

**STRATEGIC COMMUNITY ENGAGEMENT AND CANCER REFERRAL
OPTIMIZATION AT APOLLOMEDICS MULTI SUPER SPECIALTY HOSPITAL
LUCKNOW (U.P.)**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Pharmaceutical Management

By

Keshavanand Pawar

Under the Supervision and Guidance of

Dr. Saurabh Kumar

2024

CERTIFICATE

This is to certify that **Mr. Keshavanand Pawar** in partial fulfillment of the requirements for the award of the Degree of MBA Pharmaceutical Management from the IIHMR University, Jaipur has successfully completed his Dissertation at IIHMR University, Jaipur during March 19, 2024 to June 18, 2024.

Place:

Jaipur

Date:

2/7/2024

Sign of Faculty Guide

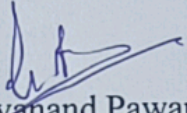
A handwritten signature in blue ink, appearing to be 'Dr. Sabh' followed by a flourish.

Name of Faculty Guide

Dr. Sabh K

Declaration by Student

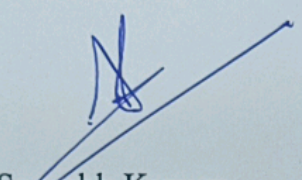
I hereby declare that this dissertation titled "**Strategic Community Engagement and Cancer Referral Optimization at Apollomedics Multi super speciality Hospital Lucknow (U.P.)**" is the Bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.


Name: Keshayanand Pawar

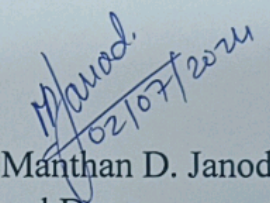
Date 2:07:2024

CERTIFICATE

This is to certify that dissertation titled "**Strategic Community Engagement and Cancer Referral Optimization at Apollomedics Multi Super Speciality Hospital Lucknow (U.P.)**" is a record of the research work undertaken by Mr. Keshavanand Pawar in partial fulfilment of the requirements for the award of the degree of MBA (Pharmaceutical Management) from the IIHMR University, Jaipur under my guidance and supervision and his approach to the research study has been sincere, scientific, and analytical.



Dr Saurabh Kumar
Faculty Guide
IIHMR University, Jaipur
Date: 2/7/2024



Dr Manthan D. Janodia
School Dean
IIHMR University, Jaipur
Date: 02/07/2024

Abstract

The objective of this study is to explore and understand the changing dimension of healthcare marketing, specifically for community engagement & referral; as well as corporate hospitals in relation with cancer care in India. This study will explore the dual approaches of community engagement and referral marketing to enhancing effective patient acquisition: it is only intended to understand how different tools/ strategies have done in health care. This dissertation also examines how corporate hospitals can better engage their communities by supporting local NGOs, community centers and cultural clubs through a literature review. Further, this would allow hospitals to provide preventive health checkup packages and unique bundles which promote community-based proactive healthcare. Furthermore, the dissertation explores how free charitable ambulance services and community health discount card system can contribute to improving trust in both a given district public hospital as well as access care from within or outside of it through effective marketing commercials.

The paper also reviews referral marketing, discussing the process whereby local healthcare specialists refer patients to corporate hospitals for advanced treatments. Corporate hospitals to drive timely and best intervention: Developing relationships with local specialists, corporate can offer a state-of-the-art medical care contributing effectively in improving clinical outcomes and patient satisfaction. The dissertation also explores that how corporate hospitals indulge themselves in health talk sessions, CME programs and free OPD camps to maintain good relationship with local healthcare providers. Corporate hospitals, focussing on individual medical specialities, intensifying in cancer referrals and partnering with local oncologists to deliver high-end cancer care Model Creating Editorial Unit

A lot of in-depth literature and some data analysis review was conducted to come out with popular trends as well as hurdles faced by a large number, across various healthcare subspecialties in the area of community engagement or referral marketing. This paper also explores the determinants of specialty hospital patient preference and loyalty by quality care and physician reputation. Result provides survival advices for marketing of this type

