21st, 2024)

A Report

By

ANKIT PAL

[PG/23/018]

PGDM (Hospital and Health Management)

2023-2025



International Institute of Health Management Research,

New Delhi



CKBH/TC/2024/05

June 21, 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Ankit Pal has successfully completed his training from April 21, 2024, to June 21, 2024, in Supply chain department of CK Birla Healthcare, Corporate Office.

During the period of his training with us, his performance was good and he was found punctual, hardworking, and inquisitive. He was present every day during his training in the Corporate Office.

Any information used to complete the project is the intellectual property of CK Birla Healthcare Pvt. Ltd. and hence should not be used for any other purpose.

We wish him all the very best for his future endeavors.

For, CK Birla Healthcare Pvt. Ltd.

Jalaj Mittal
Assistant General Manager - Human Resources

Ankit Pal
25/06/24

FEEDBACK FORM

(Organization Supervisor)

Name of the Student: ANKIT PAL

Summer Internship Institution: C K BIRLA HEALTHCARE PVT LTD.

Area of Summer Internship: SUPPLY CHAIN MANAGEMENT

Attendance: 100 %

Objectives met: YES, WAS INVOLVED INTO INTERNAL OPERATIONS.

Deliverables: REPORT

Strengths: GOOD COMMUNICATION SKILLS, SENSIBLE IN UNDERSTANDING TASKS ASSIGNED.

Suggestions for Improvement: ENCOURAGE TO TAKE INITIATIVE BEYOND TASKS.

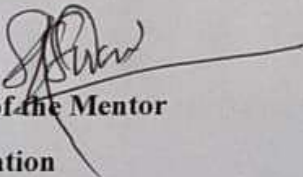


Signature of the Officer-in-Charge (Internship)

Date: 21st June 2024
Place: Gurugram

Certificate of Approval

The Summer Internship Project of titled "**Gross Contribution Enhancement**" at "**C K Birla Healthcare**" is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of Post Graduate Diploma in Health and Hospital Management for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed, or conclusion drawn therein but approve the report only for the purpose it is submitted.



Name of the Mentor

Designation

IIHMR, Delhi

FEEDBACK FORM
(IIHMR MENTOR)

Name of the Student: Ankit Pal

Summer Internship Institution: CK Birla Hospital

Area of Summer Internship: Supply chain management

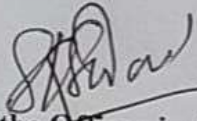
Attendance: 100%

Objectives met: Improved Gross contribution

Deliverables: Areas for reduce cost,

Strengths: good Analytical skills

Suggestions for Improvement: better communication


Signature of the Officer-in-Charge
(Internship)

Date: 11 Dec 2024

Place: Delhi, Dwarka

ACKNOWLEDGEMENT

Completing my summer training at CK BIRLA hospital has been an incredible opportunity for professional growth. I am immensely grateful to have crossed paths with numerous individuals within the organization who generously shared their expertise and insights with me. I extend my sincere appreciation to my college mentor, **Dr. Sumant Swain** (Assistant Professor, IIHMR Delhi), my hospital mentors, **Mrs. Rashmi Chawla** ma'am (VP SCM department), **Mr. Abhishek Singh** (DGM SCM department), and **Mr. Ankit Bansal** (AGM, SCM department), for their unwavering support and guidance. Despite their busy schedules, they still found time to tutor me, providing me with very informative advice and suggestions throughout this project and internship period. Their efforts were very contributing to the success of this project. I also wanted to thank the entire hospital staff for support and attention to my work by which my efforts were greatly simplified. They at the administrative side of the hospital have been very supportive, and I am grateful to each one of them.

Sincerely,

ANKIT PAL

[PG/23/018]

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ABBREVIATIONS

SCM – Supply Chain Management

GC – Gross Contribution

GPO – Gross Purchasing Organizations

LSCS – Lower Segment Cesarean Section

D & C – Dilation and Curettage.

