

Internship at
HOSMAC India Pvt. Ltd., Mumbai

By

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HOSMAC

Perfecting healthcare

Introduction: Internship is a mandatory part of any MBA programme. This internship helps us to apply our theoretical knowledge in a practical scenario and helps to see the ground realities of any organization. It paves a way for broadening our thought process and brainstorm how simple steps taken at the managerial level can lead to exciting results. As a last leg of my MBA Hospital and Health Management, I pursued this internship of 3 months from HOSMAC India Pvt. Ltd., Mumbai. This organization is a healthcare consultancy with headquarters in Mumbai. Details will be unveiled in the further sections.

Goals of Internship: The various goals predetermined by me for these 3 months of internship are stated as follows:

- To understand the organization culture
- To understand the process flow of various departments
- To assist administration in day to day activities
- To acquire knowledge and skills through practical training
- To inculcate good communication skills for an effective interaction with the employees and clients
- To learn the basics of market research and hospital planning
- To apply these learnings in the allotted project

Organizational Profile: Established in 1996, HOSMAC India Pvt. Ltd., Mumbai is a brand when we talk about healthcare consultancies. It provides a wide array of healthcare services ranging from architecture, engineering, management consultancy and communication. The organization has helped some of the most prestigious names in Indian healthcare and hospital market to reach benchmarks in hospital planning. With an aim to plan better healthcare in the middle east region, HOSMAC Middle East was established in 2006. In India, HOSMAC has three operational offices in Mumbai (headquarters), New Delhi and Bengaluru. HOSMAC boasts of an exceptional team comprising of doctors, architects, project managers, biomedical engineers, construction

managers, communication experts and finance experts. Over its history, HOSMAC has executed 20 million square feet of Hospital Design and 200 Man years of Healthcare Consulting. HOSMAC has been involved in designing and building over \$200 million worth of healthcare infrastructure. The milestones attained by HOSMAC are as follows:

- 2017 – Started India’s first and only summit on “Hospital Engineering Services”
- 2016 - Bought Office premises in Dubai and expanded in Abu Dhabi.
- 2012 - Launched “Healthcare Executive” –an in-house Knowledge based monthly magazine
- 2011 - Won Leaders of Tomorrow Award by “Times Now”
- 2007 - Bought Offices Premises in Bangalore, Mumbai, Kolkata, Gurgaon
- 2006 - Hosmac Projects started for Turnkey Solutions
- 2005 - Consolidation of all Business Verticals
- 2004 - Established Bio-Med Consulting Division
- 2003 - Started Middle East Operations
- 2002 - Started Public Health Consulting
- 2001 - Started Delhi office
- 2000 - Acquired own Office Premises in Mumbai
- 1999 - Started Project Management Consulting
- 1998 - Expanded services to include Healthcare Architecture
- 1997 – First Leased Office
- 1996 – Hosmac Formed –Hospital Management Consultants

Philosophy: Think Global, Act Local

Services Offered: HOSMAC offers different verticals that work together to provide excellent healthcare solutions. The major areas in which HOSMAC provides services are as follows:

- Consultancy Services
- Design Services
- Project Management Consultancy

Healthcare Management Consultancy:

The team is equipped with highly qualified and experienced professionals who advice both the private and public-sector players on a variety of issues ranging from increasing the operational efficiency, to a feasibility study. By scrutinizing every detail of the healthcare domain, it is ensured that the facility, whether new or a re engineered one reaches a level of maximum viability. The service offerings under healthcare Management Consultancy include:

- Preparing Detailed Project Reports
- Benchmarking Surveys
- Business Process Re-engineering
- Transaction Advisory
- Organizational Assessment Audits
- Management Restructuring
- Validating Business Plans
- Developing SOPs, Policies, Tariffs, etc.
- Operational and Retainer Management Consulting
- Hospital Management Information System Consulting
- Commissioning
- Due Diligence Services
- Strategy Consulting

Hospital Management Software: To realize the best results, HOSMAC partners with leading Healthcare IT professionals to provide excellent services to the clients and improve patient satisfaction using technology. The services offered in this arena are:

- Product sales and Project Management
- Gap analysis and Product Configuration / Customization
- Delivery and Installation
- Training
- Data Porting
- Parallel Run support
- Go Live support followed by post live support
- Ongoing Product support
- Upgrade services under AMC

Design Services:

HOSMAC was the pioneer in following “form follows function” philosophy long before “patient centric hospitals” and “healing architecture” became popular terms in the healthcare design market. HOSMAC believes that ease, economy and efficiency should be achieved with convenience, hygiene and safety and that “green hospitals” are the future of Indian healthcare. Keeping in view the client’s perspective, best design recommendations are made. Various areas in design where HOSMAC plays a vital role are explained further.

Medical Planning: Using the expert knowledge of the domain professionals, HOSMAC plans the internal medical facilities keeping in mind the latest technologies being used and the ever-changing costs and utility of the equipment. The client’s perspective is clubbed with the best possible option according to the location and area available and a viable medical facility is planned.

Campus Master Planning: Successful campus planning depends on forecasting the demands of future that require expert opinions and one on one approach. To meet the challenging dynamics of the healthcare industry, Hosmac’s Our Campus Master Planning services are present. These include a detailed survey of the land, environmental conditions, infrastructure requirements and long term and short-term implications of the facility.

