

# A market assessment and feasibility study for proposed healthcare setup in Nigdi Near Pune

By Vikram Chopra

Under The Guidance Of Dr Tanjul Saxena

# INTRODUCTION

- For a population of approximately 94.29,408 for Pune district and for 21,01,734 for Pimpri Chinchwad, there remains a largely untapped market and outreach to the patients
- PCMC has total 403 hospital which has 9395 bed, with deficit of 1211 beds
- PCMC has dearth of quaternary care hospitals and patients who need quaternary care have to travel to pune or mumbai
- majority of population are from Middle income group who are willing to spend on quality healthcare when needed

# Rationale

- Client desires to understand the preferred location for setting up the an healthcare facility.

# Research Aim

- The aim of the study was to Assess the Healthcare market and the feasibility of a healthcare setting in Nigdi Pimpri Chinchwad, Pune

# Objective

This Study was carried with the following objectives

- To assess the existing Market for identifying the possibility and viability of a new Hospital set up in Nigdi Pimpri
- To assess the business potential for the venture.
- To suggest best possible service & facility mix for the proposed healthcare setting

# Methodology

- Both Primary as well as Secondary data collection has been undertaken for purpose of the study

# Primary data

- Various healthcare facilities were visited for conducting the consultant/administrator interviews. A semi-structured questionnaire with open & close end questions was used for collecting information from consultants and administrators of different specialties and hospitals. The sample was representative in terms of the following characteristics:
  - Major localities / hospitals within the area with their service-mix
  - Broad level tariff & productivity
  - Catchment area
  - Level of care and technology (secondary, tertiary etc.)
  - Stakeholders perception

# Secondary Data

- Secondary data:
  - Online research
  - Local references
  - Organisation database

# Limitation

- Content analysis of both primary and secondary data was used to generate perspectives on the healthcare dynamics of the city.
- These perspectives were used to forecast the demand need and recommend the facility mix for the proposed facility
- The study is based on the information/data received during the survey and with correlations with secondary data search

# Overview of Pimpri-Chinchwad

- Pimpri Chinchwad and Pune are twin and ultra vibrating city which are part of Pune Metropolitan City
- It is one of the largest industrial hub of India and second largest industrial destination after Mumbai which is first place which is often called as “Detroit of East”. Pimpri –Chinchwad is fifth most populated city in Maharashtra
- Efforts are been initiated by Government to include Pimpri Chinchwad in to future Smart cities
- It houses more than 4000 industrial units comprising of large medium and small units which has many Multinational Corporation and Organisation
- With large number of MNC operating in this area , Development of good infrastructure and residential project has spelt people from various part of Maharashtra and India to migrate here.
- Pimpri Chinchwad has planned development which is of Distinctive advantage in term of water electricity greenery in comparison to Pune
- Accessibility to the Technology Park (Talawade), IT sector (Hinjewadi) and other industrial areas (Talegaon, PCMC) has propel the real estate growth in Pimpri-Chinchwad and nearby areas.
- Growth in the software and education sectors has led to an influx of skilled labor in Pimpri-Chinchwad from across India increasing demand for real estate Market



| Places                     | 2001   | 2011      | 2016(E) |
|----------------------------|--------|-----------|---------|
| Primary catchment          |        |           |         |
| Pcmc                       | 101247 | 2 1727472 | 2101734 |
| Secondary Catchment        |        |           |         |
| haveli                     | 636379 | 707884    | 743993  |
| Khed                       | 343214 | 450116    | 473076  |
| Maval                      | 305083 | 377559    | 396818  |
| Mulshi                     | 127385 | 171006    | 179729  |
| Shirur                     | 310590 | 385414    | 405074  |
| Total                      |        |           | 2198691 |
| 20% of Secondary Catchment |        |           | 549673  |

## Population of PCMC

## Drainage area of PCMC

| Pimpri Chinchwad City                                                                     |           |
|-------------------------------------------------------------------------------------------|-----------|
| Population of Pimpri Chinchwad city-2016( Estimated)                                      | 2,10,1734 |
| Total no. of hospital beds ( Private including Teaching hospital)                         | 9,395     |
| Primary Catchment Area                                                                    | 21,01,734 |
| Secondary Catchment Area(~20% of the population from the neighboring districts and towns) | 5,49,673  |
| Total Catchment Population                                                                | 26,51,407 |
| No. of beds required as per WHO norm of 4 bed per 1000 population                         | 10,606    |
| <b>Bed deficit</b>                                                                        | 1211      |

