

Operational Management of a Service Company: A Case Study on United Healthcare Services Ltd

Kazi Misfar Anwar

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration

Operational Management of a Service Company: A Case Study on United Healthcare Services Ltd

Submitted to

Mohammad Tariq Hasan, Ph.D.

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Major: Accounting and Information System

Registration Trimester: 2022 Summer



School of Business and Economics

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Date of submission: 21 July 2026

Letter of Transmittal

July 21, 2026

Mohammad Tariq Hasan, Ph.D.
Professor
School of Business & Economics
United International University
Dhaka, Bangladesh

Subject: Submission of Internship Report on "Operational Management of a Service Company: A Case Study on United Healthcare Services Ltd."

Dear Sir,

Assalamu Alaikum,

I would like to present my Internship Report on "Operational Management of a Service Company: A Case Study on United Healthcare Services Ltd.", as a part of Course requirements for the completion of the degree of "Bachelor of Business Administration (BBA)" from United International University.

The internship in the United Healthcare Services Ltd., one of the leading private healthcare companies of Bangladesh has been great honor and privilege. This has given me the chance to learn how to apply what I have learned at school to the real world as well as learn from the experiences of a company that provides a service.

This report would be prepared with utmost sincerity and dedication using the knowledge and experience which I have acquired during my internship. I have taken great trouble to ensure that the report is accurate and of good quality. That this report would be found satisfactory on your part, I hope that you will accept it as a fulfilment of the internship requirement.

Thank you, for your valuable guidance and continuous support in this journey.

Sincerely yours,

Kazi Misfar Anwar
ID: 114 221 015
Bachelor of Business Administration (BBA)
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Declaration of the Student

I Kazi Misfar Anwar, student/ trainee of the United International University, School of Business & Economics (SoBE), Department of Accounting & Information Systems (AIS), hereby do declare that I have completed the Internship Training Report on Operational Management of a Service Company: A Case Study on United Healthcare Services Ltd. under the direct supervision of Dr. Mohammad Tariq Hasan, Professor, School of Business & Economics (SoBE) Deputy Director (BBA), United International University, Dhaka.

I also declare that the preparation of this report is my work and I have received knowledge and experience as a result of the 3 months training at United Healthcare Services Ltd. This report is entirely the result of my own work and has not been submitted to any other university or institution for the award of any academic degree or qualification.

This report has been prepared for academic purposes only.

Sincerely,

Kazi Misfar Anwar

ID: 114 221 015

BBA in Accounting & Information Systems (AIS)

United International University

Corporate Evidence



UNITED HEALTHCARE
SERVICES LTD. |

Date: July 14, 2026

REF: UHSLHRD/2026/014

TO WHOM IT MAY CONCERN

This is to certify that **Kazi Misfar Anwar** has successfully completed his internship in the Executive Office of United Healthcare Services Ltd. from **January 01, 2026 to June 30, 2026**.

During his internship with us, he demonstrated sincerity, dedication, and professionalism in carrying out the responsibilities assigned to him. His performance was consistently satisfactory throughout the internship period.

We wish him every success in his future endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read 'Md. Rashedul Islam', is written over a horizontal line.

Md. Rashedul Islam
Manager
Human Resources
United Healthcare Services Ltd.

United City, Madani Avenue, Satarkul, Dhaka, Bangladesh | Contact: 018868 10786



Acknowledgement

In the beginning, I would like to express my gratefulness and innermost thanks to the Almighty Allah SWT for his countless blessings, mercy and guidance which helped me to accomplish my internship program and put on this internship report in time.

Firstly, I would like to extend my heartfelt gratitude to my academic supervisor Dr. Mohammad Tariq Hasan, Professor, School of Business & Economics (SoBE) and Deputy Director, BBA, United International University for his invaluable guidance, constructive feedback, continuous encouragement and support toward the preparation of this report. We would never have been able to complete this study without his direction and advice.

I also appreciate the support of United International University for providing me supreme educational environment which has enabled me to acquire the knowledge and ability to accomplish the program of BBA with success.