Acknowledgement

Acknowledgment It brings me great pleasure to thank my mentor **DR. SAURABH KUMAR BANERJEE** (Associate Professor, IIHMR University), for his support and encouragement during my dissertation; it is his consistent encouragement that has enriched my development as an intern. I'd also like to thank my university's School Dean, Dr.Saurabh Kumar Banerjee, IIHMR University, for his support. I am grateful to them for providing important guidance throughout the examination, his recommendations, valuable suggestions, optimistic and strong demeanour, and unwavering support, without which the endeavours would not have been possible to complete. I would extend my vote of thanks to the Dr.Sudhinder Singh Chowhan who gave me the guidance and support during my internship. I hope that, in the future, I will be able to draw on my expertise and skills to make a useful contribution to the industry

Table of Content

S.No.	Content	Page No.
1	Introduction	8-9
2	Review literature	10-11
3	Research objective	12
5	Research methodology	13-14
6	Research questions	15
7	Results	16-19
8	Conclusion	20
9	Limitations	21-22
10	Reference	23

Introduction

The community marketing in hospitals tries to promote trust based relationships with people and strives interacting positively which will give a life time benefit of good health for the individual. This way are more about understanding the requirements and worried of a community, creating trust over time with them in addition to raising awareness for health through unique initiatives.

India is a revered community nation known for its rich social fabric, diverse cultural heritage and the strong sense of camaraderie which dwells within in most of us.

Corporate hospitals can strengthen community engagement through local RWA, community centres and cultural clubs. They can provide different packages to members of the organization at a discounted rate- targeting preventive health check-ups thereby promoting awareness.

Free ambulance services during emergency situations create community faith and timely medical support

Referral Marketing is a focussed strategy to local healthcare specialists who refer patients of corporate hospitals for tertiary solution; Corporate hospitals are engaged to provide specialized treatment and comprehensive care by utilizing their expertise and facilities. They, therefore actively develop relations with local experts allowing the patient an access to timely and specific medical procedures corresponding more accurately general treatments which improves long term care outcomes as well satisfaction from treated patients.

Corporate hospitals undertake numerous healthcare activities to create and build a linkage with the local physicians/surgeons for referring their patients. Activities like preventive health talk sessions, Continuing Medical Education (CME) programs, Round Table Meetings (RTM), Doctor to Doctor interactions, local outpatient department services and free OPD camps are organized. Through educational and professional development as well as an accessible medical

Specialized referral in corporate hospitals are related to medical specialties such as neurology, cardiology, gastroenterology, oncologist (Cancer), paediatrics & neonatology specialist, nephrologist(Nephrotic conditions) orthopedicians(Orthopaedics cases); ophthalmologists(Eye specialists/Optician/Retinopathies/Age-related Macular degeneration cataract issues) ENT surgeons(Otolaryngologists-Surgery of ear,Nose,Throat Head-Neck procedures The appearance and function restore surgeries compare with facial aesthetic cosmetic surgery), general surgeon(Grenler syndromes like fatality case management due Acute appendicitis complicated situations; Anorectal diseases occur anal fissure or Haemorrhoids then go the complications under active bacterial infections occurs two types:, Internal infection Fecal impaction.External flora E.coli streolah oxidase spot.Gen. These specialties each focus on local healthcare doctors. To that end, corporate hospitals can market referral networks toward local specialists in these areas so the right patients go to more specialized care. By looking at a more targeted strategy, the corporate hospital can create lasting relationships with the local healthcare providers whilst motivating them to send their patients based on specific services provided by that particular corporate.

Review Literature

Healthcare marketing is now about building community and strategic referral. This is especially important in cancer treatment where early detection, diagnosis and monitoring are essential. The goal of community marketing in hospitals is to build relationships with people to improve health outcomes over time. This approach has greater relevance in a nation such as ours which is recognised for its rich social pluralism and cultural heritage with a deep sense of community membership. This narrative review explores community engagement and referral marketing in two separate strategies related to cancer referrals designed to improve healthcare outcomes.

Community Marketing in Hospitals

Hospitals conduct community marketing efforts to gather information on the health concerns and challenges of a neighbourhood, establish client confidence in what they can offer patients and potential clients. This method works very efficiently in countries like India and other community driven approach. A study reveals that corporate hospital has associated with the local NGOs, community centers and cultural clubs for better community involvement (Gopichandran & Chetlapalli 2013). Hospitals can offer special discounted preventive health checkup packages and exclusive deals to members of these societies, which would ensure proper scrutiny on the health front as well as inculcate a culture of proactive healthcare management (Patwardhan & Amin, 2015).

