



INTERNSHIP REPORT

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1. Introduction

As a part of the MBA in Hospital and Health Management curriculum at IIHMR, I had the opportunity to intern at one of the most reputed hospital chains in South India—Yashoda Hospitals. My internship was based in their flagship Hitec City facility in Hyderabad, where I worked as a Resident Medical Officer (RMO). The internship was designed to bridge academic theory with real-world hospital administration and clinical coordination, providing exposure to both back-end administrative functions and front-line patient care.

This report reflects my three-month journey, challenges faced, key takeaways, and responsibilities undertaken while being a part of a multidisciplinary hospital team. It highlights my progression from rotation-based learning to managing dedicated nursing stations and handling complex inpatient care cases.

2. Objectives of the Internship

The internship component of the MBA in Hospital and Health Management program is designed to bridge academic learning with real-world application. For me, this internship at Yashoda Hospitals, Hitec City, served as a critical stepping stone in understanding the practical dynamics of managing healthcare delivery in a large, multi-specialty hospital. The following objectives guided my internship experience:

1. **Exposure to real-time hospital operations**
Understand the functioning of different departments and observe patient flow across clinical units.
2. **Understanding the role of a Resident Medical Officer (RMO)**
Perform core responsibilities such as monitoring patient care, coordinating between departments, and ensuring compliance with hospital protocols.
3. **Developing multidisciplinary coordination skills**
Collaborate effectively with consultants, nursing staff, pharmacy, diagnostics, and support services.
4. **Gaining exposure across departments**
Rotate through various clinical areas including ICU, Emergency, Cardiology and Mother & Child units.
5. **Enhancing clinical documentation and compliance**
Ensure complete, compliant, and accurate documentation aligned with accreditation standards.
6. **Understanding patient flow and experience management**
Participate in admission-discharge processes and help improve patient satisfaction at multiple touchpoints.
7. **Strengthening crisis and conflict management abilities**
Handle real-time escalations and emergencies with composure and strategic problem-solving.
8. **Application of theoretical knowledge**
Apply MBA concepts such as Lean Healthcare, Operations Management, and Healthcare Quality in practice.
9. **Personal and professional growth**
Build leadership, communication, and decision-making skills in a demanding, real-world environment.

3. About the Organization: Yashoda Hospitals

Yashoda Hospitals was established in **1989** in Hyderabad, Telangana, and has grown into one of South India's most respected multi-specialty healthcare providers. With a reputation for clinical excellence and patient-focused care, the group offers comprehensive tertiary and quaternary services across its branches.



Current Branches

1. **Somajiguda** – The original and established centre offering oncology, neurology, organ transplants, and general medicine.
2. **Secunderabad** – Known for trauma care, cardiology, and transplant services.
3. **Malakpet** – Focused on pulmonology, internal medicine, and general surgery.
4. **Hitec City** – The flagship quaternary care facility with a vision to expand to 2000 beds. It houses advanced ICUs, robotic surgery, a dedicated Mother & Child division, and precision-based diagnostic systems powered by advanced analytics.

4 Hospitals, 4000 Beds

Somajiguda | Malakpet | Secunderabad | Hitec City



Future Expansion

- **2 New Branches in Bengaluru:** Currently in planning, these facilities will provide high-end multi-specialty and emergency care services.
- **5th Branch in Hyderabad:** Will serve as a centre for super-specialty care and healthcare research.

The group is **NABH, NABL** accredited. The group recently earned **JCI accreditation**, further reinforcing its commitment to global standards of excellence in healthcare.