# Major Hospital of Pimpri Chinchwad

| Serial no. | Name                                 | Location         | No of bed | Specialty       |
|------------|--------------------------------------|------------------|-----------|-----------------|
| 1          | Yeshwantrao Chavan Memorial hospital | Pimpri           | 750       | Government      |
| 2          | Aditya Birla Marg,                   | Chichwad         | 350       | Multispecialty  |
| 3          | Dhanashree Hospital                  | Chinchwad        | 110       | Multispecialty  |
| 4          | Lokmanya Hospital                    | Nigdi            | 100       | Multispecialty  |
| 5          | Lokmanya Hospital                    | Chichwad         | 110       | Orthopedics     |
| 6          | Sterling Multispecialty Hospital     | Pradhikaran      | 110       | Multispecialty  |
| 7          | Lifepoint Multispecialty Hospital    | Wakad            | 100       | Multispecialty  |
| 8          | Unique Child Hospital                | Chinchwad        | 60        | Pediatric       |
| 9          | Max Neuro hospital                   | Kasarwadi Pimpri | 51        | Neurology       |
| 10         | Star Hospital                        | Akurdi           | 50        | Multispeciality |
| 11         | Morya Hospital                       | Chinchwad        | 48        | Multispeciality |
| 12         | Vataslya mother                      | Bhosari          | 45        | Gaynaec         |
| 13         | Chaitanya hospital                   | Chinchwad        | 40        | Multispecialty  |
| 14         | Dhanwantari Hospital                 | Nigdi            | 30        | Multispecialty  |
| 15         | Unique Multispecialty Hospital       | Ravet            | 30        | Multispecialty  |

# Location Analysis- Nigdi

- Nigdi is Major Suburban town in Pimpri Chinchwad Municipal corporation.
- It falls on Northwestern part of Pune
- Part of Nigdi is fall in Pradhikaran which is planned township of PCMC
- Nigdi is well connected with road and rail to Pune and Mumbai
- It located on old Mumbai Pune Highway and new express way is just five kilometer from Nigdi
- Nigdi is well connected with two railway station namely Akurdi and Chinchwad railway Station
- Nigdi is well Connected with Pune Via BRTS and PMPML Bus System

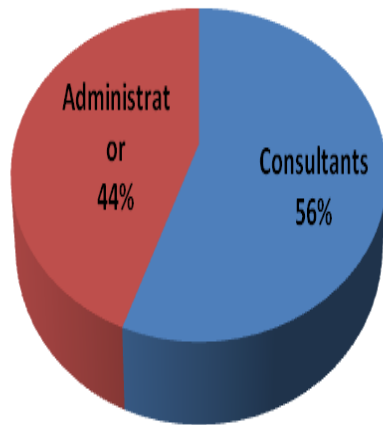
- Nigdi and surrounding area has large number of industrial unit setup
- Major automobile maker Bajaj has its manufacturing plant in Yammunanagar area of Nigdi
- Automobile maker like TATA, Force motor are located in Akurdi which is 2km away from Nigdi
- Its is one of prime location for residential in PCMC
- Major part of Nigdi fall in Pradhikaran which is Planned Township developed by PCMC
- Pradhikaran compromise of luxurious residential project and bungalows which houses majority of executives and Senior executives of this industrial factories and people having business interest in PCMC Area
- According to ICICI property report 2016, Nigdi is one of most developing residential location in PCMC area which have mixed population of high as well as middle income group

## Location Analysis of Nigdi in Comparison with other suburban area

|                                                              | Nigdi | Akurdi | Pimpri  | Chinchwad | Ravet | Talawade | Bhosari | Thergaon |
|--------------------------------------------------------------|-------|--------|---------|-----------|-------|----------|---------|----------|
| Location                                                     | East  | East   | Central | Central   | East  | North    | West    | South    |
| Infrastructure<br>(connectivity, roads,<br>markets, schools) |       |        |         |           |       |          |         |          |
| Residential Cost                                             |       |        |         |           |       |          |         |          |
| Proximity to<br>Commercial<br>Development                    |       |        |         |           |       |          |         |          |
| Future Infrastructure<br>Development                         |       |        |         |           |       |          |         |          |
| Future Employment<br>Generation                              |       |        |         |           |       |          |         |          |
| Health care Centers                                          |       |        |         |           |       |          |         |          |

|  |                      |
|--|----------------------|
|  | Good/Low Cost        |
|  | Above Average        |
|  | Average/ Medium Cost |
|  | Below Average        |
|  | Bad / High Cost      |

# Market survey and Data Analysis



Stake Holder interviewed

## Type of Stakeholders Interviewed

- Date of Market Survey

27th April to 29th April, 2016

### Data Analysis

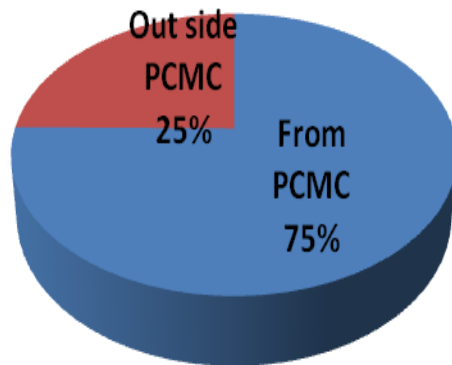
- Content Analysis of both primary and secondary data was used to generate perspectives on the healthcare dynamics of Pimpri Chinchwad.
  - These perspectives were used to prescribe the facility mix for the proposed hospital
- ### Primary Market Survey
- Various hospital administrators from different hospitals and consultants from diverse clinical specialties practicing in prominent hospitals of Pune were selected for interviews using a semi-structured questionnaire
  - The objective of the interview was to understand the dynamics of the healthcare industry in Pimpri Chinchwad.
  - Administrators from hospitals like, etc were interviewed
  - Practicing consultants from hospitals like etc were interviewed
  - Private nursing home and individual consultants from Pimpri Chinchwad were also interviewed for the survey