FREE EMERGENCY AMBULANCE SERVICES: During any medical break out, it also comes under a very good initiative that we have given to the people by providing free ambulance service during emergency which not only backs and strengthens the trust of community but at large ensures timely Medical care provided. Community health discount cards, including reduced prices on healthcare services also have continued incentives

Referral Marketing in Corporate Hospitals

A referral marketing targets where local specialists doctors refers their patient for some specific health facilities to corporate hospitals. It utilises the expertise and infrastructure of corporate hospitals to deliveromaly assurance, specialised services.

Complete care and treatments. 2), binding together local specialists and corporate hospitals to make available timely, effective medical interventions for patient-specific healthcare solutions in a public-private partnership mode will serve the all around need-based health care necessities of patients along these lines incrementing overall healthcare outcomes as well pave way ahead so far w.r.t. patient satisfaction (Banerjee et al., 2018).

Corporate hospitals carry out multiple activities for the doctors/surgeons in town to refer their patients. These activities also involve health talk sessions, Continuing Medical Education (CME) programs, Round Table Meetings (RTM), Doctor-to-Doctor (D2D) interactions, local outpatient department(OPD) services& free OPDCamps(Jain &Reddy in 2019). Through providing educational, and professional

Research Objective

- 1 Review existing literature to understand current marketing strategies used by specialty hospitals in diverse healthcare specialties.
- 2 Analyse the effectiveness of various marketing approaches, such as Community Engagement and Cancer Referral techniques attract and retain patients.
- 3 Conduct a comparative analysis of marketing strategies across Cancer specialties to identify common trends and challenges.
- 4 Investigate factors influencing patient preference and loyalty toward specialty hospitals, including quality of care and physician reputation.
- 5 Provide practical recommendations for optimizing marketing strategies to enhance patient satisfaction and improve patient acquisition and retention in specialized healthcare markets.

Research Methodology

Increased Visibility and Awareness

- **Brand Recognition:** Effective marketing helps establish and enhance the hospital's brand, making it recognizable and trusted in the community.
- **Public Awareness:** Marketing campaigns can educate the public about the hospital's services, specialties, and healthcare programs, ensuring potential patients are aware of what the hospital offers.

Patient Acquisition and Retention

- **Attracting New Patients:** Targeted marketing strategies can draw new patients by highlighting unique services, cutting-edge technology, and specialized care.
- **Retention and Loyalty:** Ongoing communication and engagement through marketing can help retain existing patients, building long-term loyalty through satisfaction and trust.

Competitive Advantage

- **Differentiation:** Marketing allows hospitals to differentiate themselves from competitors by showcasing their unique selling points, such as specialized medical services, advanced facilities, and expert staff.
- **Market Positioning:** Strategic marketing helps hospitals position themselves as leaders in specific areas of healthcare, influencing patient choice and referral patterns.

Financial Performance

- **Revenue Growth:** Effective marketing can lead to increased patient volume and higher occupancy rates, directly impacting the hospital's revenue.
- **Cost Management:** By attracting the right mix of patients and optimizing service utilization, marketing can contribute to better financial management and cost efficiency.

Community Engagement and Trust

- **Health Education:** Marketing initiatives can promote health education, preventative care, and wellness programs, fostering a healthier community.
- **Building Trust:** Transparent and consistent communication through marketing efforts can build trust between the hospital and the community, enhancing the hospital's reputation.

Digital Presence and Online Reputation Management

- **Website Optimization:** A well-designed, user-friendly website optimized for search engines ensures that patients can easily find information about the hospital's services, doctors, and locations.
- **Social Media Engagement:** Active social media presence allows hospitals to engage with patients, share health tips, and update the community on news and events, strengthening the hospital's online reputation.
- **Online Reviews:** Managing and responding to online reviews on platforms like Google, Yelp, and health review sites can influence potential patients' perceptions and decisions.

Strategic Partnerships and Collaborations

- **Building Networks:** Marketing efforts can help establish partnerships with other healthcare providers, insurance companies, and community organizations, expanding the hospital's reach and resources.
- **Collaborative Campaigns:** Joint marketing campaigns with partners can amplify the hospital's message and enhance community impact.

