samvad

Igniting Thoughts of Tomorrow

HEALTHCARE MANAGEMENT

WeChat

Mr. Himanshu Dave
VP, Corporate Business Strategy &
Rx- Business
Unimark Remedies Ltd

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HR Excellence in Healthcare
Management

July 2014

S.P MANDALI'S
we school
Welingkar Education

OUR VISION

"To nurture thought leaders and practitioners through inventive education"

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

"The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn." - Alvin Toffler

At WeSchool, we are deeply inspired by these words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities need a new approach both in terms of thought as well as action. Cross disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy-the mind's eye needs to be nurtured and differently so.

WeSchool has chosen the 'design thinking' approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

Dear Readers,

It gives me great pride to introduce Samvad issues every month. Our Samvad team's efforts seem to be paying off and our readers seem to be hooked onto our magazine. At WeSchool we try to acquire as much knowledge as we can and we try and share it with everyone. I sincerely hope that Samvad will reach new heights with the unmatched enthusiasm and talent of the entire Samvad Team.
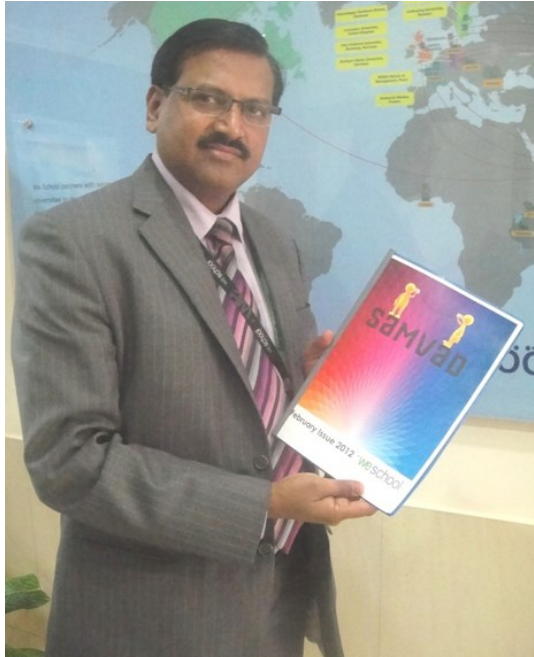
Prof. Dr. Uday Salunkhe,
Group Director

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and to be unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

Samvad is a platform to share and acquire knowledge and develop ourselves into integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

About Samvad

Prof. Dr. Uday Salunkhe introducing the first issue of Samvad

OUR VISION

"To facilitate exchange of ideas that inspire innovative thought culture"

MISSION

To Dialogue

To Deliberate

To Develop

To Differentiate

As the student magazine of WeSchool, Samvad is greatly inspired by the words of Alvin Toffler backed by a strong vision of facilitating exchange of ideas that inspire innovative thought culture. Samvad is a platform for the next generation leaders to bring forth their perspective on management to the world and gives the readers an opportunity to learn, unlearn and relearn on a continuous basis.

The team of Samvad is driven by a set of strong WeSchool values which enable us to create a dialogue leading to knowledge gaining and sharing, to deliberate on the information, to develop a sense of creativity and differentiate our minds with innovative thoughts of tomorrow; today.

Dearest Readers,

Greetings from Team Samvad!

It gives me and the entire Samvad Team immense satisfaction to bring to you the latest issue of Samvad on the theme "Healthcare Management".

The healthcare sector in India is expected to grow at a CAGR of 15 per cent to touch US$ 158.2 billion in 2017 from US$ 78.6 billion in 2012, according to a report by Equentis Capital. The factors behind the growth of the sector are rising incomes, easier access to high-quality healthcare facilities and greater awareness of personal health and hygiene. So, it's not surprising that MBA's would be needed to manage the country's second largest service sector employer in the near future.

To give you more insights on a career in this sector, we have Mr. Himanshu Dave (VP, Corporate Business Strategy & Rx- Business, Unimark Remedies Ltd), a distinguished personality in the field of Healthcare and also a former WE School, Mumbai Alumnus. Hope the interview adds lot of value to your reading. The featured article gives an insight on how technologies such as Cloud Computing and Data Analytics will help drive the healthcare sector and remove the challenges that are currently being faced in the healthcare space.

We are thankful for all the wonderful comments, compliments and suggestions for improvisation by you all and we are striving for the best. We hope with this issue we provide you with different perspectives on this sector. We will be happy to hear if you personally wish to enter this sector or have a vision to bring about a disruptive change at the grassroots level. It's time we ignite our thoughts in to actions for a better tomorrow.

Hope you will like reading this issue. Feel free to give us your feedback. The new Team will strive hard to make your readership experience more worthwhile.

Read Better to know Better...!!!

Best Regards,

Anurag Chatterjee

Editor

Samvad - Igniting Thoughts of Tomorrow

Acknowledgements

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An Interview with Mr. Himanshu Dave

By: Team Samvad

Mr. Dave is currently the President - Rx Business and Corporate business strategy at Unimark Remedies Ltd . He has over 24 years of work experience in the Pharmaceutical Industry and is also a distinguished WE School Mumbai Alumnus.

1. Could you please take us through your professional journey right from the start of your career?

My career started as a production officer at Meyer Organics from where I moved to pharma sales as a medical representative. I then moved to marketing & then head of marketing & sales role. Last 14 years I am managing P&L accountability

My professional journey of over 24 years in the pharmaceutical industry, I bring a deep insight of various business drivers that enhances business outcome. My last 14 years at leadership roles I have successfully delivered business turnarounds, established start-up subsidiary operations for a large multinational, achieved three category leaderships in a highly fierce competitive market, establishing two unique patient compliant delivery devices & rolled out a meaningful CSR initiatives on organ donation saving lives. I have successful track records of business development, closing licensing deals & managing P&L responsibilities for large accounts. I have hands-on experience of managing businesses related to biosimilars, nephrology, transplant, critical care, oncology, advanced wound care, peptides, gastroenterology, nutraceuticals, medical devices, diagnostics & rural marketing. I am a member of the Indian Pharmaceutical Association (IPA) and was a member of the Marketing Committee at Organization of Pharmaceutical Products of India (OPPI) & represented member for JPMA from 2009 -2011.

My professional qualifications include participation at the General Management Programme, Indian Institute of Management (IIM) Bangalore, Masters of Marketing Management (MMM) and Bachelor of Pharmaceutical Sciences (B Pharm).