I would like to thank United Healthcare Services Ltd on behalf of my own for providing me with the opportunity to complete my internship as a member of the CEO's Office. Through this experience, I had a hands-on opportunity of strategic management and corporate functioning including decision-making processes in one of the prestigious healthcare organizations of Bangladesh.

I would like to express my gratitude to Mr. Mohammad Faizur Rahman (CEO) for affording me an opportunity to learn from his leadership and for giving me various chances to participate in the organizer's activities which enhanced my learning as an Executive Officer. I would like to express my gratitude to Mr. Abu Raihan Al Beruni (CFO), for guiding, supporting and giving me financial and operational inputs of the organization from time to time. I would also like to thank Mr. Nafiz Imtiaz Chowdhury (CHRO) for his encouragement and professional guidance and helping me during my internship period. I also like to extend heartfelt gratitude to Dr. Azharul Islam Khan, Director of Medical Services (DMS) and Dr. Ajmal Quader Chowdhury, Associate Director of Medical Services (ADMS) regarding their valuable advice and cooperation to allow me to have a wider view about operations and services management in the healthcare sector.

Last but not least, I would like to extend my thanks to all the officials and fellow colleagues of each department of the United Healthcare Services Ltd. for their cooperation, support and providing me with their knowledge and experience during my internship. They helped and directed us well in this learning journey.

Finally, I would like to thank all those individuals and organizations that contributed directly or indirectly in giving me their time, knowledge and support for the accomplishment of this internship report successfully.

Executive Summary

It was an internship to provide one with hands-on experience when it comes to the practices of operational management in United Healthcare Services Ltd. It is a 700-bed facility private healthcare facility, in this report it is given as the about the experience at CEO; s office as an executive assistant. Here there was considerable coverage related to operational management and healthcare management. Unlike manufacturing industry, here patient flow management, instead service industry mainly focuses on service quality and customer flow management. This report is an indicator of operational efficiency of UHSL as well as hospital management efficiency. The job was actively engaged in secretarial work, side by side conducting all the necessary events throughout the internship, as well as other duties that were carried out. So, the very first part where now I relocated was a job where it was only secretarial, then later on more and more assignments were added in, like liver transplant, where documentation and licenses were ensured properly, ensuring there were no mishaps, moreover, Responsible for coordinating the intern doctor program, including managing internship activities and overseeing the government approval and permission process for intern doctors. Furthermore, this is not the only time since the role had been subjected into a number of strategic and operational planning.

Keywords: Operational management, hospital management, patient flow management, secretarial duties, United healthcare services ltd

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List of Acronyms & Abbreviations

UHSL: United Healthcare Services Ltd

UMCH: United Medical College Hospital

OPD: Out Patient Department

IPD: In Patient Department

CRD: Customer Relationship Department

CEO: Chief Executive Officer

DMS: Director of Medical Services

ADMS: Associate Director of Medical Services

MD: Managing Director

JCI: Joint Commission International

ICU: Intensive Care Unit

CCU: Cardiac Care Unit

NICU: Neonatal Intensive Care Unit

PICU: Pediatric Intensive Care Unit

HDU: High Dependency Unit

ERP: Enterprise Resource Planning

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

The service industry plays a vital role in the country economically. Furthermore, healthcare industry is one of the goldmines where there are lots of possibilities for service.). Each product can be easily stored and tested before being handed to the customer unlike the manufacturing industry. From customer relationship to surgery to diagnostic test to radiology test to doctor consultation to all such are happening in real time. Where anyone's service fails or something is not done then a scope has been missed in the community. The main, and worst, thing is such a poor service can have a direct impact on patient care. Moreover, in healthcare organizations face unique service challenges because they must deliver high-quality care while addressing the diverse needs and expectations of patients (Berry & Bendapudi, 2007).

