Summer Internship Report

At

Manipal Hospital

(May 07th to June 30th,2025)

A Report

By

Miss. Abhisha Gaurkar

PGDM (Hospital and Health Management)

(2024-2026)



International Institute of Health Management Research, New Delhi

manipalhospitals
LIFE'S ON

30th June 2025

To Whomsoever It May Concern

This is to certify that **Ms. Abhisha Gaurkar** has worked with us as an **Intern** in the department of **Operations**, from **07th May 2025** to **30th June 2025.**

During her tenure with us we found her to be diligent and hardworking.

We wish all the best to her in future endeavors.

Yours Sincerely,

For Manipal Hospitals Pvt. Ltd.

Manipal Hospitals Private Limited Gurugram

Authorized Signatory

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Certificate of Approval

The Summer Internship Project of titled **"PATIENT LIFETIME VALUE IN OPD"** at **"MANIPAL HOSPITAL, GURUGRAM** 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

(Organization Supervisor)

Name of the Student: Abhisha Gaurkar

Summer Internship Institution: Manipal Hospital, Gurugram.

Area of Summer Internship: Operations (PLTV & IPD Managment)

Attendance: 95%.

Objectives met: Yes

Deliverables:

Strengths: Good observation, Proactive learner

Suggestions for Improvement: Soft skill, focus should improve little

28/6/25

Signature of the Officer-in-Charge (Internship)

Date: 30/6/2025
Place: Manipal Hospital, Gurgaon.

(Completion of Summer Internship from respective organization)

The certificate is awarded to

Name Abhisha Pawskar

In recognition of having successfully completed his/her Internship in the department of

Title Operations (PLTV in OPD)

and has successfully completed her Project on

Title of the Project

Date 30/6/2025

Organisation Manipal Hospital, Gurgaon.

~~He~~/She comes across as a committed, sincere & diligent person who has a strong drive & zeal for learning

We wish him/her all the best for future endeavors

28/6/25

Organization Supervisor

for

Head-HR/Department Head

ACKNOWLEDGEMENT

This report is an outstanding prospect to convey my gratefulness to those many people whose timely help and guidance went a long way in finishing this project. I would like to express my sincere thanks to Manipal Hospital Gurugram for giving me an opportunity to explore the practical knowledge practiced by the company. I received a lot of advice and assistance from these folks, whose help was crucial to the project's success. I could not have accomplished anything without this advice and assistance. They assisted me in this undertaking, for which I am grateful. I would like to take this opportunity to thank the Manipal Hospital, Palam Vihar in Gurugram, and Ms. PRIYANKA DATTA (Operations manager) for their genuine interest in the project and willingness to share their opinions despite their extremely busy schedules. I consider it a privilege to have worked at the hospital in Palam Vihar, Gurugram - 122017, under their skilled leadership. The entire staff at Manipal Hospital deserves my sincere thanks and obligation for their outstanding support and assistance during the entire operation.

My sincere gratitude is extended to my mentor **Dr EAKTA SAROHA** Professor for the guidance and support necessary to complete the project on "A STUDY ON PATIENT LIFETIME VALUE IN OPD.". Furthermore, I would like to thank INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH for giving me the opportunity. First and foremost, this big task could not have been completed without my friends and family's everlasting support.

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Observational Learnings

Section 1: Introduction

Manipal Hospitals is the name of a network of hospitals in India with a range of specialties. It has grown into one of the top healthcare organizations in the country since its inception in 1953. The hospital network is owned by the Manipal Education and Medical Group (MEMG), a healthcare conglomerate that also has ownership over several other healthcare and educational organizations.

Manipal Hospitals provide services in gastroenterology, orthopedics, cardiology, neurology, and a variety of other medical disciplines. The facilities are outfitted with state-of-the-art machinery and cutting-edge medical technology to give patients the finest possible care. Manipal Hospitals' highly qualified and competent medical team, many of whom obtained their training at some of the finest medical schools in the world, is an additional plus.