Currently I am been associated with Unimark Remedies as President Corporate Business Strategy, RX Business. In past I have been associated with Astellas Pharma, Wockhardt, Zydus & Alkem.

2. What are the current challenges being faced by the Healthcare Industry with respect to the Indian Context?

"India is the second most populous country in the world and with healthcare infrastructure that is over-burdened with this ever increasing population, a set of challenges that are unique to India arise."

"India faces the twin epidemic of continuing/ emerging infectious diseases as well as chronic

degenerative diseases.

The former is related to poor implementation of the public health programs, and the latter to demographic transition with increase in life expectancy.

Economic deprivation in a large segment of population results in poor access to health care. Poor educational status leads to non-utilisation of scanty health services and increase in avoidable risk factors. India faces high burden of disease because of lack of environmental sanitation and safe drinking water, under-nutrition, poor living conditions, and limited access to preventive and curative health services. Lack of education, gender inequality and explosive growth of population contribute to increasing burden of disease.

Expenditure on health by the Government continues to be low. It is not viewed as an investment but rather as a dead loss. States under financial constraints cut expenditure on health. Growth in national income by itself is not enough, if the benefits do not manifest themselves in the form of more food, better access to health and education."

80 % of population lives in rural India but 80 % of medical facilities are concentrated in urban India Lack of health insurance and its low penetration causes further challenge towards access to healthcare. 75 percent of the Indian population paying for healthcare services from their own pockets, it puts tremendous financial burden." While Europe doctor to population ratio: 3.5 doctors per 1,000 population. In India, the doctor to population ratio: 1 doctor per 1,784 population adding huge load on treatment & quality of treatment.

3. How has the growth in technology changed the healthcare industry over the last few decades?

Health information technology (HIT) and innovation are becoming important contributors to improve the quality of care, reduce the cost of care, and most importantly, improve patient outcomes. Advancements such as electronic health records, mHealth applications, e-prescribing, and predictive analytics are being used to better understand diseases and potential treatments and to identify similarities across patients to improve the quality of care.

Industry leaders are applying advanced analytics to improve disease management; to drive more focused sales and marketing efforts; and to build new analytics platforms that combine internal and external data to create new business models for coordinating care across the health care ecosystem. Looking a few years out, the power of technology could enable countries to experiment with virtual health care delivery systems.

Adoption of new technologies is driving change in the way physicians, patients, and other stakeholders interact. For example, mobile technology and devices are bringing care to many rural parts of the world.

4. How would the recent mergers and acquisitions affect the Indian Pharma Industry?

M&A in Indian pharmaceutical sector provides competitive advantages to the firm. Both in terms of earning more resources or acquiring more capabilities, mergers and acquisitions have helped Indian pharmaceutical companies to grow and prosper. The speed of innovation and profit margins can suitably be increased overtime by mergers and acquisitions. There would be reduction of manpower due to optimization of resources & improvement of efficiencies. The generic space may face pressure of margins.

5. In the current economic environment do you feel that the regulations and bans on some of the Indian products of Ranbaxy and Wockhardt are tarnishing the image of Indian Pharma sector?

Well any FDA action & bans do have impact on the perception of Indian Pharma Industry but frankly if you look at total products getting off patent there may be some pressure point for such bans. I have no doubt that India needs to adopt completely to global standards for manufacturing & audits.

6. Many molecules are going off-patent till 2017, do you see that deciding a competitive pricing for a brand is the real key to survival? Kindly enlighten us on the factors and facets of it?

Post patent expiry the speed of entry & right pricing are key for success. The right pricing needs to be clearly forecasted & one must spend sufficient efforts to derive it. It is also important to create proper regulatory documentation to avoid delays & entry advantages.

7. Are you affiliated with any NGO or does your organization conduct any CSR Programs that you would be associated with?

Yes I have worked with many NGOs like Narmada Kidney Foundation, Mohan Foundation etc & my focus was on improving awareness on cadaver donation. I & my family carry a donor card always. My current organization we are not engage in any CSR activity.

7. Lastly, please share the one advice that you would like to give the young budding managers who wish to make a career in the Healthcare Sector?

Healthcare industry is an evergreen industry which would always offer great & challenging opportunities for focuses & passionate individuals. My experience talking to most young budding students is that most of them consider pharmaceutical as healthcare but its quite myopic. Healthcare industry offers immense potential in fields like pharma, hospitals, medical devices, diagnostics, IT in healthcare, Clinical research, Telemedicines, Wellness which is preventive healthcare & one of the fastest growing sector. Today we are not bound by boundaries nor by geographies. World is now a virtual healthcare business area. Everyone has a space to perform & succeed in healthcare business.

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Managing Healthcare through Technology

By: Pritam Dey, MBA-Systems (2013-2015), BIM, Trichy

Health is wealth and the loss of health is the loss of happiness. So, staying healthy and managing health is of utmost importance. In recent times, the healthcare industry has been posed with many challenges like increasing costs, infrastructure management, need for innovative medicines or drugs, managing patients' data, better services to patients and so on.

With the advent of the latest technologies, many of these challenges can be addressed. Let us have a look at few of the recent technologies and how they can help manage and improve healthcare:
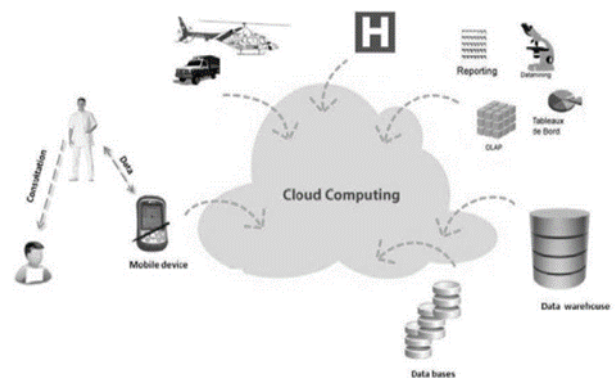
Cloud computing

The demand for cloud computing in healthcare management has been on the rise in recent years. Cost was always a constraint to the healthcare patients and providers and cloud computing can help meet the demand for delivering the most effective medical services for lower costs. Some of the potential benefits of using Cloud Computing in Healthcare can be:

- It is device and location independent. It can implement technology services and applications and consolidate technology infrastructure of large healthcare providers across multiple geographies.