## Key Personnel and Consultant Interviewed

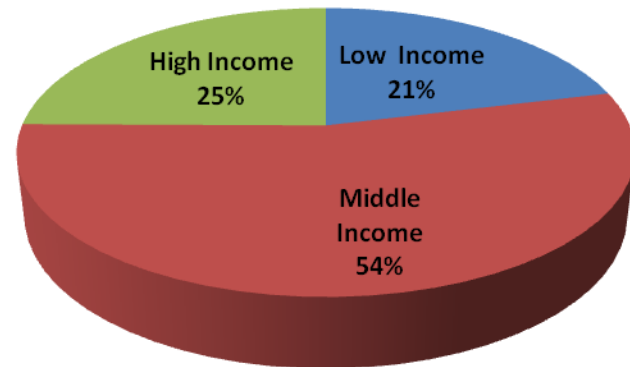
| S No | Name of the Hospital/Clinic        | Contact person            | Designation            | Area           | Type of Hospital/Clinic |
|------|------------------------------------|---------------------------|------------------------|----------------|-------------------------|
| 1    | Aditya Birla Hospital              | Dr. Rekha Dubey           | Administrative Officer | Chichwad       | Private Hospital        |
| 2    | Nirmaya Hospital                   | CMO                       | CMO                    | Chinchwad      | Private Hospital        |
| 3    | Chaitanya Multispeciality Hospital | Mrs. Minal Joshi          | Administrative Officer | Chinchwad      | Private Hospital        |
| 4    | Star Hospital                      | Dr. Archana               | Administrative Officer | Chichwad       | Private Hospital        |
| 5    | Morya Hospital                     | Mr. Banerjee              | Administrative Officer | Chichwad       | Private hospital        |
| 6    | Dhanwantri Hospital                | Dr. Aditi                 | Administrative Officer | Nigdi ,pune    | Private hospital        |
| 7    | Dhanshree Hospital                 | Nilesh Kshirasagar        | CAO                    | Nidgi pune     | Private Hospital        |
| 8    | Unique Multispeciality Hospital    |                           | Administrative Officer | Nigdi pune     | Private hospital        |
| 9    | Unique Multispeciality Hospital    | Mangesh Kadam             | Hospital Supervisor    | Ravet , Pimpri | Private Hospital        |
| 10   | Sterling Hospital                  | Dr.M.M. Naikwadi          | Corporate marketing    | Chinchwad      | Private Hospital        |
| 11   | Lokmanya hospital                  | Dr. Vishal                | CMO, Casualty          | Chinchwad      | Private Hospital        |
| 12   | Lokmanya Hospital                  | Dr. Abhijit               | CMO                    | Nigdi ,pune    | Private Hospital        |
| 13   | Dr. Ravindra Patil                 | Dr. Ravindra Patil        | Neurosurgeon           | Pimpri         | Private Hospital        |
| 14   | Dr. Ravi Kant                      | Dr. Ravi Kant             | General Medicine       | Chinchwad      | Private Hospital        |
| 15   | Dr. Swapnil Bhokre                 | Dr. Swapnil Bhokre        | Neonatologist          | Thergaon       | Private Hospital        |
| 16   | Dr. Ganesh Prabhu                  | Dr. Ganesh Prabhu         | Intensivist            | Pimple Saudgar | Private Hospital        |
| 17   | Avanti Nursing Home                | Dr. Santosh latkar        | ENT                    | Pimpri         | Private Clinic          |
| 18   | Dr. Bhise's Clinic                 | Dr. Kiran Bhise           | MS (Surgery)           | Nigdi ,pune    | Private Clinic          |
| 19   | Dr. Pravin Salunke                 | Dr. Pravin Salunke        | Gastroenterologist     | Pimpri         | Private Clinic          |
| 20   | Dr. Govind S. Shiddapur            | Dr. Govind S. Shiddapur   | Consulting physician   | Nigdi ,pune    | Private Clinic          |
| 21   | Dr. Jayprakash Girmé               | Dr. Jayprakash Girmé      | Consulting Surgeon     | Nigdi ,pune    | Private Clinic          |
| 22   | Dr. Shashikala Ranna               | Dr. Shashikala Ranna      | Gynecologist           | Nigdi ,pune    | Private Clinic          |
| 23   | Dr. Anirudh Toangoankar            | Dr. Anirudh Toangoankar   | Cardiologist           | Chinchwad      | Private Clinic          |
| 24   | Dr. Nitin Gade                     | Dr. Nitin Gade            | Diabetologist          | Chichwad       | Private clinic          |
| 25   | Dr. Prashant Tonape                | Dr. Prashant Tonape       | Orthopedic Surgeon     | Nigdi ,pune    | Private Clinic          |
| 26   | Dr. Mukesh Phalak                  | Dr. Mukesh Phalak         | Orthopedic Surgeon     | Nigdi ,pune    | Private Clinic          |
| 27   | Dr. Bharti Nikhil Hiramát          | Dr. Bharti Nikhil Hiramát | Gynecologist           | Nidgdi Pune    | Private Clinic          |

