

INTERNSHIP AT
CLOUDNINE HOSPITAL, BANGALORE
Sy No: 36/1, Katha No: 287, 251/36/1, Varthur Main Rd, Ramagondanahalli,
Whitefield, Bengaluru, Karnataka 560066



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration

(MBA) in

Hospital and Health Management

by

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MBA HOM 28

ROLL NO - 1826

Under the Supervision and Guidance of

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1. Introduction

As part of the academic requirements for the MBA in Hospital and Health Management at IIHMR University, I completed a two-month internship at Cloudnine Hospital, Varthur, Bengaluru, from 10th March to 31st May. The internship was designed to offer real-world exposure to hospital operations, allowing me to apply the knowledge gained in the classroom to practical situations within a functioning healthcare environment. This opportunity not only provided a foundation for experiential learning but also helped me understand the intricacies of operational management in a leading private maternity hospital.

Cloudnine Hospital, Varthur, is one of the key centers of Cloudnine Group of Hospitals, which has built a strong reputation in the field of maternal, neonatal, and pediatric care across India. The hospital is known for its specialized services, quality-driven protocols, patient-first philosophy, and technologically advanced clinical care. My placement in the Operations Department gave me firsthand experience in how healthcare delivery is organized, monitored, and continuously improved to ensure smooth functioning and patient satisfaction.



Cloudnine Hospital is a premium healthcare facility that focuses on women and child health. The Varthur unit follows the organizational vision of providing quality care with compassion, safety, and innovation. Services range from maternity and gynecology to neonatology, pediatrics, fertility treatment, and wellness counseling. The hospital also supports preventive healthcare through antenatal education, vaccination drives, lactation support, and dietetics consultations.

The hospital emphasizes a patient-centric approach, which is evident in its clean environment, efficient appointment systems, and attentive staff. Operational efficiency is maintained through strong interdepartmental coordination involving clinical, administrative, and support teams. My time at Cloudnine allowed me to observe how strategic operations management contributes to maintaining high levels of care and patient

satisfaction in a fast-paced hospital setting.

The internship provided me with comprehensive exposure to hospital operations and allowed me to sharpen both my technical and interpersonal skills. Some of the key benefits I gained include:

1. Operational Insight

I observed how clinical and non-clinical services are managed simultaneously, ensuring that patients receive timely and effective care. I learned how minor disruptions in workflow, if not addressed, could affect the entire patient journey.

2. Problem Solving and Analytical Thinking

I was involved in assessing existing operational practices and brainstorming solutions for bottlenecks, especially in areas such as appointment scheduling and patient wait times. This improved my ability to think critically in high-pressure environments.

3. Communication and Teamwork

Interacting with doctors, nurses, administrative staff, and patients improved my communication and collaboration skills. I learned the importance of clear communication in ensuring coordination among different departments.

4. Quality Awareness

By participating in patient feedback and service audit activities, I understood how hospitals monitor service quality and patient satisfaction in a structured manner. I also became more aware of NABH standards and operational SOPs.

Application of Academic Knowledge- Concepts like process mapping, quality indicators, and operational metrics—studied during coursework—came alive through daily exposure at the hospital. This helped bridge the gap between theory and practice.

OBJECTIVES OF INTERNSHIP

2. Objectives of the Internship

The internship was a mandatory and essential part of my MBA in Hospital and Health Management program at IIMR University. The primary intent of this internship was to provide a structured, real-world learning experience in a functioning healthcare setting. I completed my internship at **Cloudnine Hospital, Varthur, Bengaluru**, with a focus on hospital operations and outpatient department (OPD) services. This experience served as a practical extension of the theoretical knowledge acquired during the MBA program and offered an opportunity to gain firsthand experience in healthcare administration, patient services, and operational workflows.

A. Primary Goals of the Internship

1. Application of Theoretical Knowledge

To apply academic concepts such as operations management, patient flow optimization, hospital information systems (HIS), quality assurance, and patient satisfaction assessment in real-world hospital operations.

2. Practical Exposure to Hospital Operations

To understand how various departments coordinate in a hospital environment, with a particular focus on the outpatient department (OPD), front office, pharmacy, consultation areas, billing, and support services.

3. Hands-On Administrative Experience

To assist the operations team in daily functioning, handle real-time patient-related concerns, and observe the workflow from patient registration to discharge or consultation closure.