- Applications of Cloud Computing require lower capital expenditure and are more flexible than the legacy applications.

- It can provide 24*7 support. It helps to frees up internal resources.

- It increases the system reliability, scalability and sustainability.

It is highly automated and can also help to reduce a patient's service time. It can fasten the process of retrieving patients' results from a lab or manually converting patient information from one format to another.

An example of service provider in Healthcare using Cloud Computing is Siemens which has been securely providing The Siemens Healthcare Private Cloud computing services for more than 4 decades with a highly secured, medical grade approach.

Cloud Computing illustration

Image Source: www.mysciencework.com

Wearable Computing

Wearable devices can help in improving access and efficiency of virtual and remote care and also facilitate better communication between doctors and patients. They can be used to monitor progress and provide alerts in case of intensive care for complicated cases.

Sensors can be inserted into wearable devices to get the patient details such as the time when the patients have arrived in the hospital, the level of urgency, the type of consultation needed, previous prescription details, etc. This type of data awareness will impact the overall workflow of a hospital.

Retina display projectors can be used to access digital images thereby reducing the physician's need to pay attention to monitor while performing medical procedures. In paramedical, a combination of Wearable data transfer devices and retina display projectors can be used in emergency medicine for remote guidance and point-of-care access of medical information.

Image Source: http://technewsrprt.com/2013/06/19/wearable-

Mobility solutions

Mobile solutions can help in healthcare management by enabling doctors and administrators to wirelessly connect to information through their mobile devices from any location. Mobile devices can be used to gather accurate, up-to-date patient information and automate the processes by having patient's data in the doctor's or service provider's mobile devices thereby saving time. It will ensure greater focus on the patient care rather than on non-productive tasks. Information entering, accessing, sharing and consulting with other doctors become easier through mobile devices and wireless connectivity, resulting in improved healthcare at reduced costs.

Some of the recent developments include IBM Mobility and Wireless Services which gets near-real-time patient information by using an integrated wireless and communications platform, thereby enabling collaborative treatment, improved throughput and clinician efficiency. Hardware such as 'Facilitate and Improve Home Care' with the support of a Windows OS can provide easy access to patient's past records and medical progress.

Increasing Usage of Mobility Devices
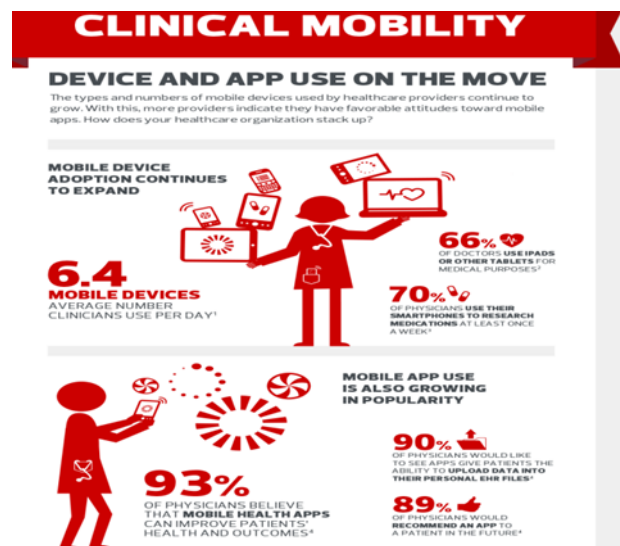
Image Source: www.cdw.com/mobilitymgmt
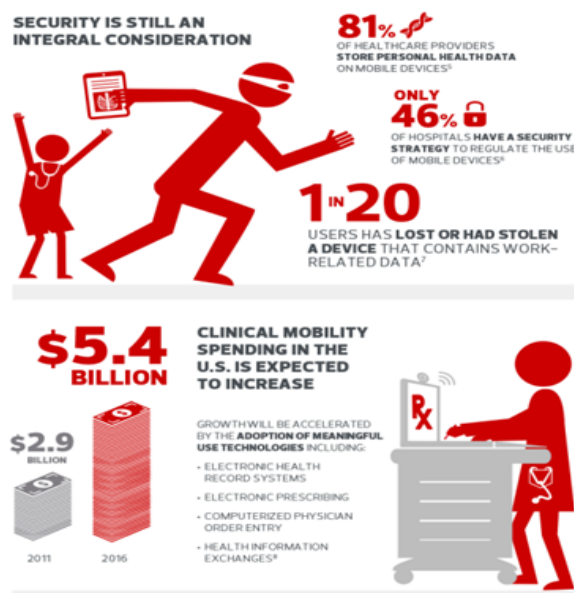
Image Source: www.cdw.com/mobilitymgmt

Social Computing

Social Computing applications in Healthcare Management are coming up in great leaps and bounds. Patients and health conscious individuals can make use of the search engines, new health-focused social networks and content distributors to have access to information. People are getting aware of the new and innovative treatments, alternative healthcare providers, best doctors, less expensive options, and helping each other with complicated health issues.

On the part of healthcare providers, they can get direct links with patients thereby enabling better product design, new areas of focus, more effective trials, and ultimately more personalized health solutions.

The collective experience from other individuals and patients can now be easily known to identify the emerging trends and make quick decisions. Better options and innovative solutions can greatly reduce the costs for patients. People will be aware of the new treatments and solutions for even the rarest of diseases or disorders.

Fig 5 – Data Analytics in Healthcare Management

Image Source: www.siliconangle.com

Big Data

Health data volume is expected to grow dramatically in the years ahead. Big data and analytics can be used to manage these huge chunks of data as information overloading takes place and changes in the healthcare reimbursement models occur. By effectively using big data, healthcare organizations ranging from small nursing homes to large hospital networks and health care organizations can realize significant benefits. Some of these benefits include:

- Early Detection of diseases and disorders when they can be treated more easily and effectively
- Managing specific individual and population health and detecting health care fraud more quickly and efficiently.

- Based on vast amounts of historical data, certain events can be predicted such as recovery tracking, patients who likely will not benefit from surgery, patients prone to medical complications, medicines that can be prescribed, causal factors of illness or disease progression; etc.

- Data analytics can help in Research and Development of new drugs and devices which are in high demand and need to be developed quickly. Different statistical tools can be used to improve clinical trial design.

In case of Public health care, Data analytics can help analyzing disease patterns and tracking transmission patterns to improve public health surveillance. Also, accurately targeted vaccines can be developed faster.