# Key Survey Finding

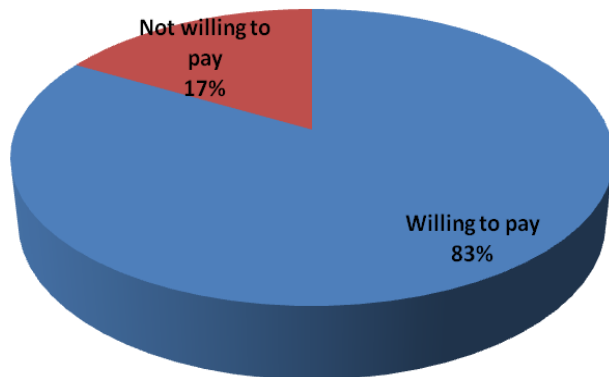
### Drainage Area



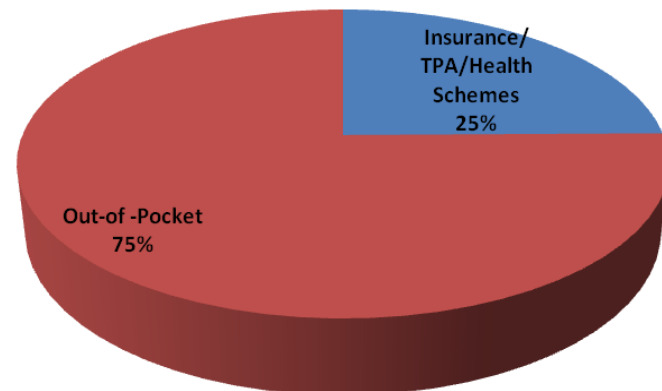
### Socio-Economic Status



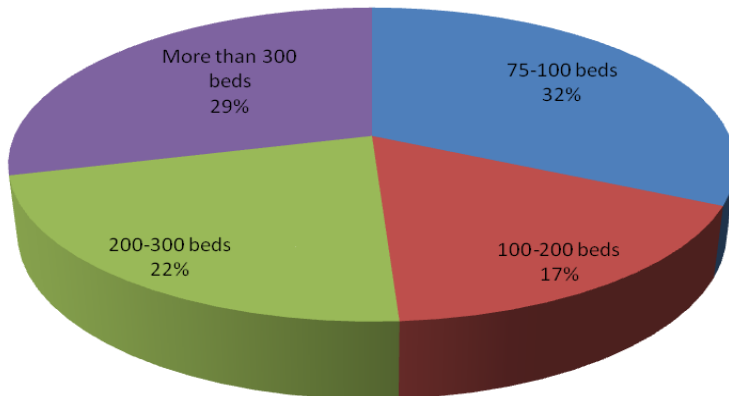
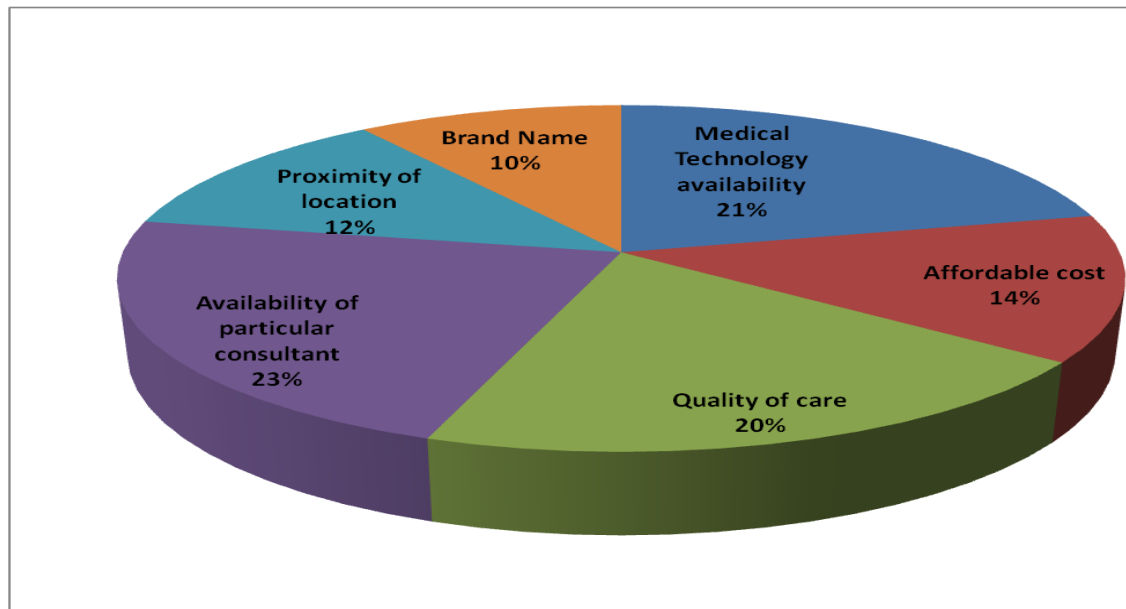
### Willingness to pay