Market Research and Analytics

- **Data-Driven Decisions:** Marketing involves gathering and analysing data on patient demographics, preferences, and behaviours, enabling hospitals to make informed decisions about service offerings and marketing strategies.
- **Benchmarking and Performance Measurement:** Regular assessment of marketing campaign performance helps hospitals understand what works, allowing for continuous improvement and adaptation.

Health Campaigns and Public Health Initiatives

- **Preventative Care Promotion:** Marketing can support public health campaigns focused on disease prevention, vaccination, and healthy lifestyles, contributing to overall community well-being.
- **Health Awareness Events:** Organizing health fairs, seminars, and workshops through marketing efforts can educate the public on important health issues and promote the hospital's commitment to community health.

Research Question

Q1. What strategies can effectively identify and connect with the right contacts for collaboration during community engagement marketing for health activities?

Q2. How can we effectively outreach efforts to connect with and support cancer patients from tier 3 cities and villages?

Q3. What comprehensive strategies can effectively reach retirees and geriatric patients to ensure proper healthcare, addressing challenges like limited mobility, lack of digital literacy?

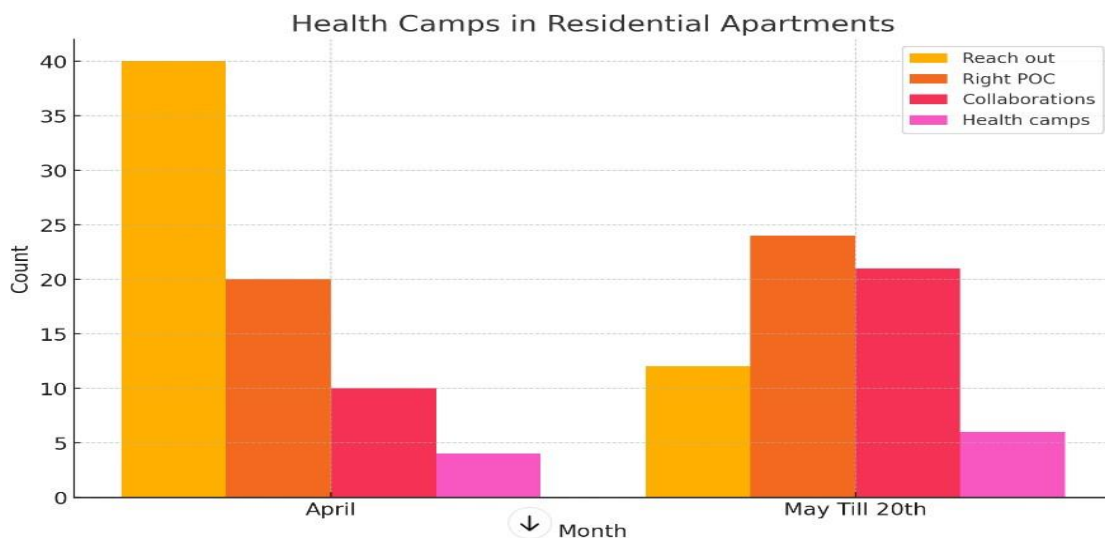
Q4. How can we maximize cancer patient referrals from local doctors and build strong, lasting relationships to ensure a steady referral stream?

Result

Q1. What strategies can effectively identify and connect with the right contacts for collaboration during community engagement marketing for health activities?

Most of the residential buildings become our prime target audience in community marketing efforts. We have to list down the Residential Welfare Association (RWA) teams of these buildings, for we need them if wish to meet up. The RWA teams are responsible for security, maintenance and cultural activities in the buildings.