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Pharma Mergers and Acquisitions - The way ahead

By: Shatabdi Banerjee & Maanasa Mallela, MBA-IB (2014-2016), IIFT Kolkata

Be it mega mergers, horizontal mergers, acquisitions or asset swap deals; pharmaceutical industry is leading the way. Closure of several major deals this year signaled the return of M&A boom to the global pharmaceutical arena. M&As have set the tone for industry dynamics since as early as 1989.

This article attempts to explore various drivers of the M&As –the journey so far and the way ahead!

Review:

The hassles and disruptions involved in M&A activity were never viewed as road blocks or even failure for that matter – the exit of Daiichi Sankyo from Ranbaxy was followed by acquisition of the same by Sun Pharma. M&As continue to be attractive propositions. Further, in most cases, the firms are in a better position following M&As.

1989-2014

Retrospectively, there have been waves of M&As all over this span of 25 years - be it the 1989-90 wave or the early 2000 wave. Market share of Pfizer, one of the top players involved in M&A rose from 2% to 9.8% from 1989 to 2004. The value of pharma sales was $84 billion in 1995 and based on organic growth it was forecasted to increase to $195 billion by 2014; but the contribution of M&A activity has actually seen it increase to US $381 billion (Datamonitor).

The median debt-to-capital ratio for the world's 20 largest pharmaceuticals is 22.7 %, compared to around 37 % for S&P 500. Moreover biggies like Pfizer have accumulated $70 billion in their foreign subsidiaries. One of the key proposition responsible for this growth has been the mega merger [McKinsey Insights: "most of the world's 20 largest pharmaceutical firms (1995-2005)

mega -merged ($10bn USD + deals)"].

Megamergers thus have been the game changers since 1995 by creating lucrative proposition value for the shareholders.

Mergers and alliances in pharmaceuticals

Image source: http://seekingalpha.com/article/2199613-pfizer-and-astrazeneca-innovation-will-not-follow-acquisition
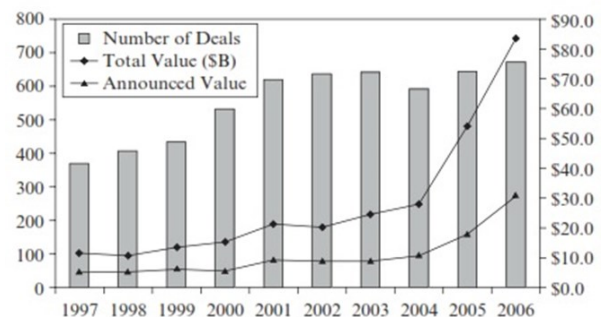
Besides this, 2009 witnessed three big acquisitions: Pfizer acquired Wyeth, Merck bought Schering-Plough and Roche merged with Genentech.

And 2014 saw innovative M&A deals paving the way for the future: Asset Swap deal between GlaxoSmithKline, Novartis and Eli Lily.

India's Cue:

Since the allowance of FDI, India has become a lucrative option for global firms searching for cost advantage. The main reason for this, amongst others, has been research and development, especially clinical research. R&D costs are low in India, almost 1/10th of that in the west. India, with its estimated compound annual growth rate (CAGR) of 13% (FY 2009-13) is one of the top five emerging Pharma markets in the world. Moreover, the Indian Pharma market is expected to grow to US$55 Billion by 2020 as compared to US$12.6 Billion in 2009 (McKinsey &Co. report 'India Pharma 2020').

Major Pharma Companies in India acquired by Overseas Companies

Daiichi-Ranbaxy $4.6Bn	Mylan-Matrix Labs $763mn	Abott Labs-Wockhardt 's nutritional foods division $130mn
Vetiquinol-Wockhardt's veterinary division	Fresenius Kabi (Singapore) Pte-Dabur Pharma	

Image source: https://images.google.com/

Drivers:

Over the years, the drivers for M&A activities have evolved considerably. These can be classified under the following heads:

R&D pipeline issues:

Discovery of new products has slowed down and R&D costs have subsequently increased. This coupled with the need to fill gaps in the R&D pipeline have been the key drivers. It motivated many firms to utilize their cash flows for M&As. In case of acquisitions the bidder could consolidate operations and reduce the excessive infrastructure capacity. Hence they can afford to pay premium associated with these acquisitions.

Dearth of Cash Cows:

Another driver has been the search for innovative ways to maintain growth in leaner years following the expiry of product patent. Expiry of patents can bleed the firm dry with decrease in unit sales as generic entrants start manufacturing the drug e.g. Daiichi and Ranbaxy deal—Daiichi's Venofer was near patent expiration date in the US market and its Floxin Otic had lost patent protection when the deal was finalized.

Critical mass and economies of scale :

Need to achieve critical mass and economies of scale in Research and Development and other activities also propelled M&A activity. Following mergers, the firms could take the advantage of presence in larger therapeutic bouquet. It also helped to bring together their research tools and technologies, thus enhancing the research productivity. Pfizer forayed into oncology, endocrinology and ophthalmology following its mergers with Warner Lambert and Pharmacia.

M&A is also undertaken to increase company size and growth rates e.g. Pfizer's deal with Astra Zeneca.

Certain fields like oncology require several years or decades to develop a scientific platform. This limitation also propelled few of the firms to take the M&A route.

Image source:
http://www.mckinsey.com/~/media/McKinsey/dotcom/Insights/Health

Best of both worlds:

Small scale research-oriented boutique firms are closer to cutting edge technology as well as public-supported basic research. They are more risk taking to develop disruptive technology and have less of bureaucratic organizational hurdles. Larger firms have the capacities for large scale clinical trial design and regulatory coordination. In case of acquisitions strengths of both are put to use e.g. Sanofi Aventis' acquisition of Shantha Biotech

Asset Swapping :

The recent three-way deal between GlaxoSmithKline & Novartis ($11bn USD) and GlaxoSmithKline and Eli Lily exemplifies asset swapping. The Pharma Groups involved, offloaded their weaker divisions to their counter parts to tidy up their portfolios. Glaxo exchanged its cancer division for Novartis's vaccine unit thus creating one of the world's largest consumer health businesses. This deal reflects the need of the industry for innovative deal structure that would generate and protect shareholder value.