This is a key reflection of service operation's characteristics, the delivery and production of products (Miraz, Hasan, Sumi, Sarkar, & Hossain, 2022). That is why it requires a lot of coordination and planning to manage an operation in such a hospital. Poor inventory management can lead to loss of sales and poor operations can delay treatment, potentially impacting the care that can be offered to patients. Thus, the operational management is not a support system. It is an integral part of patient care and delivery of services

The report shares the practical working experience gained during working in the CEO's office of United Healthcare Service Ltd. Super specialty hospital with 700 bed strength. The activities were mostly coordination with different departments, coordination with other concerns, setting up of meeting, making and circulating of meeting notes, arranging events etc. and finally finishing projects, as the tenure was around 6 months, thus it was called Executive Assistant especially for the support of the daily functions of the Hospital's CEO.

This was an internship in contrast to a regular internship, which doesn't concentrate in one department, rather exposed one to multiple departments. The role in the CEO's office included working with various departments including IPD, OPD, CRD, nursing operations, finance, procurement / supply chain, business development, information technology, medical services and quality assurance on a regular basis. This cross functional experience gave a general view of the interplay of functional departments for a seamless functioning of the hospital. Therefore, the report emphasizes on operational management as opposed to being about one business function.

1.2 Objectives of the Report

Broad Objective

To explore and discuss the services operation management practices of the United Healthcare Services Ltd. as a case study within the services operation management of private healthcare sector in Bangladesh with reference to the existing theories.

Specific Objectives

- To draw a picture of the history, organizational structure and service portfolio of United Healthcare Services Ltd. and its role in the private healthcare sector of Bangladesh.
- Investigate the important operational management activities of the hospital such as capacity planning, patient flow management, resources management, queue management, service quality.
- To showcase responsibilities, learning experiences and contributions to him while interned in the CEO's office.
- To acknowledge the problems that are encountered in the running of the operation and suggest practical solutions from the observations made during the internship as well as from the academic knowledge.

1.3 Rationale of the Report

This report has been prepared for two main reasons.

First, it is academic, and is the one that can be used as a learning material. Manufacturing examples like production lines and stock systems are often used to explain service operations management. But a health care provider doesn't work like that since the service itself isn't stored, and it can't be checked before being delivered to patients. It is because Effective operations management involves designing, managing, and improving processes so that organizations can deliver products and services efficiently while meeting customer expectations (Miraz et al., 2025; Miraz et al., 2024; Slack & Brandon-Jones, 2018). This report attempts to help bridge this gap by focusing on the application of service operations concepts to a real hospital setting.

Secondly this report provides a major experience in the professional sector. While working in the CEO's office it exposes one to multiple departments, instead of only one functional area. In such a work I had to make sure that there was no coordination problem between the two departments and I had to have a proper knowledge about the other departments too to achieve the goals of the organizations. For this my report is more based on my practical experience.

1.4 Scope and Limitations of the Report

This report's main focus is on the operational management of UHSL. It takes a look at the system, processes and managerial activities that ensure efficient service delivery. No financial or clinical performance evaluation or full organization strategy review is present in this report

This report encompasses the monitoring and activities described from the departments of UHSL that work regularly with the CEO's office including the administration, IPD, OPD, CRD, nursing operations, finance, procurement, business development, information technology as well as medical services and quality assurance, in the main 700 bed hospital.

Limitation

This report has several limitations as it provides valuable insights.

- In some instances, confidentiality considerations preclude inclusion of certain financial information, patient data, and strategic documents.
- Since this is a case study of one private hospital, this might not reflect the situation of other hospitals in Bangladesh.
- The majority of observations were from the front end of the CEO's office, giving more view of the management activities and less view of the clinical activities.
- Although the internship lasted for 6 months, some long-term projects were still ongoing during the preparation of this report.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

United Healthcare Services Ltd a tertiary private hospital with 700 beds. It is primarily the holding company of the flagship hospital United Medical College Hospital, M A Rashid Hospital in Jamalpur and Medix Signature clinic from Dhanmondi. The management team has extensive experience in implementing Joint Commission International (JCI) standards, and the hospital has been established to align with these internationally recognized healthcare quality and patient safety standards.