4. Services Provided by the Organization

Yashoda Hospitals offers a wide range of advanced medical and surgical services. These include:

- Emergency and Trauma Care
- Cardiology and Cardiothoracic Surgery
- Medical and Surgical Oncology
- Nephrology and Dialysis
- Intensive Care Units (AMCU, AICU, ICCU)
- Robotic and Minimally Invasive Surgeries
- Mother & Child Care (Obstetrics, Neonatology, Paediatrics, PICU, NICU)
- Neurology and Neurosurgery
- Radiology and Laboratory Diagnostics
- Organ Transplant Services
- Outpatient and Inpatient Care Coordination

All services are integrated via a central Hospital Information System (HIS), supported by a dedicated quality team, pharmacy, nursing leadership, and biomedical engineering.

5. First Month: Rotational Exposure

In the first phase of my internship, I was placed in **rotational postings** across several departments to gain a broad understanding of clinical and operational workflows. This helped me develop an appreciation for how each department functions as a distinct unit yet remains interconnected in patient care delivery.

Departments Covered:

- **Emergency:** Learned patient triage, trauma coordination, and rapid response systems.
- **ICU:** Assisted in rounds, ventilation management, and critical care escalation.
- **Mother and Child:** Participated in prenatal and neonatal care, OT preparation, and postnatal support.
- **General Wards:** Handled patient admission, documentation, and interdepartmental handoffs.

This rotation enabled me to see patient journeys in different contexts and understand team dynamics at various care levels.

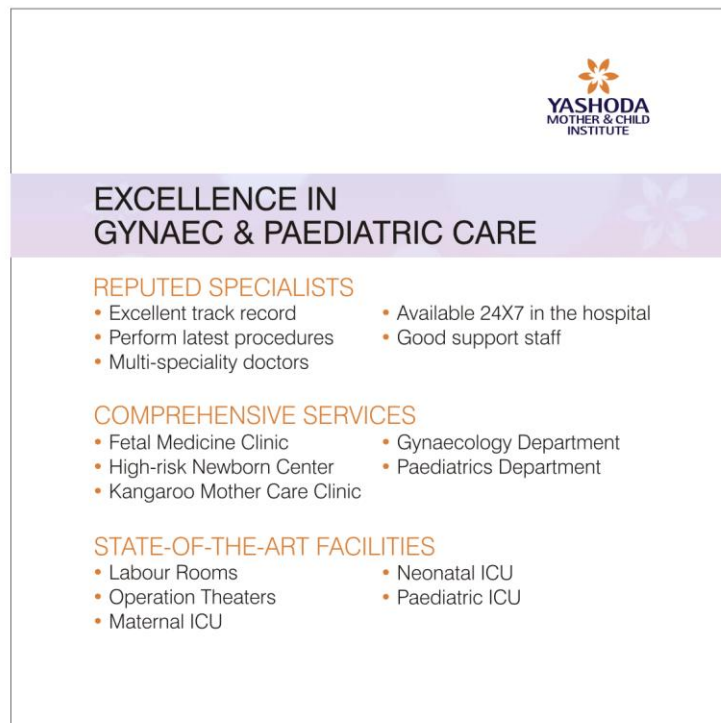
6. Second Month: Focused Posting – Mother & Child Division

After the rotation phase, I was posted for a month in the **Mother & Child division**, which is among the newest and fastest-growing verticals in the group.

Key Responsibilities:

- Supervised a complete **nursing station**, including documentation, drug chart updates, and coordination with nursing staff.
- Handled both **OPD and IPD**, managing patient appointments, pre-admission counselling, and discharge readiness.
- Ensured **pre- and post-operative** readiness including surgical checklist completion, communication with anaesthetists, and family updates.
- Participated in newborn care rounds and paediatric consultations.

This posting helped me understand patient-centric maternity services and how holistic care must balance both the mother and child's well-being.



7. Involvement in JCI Audit – Firsthand Experience

During the course of my internship at Yashoda Hospitals, Hitec City, I had the unique opportunity to be part of the hospital team during a major milestone—the **Joint Commission International (JCI) audit**. Being present during this critical accreditation process gave me an exceptional learning experience in understanding global quality benchmarks, institutional preparedness, and the collaborative effort required to ensure compliance at every level of hospital operations.