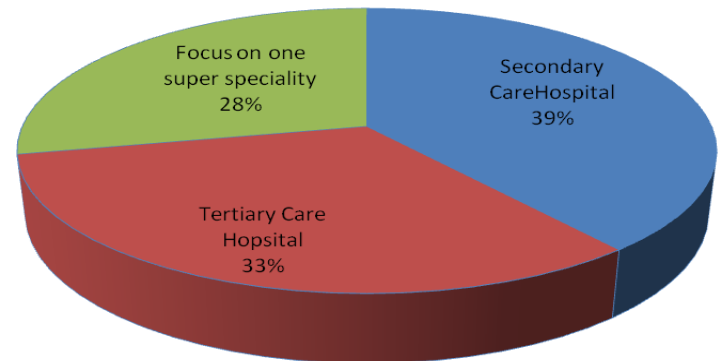
### Mode of Payment



Factor  
influencing  
selection  
Criteria for  
referring Cases

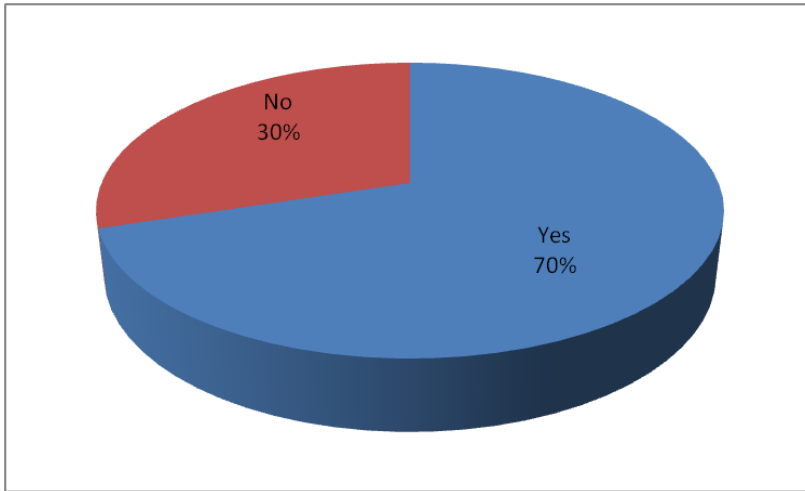


Size of Facility

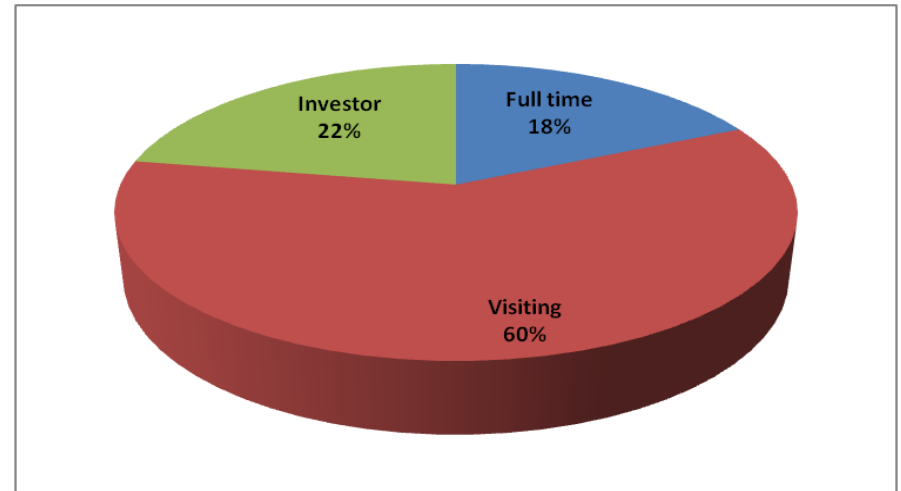


Type of facility

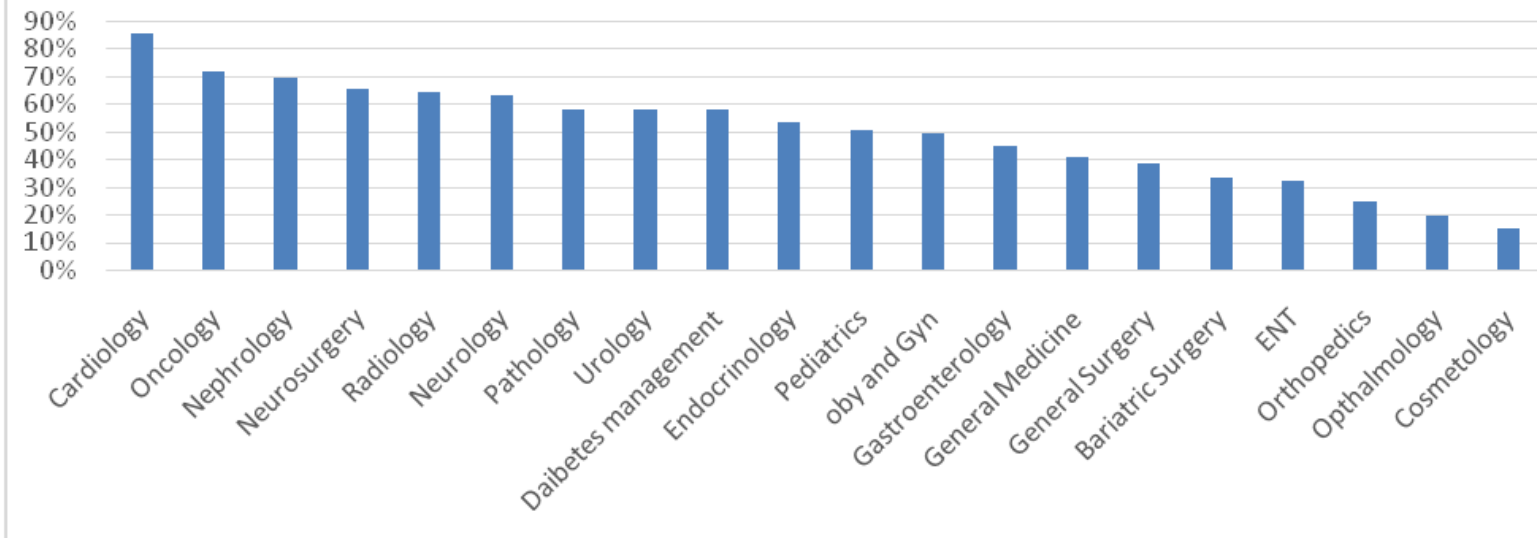
Willingness for Association to new hospital



