

Internship at Portea Medical, Bangaluru

By

Prachi Agarwal

MBA Hospital and Health Management

Academic year, 2015-2017



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer Airport
Jaipur-302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

ORGANIZATION REPORT

Home healthcare

Home health care is a wide range of health care services that can be given in your home for an illness or injury. Home health care is usually less expensive, more convenient, and just as effective as care you get in a hospital or skilled nursing facility.

Home health care is an old concept in countries like USA, UK and other first world nations. In India, home based healthcare is gaining a lot of traction and is poised for transformation in the coming years with lot of people understanding its importation due to India being in third stage of demographic transition and also due to the type of market with respect to home healthcare in India.

Home healthcare has started playing a dominant role in the recent years. Talking about the elderly, a category for which the demand for healthcare is very high, home healthcare players have a lot more personalized services to offer . Geriatric care is an aspect that home healthcare players specialize in. Going beyond medical need, a lot of aged people look for simple assistance like accompanying them on a walk, spend time with them in light minded conversations, helping them with simple household chores, etc. a lot of home healthcare players go that extra mile to make the patient feel well taken care of.

For a developing country like India, which is witnessing an increase in demand for healthcare facilities every single day, home healthcare definitely has a unique array of facilities to offer.

Home Healthcare Market

The home healthcare market in India, currently estimated as a \$3 billion a year opportunity, is driven by the increasing prevalence of chronic diseases, an aging population, and the need for better quality post-operative and primary care. Today, chronic diseases account for the majority of deaths in India (53%) and there is a sizable elderly population that is in need of routine home healthcare visits; by 2025, one in every five Indians will be a senior citizen highlighting the need for quality home healthcare.

Once an unorganized and fragmented sector, it is fast catching the attention of entrepreneurs and investors and becoming an organized, technology-led industry with standards and protocols followed by many of the start-ups.

The market opportunity is large and attractive and being driven by:

- The large Indian population and a growing population of elderly (By 2025, one in every five Indians will be a senior citizen)
- Rise of chronic issues (which account for 53% of the deaths in India) that need to be treated
- Longevity of the population – people are living longer, earlier disease detection has been made possible and therefore longer years of disease management is required
- There is a lack of an organized, high-quality national player in the space

HISTORY

Portea was founded by Zachary Jones, the former head of research at Copal Partners and Karan Aneja in 2012 in the capital, New Delhi.

In September 2013, Bangalore based serial entrepreneurs K.Ganesh and his wife Meena Ganesh acquired the fledgling Portea Medical from its New Delhi-based founders.

Krishnan Ganesh, Chairman of Portea Medical is a successful serial entrepreneur with four successful green field ventures and exits. His last venture, TutorVista was acquired by US and UK listed education leader Pearson for \$ 213 MM . He was among the top 5 nominees for the Economic Times Entrepreneur of the year 2012 Award. His current venture, Portea Medical, provides technology-led home health care to the Indian consumer.

Meena Ganesh, Co-Founder, MD & CEO of Portea Medical is one of India's foremost business leaders and most successful entrepreneurs with nearly three decades of experience in industries including healthcare, consulting, technology, outsourcing, education and e-commerce. In November 2015, she was selected by Fortune India as one of the 50 'Most Powerful Women in Business.'

Post acquisition, they raised \$8 million from Accel Partners and Ventureast. In July, Portea raised a strategic investment from Qualcomm Ventures, the investment arm of the U.S. tech firm Qualcomm Inc. While they have not disclosed the details, in a conversation with Knowledge@Wharton prior to this funding, the couple said that they plan to raise \$40 million for Portea by May 2015.

Portea is already present in 24 cities in India and our aim is to expand to 50 cities (with a population of 1 million) in the next 18 – 24 months.

Portea works with hospitals, insurance companies and individuals to improve health outcomes by providing a continuity of care in the home setting from doctors, nurses, physiotherapists, nutritionists, counselors, and home health aides. The company has five

tier-1 corporate hospitals as partners, a network of hundreds of referring physicians all over India and handles around 2000 home visits a month.

Portea gets revenue from two streams - direct-to-consumer and business to business (B2B). In the former, it charges patients either for each visit or a flat annual fee. In the latter, mainly for geriatric and chronic patients, it charges an annual fee for customised services. "Typically, customers start with the per-visit model, but soon migrate to subscription," says a company official.