The hospital offers a wide variety of clinical specialties and has access to state-of-the-art medical technologies. The hospital has been continuously grooming the latest advancements in health care innovations from around the world, and leveraging the learnings from the affiliated technology organizations, has implemented modern medical equipment and digital solutions that align with the best practices in the world. In addition to technological innovation, an equal focus has been placed on the development of a team with the skills, compassion and foresight required to provide patient-centric care professionally with addition of empathy.

UHSL is working under United Group under a CEO which the role reports to him, has close contact with the departments and oversees them. They encompass administrative services, IPD (inpatient productive departments), OPD (outpatient productive departments), CRD (clinical research department), nursing operations, finance, procurement, business development, information technology, medical services and quality assurance. While serving the job, it was required to serve as the hub of strategic planning and decision making on operations throughout the hospital.

2.1.2 Trend and Growth

In the tenure, UHSL has expanded steadily keeping pace with the overall development of the health care sector of the country. Apart from this there are numerous other factors

that act as a driving force for the growth of any hospital, such as escalating urbanization, concern for health care services and demand for specialized medical care.

One of the causes of increase in the number of patients attending OPD would be more specialized Consultation and preventative care services which we desire. There was also some seasonal increase owing to seasonal dengue and influenza, during seasons in which IPD peaked. The advancement of the use of medical diagnostic apparatus and electronic healthcare services was another strategic investment in the hospital. In the same way that many healthcare facilities are utilizing technology these days, UHSL has been making efforts to increase patient convenience. Due to the natural Advantage in case of modern technology. UHSL can provide patients with an experience that can only be obtained in our hospital.

2.1.3 Product, Service, and Customer Mix

UHSL provides many different health care services, which can be categorized in five areas.

The first being IPD where there is a wide range of 700 allotted beds, and it also includes cabins and wards, which also include ICU, CCU, NICU, PICU & HDU beds.

The second type would be OPD. Patients have the ability to access expert consultants in almost all departments because of a carefully designed timetable of scheduled appointments or in some instances as a walk-in.

Thirdly, the laboratory, radiology & other related support systems, UHSL has all the latest technology, with a trained technicians and consultants.

The fourth is the surgery, UHSL has one of the best surgical team which can perform surgery miracles. There was a case solved here even when doctors in Singapore, even saying it's almost impossible to operate.

The final ones are emergency and critical care. Not only was it in operation 24 hours per day, but also run by highly trained professionals. In addition, any bed in ward, cabin or anywhere can be transformed to a critical care bed.

But if they happened to be a hospital, like they would they treat their patients in a priority basis. Some are treated in an emergency room while waiting for payment. Some pay and receive treatment; some have their treatment paid for by their corporate or insurance (may require additional documentation). Patients are connected to hospital services via various channels, such as walk-in visits, phone bookings for appointments, the hospital's website and patient engagement efforts via outbound communication. The hospital aims to provide a uniform experience, high quality and a patient-centered approach for each patient, whatever the channel they use to enter the healthcare system.

2.1.4 Company Operations and Activities

There are several processes that work together in the day-to-day operations of UHSL that connects to provide effective healthcare delivery. Patient flow management system is one of the key operational ones. This begins at the time of patient registration at the hospital and during consultation, diagnostic testing, treatment, admission or discharge. Each of the stages relies on another and delays during one can impact the rest of the service process.

Another activity which is going on around here is the bed management, from here the hospital departments are arranged in such a way that they can check a patient and if the patient is active, they can arrange the bed to accept another patient effectively because it will be clean and properly checked. This allows to make use of maximum effectiveness of the beds. Clinical support services are being a large part of work as well. Such as the management of laboratory, radiology, pharmacy and medical equipment's play a vital role in timely diagnosis and efficient and preventative treatment. Any department's delay will delay the care to the patient.

