



HEALTH CITY 
Cayman Islands

 Narayana Health

 ASCENSION



NARAYANA HEALTH & HEALTH CITY CAYMAN ISLANDS: FRUGAL INNOVATION & REPLICATION

Dr. CHANDY ABRAHAM MS. DNB. MRCS. ADHA
CEO & HEAD OF MEDICAL SERVICES

Narayana Health

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Cayman Islands

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The Power of Purpose



Dr. Devi Prasad Shetty
and Mother Theresa

Narayana Health

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23 Hospitals

32 locations

2478 Doctors

6600 Beds

25 primary care centres

13000 Employees

One of India's largest
healthcare service providers.

And one of the world's
most economical.

Passion makes all the difference



IF A SOLUTION IS NOT AFFORDABLE, ITS NOT A SOLUTION

- 80% of the national expenditure on health is borne out of pocket
- 47% of RURAL 37% of urban population borrow money, or sell assets to pay the medical bills.
- Our government spends 1.1% of GDP on health
- 100 years after the first heart surgery approximately 20% of the worlds population can afford it

A Snapshot of a Revolution

- More than **1,140,000** Cardiac surgeries
- **80** bed dedicated post-op paediatric cardiac ICU – the largest in the World
- Discounts of **15%** of the revenues on an average per month
- One of the largest dialysis units in India with **217** dedicated beds and **130,000** procedures per year
- **400** bone marrow transplants
- Patients from **76** countries
- Amongst the **largest** telemedicine networks in the world

Number of Procedures performed in FY 2014-15:

- Cardiac surgeries: **14,036**
- Cardiology procedures: **51,456**
- Multi Specialty surgeries: **46,516**
- OPD patients treated: **16,12,943**

Why Replicate? WHY CAYMAN

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- Demonstrate the universality of the model
- Meet a need in a different region– both quality and access
- Become a globally recognized brand

CAYMAN:

- Proximity to target market
- Willing government
- Well developed tourism industry
- Strong infrastructure
- Low crime



Our Partners



HCCI is a Joint Venture between Narayana Health, Ascension
and the Cayman Islands Government



**CAYMAN ISLANDS
GOVERNMENT**

Health City: Agglomeration of Centers of Excellence

“Health City” - A campus with 2000 to 5000 beds, spread among 4-5 hospitals, dedicated to individual specialties

Best way to reduce the cost of healthcare through economies of scale & scope

Improves the quality of clinical outcomes by exposure to multiple specialists collaborating on a single patient

Sharing of resources to reduce cost eg: lab, radiology etc

Excellent set up for research activities



Increasing volumes
Thereby reducing costs

Narayana Hrudayalaya Health City at Bangalore

**Multi Specialty
and Cancer
Hospital**

Orthopedic Hospital

**Eye
Hospital**

**Thrombosis
Research Institute
& Blood Bank**

Cardiac Hospital



REPLICATION: Health City Cayman Islands

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The Vision

- **2,000 Bed specialty Hospitals**
 - Super Specialty hospitals focusing on Tertiary Care
 - Developed in phases over 15 years
- **Medical University**
 - University for approx. 3,000 students
- **Research**
 - HCCI Plans to integrate Biotech and IT research to enhance leading-edge healthcare
- **Assisted Living**
 - Plans include up to 1,500 assisted living units

CAPEX OPTIMIZED

300 bed hospital for \$6 million, 6 months



Low capital and operating cost

- Low cost per bed
- Optimised space
- ICF construction
- SWAC
- Solar farm
- Reduction in Waste
- Oxygen generation
- Use of local flora



Inventory Management

- **Centralized Procurement System**
- **3 distribution hubs**
- **1 Central Buying Unit**
- **\$28 Million worth procurement done through central buying unit in FY13; accounts for 70% of spend**
- **E-Auctioning - Effective use of modern techniques to reduce transaction costs**
- **Product innovation in-house, e.g. Drape kits**



Volumes and Supply Chain Advantage

- High volumes improved buying power and negotiation in India
- Can transfer some of those advantages
- Central Buying Unit for medicines, surgical and consumables and equipment at cost effective prices

