

EXPERIENCE

FORTIS HEALTHCARE

DELHI/KOLKATA

Chief of Strategy & Operations (Sr. Vice President – Strategy & Operations)

2019-Present

- Leading the strategy function for the group reporting to the MD&CEO: identifying major issues to conceptualize solutions and implement across the group.
- P&L Head for a network of six hospitals across the country with annual revenue of over INR 600 Crore with the second highest target achievement: both topline and bottom line
- Created and implemented lean organization structure at both: corporate and regional/unit level leading to savings of over INR 30 Crore per annum.
- Designed & executed Balance Score Card for Fortis group.
- Operational lead for Merger & Acquisitions

Vice President – Operational Excellence and Regional Director Delhi NCR II

2016-2019

- Led the internal operational due diligence team for identifying investment partners leading to closure with IHH, Parkway Singapore
- Minimized the impact (to the extent of 72%) of statutory price cap on high-end consumables resulting in a drop of about INR 120 crore with smart and differential pricing strategy
- Rationalized procurement and consumption pattern for high-value items in both surgical and medical areas resulting in significant annual saving.
- Created and ensured groupwise implementation of SOPs in all functional areas.
- Standardized specialty-wise payout norms for physicians across the group, resulting in 200 basis point reduction in overall physician cost.

Zonal Director – Eastern Region

2010-2015

- Commissioned the Fortis group's 300-bed flagship hospital in Eastern India
- Adopted a somewhat unusual strategy for physician engagement focusing deliberately on extremely competent, but relatively unknown physicians and ensured a balanced approach to different specialties to be a truly multi-specialty hospital. It helped build the institutional brand, offer better patient experience and lower physician cost (22% of revenue as against the group's average of 27%)
- Achieved cash break-even in less than 16 months of commissioning: a record among the group's 32 hospital network.
- Achieved Second Rank as the most preferred multi-specialty hospital in the private sector in Eastern India (despite Fortis historically being a relatively unknown brand)
- Won the President's Award for the hospital being the most energy-efficient hospital in the country in 2013 from Mr Pranab Mukherjee

APOLLO HEALTH & LIFESTYLE

DELHI/BANGALORE/KOLKATA

Regional Head

2004-2010

- Led the team, which selected and signed 23 franchisees for the Apollo Clinic across the country. Also ensured smooth commissioning of these centres.
- Commissioned the Cradle, the birthing centre brand in Bangalore: the first one in South India, which later got renamed as Cloud9
- Achieved, as the Regional Head, the most profitable region slot for Eastern Region

NARAYANA HRUDALAYA
Senior Manager - Operations

BANGALORE
2002-2004

- A key member of the task force reporting to the Group - Vice Chairman responsible for providing turn-around strategies and operational support to non-performing healthcare units.
- As the Unit Head for a day care facility associated with Narayana Hrudayalaya, achieved cash break-even in a record period of seven months after taking over.
- Conducted details feasibility study for a women's hospital in Hyderabad and a pediatric hospital in Jamnagar.

HINDUJA HOSPITAL
Marketing Lead

MUMBAI
2000-2002

- Created a series of more than 120 online patient information booklets on different conditions and treatment to drive patient awareness
- Led the corporate empanelment team and signed 30 new corporate accounts contributing 15% of the topline.
- Implemented the first off-site outpatient clinic for the hospital at Churni Road, Mumbai.

CENTRE FOR MICROSURGERY
Audiologist & Speech Pathologist

RANCHI/PATNA
1996-1998

- Set up and managed a rehabilitation center for differently abled children in Patna
- Also practiced as an audiologist in the centre of ENT & Microsurgery as a partner with an ENT surgeon

EDUCATION

Indian Institute of Health Management Research
M.B.A., Healthcare & Hospital Management: *Grade: Outstanding*

JAIPUR
1998-2000

Bombay University
B.Sc. ASR (Audiology & Speech Rehabilitation): *First Division*

MUMBAI
1993-1996

ADDITIONAL INFORMATION

- Best Employee Award for two consecutive years at Apollo Health & Lifestyle: 2008 and 2009
 - Recognized as Best Women Healthcare Leader by ABP News in the year 2015.
 - Recognized as Women of Impact by FICCI (federation of Indian chamber of commerce and industries) ladies wing in July 2023
 - Advising committee member at IIM Jammu for 2 years full time program in Hospital Administration
 - Board member at Lanka Hospital, Columbo Sri Lanka.
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