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Max Healthcare Institute Limited

**Clinical Excellence Report
2015 - 16**



From the Desk of President Max Group & Chairman Max Healthcare

Dear All,

Max India's vision is to be the most admired company for health and life care needs of its customers, patients and their families.

This vision is founded on a clear set of values that are shared across the Max Group – Sevabhav, Excellence and Credibility. The clinical teams of doctors and nurses in Max Healthcare work around the clock to serve our patients with these very values.

Max Healthcare's unique Clinical Governance framework, capably led by the Clinical Directorate and Physician & Nursing Leadership, has worked relentlessly to design safe, effective and efficient systems for patient care. Tracking our results in a transparent manner and a willingness to learn and improve, underpins our working philosophy.

Congratulations to the MHC team for this report. It is reassuring to note that patient safety metrics are tracked closely, and the organization has taken all possible measures to reduce the risk of adverse incidents.

Max Super Specialty Hospital, Saket is the first hospital in the world to receive the "Green OT" Certificate by Bureau Veritas, a leading international medical certification agency. Many of our clinical teams have been recognized at external academic and research forums for excellence in patient care, academics and research.

I am confident that we will take many more strides towards our relentless pursuit of the highest quality of care for our patients.

With Best Wishes,

Rahul Khosla
President, Max Group
Chairman, Max Healthcare



From The CEO & Managing Director's Desk

Dear All,

Patient Centricity, Medical Excellence and Service Excellence are an integral part of Max Healthcare's vision of building an admirable institution. The culture of Sevabhav is embedded in our ethos and our staff works day and night to ensure that our patients are safe and well looked after. We are indeed proud of our clinical outcomes and the confidence that thousands of patients and their families have reposed in us.

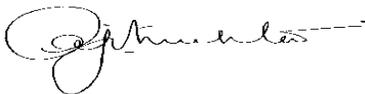
The Medical Excellence report is an endeavour to highlight the significant initiatives and advancements in clinical care, technology, safety standards and medical research that we've made in the past year. The report elucidates the Clinical Directorate's vision & mission, functionality, key focus areas and significant achievements. Also, the achievements of our consultants and recognitions received in the field of quality and safety across the Max Healthcare network are shared. The report outlines the new initiatives taken up and progress on the existing ones.

Physicians are one of our most valued partners in our journey of medical excellence. With the development of the physician dashboard, they will get a framework to evaluate clinical outcomes objectively. Such outcome dashboards would validate our commitment to medical excellence and endorse the trust that our patients place in us every day.

We have also taken several initiatives in the organization to transform nursing care. We believe nurses play a vital role in impacting patient experience and clinical outcomes. The nursing led indicator dashboard and nursing excellence certification by NABH are some examples of the great progress that our nursing teams have made and that we are proud of.

I thank Dr. Sandeep Budhiraja and his team and all of you who have worked together and made it possible.

With Best Wishes,



Rajit Mehta
CEO & Managing Director
Max Healthcare



From The Clinical Director's Desk

Dear Friends,

With a vision for medical and service excellence, our constant endeavor is to provide the highest quality of patient centered care, clinical outcomes and safety to the patients we serve. We have successfully implemented a technical framework that strives for Excellence: the “Medical Excellence Model”. The pillars of this model include Clinical Governance, Clinical Indicators, Credentialing and Clinical privileging of Physicians & Nurses, Use of Standardized, Evidenced Based Protocols, Patient and Staff Safety, Infection Prevention, Clinical Audits and Continuous Professional Development.

The Clinical Directorate (CD) department of MHC is headed by the Clinical Director who leads the verticals of Medical Quality, Clinical Governance and Research & Clinical Data Analytics across the Max Healthcare Network of 14 hospitals.

This report summarizes the initiatives, achievements and recognitions in our journey of Medical Excellence. Through this report, we are ensuring transparency by sharing our initiatives and our outcomes and hope to pave the way for cross industry collaboration. We look forward to an industry wide transformation of healthcare services.

I would like to thank each and every member of the organization who has been a partner with us for reaching where we are today.

Hope you enjoy reading the report. Do revert with your feedback and valuable comments to me at sbudhiraja@maxhealthcare.com

With Best Wishes,



Dr. Sandeep Budhiraja
Clinical Director
Max Healthcare

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About Max Healthcare

Max Healthcare is the country's leading comprehensive provider of standardized, seamless and international class healthcare services. It is committed to the highest standards of medical and service excellence, patient care, scientific knowledge and medical education. Max Healthcare has 14 facilities in North India, offering services in over 30 medical disciplines. Of this, 10 facilities are located in Delhi & NCR and the others in Mohali, Bathinda and Dehradun. The Max network includes state-of-the-art tertiary care hospitals in Saket, Saket Smart City, Patparganj, Shalimar Bagh, Vaishali, Mohali, Bathinda and Dehradun, secondary care hospitals at Gurgaon, Pitampura and Noida and a specialty centre at Panchsheel Park. The 14 hospitals together have over 2600 beds.