4. Skill Development and Professional Growth

To develop key soft skills such as communication, problem-solving, decision-making, time management, and teamwork in a high-pressure and patient-centric environment.

B. Specific Learning Objectives

- To observe the operational structure of a private maternity and neonatal hospital.
- To understand the patient journey within the OPD, from entry to exit.
- To assist in improving scheduling and appointment systems by supporting coordination between departments.
- To analyze and interpret patient feedback and satisfaction data.
- To work closely with administrative and quality teams to understand day-to-day challenges in hospital operations.
- To engage in team discussions regarding resource management and efficiency optimization.
- To understand SOPs and compliance mechanisms related to outpatient services and general hospital functioning.

My Role and Responsibilities

5. As an **Assistant Manager Intern in the Operations Department**, my role involved active participation in the hospital's operational processes. I was assigned tasks that helped me understand patient engagement, service quality, and the importance of seamless communication among departments.

My Responsibilities Included:

- Observing and analyzing patient flow in the OPD.
- Supporting the front office in managing registrations, token distribution, and appointment coordination.
- Assisting in resolving patient concerns, particularly related to waiting time and doctor availability.
- Participating in data entry and review of patient feedback collected manually and digitally.
- Coordinating with the nursing and administrative teams to improve patient throughput.
- Supporting documentation and revision of operational SOPs.

- Engaging in daily briefings and feedback sessions with the hospital's quality and operations teams.
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Dissertation Project Integration

During the course of the internship, I also conducted a research project as part of my academic requirement. The title of my dissertation was:

“Patient Perception of Service Quality in Outpatient Departments of Cloudnine Hospital – An Online Survey-Based Analysis”

Purpose of the Project:

To assess patient opinions on various quality dimensions of OPD services such as staff behavior, consultation experience, waiting time, appointment system, and cleanliness.

Internship Support for the Project:

- I used the exposure from daily OPD operations to identify service gaps and common patient issues.
 - Designed and distributed a digital questionnaire to collect patient feedback.
 - Analyzed 82 responses using descriptive statistical methods.
 - Cross-referenced patient perceptions with operational observations during my internship.
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Key Learnings and Gains

The internship at Cloudnine Hospital offered a structured, immersive experience that significantly contributed to my professional and personal development. Some of the key learnings are outlined below:

1. Operational Insight

I developed an understanding of the flow of patients and coordination among departments. I learned how to identify process inefficiencies and understand their impact on patient satisfaction.

2. Analytical Thinking

I worked on real-time feedback data, helping the team assess trends in patient satisfaction and propose small operational changes based on findings.

3. Communication Skills

Through daily interaction with doctors, nurses, patients, and administrative staff, I improved my verbal and written communication skills, particularly in resolving patient concerns and presenting ideas.

4. Team Collaboration

The role required me to work with various stakeholders simultaneously. I learned how crucial teamwork is in maintaining service quality in a healthcare setup.

5. Quality and Compliance Awareness

I gained knowledge about the quality parameters set by institutions like NABH and understood the importance of SOP compliance and infection control practices.

6. Confidence and Professionalism

The role allowed me to take ownership of minor responsibilities and interact with senior

managers, which helped boost my confidence and gave me a deeper appreciation of hospital work culture.

ORGANIZATIONAL PROFILE

OVERVIEW

Cloudnine Hospitals is a leading network of maternity and pediatric care centers in India. With a track record of over 150,000 successful births nationwide, the organization is backed by a dedicated workforce of approximately 5,700 professionals and over 2,000 experienced doctors, each averaging more than 35 years of expertise. Cloudnine has steadily grown its presence across the country while consistently upholding international benchmarks in healthcare. Its core mission is to deliver top-quality care to every woman and child across India. It was an initiative of the Kids Clinic India Pvt Ltd, that was promoted by Dr R Kishore Kumar and Mr. Ramchandra in 2007. The Cloudnine Hospital brings together the luxury of a 5-star hotel and the professional medical care that is expected only from Kids Clinic.



Organization's Vision – To be the kind of leader in the space of women and child health that India has not witnessed yet, by providing premier quality healthcare to women and children

Organization's Mission – Our aim is the pursuit of excellence in providing the best maternal and neonatal care by setting higher standards for ourselves and striving constantly to achieve them.