B2B partners comprise hospitals and insurers. Portea gets patients through them, provides the services on their behalf and the institutions pay for the services.

Portea does not outsource its services. All workers, including doctors, nurses, physiotherapists and support staff, are on company payroll. "To have full control on the brand and quality, we cannot outsource key and core functions,"

How the business works

The Portea platform sits on a geo-fencing network. This helps it divide every city into geographies to co-ordinate clinician visits. It has a complex back-end algorithm to identify clinicians. It takes into account the location of customer, preferable time slot, type of service request, clinician calendar and assigns the clinician. From a central location, it can view all patient requests, clinician locations and get real-time updates, if for any reason a clinician is running late.

Portea has built its own tech platform, including mobile apps, to help its providers adhere to standard operating procedures, access diagnostic tools, share information, and keep records for each patient. Ganesh says Portea's geo-fencing network divides each of its cities into separate segments to help manage and coordinate clinician visits and it uses an algorithm to match patients and providers. The startup is currently developing predictive analytics to help anticipate health issues in individual patients. Portea's customers can access records and book appointments through its consumer app.

Portea's clinicians have access to the Portea app, through which they can access the

patient's medical history, check for instructions from the patient's consulting specialist and real-time update of the patient's vitals. Portea is now in the process of integrating its medical equipment with bluetooth capability so that data like blood pressure, temperature and sugar levels automatically get captured.

Portea's backend algorithms provide alerts if a patient's vitals cross internally-set thresholds and check for adverse drug reactions for anything suggested against the patient's older prescription.

Portea will aggregate service providers and provide services on a pan-India basis. This requires training and technology.

Persuading patients to avail healthcare at home rather than going to hospitals would be a challenge. Portea has been trying to do this by emphasising on the value-proposition without compromising on quality of service

Business Model:

This model helps save a lot of time for patients, because they don't need to wait outside a clinic for a long period, sometimes spending half-a-day or maybe even a whole day at the hospital to service very basic healthcare needs.

Portea has provided hand-held devices to its people on the ground. They have hand-held devices with GPS connectivity all the time and the right person's device is activated to reach a patient. Hence, technology is their biggest strength.

VISION:

The vision is to ensure that the services are provided with great compassion and empathy so that in a moment of need, patients and their families can rest assured that care is being given by the very best professionals, who use their skills and their heart, to assist those in need of care.

SERVICES

Portea focuses on general primary health care, post-hospitalization care, and chronic disease management and allied services. We have care plans addressing various aspects in all of these areas.

- Doctor visit
- Nurse visit
- Nursing attendants (12/24 hours a day)
- Annual care plans (Managed care) (For elders as well as for disease management (diabetes, hypertension, COPD)).
- Physiotherapists
- The other care plans include those for lifestyle diseases like Diabetes and Hypertension

We also offer medical equipment on rent.

DOCTOR CONSULTATION

Some patients consult with a doctor for general health check-up, seasonal fever, acute diseases, chronic illness, and more in their home. From consultation to treatment, the doctor helps them throughout their recovery. An in-home doctor service does exactly the same as the hospital or clinic doctors. The doctors visit and treat the patients in the comfort of their home. The doctors at Portea have years of medical experience and provide quality treatment.

The consultation is given for the following services:

- General check-up
- Diabetic care
- Ortho care
- Post-hospitalization cardiac care
- Post-hospitalization neuro care
- Home based oncological care

PHYSIOTHERAPY SERVICES

Physiotherapy is a healing method focused on mobility. Physiotherapists help patients regain mobility, as far as possible. They assess, diagnose and treat disabilities. From back pain, neck pain, knee pain, and ligament issues to Parkinson's, Paralysis, Cerebral Palsy, and more, our physiotherapists can heal both chronic and acute problems at home.

The physiotherapy services are provided in cases such as

- Back pain
- Sports injuries
- Post surgical rehabilitation
- Paralysis
- Parkinson's disease
- Cerebral palsy

TRAINED ATTENDANTS SERVICES:

An in-home trained attendant service provides holistic support at home. Trained attendants, also known as caregivers, take care of the daily activities of a person in need. They help with personal grooming, movement, feeding, light housekeeping, and are also trained to monitor general health by regularly measuring essential vitals like heart rate, blood pressure, etc.

The care is needed for the following

- Elder care
- Mother and baby care
- Post-operative support
- Health and life style management

NURSING SERVICES

A nurse is a medical professional responsible for medical procedures, safety and recovery of patients from acute and chronic health issues. An in-home nurse is all that and more, in that he or she cares for you in your home, integrating him or herself into your family.