About JCI Accreditation

Joint Commission International (JCI) is one of the world's most prestigious healthcare accreditation bodies. JCI evaluates hospitals based on rigorous international healthcare quality and patient safety standards. Its accreditation process assesses a hospital's ability to deliver safe, effective, and patient-centered care, covering over **1,200 measurable elements** across domains such as:

- International Patient Safety Goals (IPSG)
- Access to care and continuity
- Assessment and care of patients
- Medication management
- Infection prevention and control
- Facility management and safety
- Leadership and governance
- Staff qualifications and education
- Quality improvement and patient satisfaction

Achieving JCI accreditation is not just about passing an audit—it reflects a hospital's sustained commitment to delivering care that meets the highest global standards.

My Role in the JCI Preparation Process

As an RMO during this period, I was actively involved in the **ground-level preparedness** and execution of protocols across my assigned departments. Though I was still a student intern, the operations team entrusted me with several key responsibilities, considering the scale and importance of the audit:

- **Document Validation:** I assisted in ensuring that **patient case sheets, treatment plans, and medication administration records** were updated, signed, and in compliance with JCI documentation norms. This included checking for legibility, completeness, and the presence of time-stamped signatures.
- **Staff Preparedness & Training Support:** I participated in informal training sessions conducted by the Quality team and served as a point of communication between the clinical and nursing teams to ensure they were aligned on protocols, particularly on **handover processes, pain assessment scales, and patient identification checks**.
- **Mock Drills & Safety Protocols:** I was part of several **mock drills** including emergency codes, fire evacuation, and infection control audits. These simulations prepared staff for real-time evaluation and tested our department's readiness to respond promptly and appropriately.
- **Checklist Review & Daily Compliance:** I was responsible for reviewing **nursing station checklists**, verifying that fall risk assessments, pressure injury charts, and DVT prophylaxis measures were documented correctly and consistently.
- **Interaction with JCI Surveyors:** While interns typically aren't directly involved in surveyor interviews, I had the privilege of observing some walkthroughs and understanding how even minute lapses in documentation or process could become significant compliance issues.

Key Learnings from the JCI Audit Experience

- **Attention to Detail:** The JCI process revealed how even the smallest action—like proper patient ID banding or pain score documentation—has significant implications for patient safety and audit success.
- **Culture of Quality:** I saw firsthand how a culture of accountability and standardization permeates through the hospital when aiming for international accreditation. Quality isn't a department's job—it's everyone's responsibility.
- **Team Collaboration:** The audit brought departments together in a unified effort. Nurses, doctors, administrators, housekeeping, and pharmacy all worked cohesively. I learned the importance of seamless teamwork and open communication.
- **Practical Exposure to Global Standards:** This experience helped me translate MBA lessons on **hospital quality systems, audits, and standard operating procedures** into practical action. I understood how theory aligns with the granular ground reality of hospital functioning.
- **Confidence in Handling Standards:** Being part of JCI audit preparation so early in my career gave me confidence that I can contribute meaningfully to quality and accreditation efforts, and possibly lead such initiatives in future roles.

Being involved in the JCI audit was not just a learning moment—it was a **professional highlight of my internship**. It gave me a unique perspective on how world-class hospitals align their systems, processes, and people to achieve excellence, and I am proud to have been part of that journey.

Yashoda Healthcare Services Private Limited

Hyderabad, India

has been
accredited
by



JOINT COMMISSION INTERNATIONAL

8. Final Posting – 9th Floor Coordination

In the final phase of my internship, I was moved to the **9th floor**, which is one of the busiest zones in the hospital. This floor comprises **four active nursing stations**, catering to high-volume departments such as **Pulmonology, General Medicine, Orthopaedics, Cath Lab Recovery** and **Day Care Services**. The patient turnover on this floor is significantly high due to the diverse nature of specialties and the mix of short-stay, procedure-based, and chronic care patients.