KEY SERVICES PROVIDED

Cloudnine offers a wide range of specialized services, including

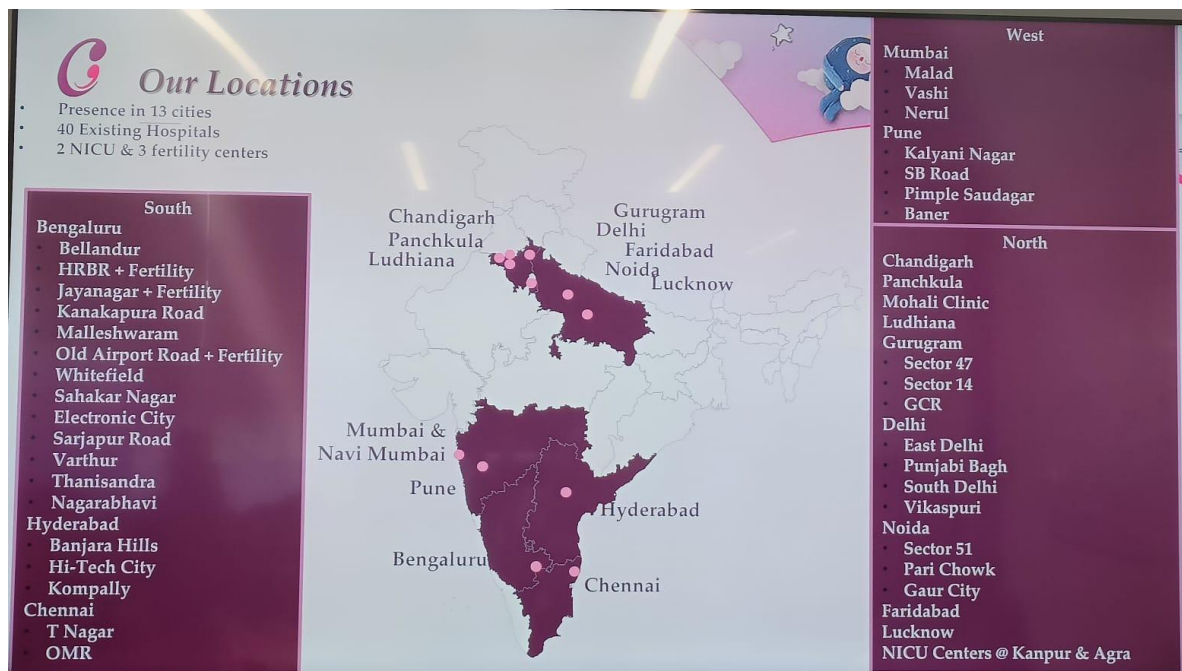
1. Maternity Care - Trusted by over 36,000+ mothers. At Cloudnine Hospitals, we understand that your life takes a colossal turn the moment you find out you are expecting a baby.

2. Pediatrics – Cloudnine hospitals have a simple and valuable mission of providing quality care to the newborn babies and children upto 18 years of age.
3. Intensive Care - At Cloudnine , we are thoroughly prepared to take on even the most complicated cases. To deliver truly reliable intensive care
4. Gynecology- As India's premier healthcare centre dedicated to woman and childcare, we understand the complexities of women's health
5. Fertility- They are thoroughly prepared to take on even the most complicated cases, to deliver truly reliable intensive care.
6. Neonatology- They understand that this is a very distressing phase for a couple, and they need a reliable expert to turn to.
7. Stem cell- In an endeavor to enhance customer convenience, Cloudnine hospitals has started the initiative of offering Cryonine stem cell services.
8. Home care services-
Cloudnine is striving to make its customers comfortable in all aspects and to achieve the same, we have few services that are available for our customers at home like Vaccination, Pharmacy, Lab tests, Ear piercing. Pediatrics, lab tests, video consultancy, physiotherapy, nutrition and dietetics, lactation support, psychological services and speech therapy

GEOGRAPHICAL REACH

Cloudnine operates in 13 Cities across India

Bengaluru
Chandigarh
Chennai
Ghaziabad
Gurugram
Hyderabad
Lucknow
Ludhiana
Mumbai
Noida
Panchkula
Pune
New Delhi
Faridabad



OPERATIONAL PHILOSOPHY

Cloudnine holds the view that children are among life's most precious blessings, and pregnancy is a truly remarkable journey. The hospital is dedicated to offering outstanding maternity care, aiming to make the experience of welcoming a new life joyful and memorable for every expecting parent.