There are also other services that are required in the hospital, such as housekeeping, security, maintenance, dietary and the biomedical waste management. These are not necessarily performed in front of the patient, but are an integral part of the infection control

as well as patient safety. It requires attendance at a variety of meetings, during which attendees take meeting minutes and assign action items to various departments, and this gave insights not only into the processes by which operational decisions are made, but also how C-Suite people execute plans. Handling a 700-bed hospital requires careful coordination of the various departments as well as careful use of resources so that none of them will be delayed to provide the patients with a good health service, otherwise the patient's health will be affected. Therefore, effective communication and coordination is most necessary in regards to this role.

The Daily Operation of the Hospital

Hospital life is dependent on teamwork, especially when dealing with such a large 700-bed hospital like the UHSL. Today all things are interconnected in some sense or other,

The Primary Patient Journey.

- Patient Flow – This is the process from the minute of entering the hospital and moving over to the doctor rooms, to being tested, to being treated to paying for medicines at the pharmacy, to their eventual departure from the hospital
- Bed Management: CRD keeps a constant check on beds occupied and when the patient is to be discharged, another patient would be shifted into the bed thus maintaining perfect synchronization of bed management and thus uses it to the maximum

Behind-the-Scenes Support

- Medical Support: Quickly responding labs and a good quality pharmacy ensure that results are received and delivered at record speed.
- Office Work: When the paperwork, billing and coordination of discharge papers go out of sync, the patient satisfaction breaks down that work
- Housekeeping, Janitor/ Maintenance and Food and Beverage: All play a large part in maintaining the functioning of the hospital and in securing infection control despite the fact that patients may not notice them.

How teams stay connected

In case of this, communication is key. The hospital has a few key instruments to keep everyone in the loop:

- Morning reports: In the morning various reports are filed with CEO to find out what is happening in the hospital reporting from Nursing etc, CRD, Duty officer etc.
- Weekly meetings: Registered on week-by-week basis where the CEO sits with people of ground to talk about various types of feedback obtained from patients and there is an executive meeting where he sits with all the executives to move the hospital towards success.

2.1.5 SWOT Analysis

Strengths

- The fact that UHSL has a 700-bed hospital helps it to provide multiple services to a large population of customers in a cost effective way while retaining the profit margin.
- A large variety of specialist services are provided and patients are able to get full treatment without needing to seek the assistance of a different hospital.
- It provides individual patient and company clients with a reputation and trust as a healthcare provider.
- The management is continually investing in the creation of a digital healthcare platform featuring a mobile application with a feature of booking appointments, e-prescriptions, billing and patient feedback!
- There is open-door policy for communication between different departments in the CEO's office which enables the operational problems to be solved faster.

Weaknesses

- First, the existing ERP solution lacks full integration with newer digital solutions, leading to quality and quantity discrepancies and increased efforts for duplicate work.

- Long waiting lines and delayed appointments during peak time demoralizes customers especially during the OPD/billing sections.
- Not all services are of the same standard, across different departments, different levels of providers – leading to different experiences for patients.
- Documentation and verification of insurance can be involved and can cause delays in the process of registration and discharge.

Opportunities

- With the vast of population and ever-increasing healthcare demands of all age groups, Bangladesh still shows challenges for more expansion.
- Current Digital platform of UHSL can be upgraded to enable the digital provision of telemedicine, reaching the masses even in remote areas.
- With many health insurance programs gaining momentum in the corporate sector, opportunities can be found for introducing new partnerships with the business organizations.
- Properly used digital information systems could lead to better capacity planning, shorter waiting times and better decision making.

Threats

- Newer government and non-government health care providers and facilities are being opened each day, posing a threat to the UHLS services.
- Much medical equipment and pharmaceutical used in health is to be imported, and their rising prices are continually eroding profit margins.
- rising difficulties of getting best doctors and nurses because of aggressive recruitment and retention of doctor's and nurse by domestic and foreign headhunters.
- Some National healthcare compliance changes and Insurance Industry Policy are unpredictable.

