

N O R T H I N D I A S P E C I A L

Max Healthcare: Keeping Patients First



DR PERVEZ AHMED
CEO & MD, Max Healthcare

Max Healthcare a much admired healthcare delivery provider in North India is part of Max India Group which has business interests in life insurance, health insurance and clinical research as well. Max Healthcare currently has eight properties which cover overall healthcare delivery value chain. Ranging from a large facility, 250-bed Max Devki Devi Heart and Vascular Institute in Saket, functional since December 2004 to speciality centres Max Healthcare has a gamut of delivery facility. "Our large hospitals at Saket and Patparganj are tertiary care facilities where as hospitals at Pitampura, Noida and Gurgaon are multi-speciality facilities and speciality centres at Panchsheel covers secondary and primary care spectrum of care," says Dr Pervez Ahmed, CEO, MD, Max Healthcare.

Journey so Far

From 16-bed in 2001 to present strength of 1100-bed, the group has traversed a long path, with its share of hurdles, roadblocks and success. Overall the group's current installed capacity is approx 1100 beds. Their clinical services are supported with the most advanced in-house diagnostic services. Max Healthcare's state-of-the-art facilities designed in accordance with international norms include 225 critical care beds, 20 operation theatres, three cathlabs, four MRIs and four CTs across an integrated network. It's neurosciences department has Brain Suite (first in Asia), oncology department has Novalis Tx, cardiology department has Dyna Cath Lab to name the few.

"Since our entry into serious medicine in 2005 our in-patients have grown at CAGR of 36 per cent and our out-patients have growth at CAGR of 27 per cent. This year we would be crossing the landmark of one million surgeries performed at our facilities. As far as profitability is concerned MHC has turned cash positive and we are on the verge of achieving full breakeven. Our EBIDTA margins have been improving quarter-on-quarter as our previous Qtr EBIDTA was at 10.6 per cent," says Dr Ahmed

The Differentiator

Max Hospital prides itself in having comprehensive and integrated healthcare service. Their main differentiator is quality conscious and patient centric approach, which is complimented by a network of highly respected and leading specialists. The hospital also lays extensive emphasis on medical training and education. Max Healthcare offers its patients with added advantage of a culture of safety as the staff is outcomes oriented with evidence based medicine. All these provide 'value' to our customers.

Quality Concerns

The hospital environment is one of the most complex environments in the world. It is very people dependent, equipment and technology dependent and there are several processes that come together or follow one after another, during the patients stay in the hospital. This

inherent complexity, also poses problems of safety.

Recognising that healthcare errors impact one in every 10 patients around the world, the World Health Organization calls patient safety an endemic concern. It is with this background that Max Healthcare gives the highest priority to the safety and quality of care for each of its patients. Patient Centred Care is at the core of everything we do. The organisation has successfully implemented "Medical Excellence Model" with the help of our clinical teams. The pillars of this model include clinical governance, credentialing and clinical privileging of physicians and nurses, use of standardised, evidenced based protocols, patient and staff safety, infection control, a culture of audit and continuous professional development.

"In last few years, we have established a culture of safety. Every year we launch Max Healthcare Patient Safety Goals based on the in-depth analysis of reported adverse events and International norms. All staff members participate in identifying, reporting any adverse events, or near misses during care. The teams then take up projects to learn and strengthen safe practices. Root cause analysis, audits, six sigma projects, drive improvements. Each hospital has enthusiastic leaders who work relentlessly to identify opportunities for improvement in all aspects of patient safety", adds Dr Ahmed.

This culture of teamwork, accountability and transparency has kept our adverse events on the lowest side.

"We have a comprehensive performance measurement system for key processes- both medical and services. Several process indicators are tracked uniformly across all hospitals, which are regularly reviewed against preset targets to identify opportunities for improvement. Apart from this, a Medical Quality Dashboard is in place for monitoring adverse events and clinical outcomes. We have recently developed an innovative, first of its kind 'Scorecard' for key clinical departments that tracks business, service and clinical outcomes in on an integrated platform", he informs.

Dr Dilpreet Brar, Executive

Director, Max Healthcare, informs, "We are launching four new facilities this year - Shalimar Bagh in Delhi; Mohali and Bathinda in Punjab which are based on Public Private Partnership (PPP) model with the Government of Punjab and one in Dehradun".

These are slated to be super-speciality hospitals catering to tertiary healthcare requirements of our patients. The facilities in Punjab, amongst other disciplines will have high end technology to diagnose and treat cancer and cardiac concerns.

All these hospitals will have state-of-the-art equipment in terms of operating theatres, intensive care and diagnostics in radiology, lab services, cardiology and nuclear medicine.

"We are confident that our hospitals will contribute significantly in improving the quality of healthcare and fulfilling the medical needs of the people of Punjab and Dehradun. Our aim is to establish these as the best multi-super-speciality hospitals, which offer a combination of highly skilled doctors, cutting-edge technology and affordable medical care. Moreover, we are committed to make available the best of service and medical excellence in these areas and live true to our vision and mission of delivering international class medical care", she says.

New Initiatives

The hospital is gearing up for commissioning the four new hospitals out of which three are outside Delhi. We would be virtually doubling our bed capacity in this year. Additionally, MHC has entered into a joint venture with Nova Medical Centre to start the "Day Care Surgical Centre" in North India. Further, we are also entering the "Cord Blood Banking and Stem Cell Research" space to enable us in moving from Tertiary Care to Quaternary Care. The hospital is also expanding their oncology programme at Saket by adding new LINAC and Exac-Trac system

Recently, the hospital had partnered with Dell Perot system for implementation of Electronic Health Record in Max hospitals (first of its kind in India) this is scheduled to be launched in April this year. ■



DR DILPREET BRAR
Executive Director,
Max Healthcare

Awards

FICCI Healthcare Excellence Awards

- Overall Operational Healthcare Delivery – Max Super Speciality Hospital (East Block), Saket
- Environment Conservation – Max Super Speciality Hospital, Patparganj

DL Shah National Award on 'Economics of Quality'

Express Healthcare Excellence Awards for

- 'Innovative Marketing Practices'
- 'Best Managed Healthcare Programme'

NABH Accreditation for Blood Bank

NABL Accreditation for Max Labs

ISO 9001:2000 & ISO 14001:2004