ACHIEVEMENTS

Here are some key achievements of Cloudnine Hospitals, rephrased to maintain originality-

Awards & Recognition

1.National Excellence

- Honored with the India Today Healthcare Excellence Award in 2018 for both Mumbai and Pune locations .
- Received the Economic Times Best Healthcare Brands accolade as a leading women and children's hospital.
- Earned the CIMS Healthcare Excellence Award for maintaining the highest standards in patient care .
- Recognized by the Australian Service Excellence Award .

e) Multiple wins at the Worldwide Achievers Business Leadership Summit, including Best Women & Child Hospital .

f) Awarded the Brand Academy Service Excellence Award and the National Quality Excellence Award for Customer Service .

g) Acknowledged as Best in Patient-Centric Care at the VC Circle Awards for Healthcare Company of the Year .

2.Great Workplace

a) Frequently certified as a Great Place to Work, including recognition in 2021, 2022, and again for 2023–24 .

3.Specialized Recognition

a) In 2022, named in the e4m Pride of India Brands: Best of Bharat, and recognized in The Financial Express as India's top Mother & Child Hospital and leading Fertility & IVF centre in the North .

b) In 2023, honored at the ET HealthWorld.com Fertility Awards for excellence in digital innovation and patient safety .

4.Media Rankings (Times of India)

a) Consistently ranked among the top single-specialty hospitals in:

OBGYN and paediatrics across multiple cities such as Gurgaon, Bengaluru, Mumbai, and Chennai .

b) IVF & fertility services in Gurgaon and other cities .

5. Milestones & Impact

a) Celebrated the success of 100 babies born before 28 weeks, all surviving thanks to NICU Level V care with over 98% intact survival rates .

b) Proud of an impressive history that includes zero maternal deaths and a neonatal survival rate of 99.83% during its initial years .

6.Growth & Expansion

As of early 2024, the network grew to 32 hospitals across 12 cities, including newly launched centres in Nerul, Navi Mumbai, Sarjapur Road, and Varthur (Bengaluru), plus a fertility clinic in Rohini, New Delhi .

By late 2024, it expanded further to 37 units in 13 cities, adding centres in Sarjapur, Kompally, Thanisandra, Vikas Puri, Baner, and Nerul .

7.Health-Policy Initiatives

I received a FICCI appreciation certificate for its innovative Doula Programme .

Honored as the Best Hospital for Mother & Childcare by the Financial Express and won “IVF Chain of the Year” (Silver) at the India IVF Summit 2024 .

ORGANIZATION STRUCTURE

FOUNDERS

NAME	POSITION
Dr R Kishore Kumar	Executive Director
Mr. Rohit MA	Executive Director

BOARD OF DIRECTORS

NAME	POSITION
Ms. Nupur Garg	Chairperson and Non-Executive Independent Director
Ms. Elizabeth Lucy Chapman	Non-Executive Independent Director
Ms. VS Parthasarathy	Non-Executive Independent Director
Dr Kishore Kumar	Executive Director
Mr. Rohit MA	Executive Director
Mr. Satish Chander Subbanna	Non-Executive Nominee Director
Mr. Nitin Agarwal	Non-Executive Nominee Director
Mr. Ved Prakash Kalanoria	Non-Executive Nominee Director

MANAGEMENT TEAM

NAME	POSITION
Mr. Raviganesh Venkatraman	Executive Director and CEO
Mr. Sandeep Bardia	Chief Financial Officer (CFO)

Dr Arvind Kasaragod	Director Medical Services
Mr. Nitin Nag	Chief Operating Officer (COO)
Mr. Suresh Pandiyan	CMO
Dr Annu Kaushik	Director of Nursing Services
Ms. Chitra Puranik Kuve	Head – Learning & Development
Ms. Sofia Joseph	Head – Human Resources
Ms. Namita Narula	Head – Corporate Communications

KEY ACTIVITIES/ PROJECTS UNDERTAKEN OTHER THAN DISSERTATION

During my internship at **Cloudnine Hospital, Varthur**, I was involved in a wide range of activities beyond the scope of my academic dissertation. These activities were instrumental in enhancing my understanding of hospital operations, interdepartmental collaboration, patient services, and real-time problem solving. My involvement in these tasks allowed me to observe operational challenges and contribute actively to process improvements and patient satisfaction efforts.