Responsibilities and Scope of Work:

- **Cross-functional Coordination:** I was responsible for coordinating operations across all four nursing stations. This included ensuring adequate staffing support, maintaining continuity during shift handovers, and facilitating smooth communication between departments. Given the nature of services like orthopaedic post-surgery care and day-care services, constant attention to patient scheduling and resource alignment was necessary.
- **Inter-department Escalations and Bed Management:** I served as the **first point of contact** for any escalations involving admission delays, transfers from ICUs or ER, or discharge planning conflicts. With frequent bed movement between Cath Lab recovery and inpatient rooms, proactive planning was required to ensure optimal bed utilization while minimizing patient wait time.
- **Coordination with Diagnostics and Pharmacy:** The departments I managed often required **time-sensitive diagnostics**, such as HRCTs for pulmonology cases, urgent labs for general medicine patients, and pre-op workups for orthopaedics. I liaised regularly with the diagnostic teams to prioritize these investigations. Simultaneously, I coordinated with pharmacy for timely administration of high-risk medications, especially drugs and post-angioplasty prescriptions.
- **Day Care and Workflow Management:** These units required strict adherence to time slots and pre-procedure preparation. I worked closely with nursing and pharmacy staff to ensure that protocols were followed precisely and **patient counseling was conducted before and after sessions**.

This posting on the 9th floor tested and strengthened my abilities in **multitasking, operational prioritization, and leadership under pressure**. The varied nature of departments meant no two hours were the same—each requiring a different approach to communication, documentation, and escalation. I also gained insights into the unique needs of chronic care, surgical recovery, and procedural day-care workflows. Most importantly, I developed confidence in independently handling operational decision-making in a high-stakes, fast-paced hospital environment.

9. Working as an RMO – Duties and Skills Applied

As an RMO, my responsibilities included:

- Coordinating with nurses, diagnostics, and pharmacy for continuous care.
- Ensuring timely documentation in patient case files.
- Managing OPD support, inpatient rounds, and surgical consents.
- Ensuring JCI-aligned practices like medication double-checks and infection control.

This role demanded clinical clarity, rapid coordination, and excellent communication skills.

10. Challenges Faced & Personal Growth

One of the biggest challenges I faced was being the **youngest team member**, directly entering a professional environment after college. I initially faced hesitation from some consultants who were unsure about my capacity.

However, I learned to:

- Earn trust through **consistency and reliability**
- Handle medical emergency escalations with composure
- Advocate for patients while respecting hierarchy
- Use critical thinking when dealing with crises and documentation issues
- Patient counselling was conducted throughout their treatment process.

These challenges ultimately shaped me into a more confident and mature professional

11. Key Achievements

- Successfully handled **over 100+ inpatients**.
- Independently managed nursing station responsibilities in the **Mother & Child Unit**.
- Helped reduce discharge delays by identifying communication gaps and addressing them proactively.
- Played an active role in the **hospital's JCI preparedness**.

12. Key Learnings from Internship

The internship at Yashoda Hospitals, Hitec City, was an invaluable opportunity to translate my academic learnings from the MBA in Hospital and Health Management into practical, real-time hospital scenarios. It not only enhanced my understanding of hospital dynamics but also allowed me to apply theoretical concepts in live operational settings. The experience shaped my clinical, administrative, and interpersonal capabilities in the following ways:

1. Application of Hospital Operations Management

Through direct floor-level exposure, I was able to see the **flow of hospital processes**—from admission to discharge, surgery scheduling, and ICU transfers. Concepts such as **Lean Management**, **Turnaround Time (TAT)** reduction, and **workflow optimization**, which were covered extensively in our MBA curriculum, found direct relevance in my daily tasks. For example, I observed how delay in pre-op planning led to longer OT waiting times, which could be resolved by streamlining communication between nursing, consultants, and diagnostics.