Scope and Future for M&A:

In 2013, M&A's were primarily focused on pipeline acquisitions; though many Pharma companies went for partnering and licensing. The trend is expected to continue in 2014. Pfizer's US$118 billion deal was expected to be one of the largest pipeline acquisition deals this year. Moreover spiraling costs for developing new drugs, lengthy and time-consuming approval process will propel consolidation of early-stage, small and specialty pharma companies. Also considering the US pharma Industry, drug patents worth US$200 billion in revenue are expected to expire this year which will increase the prospects for M&As

Drug Pipeline

Image source: http://blogs.wsj.com/corporate-intelligence/2014/05/20/pharma-sectors-ma-pipeline-still-bubbling/

Conclusion:

Following the journey of global pharmaceutical industry reveals the strategic role mergers and acquisitions have played in shaping the industry. It enlightens us about the resilience and dynamism of the industry to take necessary steps to face all odds and thrive.
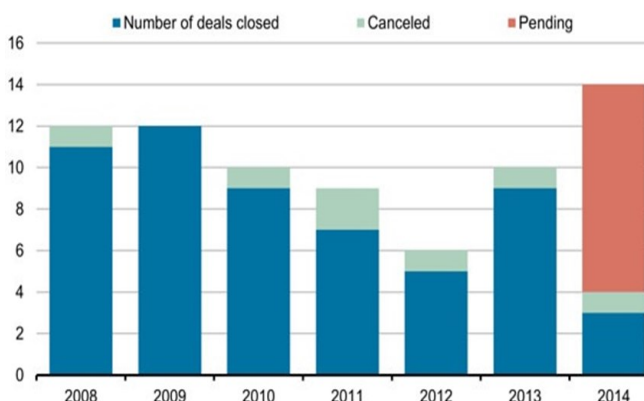
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Role of Supply Chain Management in Healthcare Industry

By: Sanket G. Deshmukh, NITIE, PGDISEM (2013-15)

Introduction

Global healthcare industry or medical industry is one of the largest and fastest growing industries. It incorporates diverse set of sectors such as pharmaceutical, medical engineering, biotech etc. Top strategic requirement of healthcare industry is to provide faster healthcare services while maintaining high quality and low costs. Since the inception of industry, one area, contributing nearly 33% of total hospital operation budget is always overlooked and that is healthcare supply chain management.
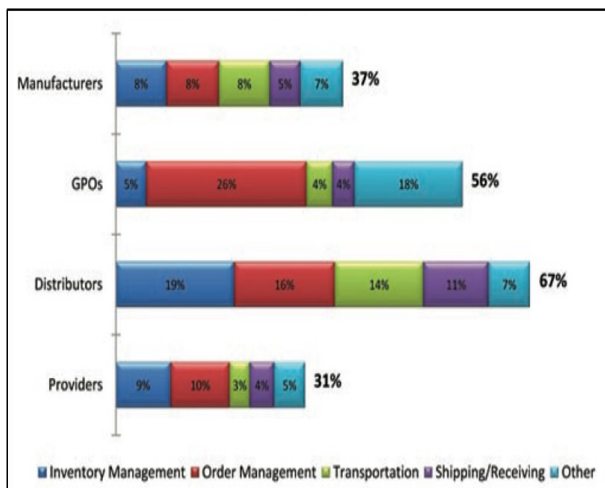
*% of Annual operating expense in supporting healthcare supply chain*

Image Source: Nachtmann and Pohl (Sample size-204)

In financial allocation suppliers are considered only as labour, even though millions of products move through supply chain. Study shows, although there is a wide incorporation of SCM practices across many of industries, healthcare industry lags in it (McKone-Sweet et al., 2005). Healthcare industry isrealizing importance of an effective supply chain as a cost reducer and quality improver.

Healthcare Supply Chain

Healthcare supply chain incorporates various types of products and stakeholders related to each of product. Main objective of supply chain is to deliver the right product at the right time, in right quantity. As depicted in diagram, according to respective functions, stakeholders are divided into five major categories viz. payers, fiscal intermediaries, producers, purchasers, and providers.

Producers are the manufacturer of medical products such as medical devices, medicines etc. Purchasers are midway parties including wholesalers, distributors, and Group Purchase Organisations (GPOs). Wholesalers and distributors acquire products from producers, hold them, and sell them to providers. A GPO aggregates the purchasing volume of its group members to develop contracts with producers to achieve economics of scales by achieving more or less discounts. Providers serve the final consumer of
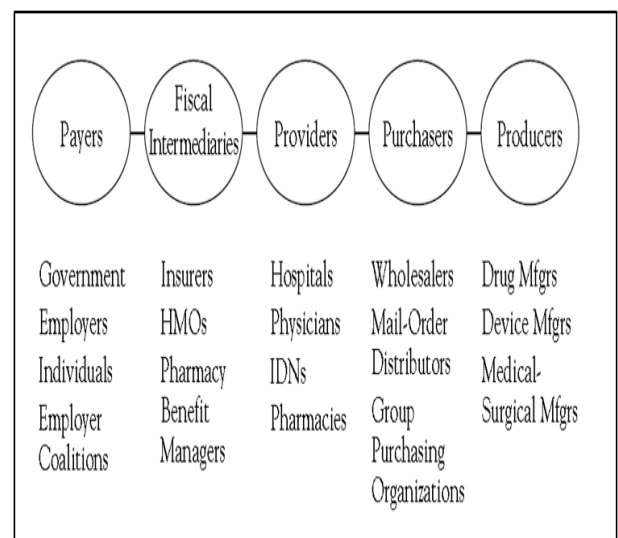
Health Care Value Chain

Image Source: The Wharton School Study of the Health Care Value

supply chain. Providers include hospitals, integrated delivery networks (IDNs), pharmacies, nursing homes etc.

Earlier it was possible to manage a hospital effectively by well managed purchasing cost. But today it is highly impossible, because nearly 40 - 45% of hospital budget is going into purchasing cost. Out of that about 35% incurred by supply chain alone. Various studies show that by implementing efficient supply chains, substantial part of cost associated with purchase can be minimized. And this not only implies to flow of medical goods but the patient flow (Beier, 1995).

Integrated Supply Chain in Healthcare

Integrated supply chain strategy in hospitals helps to boost patient care. The hospital supply chain helps to maintain timely and accurate product availability, more patient care space, low material handling cost and delay for all medical staff. Hospital supply chain can be collaborated with other clinical systems and revenue cycles. Traditionally supply chain considered as 'Back dock' supportive function for providing products and services to hospital. To get most out of it, supply chain must act as an integrate link in between clinical and non-clinical processes.