Turnkey Design Services: Turnkey design services handle the project end to end coordinating all the building services liked architecture, structure, electrical, plumbing, firefighting, interior design and other landscaping techniques. Services offered in this arena are:

- Architecture Design
- MEP Design
- Landscape Design
- Structure Design
- Interior Design
- Way finding & Signage

Design Review: The team at this organization not only designs a new facility but also critically evaluate the design of an existing facility and suggest the re-engineering changes required, if any. Besides, HOSMAC also provides:

- Engineering design brief
- Room data sheets
- Equipment schedules for each department.

Infrastructure Audits: Hosmac's efficient resources evaluate the building and identify the key limitations and deficiencies for future improvements. A blueprint, suggesting cost-effective improvements is developed in consultation with the users/client and while keeping an eye on the global standards.

Biomedical Equipment Consultancy: To tackle the rising costs of equipment, HOSMAC offers a tailor-made solution to each client depending on their utility, norms and standards of equipment. Services offered in this area are as follows:

- Strategic Technology Planning
- Equipment Budgeting with Need Assessment
- Planning of Pre-installation Services
- Delivery Coordination
- Equipment Installation Supervision
- Inventory Audit

- Infrastructure Adequacy Check
- Integration with IT/PACS
- Procurement Management

Project Management Consultancy Services:

The most difficult part of any venture to fulfill the interest of all the partners and stakeholders and to satisfy everyone. HOSMAC is a team expert in this. They ensure that the building is built in a given time frame, according to a given set of standards, in the estimated cost, without compromising on the quality and values of the client's choice. Services offered under this frame are:

- Project Coordination
- Validation with PERT/CPM
- Construction Process Management
- Project Handover
- Tender Processing
- Project Documentation
- Bill Certification

Clients List for Various Services:

Consultancy Services Client list includes the following renowned names:

- World Bank
- Medanta- The Medicity
- Manipal Hospitals
- UNICEF
- Crisil
- Max Healthcare
- SBI
- Narayana Health
- Ministry of Health and Family welfare
- Bain and Company
- KPMG
- Hinduja Hospital

- AMRI Hospitals
- World health Organization (WHO)

Design Projects include:

- Apollo Hospitals
- Asian Heart Hospital, Mumbai
- Jaslok Hospital, Mumbai
- Dr. L.H. Hiranandani Hospital, Mumbai
- Alexis Hospital, Nagpur
- Godrej Memorial Hospital, Mumbai
- Bhagwan Mahaveer Jain Hospital, Bengaluru
- Medisearch Hospital, Nagpur
- Swagath Hospital, Guwahati
- I.L.S. hospital, Agartala
- Believer's Church Hospital, Thiruvella
- Fortis JK Hospital, Udaipur
- National Cancer Institute, Nagpur
- Baroda heart Institute, Vadodra
- Breach Candy Hospital, Nagpur
- Suyash Hospital, Raipur
- Dr. Ram Manohar Lohia Hospital, Delhi
- Bharat Heart Institute, Dehradun
- Ojas Multispecialty Hospital, Panchkula

International Projects include:

- Zulekha Hospitals, Dubai
- Mecare Hospitals, Dubai
- Burjeel Hospital, Abu Dhabi
- Lifeline Hospital, Dubai
- Prime Hospital, Dubai
- Star hospital, Muscat

- Thumbay Group (Ajman, Sharjah, Dubai, Qatar)
- Emirates Hospital, Dubai
- Aster Hospital, Abu Dhabi
- Al Tadawi Hospital, Dubai
- Dar Al Kamal Hospital, Sharjah

Departments Visited: In alignment with our professional degree, the department in which I worked was: Management Consulting. This department handles the various issues related to upcoming hospitals or the expansion plans of an existing hospital. These issues include preparing detailed project reports, feasibility assessment, developing operational plans, commissioning, strategy formulation etc.

This department consists of five people, three principal consultants and two Management consultants with two interns for the period of February to April.

Projects Undertaken Other than Dissertation: The main project undertaken by me during the three months was that of an upcoming eye Hospital in Palanpur. The same will be discussed during dissertation. Besides, there were various projects in which I played minor roles by performing secondary research for my seniors handling the project. A brief of such projects has been given below:

- Need Gap Analysis in the Delhi NCR region for an upcoming multispecialty Hospital: A client had approached HOSMAC to plan a multispecialty hospital in the Delhi NCR region. My contributions in the project include performing secondary research to determine the disease burden of Delhi NCR, bed deficit in the region, availability of hospitals beds throughout the country, government health schemes in the national capital region and various Public Private Partnership models in the country.
- Project Report for an upcoming Nursing College in Rajasthan: My contribution in this project include performing secondary research to determine the availability of private and public nursing colleges in and around the target area, understanding their annual fee structure, annual intake and understanding the requirements of the Indian Nursing Council for opening a new nursing college.

- Project Report for the reengineering of an existing facility in Chennai: My contributions in the project include preparing the bed mix and facility mix for the existing facility, understanding the Average revenue per occupied bed (ARPOB) as a function of bed occupancy for the hospital.
- Project Report for an upcoming Hospital in Lusail: My contributions in this project include performing a secondary research to understand the demographics and healthcare infrastructure in the country.