2. Bridging Clinical Knowledge with Administrative Insight

As an MBBS graduate, I was familiar with the clinical aspects of patient care. However, during the internship, I learned to **see the patient as a "process" and not just a diagnosis**—which is a shift I attribute to my MBA training. Understanding **resource allocation**, **bed utilization**, and **cost implications** of each intervention helped me appreciate the financial side of healthcare delivery.

3. Enhancing Communication and Stakeholder Management

From coordinating between consultants, nurses, and patients to resolving conflicts with patient families, I realized the importance of **strategic communication**—a key area we studied under **Health Communication and HRM**. Real-life scenarios helped me apply techniques such as **empathetic listening**, **assertive messaging**, and maintaining neutrality in high-pressure interactions.

4. Quality & Accreditation Awareness

Our academic modules on **NABH standards** and **hospital accreditation** were directly relevant when I participated in patient handovers, documentation, and discharge planning. For instance, I ensured that daily progress notes and patient education were in line with audit expectations. This hands-on compliance exposure deepened my understanding of quality control mechanisms in healthcare.

5. Operational Strategy & Resource Planning

Managing the 9th-floor nursing stations helped me experience **micro-level operational planning**. Staffing, equipment requests, pharmacy delays, and managing high-dependency cases required me to think in terms of **logistics**, **inventory control**, and **time-motion analysis**—areas directly drawn from our **Operations Management** coursework.

6. Team Leadership and Conflict Resolution

Despite being the youngest in a team of 5 RMOs, I was given charge of a nursing station, requiring me to make on-ground decisions, delegate tasks, and **lead by example**. I learned how to manage team dynamics, resolve misunderstandings diplomatically, and maintain workflow continuity. These situations echoed the MBA lessons in **team management**, **leadership styles**, and **organizational behaviour**.

7. Data Awareness and Clinical Analytics

Our exposure to **Data Analytics** during the MBA helped me better understand and appreciate the use of **real-time dashboards**, **admission-discharge reports**, and **bed occupancy metrics** used by the operations team. I understood how seemingly simple documentation—like reasons for discharge delay or lab turnaround—could feed into broader KPIs and administrative decisions.

8. Personal Growth: Confidence, Patience, and Resilience

Beyond the textbook and theory, the internship strengthened my **professional identity**. The pressure of real-time decisions, confronting consultant criticism, managing worried families, and coordinating across a complex hospital system helped me evolve into a more confident, composed, and accountable professional. These qualities are as important as technical knowledge in leadership roles.

9. Reinforcing Career Direction

Most importantly, this internship solidified my conviction to work at the intersection of **clinical service and hospital administration**. It showed me that my dual background—MBBS and MBA—can be meaningfully integrated to deliver care that is not only medically sound but also operationally efficient and financially responsible

13. Continuity of Experience – From Bedside to Boardroom

Before pursuing my MBA in Hospital Administration at IIHMR, I had the opportunity to work in a **different branch of Yashoda Hospitals** in a clinical capacity. That early experience gave me valuable exposure to frontline patient care, documentation standards, ward rounds, and medical team coordination. It also introduced me to the hospital group's culture of discipline, professionalism, and patient-centric service delivery.

Returning to the same hospital group post-MBA—this time at the Hitec City branch and in a more operationally integrated role—offered a unique opportunity to **see the organization from a completely different lens**. While my previous role focused on clinical execution and direct patient management, my internship allowed me to step back and assess how departments interact, how processes are structured, and how care delivery is planned and monitored at a systems level.

The familiarity with Yashoda's ethos and clinical environment helped me acclimate quickly. I could understand the language, expectations, and workflows of a high-functioning hospital with ease. At the same time, working at the Hitec City branch a newer, larger, and quaternary care facility exposed me to expanded services, modern infrastructure, and more complex operational challenges. It was a step up in scale and complexity, and it allowed me to test my skills in a more demanding environment.