THR – Total Hip Replacement

LAP CHOLE – Laparoscopic Cholecystectomy

SUPPLY CHAIN MANAGEMENT

The three major players involved in the healthcare supply chain at different stages are the producers, purchasers, and the providers of healthcare services. The producers consist of the pharmaceutical companies, medical surgical products companies, device manufacturers, and capital equipment and information systems. The purchasers consist of the grouped purchasing organizations (GPOs), pharmaceutical wholesalers, medical surgical distributors, independent contracted distributors, and product representatives from manufacturers.

The management of the supply chain aims at improving operational efficiency by making the supply chain respond promptly to the customers or the patients. Principles of supply chain need the optimization of its operations throughout the entire supply chain arena so as to establish an environment where a supply chain surplus can be created. Supply side and demand side have stakeholders who have different interests when operating healthcare supplies. Suppliers were driven for maximizing their profit while the healthcare providers have focused more on costs and patient safety.

The healthcare supply chain and coordination management are diversified and involve many areas. Going back to the supply chain component, there are many players and stakeholders who have varied goals in managing healthcare supplies. A healthcare staff is more concerned by the safety of patients, whereas the suppliers are more concerned in terms of making profits out of it. Divergence of goals makes it even complex toward improving collaboration among those stakeholders. It is not the demand from the actual customer preference but from the healthcare's staff decision based on clinical treatment. The hospital can obviously see the actual demand that has been generated daily. However, that demand is not visible to other members in the chain. This affects the drug manufacturer and distributors on managing the drug procurement, production, and delivery.

ADVANTAGES & CHALLENGES IN SUPPLY

CHAIN MANAGEMENT

ADVANTAGES:

COST SAVINGS:

SCM allows to negotiate for better prices with the vendors through bulk purchasing and save the purchasing cost of the organization and improve the patient safety.

DATA-DRIVEN DECISION MAKING:

SCM helps to provide the real time data for the hospitals by doing forecasting of demands and produce the opportunity for cost savings in various areas.

ENHANCE PATIENT CARE:

SCM helps in enhancing the patient care by ensuring the availability of the required items , medication supplies for the surgical procedures and also helpful in smooth conduct of the hospital services.

CHALLENGES:

VENDOR RELATIONSHIPS:

Managing relationships with the different vendors and negotiation contracts that meet your desired cost is a huge challenge in SCM.

COST PRESSURES:

SCM faces continuous pressure to reduce the cost while maintaining the quality and safety of the patients.

AVAILABILTY OF THE ITEMS:

SCM deals with various complexity of the products and make sure the availability of the required items in time.

PROJECT REPORT

GROSS CONTRIBUTION ENHANCEMENT OF HOSPITAL UNIT SCM DEPARTMENT

INTRODUCTION:

Supply Chain Management (SCM) is a pivotal function within any healthcare institution, directly impacting operational efficiency, cost management, and patient care quality. In the context of CK Birla Healthcare Group Hospital, the SCM department is responsible for the procurement, management, and distribution of medical supplies, equipment, and services necessary for the hospital's day-to-day operations. The efficiency and effectiveness of this department are crucial for maintaining the hospital's financial health and ensuring that ambitious standards of patient care are met.

In an increasingly competitive and cost-sensitive healthcare environment, it is essential for healthcare providers to optimize their supply chain operations. Enhancing the gross contribution of the SCM department is a strategic objective that involves reducing costs, improving operational efficiencies, and leveraging data-driven insights to make informed decisions. This project seeks to analyse the current state of the SCM department at CK Birla Healthcare Group Hospital, identify areas for improvement, and propose actionable strategies to enhance its gross contribution.

This project outlines a comprehensive plan for conducting a quantitative analysis of the hospital's SCM department using existing data. By employing robust data analysis techniques, the study aims to uncover inefficiencies, identify cost-saving opportunities, and develop strategic initiatives to boost the department's financial performance. The goal is to support CK Birla Healthcare Group Hospital in achieving greater financial sustainability and delivering superior patient care through optimized supply chain operations.

ADVANTAGES:

Improved Financial Performance: Enhancing the gross contribution of the SCM department will lead to improved financial performance for CK Birla Healthcare Group Hospital. By optimizing procurement processes, reducing costs, and increasing efficiency, the hospital can achieve higher profitability and financial sustainability.