In health service providers' context, supply chain management is often related to information, material and capital flow. It incorporates transition and acquisition of products and services from suppliers to consumers. It impacts on two major things viz. clinical outcome and related cost. To improve both the things management asserts to integrate processes. These processes consist of the processes involving physical products like medical gadgets, drugs, health aids etc. and the processes involving flow of patients. In both these cases a good alignment and consolidation between operational processes might improve performance of the health supply chain. Deployment of information technologies and e-business are linked to the integration and coordination of operation processes. Many studies have shown positive result of using information technology in healthcare sector. And it not surprising that many

of the studies on health care supply chains are focused on e-business technology's effects on hospital supply chains. Similar to integration of processes, information technology looks after both, physical goods and flow of patients within and among healthcare organizations. Applications having information technology as a platform can be witnessed in the functions such as material management, purchase and procurement, inventory management etc. 'Electronic Patient Record Systems' is one of the best examples of information systems which significantly improved and eased processes within and among the healthcare delivery organizations.
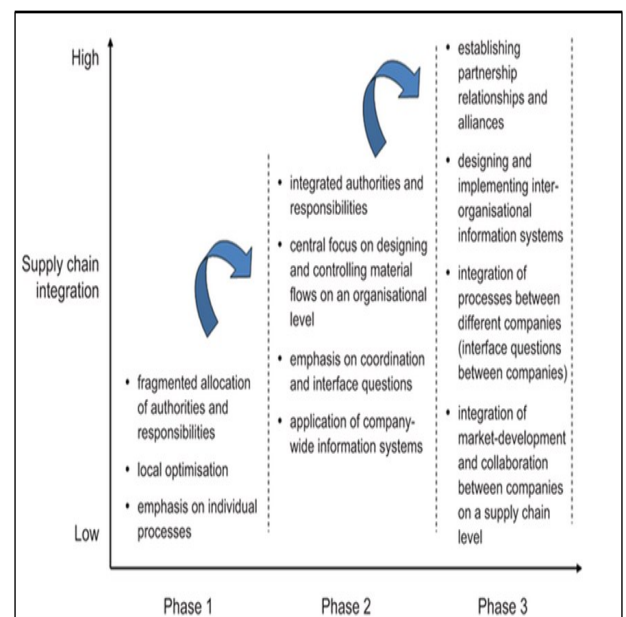
Image Source: Jan de Vries and RobbertHuijsman, Supply chainmanagement in health services

The application of supply chain management practices in healthcare industry improves organizational aspects such as relationship development, assignment of responsibilities and authorities, and organisation of interface processes. Many studies have shown positive role of organisation processes when applied to supply chain management. Furthermore, recent study showed the organizational elements such as strong leadership, culture, authority issues, and relationship between stakeholders may handicap integration and coordination of the processes with healthcare supply chain (McCutcheon and Stuart, 2000). Healthcare supply chain integration

can also be coupled with market development and care product offering. Co-development of product is a well-known process of supply chain management and in the interior of industry, supply chain can put joint efforts to develop new range of products and services across consumers

Areas	Recommended Best Practices
Education	Increase training on SCM principles such as executive support, communication within internal departments, information systems and measurement systems
Transportation & Logis-	Use of cold storage infrastructure for storage and transportation in pharmaceutical industry, a major player in healthcare
Inventory Manageme	Use computer software applications for calculating reorder points and quantities based on demand forecast and safety stock levels
Quality Management	Apply total quality management in hospitals and integrate a smooth running strategy for their supply chain management. Hospital integration with internal and external customers is realized as important factors in implementing and empowering the overall integration process in quality management system in hospi-
Information Sharing & Collaboration/Cooper	Share inventory related information with vendors for better planning. Information should include: sales data, backorders, and on-hand inventory; it should also be accurate and accessible in a timely manner
Using RFID technology	Use of Radio Frequency Identification (RFID) technology, which will continue to make inroads thru track-and-trace solutions, first, as asset and inventory management tools, then gravitating towards personnel, patient and clinical monitoring devices
Procurement and Contractin	Increase automated ordering process by using electronic means (EDI, Internet); Comply with GPO contracts to achieve cost savings

Best practices of Healthcare Supply Chain

,providers and organizational units. In addition to that, healthcare service providers have started process of developing new care products by associating with each other. Evidently, above mentioned modes of integration cannot be achieved alone.

Studies highlighted that organisations have to go through various modes of integration, beginning with transparency mode, through commitment modes, and finally fully integration mode (Ballou et al., 2000).The transformation of healthcare sector in the direction of fully integrated and process oriented structure needs major changes in strategies and strong control mechanisms.

Conclusion

Today, healthcare supply chains are facing increasing pressure. Companies are expanding portfolios to meet requirements of rapidly changing markets,due to which medical device and pharmaceutical manufacturing is becoming more complex.Worldwide economic growth needs cheap, quality healthcare products from emerging economies. Quality and regulatory issues are hindering supply chains. Industry's current supply chain model will not help healthcare industry to grow. Improving supply chain capabilities allow healthcare organisations to tackle current problems along with strategic benefits. Improvement have been taken place in supply chain, especially in the area of education but areas like information technology, purchasing, and inventory management have to be improved. Improvements in all these areas can be achieved with the help of information technology. After all, supply chain in the healthcare industry is a complex social change process!

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HR Excellence in Healthcare Management

By: Udita AgarwaL, PGDM(2014-2016), WE School, Mumbai

"**Train people well enough so they can leave, treat them well enough so they don't want to...**"- **Richard Branson** (Founder and Chairman of the Virgin group)

People matters! Human beings are born emotional. They are always in search of love and care. With the evolution of technology, the culture of warm relations and affection has lost. People prefer being selfish than SELFLESS! And there comes the role of HEALTH CARE! It is one such industry where we would still find actions governed out of will to serve others. Here comes the role of Human resource management. But, does HR have a real Impact on Resident care?