Manipal Hospitals do more than only provide medical care; they also do research and instruct medical students. The hospital network works with several international organizations and has been involved in a lot of research projects.

In general, Manipal Hospitals is a reputable and well-known healthcare institution in India that provides excellent medical services to individuals from all over the country and abroad.

In a hospital, managing the journey of a patient admitted for care, from the moment they arrive until they are ready to go home, This crucial process ensures that every patient receives continuous, high-quality care tailored to their needs during their stay.

Hospital is equipped with 90 beds, thoughtfully distributed across four distinct wards S(surgical), P(pediatric), W (gynecology/women care) and M(medical) wings. These wings offer a variety of accommodation options, including comfortable single rooms for privacy, double-sharing rooms for shared comfort, and multi-sharing rooms designed to accommodate more patients while ensuring their well-being. A key part of daily routine involves the dedicated floor managers, who conduct early morning rounds. During these rounds, they personally connect with patients, understanding their concerns, monitoring their progress, and ensuring their comfort.

hospitals offer special complimentary services to new parents in their inpatient departments for both normal delivery and C-section delivery patients. These thoughtful gestures often include a gift hamper for the newborn, a cradle for the baby during their hospital stay, a cake cutting ceremony to celebrate the new arrival, room decoration to create a festive atmosphere, and even car decoration when the family leaves the hospital. These services aim to enhance the celebratory experience for families during this special time.

The operational backbone of the hospital's data is managed by **TrackCare software**, which oversees the entire lifecycle of data from execution to ongoing maintenance. For patient convenience and streamlined scheduling, **MApps** facilitates all appointment bookings. To gain a deeper understanding of the hospital's operations and identify crucial trends, **Zykrr** functions as a centralized dashboard, presenting vital insights.

Beyond the ward, the hospital boasts a comprehensive range of specialized departments and services that work together to provide complete medical care. These include critical units like the Intensive Care Unit (ICU) and High Dependency Unit (HDU), advanced facilities such as Operation Theatres (OT) and the Cath Lab for heart procedures, and essential diagnostic and support services like the Laboratory, Radiology, Endoscopy, and Dialysis units. Furthermore, in-house Pharmacy ensures timely access to medications. With such a wide array of medical services, committed to delivering thorough and effective care throughout the patient's entire hospital experience.

1.1 Vision

The goal of Manipal Hospitals is to become a preeminent healthcare organization recognized for its cutting-edge facilities, patient-centered approach, clinical excellence, and research and innovation. They want to be known as a trusted partner in their patients' healthcare journeys and to offer them high-quality, inexpensive, and easily accessible healthcare services. Manipal Hospitals is working to accomplish this goal by utilizing cutting-edge medical technology, adopting best practices, and assembling a group of compassionate and highly skilled healthcare workers.

1.2 Mission

The objective of Manipal Hospitals is to offer patient-cantered healthcare services that are high-quality, accessible, and affordable. By utilising the most advanced medical technologies, implementing best practises, and assembling a group of highly skilled and sympathetic healthcare professionals, they provide the greatest results for their patients. Manipal Hospitals also pledges to support medical innovation and research, educate, and develop its staff and medical students, help the underprivileged in the community, and advance environmental sustainability by eco-friendly techniques.

1.3 Objective

To increase patient satisfaction and retention

Section 2: Mode of data collection

It was a primary data which was collected by

- Observation**:** Direct observation of patient interactions, hospital workflows, and service delivery processes.
- Feedback**:** Informal feedback from hospital staff and patients regarding service quality and satisfaction

Section 3: Learnings

My two months of summer internship at Manipal Hospital provided me with a diverse and enriching experience across the OPD and IPD (PLTV Conversion), enhancing my understanding of healthcare management and patient care.