Max Healthcare is a pioneer in the introduction of technology to provide patients with the highest standards in medical care. Examples are the first Brain Suite in Asia at Max Saket and the Electronic Health Record System in use across Max Hospitals. The hospitals are equipped with the advanced medical equipment like state-of-the-art Cath labs, Robotics, OTs with HEPA, Nuclear Medicine, Gama Camera, LINAC for Radiotherapy and MRI and CT scan machines. Max Healthcare has over 2300 leading doctors, 3300 nurses, 3100 trained staff and has treated over 22,00,000 patients from over 80 countries.

The organization serves as a role model in several areas of clinical care, sought after by aspiring doctors, nurses and paramedical staff as a high quality organization to work for. Reaching here has not been an easy task but has been achieved by the unflinching commitment and support given by our leadership team (both at the Board & operating level). Our leadership has provided consistent strategic guidance, oversight, and has inspired the organization to meet and exceed world class benchmarks. At the hospitals, all this could have only been achieved by the passion and persevering efforts by our staff. And most importantly, the trust reposed in us by our patients and their families is testimony of our sincerity, devotion and commitment. Our motto at Max Healthcare is "Eager to get you (patient) home".

About the Clinical Directorate

The mission of the Clinical Directorate is to establish MHC's medical facilities, clinical expertise, technology, safety standards, and medical research at the highest level, comparable to the best known institutions of the globe.

Our functional priorities are summarised below:

Clinical Governance	<ul style="list-style-type: none"> To provide an environment for Clinicians to practice ethical medicine
Medical Quality	<ul style="list-style-type: none"> To establish MHC clinical and safety outcomes at the highest level, comparable to the best known institutions of the globe
Clinical Bench Strength	<ul style="list-style-type: none"> To attract the best clinical talent To provide seamless care to patients To build and promote new clinical skills
Clinical Data Analytics	<ul style="list-style-type: none"> To support clinicians to practice evidence based medicine and to do predictive analytics using EHR
Clinical Research	<ul style="list-style-type: none"> To build MHC into an academic centre of repute



HOW WE ARE ORGANIZED:

The Clinical Director is part of the Executive Leadership Team, and heads the office of the Clinical Directorate. The office comprises a team of senior and middle level leaders who lead the various functions of the Directorate. While the functions are centrally placed, they work closely with the operating teams of the individual Max Hospital network to ensure effective implementation of the strategy and vision on ground. The matrixed structure of the organization enables alignment, communication and uniformity of all initiatives across.

The functional heads at the central level are supported by their teams who are positioned at both the regional and unit level(s). Our strength is in our teams who are selected carefully based on shared values, clear accountability and result oriented approach. Key result areas for each team member are defined and integrated into a seamless performance management system. This critical and unique structuring is instrumental in ensuring that the



medical excellence framework is uniformly and consistently embedded at each and every hospital across the geography, thus strengthening the Max Healthcare's brand of Medical Excellence.

Clinical Team and Program Building - The clinician hiring function called the 'Clinical Team and Program Building' works for all Senior Clinician Hiring at all the units in conjunction with Unit Heads & Unit HR Heads. The team, since its inception has been instrumental in hiring over 300 clinicians in the last year. Alongside, it ensures transparency, adherence to the company policy and Credentialing & Privileging of clinicians.

Office of Research – This function oversees all research activities undertaken at Max Healthcare from both regulatory and operational perspectives. It provides support to clinicians undertaking or willing to undertake clinical trials and research studies. They also interact with external parties such as academic institutions, regulatory bodies, funding bodies, pharma companies etc. to facilitate clinical trials and research studies. Office of Research also has a dedicated senior and junior statistician who help clinicians and DNB students in their research studies. Going forward the function plans to add a Medical writer to provide medical grant writing and publication writing support to the clinicians.



Governance, New Initiatives and Education – This division ensures smooth integration of clinical governance policies with individual units & the Clinical Directorate and manages pilot/implementation of new projects and implementation of Clinical Directorate’s educational initiatives.

Medical Quality – The department is the backbone of all system wide programs for medical excellence. The department provides direction and support for accreditation, conducts and facilitates clinical audits, builds capacity for quality management, develops, rolls outs and monitors clinical indicators. In additions, it works closely with the departments for clinical protocols development and deployment, and provides training and development support. The department has developed and ensured implementation of patient safety policies and programs, and standardized operating procedures through a technology enabled platform that is accessible across 3000 computers in the network for ease of use by the frontline staff.

Clinical Data Analytics



Data analytics (DA) is the science of collecting, organizing, and analyzing very large sets of data with the goal of discovering patterns and draw suggestive conclusions. This department works with stakeholders from the Clinician community, Information Technology and Operations to integrate people processes, technology systems and data stores for improving care delivery and patient outcomes.