- Vaccinations
- Post surgical care
- Urinary catheterisation care
- Wound care
- Oxygen administration
- Injections and infusions

Our in-home nurses excel in providing services such as post-surgical care, elder care, chronic care, tracheostomy, urinary catheterisation care, wound care, injections, and IV infusions. What's more, they are always supervised by a senior doctor. Get well sooner by getting 12 / 24-hr care from a Portea in-home nurse.

ELDERCARE SERVICES

Portea's customized eldercare plan helps you choose the most effective and affordable plan for your loved ones. These plans are designed to cater the healthcare needs of the elderly. We provide nursing and doctor visits, trained attendant services, physiotherapy, lab tests, medical equipment for rent and purchase and more at your doorstep as per requirement.

The eldercare plans at Portea includes:

- Round the clock care plan
- Preventive eldercare plan
- Special eldercare plan

LAB TESTS

Booking a lab test with Portea is quick and easy. Some of our wide range of lab tests includes Blood Urea Nitrogen (BUN), Complete blood count, Fast Blood Sugar (FBS), Postprandial Blood Sugar (PPBS), Lipid Profile, Serum Creatinine, Uric Acid and more. We also provide health packages for you and your family. You can either book a test online, via email or via call. Your samples will be collected at your doorstep and the reports will be delivered to you via email.

The various services offered under lab tests include:

- Diabetes health check package
- Executive health check-up for men
- Executive health check-up for women
- Health check package for hypertension

MEDICAL EQUIPMENTS:

Renting medical equipment has never been this convenient. During difficult phases of life, you or your loved one might need to rely on various medical equipment to get back to normal life. Portea offers a wide range of medical equipment for rent or purchase making healthcare more accessible for you.

The type of equipments include:

- Respiratory range of equipments
- Cardiac range of equipments
- Mobility range of equipments
- Hearing aides and much more

VACCINATION SERVICES:

Vaccination is an antigenic substance that provides immunity against one or more diseases. It creates immunity in human body and protects from infection and thus prevents the disease. Portea offers vaccination at home; H1N1, Chicken Pox, Typhoid, Hepatitis B, Pneumonia, Cervical cancer and more vaccines available.

The vaccinations include:

- Hepatitis B vaccination
- H1N1 vaccination
- Typhoid vaccination
- Chicken pox vaccination
- Pneumonia vaccination
- Cervical cancer vaccination

Our experienced nurses visit patient's home and help with vaccination at home. We also provide vaccination at corporate offices for employees. We offer Flu/H1N1, HBV, HAV, Typhoid, Pneumonia, chicken pox, DTP, MMR, meningitis, cholera, HPV/cervical cancer and Zoster vaccines. Other vaccines can be made available on request.

DEPARTMENT OF MARKETING

- There are two marketing sources through which business comes from, in Portea. B2B and B2C.
- There was also an opportunity to learn about the different marketing channels for new products or services
- Growing the sales force through vigorous marketing efforts.

DEPARTMENT OF SALES AND ACCOUNTS

- This department along with the marketing department is the starting point for all forms of business as it is through this department the inquiries come to and where communication transforms into project that later on finds its way to further service provision stage.
- The leads generated through the marketing efforts convert into sales through this department.
- That is the interested customer converts and accepts to avail our service.
- The sales team follow-up the leads for a specified number of time.
- The department strictly follows a TAT (turn around time) for the process.
- The sales conversion ratio is the ratio of sales to leads. The more the ratio, more is the productivity and more is the business.

DEPARTMENT OF CUSTOMER SUPPORT

The customer service department and its employees represent the company and help to develop the public's perception of the company. Customer service goals are specific

goals and guidelines that a company puts into place to ensure every single customer is 100% satisfied with the services the company provides. Excellent customer service means meeting the needs and wishes of every customer in a timely manner. A customer should never get off the phone with a business or leave a place of business unhappy. The team works by

- Being available to take your customers' phone calls or answer emails
- Educating your customers about your products and services
- Understanding the problems your customers are facing and knowing how to resolve them
- Communicating with your employees so they know about any changes in procedures

DEPARTMENT OF CUSTOMER ENGAGEMENT

TRAINING AND DEVELOPMENT DEPARTMENT

WORKFORCE MANAGEMENT TEAM