OPD PLTV Department:

Understanding OPD Operations: Gain insights into the day-to-day operations of the Outpatient Department (OPD) at Manipal Hospital, including patient flow, appointment scheduling, and administrative procedures

Patient Counselling: I engaged in patient counselling sessions, learning how to provide emotional support and guidance to individuals seeking medical care.

Patient Journey Mapping: Learned to map out the patient journey from appointment booking to consultation and follow-up, identifying key touchpoints and opportunities for improvement.

Patient conversion: By explaining them all the advice written on the prescription and by booking the appointments for radiology and home collection for lab advices.

IPD Department:

Physician Care & Patient Interaction: Doctors provide comprehensive, evidence-based medical care, focusing on clear communication and empathetic engagement to ensure patients fully grasp and participate in their treatment journey.

Nursing Support: The nursing team delivers prompt, compassionate, and expert care, prioritizing patient well-being, safety, and adherence to medical guidelines while maintaining open dialogue with patients and their families.

Dietary Guidance: Dietitians create customized nutrition plans that align with each patient's health condition and dietary requirements, supporting quicker recovery and overall health.

Admissions Process: The admission desk handles patient registration efficiently and courteously, ensuring accurate data collection and transparent communication about hospital policies.

Discharge & Billing: The IPD billing department ensures transparent and precise financial processing, facilitating a smooth and quick discharge for patients.

Environmental Upkeep: Housekeeping services meticulously maintain a clean, sterile, and organized environment, crucial for infection control and patient comfort.

Facility Maintenance: This team ensures all hospital infrastructure and equipment are fully functional and safe, creating a secure and comfortable setting for everyone.

Floor Management: Floor managers oversee and coordinate daily operations, ensuring efficient patient flow, staff performance, and compliance with hospital standards.

This factor plays a crucial role in providing patient satisfaction and IPD management.

Personal Development:

Problem-Solving Skills: Enhancing analytical and problem-solving skills through real-world challenges.

Time Management: Learning to manage time effectively to balance multiple tasks and projects.

Interpersonal Skills: Improved communication skills through interactions with healthcare professionals, patients, and administrative staff, crucial for effective teamwork and patient care.

Leadership quality: learnt how to lead the team by working together for the hospital growth

Section 4: Limitations

- Staff showed a significant reluctance to adopt new technologies
- Interdepartmental Communication Gaps

Section 5: Suggestions for improvements

- Staff training needed
- Develop a Culture of Continuous Improvement

Project report

Patient lifetime value in OPD (PLTV in OPD)

Section 1: Introduction

Patient Lifetime Value (PLTV) is a metric used to estimate the financial value of a patient over their lifetime. It is a projection of the expected revenue that a patient will generate for a healthcare provider, hospital, or medical practice. PLTV considers various factors such as the patient's treatment history, potential future healthcare needs, and their likelihood to continue seeking care from the same provider. In this article, we will explore the meaning of PLTV, its importance, and how it is calculated.

PLTV is an important metric in healthcare because it helps providers understand the long-term financial value of each patient. By knowing the expected revenue that a patient will generate over their lifetime, healthcare providers can make informed decisions about how to allocate resources and invest in patient acquisition and retention strategies. PLTV can also help providers identify which patients are most valuable to their business and focus their efforts on retaining them.

The calculation of PLTV considers several variables, such as the patient's age, gender, medical history, and treatment patterns. PLTV is typically calculated using a combination of historical data, such as the patient's past healthcare utilization and spending, and predictive modelling based on factors such as demographics, medical conditions, and socio-economic status.

PLTV can be calculated using various methods, such as using the patient's average annual spending or projecting future spending based on their treatment patterns. One common method is to use a discounted cash flow (DCF) analysis, which considers the time value of money and calculates the present value of the expected future cash flows from the patient. This

method considers the estimated costs of care, the probability of future healthcare utilization, and the expected revenue generated by the patient over their lifetime.