Cost Savings: Implementing strategic initiatives identified through the project will result in significant cost savings for the hospital. By streamlining procurement processes, reducing excess inventory, and negotiating better terms with suppliers, the hospital can minimize expenses and allocate resources more effectively.

Enhanced Operational Efficiency: Optimizing SCM processes will improve operational efficiency within the hospital. This includes reducing lead times for procurement, minimizing stockouts, and improving inventory management practices. Increased efficiency will enable smoother operations and better patient care delivery.

Better Resource Allocation: By enhancing the gross contribution of the SCM department, CK Birla Healthcare Group Hospital can allocate resources more efficiently. This includes investing in advanced medical technologies, improving infrastructure, and enhancing staff training and development.

CHALLENGES:

The main challenge here is related to the availability and quality of data to analyse. Most likely, accurate and complete data will be accessed through sources in the hospital that might involve an integration of departments.

Resistance to change People will resist change because of the habitual processes to which they are accustomed. Overcoming resistance to change and gaining investment from stakeholders is critical to effective implementation.

OBJECTIVE:

- Study the improvement areas in gross contribution and how to pinpoint inefficiencies, and area for cost reduction.
- Understand numerous factors that can help in developing the strategies to enhance gross contribution through better SCM practices.
- Provide recommendations to reduce wastage and enhancement in Gross Contribution.

RESEARCH QUESTION:

“How can the procurement and inventory management processes within the SCM department of CK Birla Healthcare group Hospital be optimized to reduce cost and improve gross contribution while maintaining high standards of quality and service delivery?”

RESEARCH METHODOLOGY:

Study design: Quantitative

Platform used: The tool for analytical used was MS-excel to derive the insights, create reports and analyse them.

DATA SOURCES: The main data source was the all the hospitals unit of CK Birla Healthcare group (historical data, location data).

DATA COLLECTION: The is collected from the secondary resources.

DATA ANALYTICAL TOOL: Data analytics tools are software and programs that collect and analyze data of a business. The data analytics tool deployed here is MS-Excel.

MICROSOFT EXCEL:

Microsoft Excel allows the user to format, arrange and compute statistics in a spreadsheet. Organizing data using software like Excel, data analysts and other users can make information easier to view as Data input are entered or edited.

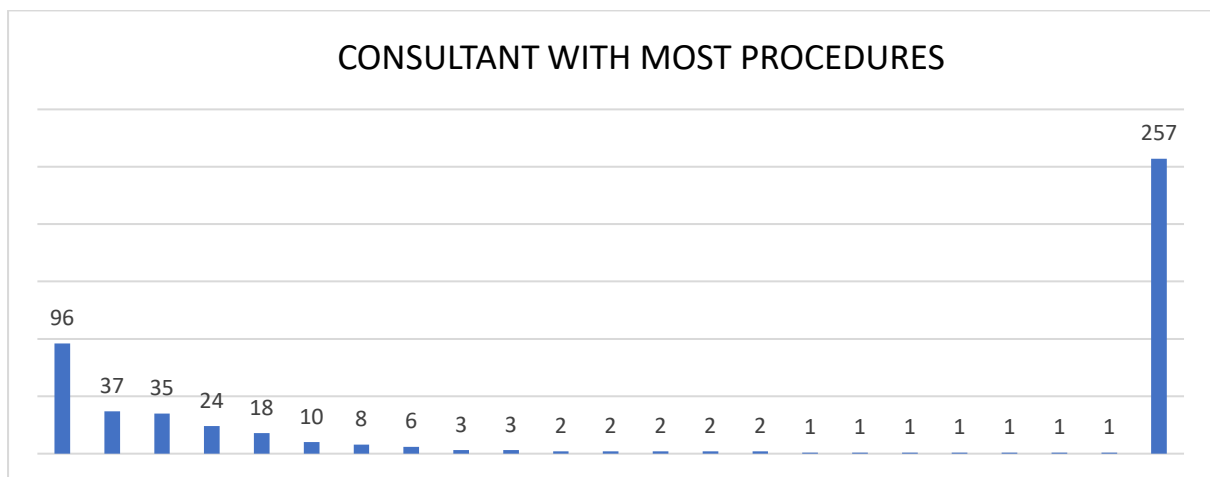


MICROSOFT EXCEL USED FOR:

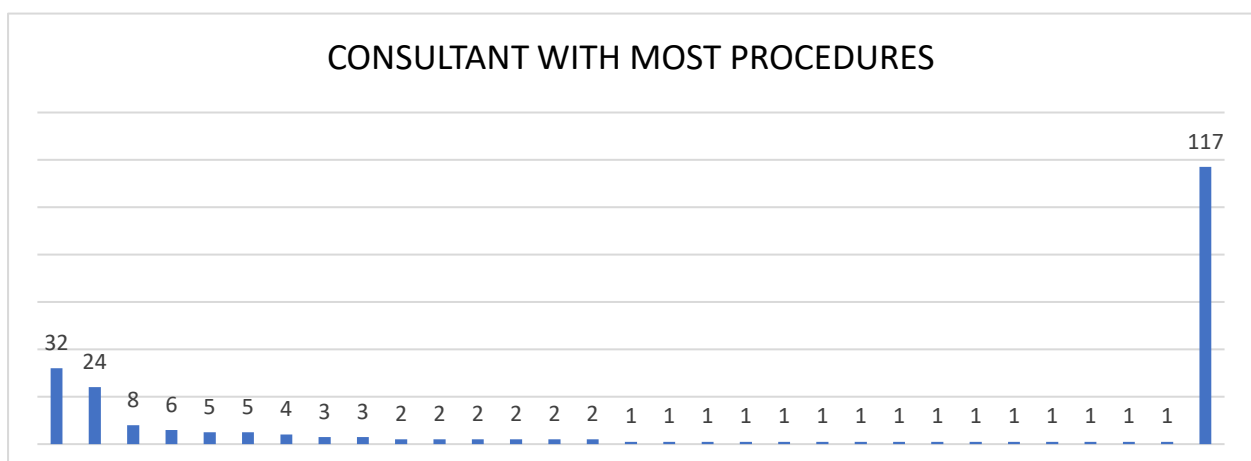
- Data entry.
- Data management.
- Accounting.
- Financial analysis.
- Plotting and graphing.
- Programming.
- Time management.
- Task management.

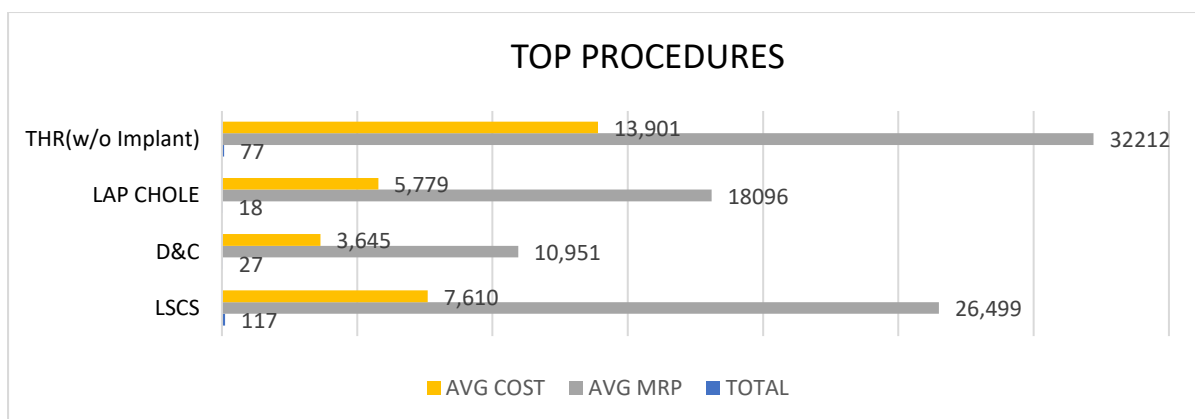
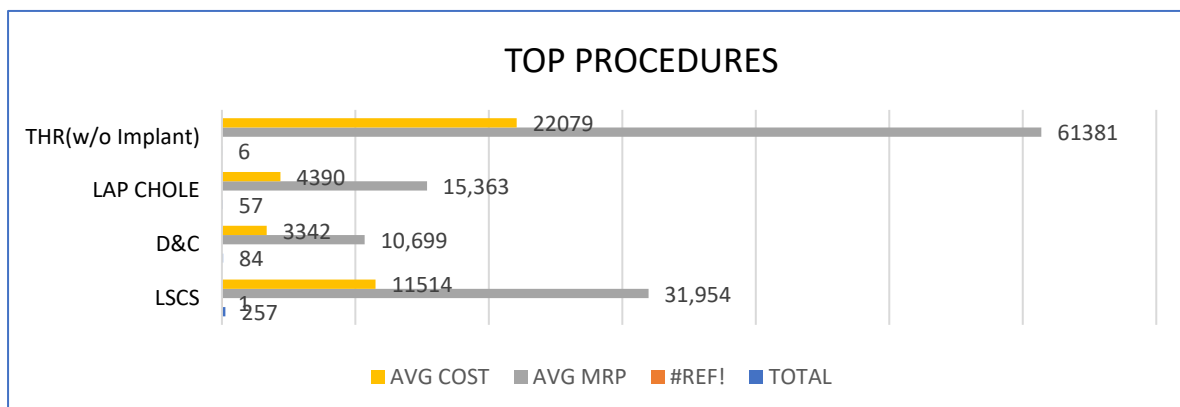
RESULTS:

After analysing it was noticed that there were differences in the item cost of different procedures of the different hospital units. Top procedures were identified and first made comparison within the hospital unit and then compared with other hospital units.



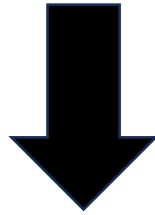
The differences in cost were due to different material cost of the same items and wastage of the items and using more items than the mentioned items usages as per Kit SOPs.



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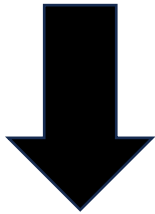
DATA COLLECTION:

Procurement data, inventory data, material uses data,
Patient amt data, item cost data



DATA ANALYSIS:

Data Visualization, comparison, variance
analysis



PROBLEM SOLVING:

Cost differences, Re-Negotiation meetings, wastage
reduction, material cost reduction, patient amt
reduction, control over material usages

RECEMENDATIONS:

VENDOR PERFORMANCE SCORECARD:

Implementing a vendor scorecard review can be a beneficial strategy for managing and evaluating vendor performance, but it may also come with several challenges for a manager. We as a manager can make some parameters on which bases we will give scores to vendors. These scorecards do not mean to find fault of the vendors or to criticize them, it is only for the areas for improvement.

RE-NEGOTIATION MEETINGS:

Renegotiation meetings can be very crucial and fruitful as we can arrange a meeting with the existing vendors and work on the target price which we want, and this can happen if we tell them that they will be getting more business in the future if they can come down to the price which we want. These meetings can increase the profitability of the organization.

STANDARDIZATION OF ITEMS:

Standardization of items in SCM within the hospitals refers to make available the same types and same specifications of items in all the units of hospital. This can reduce the cost, make the inventory management more sorted and make the data management easier.

WASTAGE CONTROL:

Uses of unnecessary items, uses as per the kit's description. As wastage control can increase the profitability of the organization.

CONCLUSION:

The project to enhance gross contribution within the supply chain department of CK Birla Healthcare Group has yielded significant insights and outcomes, contributing to the organization's overall financial performance and operational excellence. Through a comprehensive analysis of current strategic recommendations, and implementation efforts.

The strategic initiatives implemented to optimize inventory management, transportation coordination, supplier relationships, and sustainability practices have resulted in tangible improvements across various facets of the supply chain. From cost savings and operational efficiencies to enhanced collaboration and sustainability, these initiatives have generated value and competitive advantage for CK Birla Healthcare Group.

The project outcomes align closely with the broader organizational goals and priorities of CK Birla Healthcare Group. By enhancing gross contribution within the supply chain department, the company has strengthened its financial performance, improved customer satisfaction, and positioned itself for sustainable growth and success in the healthcare industry.

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