Type of Association

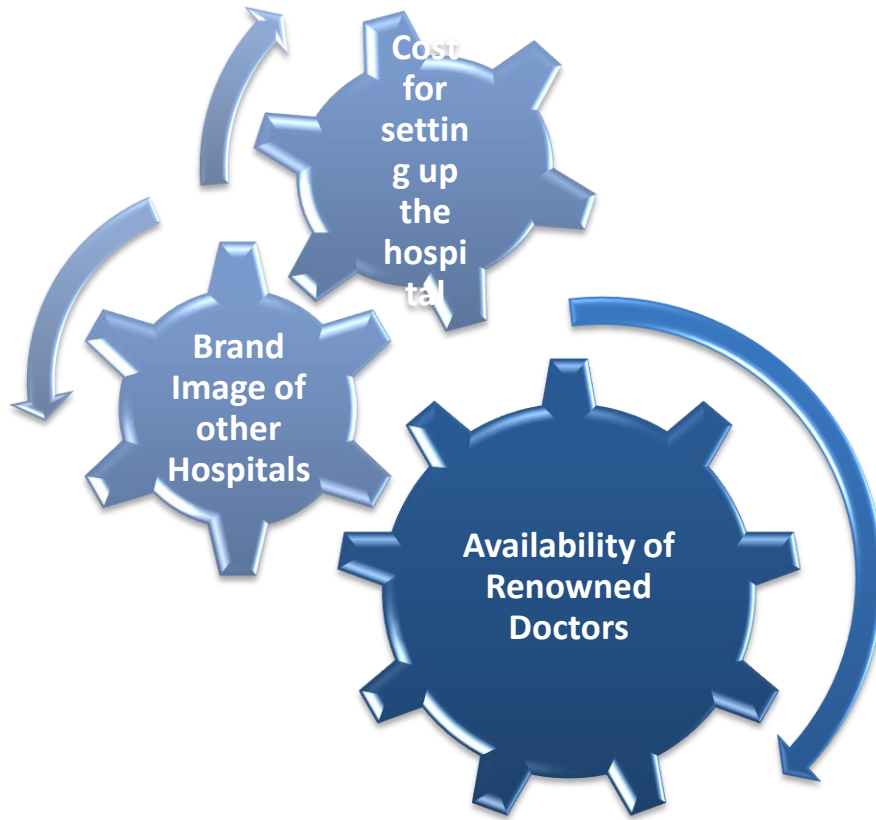


Recommended Specialities

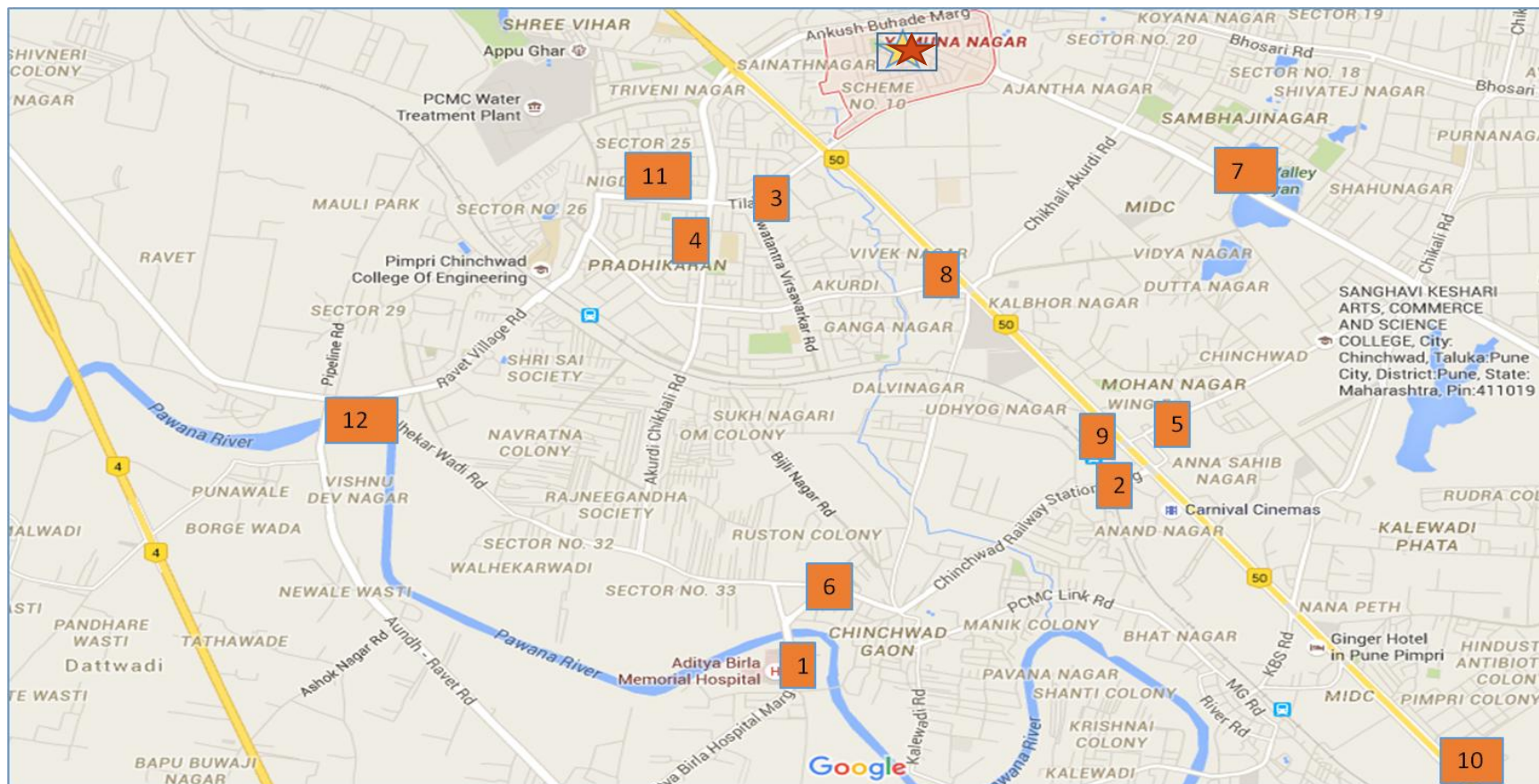


Recommended Specialities For Proposed Hospital

## Hindrance to New player



- Setting up new hospital in Pimpri-Chinchwad is a big challenge in terms of competing with the existing and established players, cost of project, attracting fresh talent and adopting advance technology
- Healthcare infrastructure in the city is not developed to a large extent to attract patients from outside city and other districts. The entire primary and secondary service area is a cost sensitive market, any new player trying to establish itself in this healthcare market needs to focus on quality healthcare services at affordable cost



|   |                       |
|---|-----------------------|
| ★ | Proposed site         |
| 1 | Aditya Birla Hospital |
| 2 | Lokmanya hospital     |
| 3 | Lokmanya hospital     |
| 4 | Sterling hospital     |
| 5 | Nirmaya hospital      |
| 6 | Chaitanya Hospital    |

|    |                                |
|----|--------------------------------|
| 7  | Dhanshree hospital             |
| 8  | Star Hospital                  |
| 9  | Unique Children hospital       |
| 10 | Max Neuro hospital             |
| 11 | Dhanvantri Hospital            |
| 12 | Unique Multispecialty Hospital |

# Competitor Analysis

- The current healthcare market is driven by big players like Lokmanya Hospital (Chinchwad and Nigdi), Nirmaya Hospital, Aditya Birla Hospital, and Sterling Hospital.