2.1.6 Competitive Landscape

UHSL operates in a very competitive environment of private health care, with both large premium hospitals and medium-sized private hospitals, small private clinics, and government hospitals. UHSL can provide a wide range of specialist's services in comparison to the premium hospitals; however, it is available at more economical pricing structure. It offers wider clinical ambit; more beds and more diagnostic facilities of the hospital as compared to medium sized hospital. Small private clinics usually are lower in cost and more convenient, while government hospitals suffer from overcrowding and add-on waiting times and patients choose hospitals mainly for the incentive from subsidized services.

After the observation made during internship, it could be said that UHSL is positioned at the middle-range from premium to the mid-sized private hospitals. Along with offering low costs, the hospital also focuses on enhancing the quality of services, availability of experts and better digital healthcare services. The efficiency of operation is of vital importance in this market position. Patients who opt for UHSL can anticipate shorter waiting times, organized services, reliable digital facilities, and professional care. Hence, inadequate efficiency like delayed patient registration, appointment handling, billings, etc. can tarnish patient satisfaction and eventually make hospital less competitive in the private healthcare arena.

2.2 Industry Analysis

2.2.1 Nature of the Industry

UHSL is a tertiary care in Bangladesh healthcare industry, here multiple primary secondary, tertiary and super specialized care are here as well. But in case of healthcare, costing is one of the highest in Bangladesh due to negligible insurance coverage here. This sector is regulated by highly knowledge intensive professionals like doctors, nurses, technicians and healthcare experienced administrators. Moreover, Bangladesh's health system has made significant progress in improving health outcomes, but it continues to face challenges related to service quality, equitable access, workforce capacity, and financing (Organization, 2024; Salvador et al., 2023).

2.2.2 Industry Size, Trend, and Growth

Bangladesh has been showing excellent development during the past two decades due to various factors including population growth, rapid urbanization and progress in income and income generation in the household, and awareness of quality of the health services in the community. Upper middle-class people prefer to opt for a private hospital, in the belief that they will receive a quicker service, modern amenities and better care of the patient than in a public healthcare institution. Specialized care and private hospitals have been part of its expansion that has paved the way for investments in high-tech diagnostic equipment, cutting-edge medical equipment and well-trained specialists.

2.2.3 Industry SWOT Analysis

Strengths

- The rising population and awareness of healthcare is fueling the demand for hospital facilities.
- Bangladesh has considerable skilled health workforce (some with international training).
- Private investment has enhanced the infrastructure and technology of hospitals.

Weaknesses

- Despite having adequate number of experienced specialists and skilled nursing staffs, there is yet a shortage of them!
- There are wide gaps in the quality of healthcare among private hospitals.
- Some health insurance plans remain restricted, leaving many patients to have to pay for medical costs out-of-pocket.

Opportunities

- Growth of health insurance schemes can lead to greater access to private health services.
- By upgrading healthcare quality and the international accreditation, Bangladesh has possibilities to develop medical tourism.
- As the use of digital healthcare technologies continues to grow, they offer potential for improving the delivery of healthcare services and enhancing operational efficiencies.

Threats

- Still, many patients travel to other countries to have highly specialized procedures done.
- Type of impacts of currency fluctuations: increase in cost of medical equipment, pharmaceuticals etc. imported from outside the country.
- Another factor that will potentially cause problems in the future is any legislative restrictions that the government might impose on the prices of the health care or the amount of money that insurance companies pay.

CHAPTER 3: INTERNSHIP EXPERIENCE

3.1 Position, Duties, and Responsibilities

The role was not departmental, but rather served as an interface role to the overall work of the hospital. It was mainly used as a means of communication and coordination between the Chief Executive Officer (CEO) and different departments for effective implementation of the activities within the organization. These roles included meeting attendance, minutes, meeting coordination, executive meeting preparation, and cross departmental project management. The responsibilities included analyzing operational data to look for trends, overseeing the progress of action items assigned to them and supporting teams when issues arose in the execution of the tasks. Further, patient feedback, OPD concerns, and other matters were escalated to the CEO and communicated to the respective departments and followed up until resolved.