Most people relate HR to Admin. Hardly anyone knows how crucial the role of HR is in the health care sector. With functions that cover everything from performance management to safety, Human Resources Management plays a vital role in the health care workplace in ensuring the delivery of health care services and facilitating optimal patient outcomes. Various functions that HR plays in this sector are listed in the table below:

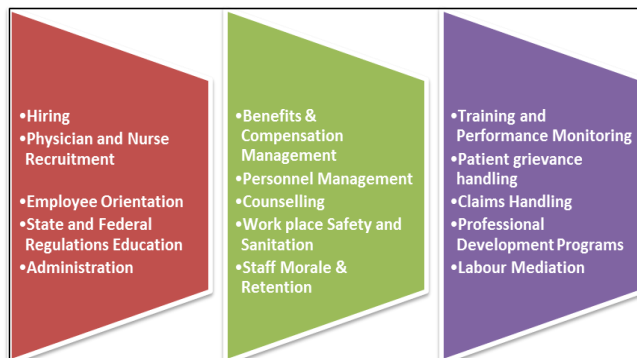**Different functions of HR in health care sector:**

Image Source: https://images.google.com/

PATIENT SAFETY AND QUALITY CARE

The focus of health care industry has always been on patient safety and quality of care. HR plays a key role to develop better processes for providing quality care and improving the patient safety ratings. HR has to follow a hierarchical pattern in order to ensure patient satisfaction by well structured recruitment of not only skilled employees but also those who have a patient focused approach. Adopting an unmeasured strategy of hiring people based only on experience would not work well in a health care sector. Critics have mentioned that hiring right talent is the goal of 2014. Integrating the background check service with an ATS (Application tracking system) can be beneficial for both recruiters as well as candidates. Communication gap between the hiring manager and the recruiter should be minimal for effective talent selection. A bad approach to hiring would result in an inefficient team of staff that would not be able to ensure patient safety and would thus hamper the organization's reputation. HR must always remember that they bear a huge responsibility of maintaining the dignity of the organization by hiring and managing the right talent.

DIVERSITY- MORE THAN JUST THE COLOUR OF OUR SKIN!

If we ponder what the patient's desire for we would come across a new feature and that is DIVERSITY at the workplace, which is more than just the colour of our skin now! HR usually faces a lot of diversity challenges at the organisation but they need to understand that we are almost four generations working together. The differences in religious beliefs, practices, sexual preferences, genders, and multiple languages being spoken would encourage the patients and their

families from different backgrounds to gel with them easily. This initiative would help both the HR and the employees to become an integral part of these families resulting into immense satisfaction.

Image Source:

http://www.hci.org/files/imagecache/hci_flash_splashscreen/wc_fla

Strategy of Employee Attraction

Once skilled employees are there in the organization, the next big challenge for the HR is-RETENTION! We are well aware that there are great opportunities offered to the skilled professionals in metropolitans or foreign counties that make it very easy for them to grow their career graph and become financially stable. Dreaming big is necessary but few people are not conscious of the fact that this frequent migration had let to a scarcity of skilled employees in their own city/country leading to poor health care services. HR plays a major role in bringing this awareness. Facts suggests that 36% of the health care companies do not engage in social media recruitment efforts and remain complacent in updating their Facebook profiles. HR must keep it in mind that today's healthcare workers are using social media as a job search tool and healthcare organizations must ensure that they have a social presence to appeal to potential candidates to make a mark in their sector else they would suffer a big loss in talent search and retention. So, it's more about smart attraction rather than retention.

Employee involvement

Another important initiative that should be taken by HR to maintain a good connection with the employees is to focus on their trainings and education. HR must stay aligned with the goal of the organization to invest in the employees and then only the employees would invest back in return. Challenging career opportunities, lateral movements, trainings and executive courses from MIT, HARWARD and other top universities should be encouraged so as to strengthen their core professional and clinical skills. An online learning development system should be initiated for the employees to stay updated on recent trends in health care

Image Source: http://thumbs.dreamstime.com/x/employee-engagement-26568687.jpg

This endeavor would make them feel that the organization cares about their future. This would not only help in employee retention but would motivate the employees to perform better. Gone are the days when the performance of the employees was driven by financial incentives! Employees are clever and focused to become better than what they were yesterday. It's also about involving them in more organizational processes and decisions. Hence, the HR has to start thinking as to what the CEO and the board wants to achieve in order to become a strategic player in the organization.

Performance Recognition

Encouraging best talent is another factor that should not be ignored. Performance management practices can help to reinforce the culture by recognizing strong performers and encouraging positive turnover of low performers. Managers should also give an honest feedback and communicate with their people on a regular basis. The employees must be acknowledged for their efforts and their success should be celebrated with enthusiasm. By recognizing the people who would be consistently high performers, the organization would be reinforcing their positive behaviors and encouraging their peers to incorporate those positive actions and improve in their respective domains

Image Source: https://images.google.com/

Vision Of Healthcare - Long term care

The ultimate objective of the health care industry is Long term care. Protection and patient satisfaction is the primary focus of this industry. The hiring staff is expected to have a Caregivers attitude towards the people. Relationship Based Care (RBC) is a culture transformation model and an operational framework that improves safety, quality, patient satisfaction and staff satisfaction by improving every relationship within an organization. This model would bring a 360 degree cultural change in the health care organizations. Thus, the challenge for HR is not just to establish the importance of talent, but it is to link talent management to the business strategy. This step would make health care sector unique in its culture

It also has to check how it can adjust and move positions around with what they have. It's a two-fold strategy because it would not only help the organization to save money but also would help the employees to grow and not to do the same job. I must say HR has a real IMPACT on Resident care!

One non mathematical equation not to be forgotten by all of us:

Happy Employees = Happy patients!! (Richard Branson)

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Home Healthcare - Future of Affordable Healthcare

By: Ravi Pawar & Yogesh Jadhav, PGDM-HCM(2013- 2015), WE School, Mumbai.

Indians know home health care since ages, earlier ayurvedic, unani practitioners used to go to patient's house to treat them. British rule brought more organized hospital setups, since then health sector has become more organized. As per the saying "Old is gold" we are going back to the concept of home healthcare which has become popular in the western world & is the future of affordable as well as accessible healthcare.

Indian home healthcare industry is expanding rapidly at more than 18% per annum & is currently valued at almost $2.3 billion. India which is a young population will be aging slowly by 2025 & the 10% of the population will be over the age 60 which will be about 160 million.

Chronic diseases are increasingly prevalent & India will be soon carrying the most chronic patients burden throughout the world. India is growing at a rapid rate & it's middle class is expanding which can afford to pay for preventative and primary care..