1. OPD Workflow Mapping and Optimization

Objective:

To observe, document, and analyze the end-to-end workflow in the Outpatient Department (OPD) and identify bottlenecks that impact efficiency and patient experience.

Activities Involved:

- Observed and mapped patient journey from registration to exit.
- Noted variations in patient waiting times during different time slots and days.
- Identified delays in doctor consultation start times and crowding at front desks.
- Suggested reallocation of registration counters during peak hours to reduce wait time.

Outcome:

Proposed minor scheduling adjustments and improved communication between front desk and consultation rooms, leading to a smoother patient flow during busy periods.

2. Support in Daily Operations Coordination

Objective:

To assist the operations team in managing the daily functioning of the hospital, especially in the OPD, reception, and consultation areas.

Activities Involved:

- Participated in daily huddles with nursing, administrative, and front office teams.
- Coordinated communication between the front office and doctors during appointment delays.
- Monitored patient queues and ensured effective ticket/token flow.
- Helped address patient grievances related to waiting time or confusion in department navigation.

Outcome:

Helped reduce service delays and improve team responsiveness by ensuring smoother communication between departments.

3. SOP Review and Documentation**Objective:**

To understand and contribute to the review of Standard Operating Procedures (SOPs) followed in OPD, front office, and housekeeping.

Activities Involved:

- Studied existing SOPs for front desk registration, patient triaging, and consultation flow.
- Checked for compliance with hospital policies and quality standards.
- Suggested clarifications and formatting improvements in draft SOPs for better staff understanding.

Outcome:

Provided inputs that were incorporated into revised versions of two SOPs (related to OPD triaging and patient ID verification).

4. Patient Feedback Handling and Reporting**Objective:**

To support the quality team in collecting and analyzing feedback from patients to evaluate service satisfaction.

Activities Involved:

- Assisted in manually collecting patient satisfaction feedback through feedback cards.
- Entered and maintained data in Excel/Google Sheets for further analysis.
- Helped identify recurring concerns reported by patients related to appointment scheduling, staff attitude, or cleanliness.

Outcome:

Feedback reports were shared with department heads, and my summary notes were used in one of the hospital's monthly quality review meetings.

5. Inventory Tracking of OPD Consumables**Objective:**

To monitor the availability and usage of basic OPD consumables to avoid shortages and improve stock management.

Activities Involved:

- Conducted weekly spot-checks in OPD consultation rooms.
- Verified availability of gloves, masks, syringes, sanitizer, and disinfectants.
- Coordinated with the central store to raise alerts for low stock levels.

Outcome:

Helped implement a basic inventory alert log that was later adapted for weekly review by

nursing supervisors.

6. Resource Utilization and Doctor Scheduling Support

Objective:

To observe doctor scheduling practices and assist in maintaining efficient consultation allocation during high-footfall periods.

Activities Involved:

- Monitored patient turnout and aligned that with scheduled consultant availability.
- Provided real-time support to reception in adjusting time slots and guiding walk-ins.
- Helped in drafting revised OPD appointment slot matrix based on patient flow analysis.

Outcome:

Doctor scheduling became more predictable and aligned with patient load patterns during specific time windows.

7. Infection Control and Housekeeping Coordination

Objective:

To observe infection prevention protocols in OPD and support the housekeeping team in maintaining hygiene standards.

Activities Involved:

- Verified compliance with disinfection protocols during OPD turnover hours.
- Checked usage of appropriate PPEs and hand sanitizers by staff.
- Reported any cleaning lapses to the facility supervisor and assisted in checklist maintenance.

Outcome:

Housekeeping staff received feedback-based reminders for protocol adherence, improving overall OPD hygiene and patient comfort.