In addition to these primary analytical and coordinating duties the position comprised regular Secretarial work which involved the arranging of meetings, drafting correspondence and taking minutes. However, these administrative function tasks were side-line tasks as these are the core tasks where I had to keep CEO's calendar and his routine, so that every second was priceless and his routine for today's day was not harmed.

A typical week in this role is in a consistent pattern. Each department was required to produce operational data which would be consolidated into a briefing paper for the CEO prior to the weekly operations review – early in the week. It was required to go to these meetings during the middle of the week and the people of the department discussed departmental performance and reports in detail. In the Course of these sessions, it was required to take the minutes, identified action points and any cross departmental actions needed, such as a clinical issue needing finance support or a marketing initiative needed IT input, for instance. Usually there were follow-ups and further work on projects during the rest of the week. This involved tracking up on the Action Items that had been assigned earlier, and assisting them if they were stuck anywhere.

The role included executive coordination duties and carrying out a number of strategic healthcare projects. This encompassed organizing the liver transplant program and the hospital's undergoing of the regulatory process for their robotic surgery services. This involved the development and collation of project documentation, ensuring the interpretation of relevant regulatory issues, liaison, and the briefing of interested parties to ensure project implementation. In addition, the position entailed coordinating the hospital's intern doctor program, ensuring internship administration, addressing concerns raised by intern doctors, and maintaining essential paperwork, such as internship enrollment records and adherence to the regulations of Bangladesh Medical and Dental Council (BMDC).

3.2 Training & Development

Onboarding was somewhat basic as the CEO sir gave a briefing on the aspiration of the group and our USP's, side by side he explained etiquettes of being a professional and the habits of being one. He proceeded and explained the dynamics of health care and entire industry and its scope. Then he proceeded to assign tasks like researching on several subjects relating to healthcare.

In addition to formal training, the majority of knowledge was gained through on-the-job experience, frequently stepping in to support C-suite professionals and regularly interfacing with several different departments during the initial phase. Initially this position came under Administration and after they had to plan the route for picking up patients/employees, later this position came under medical services and they had to gather data – make it much more presentable and helpful in decision making. After that business development, events such as national level events were arranged and then after learning about the whole industry as a whole, the main duty with CEO sir started.

3.3 Contribution to Operations

This involved in ongoing hospital activities, actively participated in several tasks and gave output directly used in the hospital activities during my tenure.

The first one was the plan for patient and staff pick and drop map which the individual played a vital role in planning.

The second important contribution since its inception of the post was the introduction of facilitating process for number of departments among which one important task was the facilitation of the department to buy that equipment which was necessary for the hospital.

The third contribution was when the role was assigned of being the admin in charge of the management floor where different planning and SOP was made, side by side it was also needed to train different concerned stakeholders to obtain smooth operation.

Overall, these were the key contributions however there were also much more inputs in the daily job.

3.4 Evaluation

The internship that was provided here was a broad-based and intensive look into the workings of a hospital that allowed for the analytical activities that have been culminated to this report in light of the objectives set forth in chapter one. Because of the cross functional nature of the position, it was a chance for the role to expand his or her scope of vision past the departmental mentality and learn to see how aspects of the institution function altogether. This overall approach allowed for the type of analysis used in subsequent chapters based on applied and analytical approach.

Informal feedback on the internship throughout yielded constant evidence of the student's excellent analytical synthesis skills to be able to grasp information during the meetings as well as through the metrics and observations, and to synthesize this into structured and decision-oriented output. In a sense, the intern's background is not clinical and the

primary effort of development would go towards better understanding of clinical workflows, which, of course, must take longer.

Overall internship achieved the learning and development objectives. It was not a simple assignment; it led to work that was appreciated and used by the organization and it provided the student with opportunities of participating in the higher-level decision-making within the organization that is less often experienced in less challenging placements.