To calculate PLTV, healthcare providers need access to comprehensive patient data, such as electronic medical records, insurance claims data, and demographic information. Providers can also use data analytics and machine learning techniques to analyse large amounts of patient data and identify patterns and trends that can help predict future healthcare utilization and costs.

In addition to helping providers allocate resources and make strategic decisions, PLTV can also help providers identify patients who are at risk of leaving their practice or seeking care from a competitor. By identifying these patients early on and implementing targeted retention strategies, providers can improve patient loyalty and increase their PLTV.

1.1 Purpose

There are several reasons why healthcare organizations should consider calculating and monitoring their patients' lifetime value: -

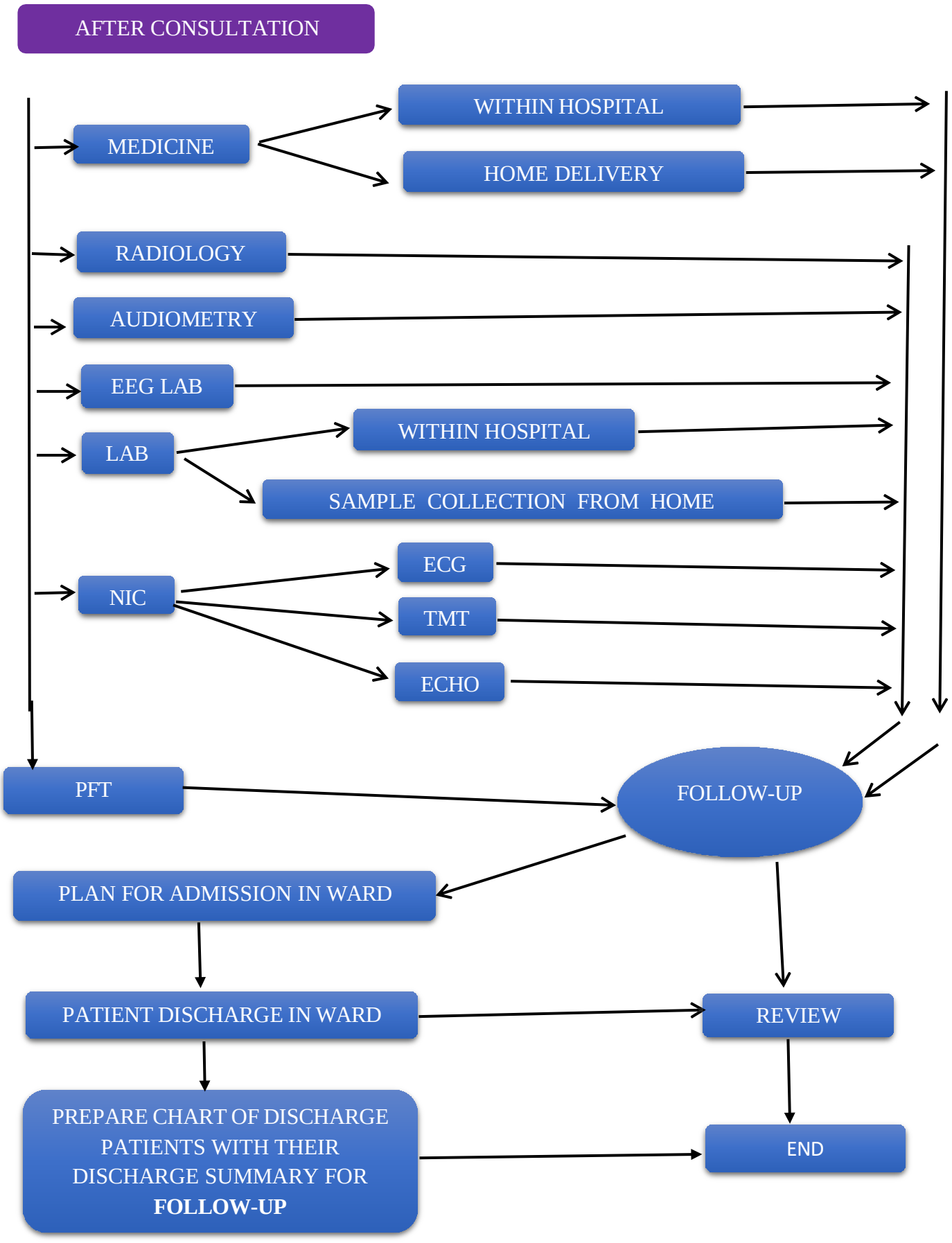
Financial Planning: Knowing a patient's lifetime value can help healthcare organizations plan for future revenue and expenses. It can help them allocate resources more effectively and make informed decisions about investments in technology, facilities, and personnel.