KEY LEARNINGS FROM INTERNSHIP

The internship at **Cloudnine Hospital, Varthur**, was a transformative experience that provided an immersive understanding of hospital operations in a real-time, high-pressure, and patient-centered environment. It allowed me to witness the complexity of healthcare service delivery beyond textbooks and to participate in the daily workings of a multidisciplinary healthcare team. The following are the key learnings I derived from my internship:

1. Real-World Exposure to Hospital Operations

During my tenure, I gained a solid foundation in how a modern maternity hospital functions. Observing daily operational activities across departments such as the Outpatient Department (OPD), Front Desk, Housekeeping, Billing, and Pharmacy helped me understand the interdependence of these units. I also learned how patient experience is shaped not just by clinical care, but also by operational efficiency, communication, and

administrative systems.

2. Patient Flow Management and Service Delivery

One of the most important areas of learning was how to manage patient flow effectively in an OPD setting. I observed how delays in appointment scheduling, doctor availability, or registration could significantly impact patient satisfaction. Through this, I understood:

- The importance of time slot management and appointment forecasting.
- The need for proactive communication between departments.
- The role of token-based systems in managing high footfall.

This exposure helped me understand how smooth patient movement improves satisfaction and reduces staff burnout.

3. Understanding SOPs and Regulatory Compliance

I had the opportunity to review and understand several **Standard Operating Procedures (SOPs)** followed in Cloudnine Hospital. This helped me:

- Learn the structure and intent behind SOP creation.
- Understand how protocols ensure consistency in service delivery.
- Gain awareness about regulatory requirements, particularly those related to NABH standards, patient safety, and infection control.

This learning will be instrumental in any future role I play in hospital quality assurance or accreditation processes.

4. Enhancing Communication and Interpersonal Skills

Throughout the internship, I engaged with hospital staff across designations—doctors, nurses, front desk executives, housekeeping staff, and management. I learned to:

- Communicate with empathy and clarity, especially in stressful situations.
- Address patient queries and complaints diplomatically.
- Coordinate between clinical and non-clinical staff to resolve operational issues.

This exposure greatly improved my confidence, professionalism, and emotional intelligence—skills that are crucial for hospital administrators.

5. Problem Solving and Critical Thinking

Working in a fast-paced hospital environment taught me to think critically and respond quickly to practical challenges. Whether it was helping to reorganize the registration counter workflow or managing unexpected delays in doctor consultations, I learned how to:

- Analyze the root cause of operational bottlenecks.
- Offer practical, low-resource solutions.
- Observe the immediate impact of operational decisions.

These scenarios enhanced my ability to think on my feet and make decisions aligned with patient and organizational needs.

6. Data Handling and Feedback Analysis

As part of my internship, I also supported the quality and front office teams in managing patient feedback data. I learned to:

- Collect and document patient feedback efficiently.
- Organize qualitative and quantitative data using tools like Excel and Google Sheets.
- Interpret recurring trends and issues from patient responses.

This skill complemented my dissertation work and will be valuable in roles that require data-driven decision-making and service quality assessment.

7. Teamwork and Multidisciplinary Collaboration

I learned how healthcare services are delivered through coordinated teamwork. Observing interactions between the front office, nursing, consultants, housekeeping, and pharmacy helped me:

- Appreciate the importance of collaboration across departments.
- Understand role clarity and responsibility-sharing.
- Learn how teams address operational issues collectively.

This learning reinforced the idea that hospital management is not just about individual efficiency, but also about harmonious teamwork.

8. Professionalism and Work Ethics

Being part of a professional healthcare environment taught me key aspects of conduct and ethics:

- Punctuality and accountability in daily responsibilities.
- Respect for patient confidentiality and dignity.
- Adherence to safety protocols and hygiene standards.

These values have strengthened my personal and professional discipline and shaped my future approach to healthcare leadership.

9. Integration of Academic Learning into Practice

One of the most satisfying aspects of my internship was the opportunity to directly apply theoretical knowledge from my MBA coursework:

- Operational management concepts were used in mapping patient flow.
- Quality assurance frameworks like SERVQUAL guided my understanding of patient perception.
- Strategic tools such as SWOT analysis helped assess internal process gaps.

This integration made the learning holistic and practical.

10. Exposure to Leadership and Administrative Responsibilities

I was given the chance to support decision-making at the micro-level. Observing the work of Assistant Operations Managers and Quality Officers helped me understand:

- How strategic and tactical decisions are made in hospital settings.
- How leaders manage time, prioritize tasks, and handle interdepartmental conflicts.
- The value of structured leadership in achieving patient satisfaction and operational

targets.