3.5 Skills Applied

Table: 1: Skills applied in practical experience

Skill	Practical Application
Data gathering and reporting	Gather, analyze, and translate operational information such as bed occupancy, OPD patient numbers and feedback from patients into structured reports and executive briefing documents for management decision making.
Inter-department coordination	Acted as a liaison among the CEO's office and various departments such as Admissions, Nursing, Finance, Information Technology (IT), Marketing, Human Resources (HR) and Quality Assurance for effective coordination and timely execution of activities.
Event management	Led and managed a variety of activities, such as Executive meetings, on-going programs, health promotion initiatives, and significant national-level events in terms of planning, logistics and delivery.
Professional documentation	Produced, reviewed and polished executive level presentations, minutes, reports, proposals and official documents for internal management and external stakeholders, to ensure accuracy and professional quality.

CHAPTER 4: CONCLUSIONS AND KEY FINDINGS

4.1 Recommendations

Based on the internship experience and this report, there are a few recommendations as follows:

1. An improved ERP system

The most crucial part of any organization is their ERP system and UHSL should use a well improved ERP system so as to have a more quickened management system specifically in back office as well as front office.

2. Develop OPD and Queue/capacity management.

There should be proper management which is already in process, they try to provide seamless experience to all the patients from the moment they step into the hospital to the OPD.

3. Do consistent development of a unified capacity dashboard

Increased visibility and coordination between departments with the help of a real-time dashboard of the cross-departmental capacities (beds, diagnostics, OT's, etc.) would help reduce bottlenecks.

4. Improve insurance and Corporate patient processing

For high-value segments, a pre-arrival verification system for insurance / corporate patients would mean less delay upon arrival at the counter thereby have a near flawless patient experience.

5. Improve training of frontline staff

The CRD or customer relation department needs to be much more professional and nursing team should be more trained.

4.2 Key Insights

- The health context of efficiency is applied to the hospital via balancing speed, cost and patient safety.
- When digital transformation is effective, front-end tools are seamlessly linked with backend systems.
- Cross-functional exposure helps candidates to have a comprehensive view of hospital operations as opposed to the single-department exposure.
- When it comes to operations, priorities based on stakeholder input, not assumptions, are most effective.

4.3 Conclusion

This report is a descriptive analysis of the United Healthcare Services Ltd in the experience of practical internship placement made at the Office of the Chief Executive Officer (CEO) of one of the largest Private tertiary-care Hospital. The report brings about real-world practices in the hospital, providing an assessment of its operational systems and management processes. The results reveal the organization's good performance in the fields of operations, as the organization continues investing in the development of advanced technologies and digital systems. Yet, the study also reveals a number of organizational issues, such as limited-service delivery capacity, process inefficiencies, and additional areas for structural and process improvements to further boost the organization's sustainable growth and improve healthcare quality.

The internship provided exposure to the real-life decision-making processes at play and particularly to involvement in projects such as benchmarking and digital service evaluation. It was a real-life experience and not theoretical.

To sum up, UHSL serves as a prime example of how complex healthcare operations can be, and how implementing new systems or frameworks isn't enough, but creating a seamless fit into the organism that is a service provider.

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Appendix

Department wise number of consultants present in the hospital

Department/Specialty	Number of Consultants
Gastroenterology	5
Pediatrics	6
Gynecology & Obstetrics	4
Internal Medicine	3
Pulmonology	2
Dermatology	1
Cardiology	5
Orthopedics	1
Ophthalmology	2
Ear, Nose & Throat (ENT)	1
Neurology	1
General Surgery	3
Endocrinology	1
Nephrology	1
Dental Surgery	2
Physical Medicine & Rehabilitation	1
Interventional Neurology	3
Plastic Surgery	1
Hepatobiliary Surgery	5
Urology	2
Clinical Oncology	1
Psychiatry	1
Pediatric Surgery	1
Cardiac Surgery	2
Infertility & Reproductive Medicine	1
Dietetics & Nutrition	1
Neurosurgery	1
Hematology	1
Vascular Surgery	2
Total	61