Patient Retention: Understanding a patient's lifetime value can help healthcare organizations identify their most valuable patients and focus on retaining them. By providing high-quality care and excellent customer service, organizations can increase the likelihood that patients will return for future care, and thus increase their lifetime value.

Marketing: Knowing a patient's lifetime value can also help healthcare organizations target their marketing efforts more effectively. They can focus on attracting and retaining patients with the highest lifetime value, rather than casting a wide net and hoping for the best.

Patient Outcomes: By tracking a patient's lifetime value, healthcare organizations can also identify areas where they can improve patient outcomes and reduce costs. For example, they can identify patients who are at high risk of readmission and take steps to prevent it, thus reducing costs and improving outcomes.

Workflow of PLTV: -



Overall, understanding a patient's lifetime value is essential for healthcare organizations that want to provide high-quality care, retain their most valuable patients, and achieve long-term financial sustainability.

1.2 Objectives

To study the existing PLTV process, evaluating its components, and generating actionable insights based on collected data.

Section 2: Methodology

The method mainly used to complete this project on patient lifetime value study is the primary data / information of Manipal Hospital - Palam Vihar, Gurugram which I have collected myself during my 2 months internship there. I have collected and observed the entire process of PLTV for precise concepts and accurate statistical data.

In the project report, I also included references to the data and flow from earlier months to gather further details. Examining every aspect of the circumstance and doing a situational analysis are the goals. The technique involves the general research plan, the sampling process, the fieldwork that was conducted, and lastly the analysis process. Observation has been used to gather the primary data. Referred for secondary data are TAT data from the previous month.

2.1 StudyDesign:

The study on Patient Lifetime Value (PLTV) in OPD is a descriptive study.

2.2 StudySample:

The study sample consists of OPD patients visiting Manipal during the internship period. Both primary and secondary data sources were used to ensure a comprehensive analysis.

2.1 SampleSize:

The total sample size is 16,497 OPD patients, whose data were gathered over two months, from May 7, 2025, to June 30, 2025.

2.2 SampleSelection:

The sampling method employed was simple random sampling, ensuring that every OPD patient visiting during the data collection period had an equal chance of being included in the study.

2.3 Data Collection Methods:

Primary Data:

- Observation: Direct observation of patient interactions, hospital workflows, and service delivery processes.
- Feedback: Informal feedback from hospital staff and patients regarding service quality and satisfaction.

Secondary Data:

- Hospital Records: Data from previous months, including Turnaround Time (TAT) reports and relevant patient records.

2.4 Data Collection Process:

Fieldwork:

- Conducted on-site data collection by observing patient registration, consultation, diagnostic tests, and discharge processes.
- Recorded key process timelines and patient flow patterns.

Documentation Review:

Reviewed hospital records, including previous months' TAT data, to identify trends and deviations.

2.5 Data Compilation:

- Organized and classified collected data based on relevant PLTV parameters such as patient frequency, service usage, and revenue generation.

2.6 Analysis:

- Performed statistical analysis using descriptive methods to evaluate service efficiency and identify areas needing improvement.