- At present Aditya birla Hospital is perceived as tertiary care, multispecialty hospital with state-of-art technology There are other multispecialty hospital like Lokmanya Hospital Chinchwad & Nigdi, Star Hospital, Sterling Hospital, Nirmaya Hospital, which are perceived as multispecialty hospital with modern technology in that Area.
- There are Single Specialty hospitals in Pimpri Chinchwad like Max Neuro Hospital, Surya Mother and Child Care, Vatsalya Child Care etc which focus on trauma care, Neurology, mother & child care, etc
- The healthcare scenario in Pimpri Chinchwad is more or less focused on secondary where in hospitals like Dhanwantari Hospital, Moraya Hospital, Chaitanya Hospital, Kamat Hospital etc besides Private Nursing homes with moderate level of infrastructure and technology are known and preferred players amongst patients

# SWOT Analysis for New Hospital



## STRENGTH

- Strong background of the promoter along with financial capability
- Pimpri Chinchwad has emerged as hub of extensive economic activity
- Strategically located site of the project
- Easy Accessibility with clear approach road



## WEAKNESS

- Lack of hard core business experience and brand image in health care sector
- Gestation period for the project may be longer



## OPPORTUNITY

- To provide integrated, tertiary care facility in the city
- To capitalize on the existing medical tourism by providing wide gamut of seamless services
- Wide drainage area within the city and other talukas of Pune District.
- To tap the middle and the upper class of consumers within the city and neighboring Talukas and Tehsils by providing care at competitive rates