Most of rural India is still facing the shortage or unavailability of hospitals, home healthcare can be effective in providing them care for chronic illness and post-operative almost 65 % of the hospital visits can be treated from home. People are becoming more educated & aware about the home healthcare facilities which provide cheap, efficient, comfortable quality care. Paramedical care, physiotherapy healthcare, diabetes management, and geriatric care services are most in demand in India. Almost 160 million Indians have sleep apnea, which is also another attractive area for home healthcare.

Image Source: http://bonnycrest.com/images/hospice_med2.jpg

With the advancement of technology & it's increasing usage, more & more healthcare services can be provided at the doorstep of the people. Indian companies are expanding their presence in the home healthcare market few of which include Metropolis Health Services and Apollo Hospital. Some of these offer diagnostic tests, such as ECG, x-ray, cardiac and ultrasound tests, diabetic test, blood pressure checkup test etc. at home There are new Indian startups such as Health Care at Home India, India Home the home healthcare market to provide services like elderly care, post-surgery care, physiotherapy and palliative care and many more services. Other big hospitals like Columbia Asia (Southeast Asia), Hinduja Hospital (Mumbai) and Max Healthcare (India) have also started offering homecare services. Because of their services and by looking at market demand these companies are getting increased attention from even overseas investors. In September 2013, home health care firm from Bayada (U.S.) purchased a 26 percent stake in India Home Health Care.

Key Players in the Market

Name	Promoter	Location	Employees
Portea Medical	Krishnan Ganesh and Meena Ganesh	Bengaluru	70
HealthCare At Home India	Burman family, promoters of Dabur India Ltd & Healthcare at Home, UK	Delhi	200
Homital	Dr Rajesh Vasudeva & RR Energy	Delhi	40
India Home Health Care	V Thiyagarajan and BAYADA Home Health Care, US	Chennai, Bengaluru	300
Nightingales Home Health Services	MedWell Ventures	Bengaluru	150

Portea Medical (Delhi) received $8 billion in investment funding in December 2013.

These growing Indian home healthcare firms generally only offer home care services in large cities like Delhi, Mumbai and Bangalore. Despite that they are now expanding in other cities also and utilizing more home medical devices in their provision of services. Homital a Delhi based Indian home health care service provider reported 300 percent year-on-year growth in 2013-14 and is ready to expand its operations to 4 more major Indian cities by March 2015. Health Care at Home Delhi based home healthcare service provider plans to expand into 3 more cities in 2014, further in smaller towns in 2015. Portea Medical currently offering services in 12 cities and covers almost 2,500 visits a month and companies mission is to expand to 50 more cities by early 2016.

Apart from Indian companies Western companies also operating like Philips, GE Healthcare and Johnson & Johnson in the Indian home healthcare market for years.

Constraints:-

- Lack of qualified and skilled high quality manpower who work in the home environment.

- Absence of proper structure and processes in the organization is another challenge.

- Home healthcare is a very service-focused business, so getting quality like satisfied customer is not only required but also very challenging.

- Lack of support technology as there is no central place like an hospital where healthcare is delivered.

- Large investments in technology, training people and in systems and processes, because of that capital required is high and the model becomes profitable only at large scale..

- The shortage of manpower in healthcare is also a worldwide problem.

Training and education needs:-

- At present there is no industry or academically ready course for Home Health Care workers

- Home healthcare companies are creating their own training centers to create a steady stream of workers.

- Co-coordinating with various healthcare training institutes to create industry ready personnel.

Future Prospects:-

Home healthcare in India is at it's novice state but continuing competition in this space by domestic as well as foreign investors shows bright days in the future for this industry. Indian health industry will continue to grow at almost 35-40% growth per annum & will reach over $15 billion in the next decade.

Conclusion:-

Need of economic, affordable & accessible healthcare is demanding more & more healthcare models to provide solutions. Home health care is spreading very fastly across the country & many companies are entering into doorstep healthcare services which is helping in reducing overall healthcare cost & burden on existing healthcare infrastructure.

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Prof Amarkant Jain shares his advice with young entrepreneurs

Mr. Amarkant Jain is a distinguished professor at WE School, Mumbai. A Chemical Engineer (Mumbai University) & an alumnus of WE School, he has over 10 years of work experience in the fields of Engineering, Investment Banking, IT, Sales, Marketing & Corporate Training. Presently, he is in charge of the Diploma in Commodities Market (DICM) Program, conducted in association with Multi Commodities Exchange of India Ltd. (MCX)

In his recent blog, he correlates the recently concluded FIFA World Cup with the world of Entrepreneurship. He discusses the things entrepreneurs need to learn from the World Cup and apply them in their own professional lives.

It does make for an interesting read.

Read

http://blogs.welingkar.org/index.php/faculty-talk/if-you-fail-to-plan-you-plan-to-fail-prof-amarkant-jain-shares-some-lessons-learnt-from-the-fifa-world-cup

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Call for Articles

We invite articles for the August 2014 Issue of Samvad.

The Theme for the next month: August 2014 - **"Banking"**

The articles can be from Finance, Marketing, Human Resources, Operations or General Management domains.

Submission Guidelines:

• Word limit: 1000 words or a maximum of 4 pages with relevant images.

• Cover page should include your name, institute name, course details & contact no.

• The references for the images used in the article should be mentioned clearly and explicitly below the images.

• Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com. Deadline for submission of articles : 25'th August, 2014**

• Please name your file as: <YourName>_<title>_<section name e.g. Marketing/Finance>

• Subject line: <YourName>_<Course>_<Year>_<Institute Name>

• Ensure that there is no plagiarism and all references are clearly mentioned.

• Like our Fb pg: Samvad.WeSchool.Student.Magazine.

Samvad Blog

As said by Ann Morough Lindburg, "Good communication is as stimulating as black coffee and just as hard to sleep after." Samvad, which means 'to converse' in Hindi, is exactly the motive of our team Samvad. Our readers and writers are of utmost importance to us at Samvad. We don't like to interact with you only once when the issue is released. So, we thought, what next? Then came the idea of a blog - the ideal platform for meaningful discussion on a more regular basis. Hence, we present to you 'The Samvad Blog'. The Samvad Blog, as the name suggests is a blog dedicated to sharing of information, insights and opinions that allow exchange of some valuable ideas by stimulating your intellectual senses. It will include some interesting reads on management gurus, book reviews, and relevant articles among many other varieties of food for thought.

http://samvadwe.blogspot.in/

Don't forget to comment with your opinions. Always have a healthy debate we say! As progression lies not in agreement, but debate!

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