Section 3: Data findings and interpretation

PARAMETERS	MAY	JUNE
OPD	8695	7802
OUT PATIENTS FOR LAB ADVISE	2428	1563
Advise%	28%	20%
Converted Bills	1353	745
Converted%	56%	48%
Total bills	2107	1767
OVER ALL CONVERSION	24%	23%
Potential Leads	1075	818
OUT PATIENTS FOR RADIO ADVISE	2500	1487
Advise%	29%	19%
Converted Bills	1746	986
Converted%	70%	66%
Total Bills	2149	1837
OVER ALL CONVERSION	25%	24%
Potential Leads	754	501
OUT PATIENTS FOR PHARMACY ADVISE	6410	4060
Advise%	74%	52%
Converted Bills	3432	2272
Converted%	54%	56%
Total Bills	5653	5262
OVER ALL CONVERSION	65%	67%
Potential Leads	2978	1788
OUT PATIENTS FOR PROCEDURE ADVISE	1074	725
Advise%	12%	9%
Converted Bills	723	460
Converted%	67%	63%
Total Bills	1671	1472
OVER ALL CONVERSION	19%	19%
Potential Leads	351	265

3.1RESULTS

PLTV Calculation

PLTV = V × N × Y

Where **V** = revenue per service, **N** = visits per year and **Y**= years of relationship with patients

Average annual visits per patient = 6, patient retention years = 5 and average bill per patient for lab = ₹400

Revenue Estimation: -

LAB ADVICE PLTV:

MAY	JUNE
Converted Bills= 1353	Converted Bills= 745
Revenue Generated= 1353×₹400= ₹5,41,200	Revenue Generated= 745×₹400= ₹298000
Total OPD Patients= 8695	Total OPD Patients= 7802
Avg Revenue/Patient= ₹541200/8695= ₹62.25	Avg Revenue/Patient=₹298000/7802= ₹38.20

ARPP For Lab over two months= ₹50.23

PLTV (Lab)= ₹50.23×6×5= ₹1506.90

Radiology Advise PLTV:

Average bill per patient for Radiology= ₹600

MAY	JUNE
Converted Bills= 1746	Converted Bills= 986
Revenue Generated= 1746×₹600= ₹10,47,600	Revenue Generated= 986×₹600= ₹591600
Avg Revenue/Patient= ₹1047600/8695= ₹120.45	Avg Revenue/Patient=₹591600/7802= ₹75.84

ARPP For Radiology over two months= ₹98.15
PLTV (Radiology)= ₹ 98.15×6×5= ₹2,944.50

Pharmacy Advice PLTV:

Average bill per patient for Pharmacy= ₹300

MAY	JUNE
Converted Bills= 3432	Converted Bills= 2272
Revenue Generated= 3432×₹300= ₹10,29,600	Revenue Generated= 2272×₹300= ₹6,81,600
Avg Revenue/Patient= ₹1029600/8695= ₹118.41	Avg Revenue/Patient=₹681600/7802= ₹87.34

ARPP For Pharmacy over two months= ₹102.88
PLTV(Pharmacy)= ₹102.88×6×5= ₹3,086.40

Procedure Advice PLTV:

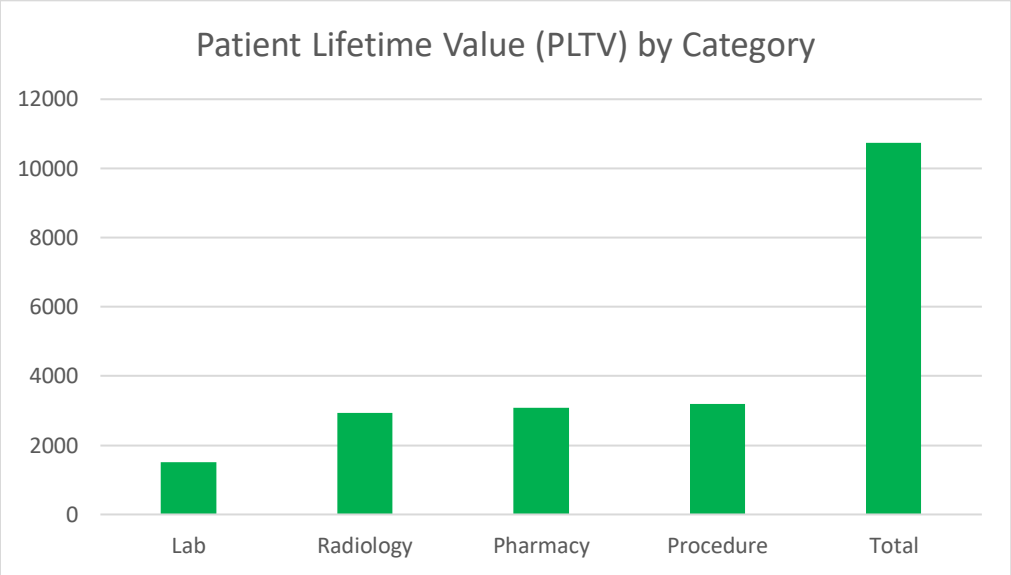
Average bill per patient for Pharmacy= ₹1500

MAY	JUNE
Converted Bills= 723	Converted Bills= 460
Revenue Generated= 723×₹1500= ₹10,84,500	Revenue Generated= 460×₹1500= ₹6,90,000
Avg Revenue/Patient= ₹1084500/8695= ₹124.74	Avg Revenue/Patient= ₹690000/7802= ₹88.42

ARPP For Procedure over two months= ₹106.58
PLTV (Procedure)= ₹106.54×6×5= ₹3,197.40

Total Avg Revenue per patient (ARPP): ₹50.23+₹98.15+₹102.88+₹106.58= ₹357.84
PLTV= ARPP × Visits Per Year × Years of relationship with patients = ₹357.84×6×5= ₹10,735.20 (Total estimate of PLTV per OPD patients)

Procedures showed better adherence compared to diagnostic.
Pharmacy and radiology services are also strong contributors.



Section 4: Recommendations

My recommendations are as follows considering the data I have just stated,

- There should be improved integration of centralised PLTV software.
- Need more manpower for PLTV department.
- According to the specific doctor, more persons are needed to keep accurate PLTV data.
- PLTV data should be maintain in an optimum manner regularly.
- Excel sheet for PLTV should be maintain per months.
- Employees must be more engaged in their work responsibilities.
- There should be SOPs for PLTV.

Section:5 Conclusion

Project report looked at how patient Lifetime Value refers to a healthcare organization over their lifetime as a customer. It considers various factors such as the revenue generated through medical devices, treatments,

procedures, and potential future referral PLTV analysis helps in understanding the financial impact of individual patients on the hospital's revenue. It is calculating the total revenue generated from a patient's visits, treatment, and other services.

Evaluating PLTV can provide insights into the effectiveness of different treatments and services offered by the hospital by identifying the most profitable services or treatments.

PLTV can help in developing patient retention strategies by identifying high-value patients, hospitals can tailor their communication, follow-up care, and support to enhance patient satisfaction and loyalty, thus increasing the likelihood of long-term relationship and higher PLTV.

PLTV can help hospitals make decisions on how to allocate their resources. Hospitals can dedicate resources, like as specialised equipment or staff, to high-value patients, ensuring the greatest care for those who significantly contribute to the PLTV.

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Some research papers included helpful sections for the results and analysis as well as the review of the literature.: -

file:///C:/Users/Asus/Downloads/SBP----CUSTOMERLIFETIMEVALUEAREVIEW.pdf

file:///C:/Users/Asus/Downloads/5SSRN-id1747726-CustomerLifetimeValue.pdf

https://arkonas.com/wp-content/uploads/2014/11/Customer-Lifetime-Value.-Marketing-Models-and-Applications.pdf

Abhisha Gaurkar ST report

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