This contrast between my past hands-on experience in a clinical setting and my current strategic involvement in hospital operations was invaluable. I was able to **connect the dots between clinical challenges and administrative solutions**, and I found myself thinking more holistically about issues like discharge delays, interdepartmental coordination, and audit preparedness.

Having worked in both settings within the same hospital group, I developed a deeper appreciation for how important it is for administrators to understand the realities of bedside care. This dual perspective reinforced my belief that the most effective hospital leaders are those who can balance **clinical empathy with operational strategy**.

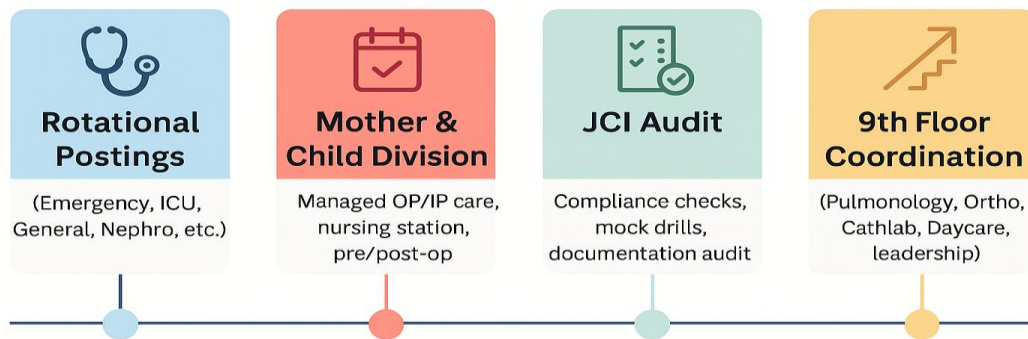
This continuity, while not within the same physical branch, still gave me a sense of professional evolution within a familiar framework. It helped me grow not just in knowledge and responsibility, but in maturity, insight, and adaptability qualities I will carry forward in my journey from bedside to boardroom.

14. Conclusion

My internship at Yashoda Hospitals, Hitec City, has been a deeply transformative experience both personally and professionally. As a Resident Medical Officer (RMO) placed at one of India's most advanced healthcare facilities, I had the unique opportunity to blend my clinical background with the administrative and operational insights gained during my MBA.

The exposure to diverse departments, patient care workflows, hospital policies, and interdepartmental coordination helped me develop a well-rounded understanding of hospital administration. Each day presented new challenges be it **medical emergencies, consultant escalations, or operational bottlenecks**. These challenges tested my **adaptability, problem-solving ability, and communication skills**.

One of the most defining moments was being an **active participant during the hospital's JCI accreditation preparation**. It gave me firsthand exposure to international patient safety and quality standards and instilled in me a lasting respect for protocols, documentation, and institutional discipline. I saw how quality isn't a department but a culture and how even the **smallest action in a hospital can have major implications for patient safety and comfort**.



Working closely with clinical, nursing, and non-clinical teams taught me the value of **empathy, diplomacy, and leadership**. I learned how to assert responsibility while respecting the hierarchy, how to support patient families during sensitive situations, and how to remain composed under pressure. I also gained a practical appreciation of concepts like Lean Healthcare, process optimization, patient satisfaction, and cost-conscious care.

This internship has helped me gain clarity about my professional goals. It strengthened my belief that my future lies at the intersection of **clinical operations and strategic hospital management**. I now feel more confident in my ability to lead multidisciplinary teams, support quality improvement initiatives, and contribute meaningfully to the delivery of safe, efficient, and patient-centered care.

In conclusion, my three-month journey at Yashoda Hospitals was not just a training experience it was the beginning of my transformation from **a clinician into a healthcare leader**. I am sincerely grateful for the support and mentorship I received during this period and for the trust placed in me despite being a fresh graduate. The lessons learned here will guide me through every step of my professional journey in hospital administration.