Challenges:

- Logistics of getting to an island
- Territorial issues for companies
- Ongoing support – Solution for equipment – Trimedx-- Ascension

Leveraging Technology – Cloud ERP System

First group in India to complete Integration of all units through an ERP System deployed on a cloud

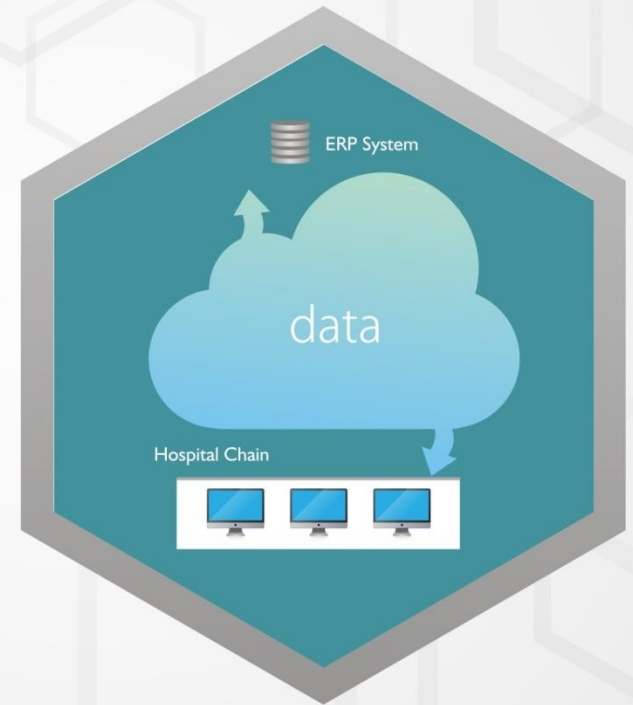
Allows real time access to data across the group

Dramatically impacts the bottom-line by taking advantage of the pay per use concept, resulting in zero investment and maintenance costs. **Saving ~65% costs over a conventional IT system**

Help in optimizing the process

Daily profit and loss account encouraging cost – efficiency

medical documents via email upon patients' requests



First hospital group in India to have
an ERP system on a cloud

I KARE

- Clinical decision making protocols
- Feedback on responsiveness
- Remote monitoring across time zones
- Collaboration across geographies
- Benchmarking
- Quality improvement through volumes



Leveraging Technology

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- Cloud based ERP with common platforms, e.g. finance and inventory on Oracle
- PACs with teleradiology- remote consultation with 24 hour centre in Bangalore
- Nuclear Medicine centre connected to India
- Ikare technology used in HCCI

PEARLS - Patient & Employee Ailment Resolution & Learning System

- Patients & staff send complaints instantly via mobile phone
 - Complaints addressed & status updates sent
 - Departments target reductions in the no. of complaints
 - 80933 complaints recorded till date, 99% resolved
 - Maintaining excellent service standards
-



80933 Complaints
99% Resolved

Administrative Streamlines

- Bundled pricing that precludes use of large billing, coding and accounting teams
- Outsourcing of some backend services to central teams
- Lean process implementation to maximise resource utilisation

Challenges:

- Most companies accept bundled pricing but some are reluctant and want the full coded, granular bills
- Day night issues for some outsourcing

LEAN METHODOLOGY- RIE



CARE COMPANION PROGRAM

Care Companion is



Aimed at harnessing the family member's potential and repositions them as an integral part of the patient recovery process

Designed for rural and low-literacy population without any prior medical knowledge

To date around **7,000 care-givers** have undergone this program

Utility

Overall family members feel that the program is helpful and teaches them skills which they can use at home.



Increased interaction

Family members also feel that they are now more comfortable to talk to nurses and doctors

Confidence/ Preparedness

Family members no longer feel helpless and uninformed regarding their loved one's condition



Satisfaction

Family members are willing to recommend the program to other people



Serving Unmet Needs

More than

50% of our patients
are from economically
weaker sections

Economically weaker sections include Government run
BPL Scheme patients and discretionary discounts
provided by NH Management



HAITI

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Thank You

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