## THREAT

- Price war with existing competitors for providing quality healthcare services
- Longevity and goodwill of established players
- Positive perception of well-known service providers among the consumer group

# Recommended Hospital



- 50 bed Multi Specialty Hospital
- With focus on Interventional Cardiology, Gastroenterology, Nephrology, Urology Minimal Invasive Surgery & Lifestyle Diseases

## Bed Mix and Facility Mix

| Critical Care Units                   |           |
|---------------------------------------|-----------|
| ICCU                                  | 4         |
| ICU                                   | 8         |
| <b>Total Critical Care Beds</b>       | <b>12</b> |
| In Patient Units                      |           |
| Deluxe Suite                          |           |
| Single 1 in 1                         | 2         |
| Twin 2 in 1                           | 18        |
| General Wards 3 in 1                  | 6         |
| Economy Wards 4 in 1                  | 12        |
| Total Non-Critical Bed                | 38        |
| <b>TOTAL - Revenue Beds</b>           | <b>50</b> |
| Service Beds                          |           |
| Dialysis                              | 4         |
| Pre & Post-Operative beds             | 4         |
| Cath Lab Recovery Beds                | 1         |
| Daycare & Casualty Beds               | 4         |
| <b>Total - Service Beds</b>           | <b>13</b> |
| <b>Total Beds (Revenue + Service)</b> | <b>63</b> |
| OPD Rooms                             | 5         |

| Surgical Suite                                                                    |     |
|-----------------------------------------------------------------------------------|-----|
| Cath Lab                                                                          | 1   |
| Operating Rooms                                                                   | 2   |
| Major OT (Laroscopic Surgery, General Surgery, GI surgery, Urology, Nephrology, ) | 1   |
| Minor OT / Procedure / Endoscopy Room                                             | 1   |
|                                                                                   |     |
| Emergency Care Services                                                           |     |
| Casualty Unit                                                                     | Yes |
| Procedure Room                                                                    | Yes |

| Non Clinical Facilities |     |
|-------------------------|-----|
| Laundry                 | yes |
| CSSD                    | yes |
| Kitchen                 | yes |
| Dining hall             | yes |
| Cafeteria               | yes |
| Pharmacy                | yes |

| Diagnostic Services  |     |
|----------------------|-----|
| Radiology & Imaging  |     |
| C Arm                | Yes |
| C. R. System         | Yes |
| Ultra Sound (Colour) | Yes |
| Bone Densitometer    | No  |
| X-Ray 500 mA         | Yes |
| Laboratory Medicine  |     |
| Biochemistry         | yes |
| Hematology           | yes |
| Serology             | yes |
| Histopathology       |     |
| Microbiology         | yes |
| Clinical Pathology   | yes |
| Cardiology           |     |
| 2D-Echo with Doppler | yes |
| ECG                  | yes |
| Stress Test          | yes |
| PFT/Spirometry       | yes |
| Holter               | yes |
| CATH Lab             |     |
| Cath Lab             | yes |
| Recovery beds        | yes |

# Key Success Factor

|                                                       |                                                                                                                                                                                         |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Consultant Profile</b>                             | Talent acquisition and retention of skilled resources. Empanelment of well known Consultant for Hospital will give Competitive advantage                                                |
| <b>State-of-the-Art Technology and Infrastructure</b> | Medical technology adopted in the hospital needs to provide competitive edge, to help healthcare service delivery in the city and neighboring districts                                 |
| <b>Affordable Cost and Quality Service</b>            | The hospital needs to provide quality treatment to patients at an affordable cost                                                                                                       |
| <b>Focused Marketing &amp; Communication Strategy</b> | Business development and marketing strategies need to be focused on high and middle income group who prefer private and corporate hospitals for taking care of their health care needs. |

# Conclusion

- There is a demand for setting up integrated healthcare facilities in the developing area of Pimpri Chinchwad region to cater to the growing commercial and residential core.
- The most feasible plan for proposed hospital is to establish 50 bed multispecialty hospital with good infrastructure and latest medical technology. Main thrust areas for the proposed hospital would be Nephrology Interventional Cardiology, Cardio-Vascular-Thoracic Surgery, Gastroenterology, Minimal Invasive Surgery & Life style diseases.
- The Bed Mix for the proposed facility has 25% beds reserved for critical care as more focus is on above specialties etc.
- As per the Consultant survey and the bed mix observed in the hospitals during the survey, twin sharing and general wards are preferred, followed by single occupying beds hence this specification is based on demand.
- The proposed Facility mix also follows the same principle and has 7% of single rooms (i.e. deluxe, super deluxe and suite class) and 33% of beds as twin sharing. The clientele targeted being the middle and upper class; economy wards beds have been kept at 35% of the total bed strength. The general ward patients will have the privacy of an enclosed room with basic facilities.
- The health care model in Pimpri Chinchwad is predominantly doctor driven and lays an emphasis on the medical technology and cost effectiveness with emphasis on quality. Hence it would be advisable to rope in established, senior consultants from renowned corporate hospitals to be associated with the proposed hospital to ensure steady footfalls

Thank You