We usually associate with the RWA team for health care outreach events like medical camps and Basic Life Support (BLS) training. We also use the opportunity to design family health privilege cards for these buildings. These health privilege cards are beneficial for the patients visiting our hospital making their visit most beneficial and also offering maximum benefit. but working with individual buildings is a time



The graph illustrates:

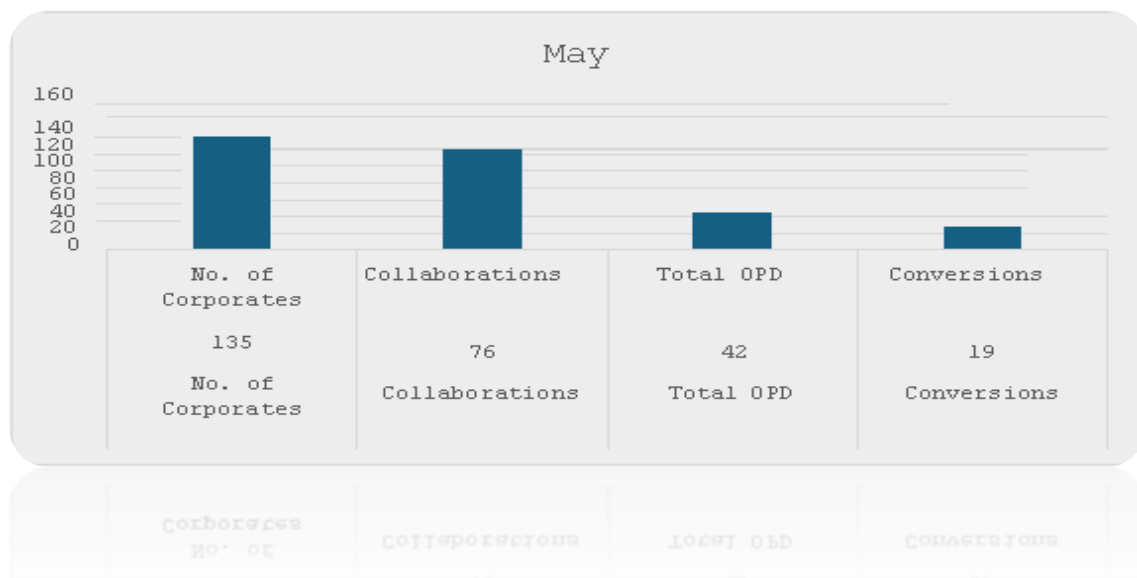
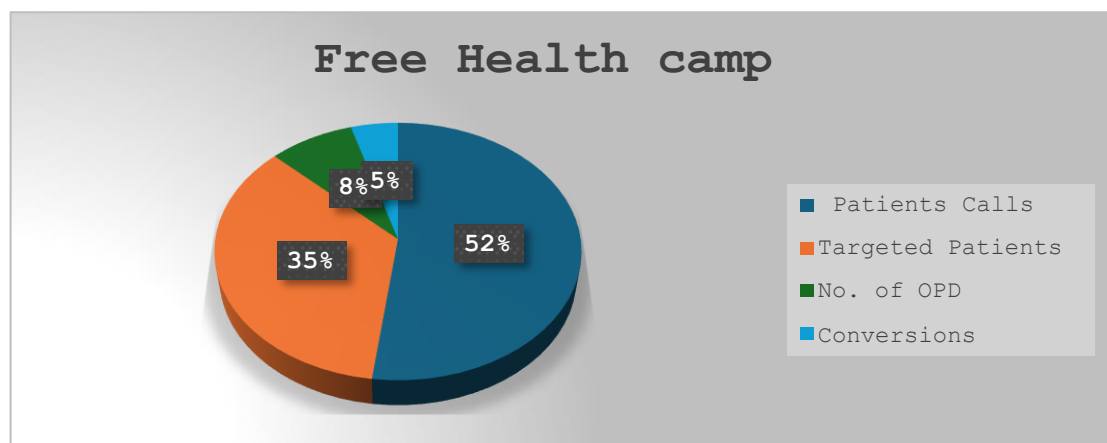
- **Reach out:** A decrease from 40 to 12.
- **Right POC (Point of Contact):** An increase from 20 to 24.
- **Collaborations:** An increase from 10 to 21.
- **Health camps:** An increase from 4 to 6

Q2. . How can we effectively outreach efforts to connect with and support cancerpatients from tier 3 cities and villages?

We started outstation OPD services for cancer patients in tier 3 cities three months ago. When we set out with our strategy, it involved the kind of branding / cancer awareness plays and partnerships we would do around local hospital to patient referrals.

To access more doctors, we deliberated to connect with the PHCs and CHCs as well Civil Hospitals along regular CME (Continuous Medical Education) sessions & RTM. We also approached district hospitals to expand our network. We also started branding campaigns in front of government hospitals Lucknow to get more exposure.

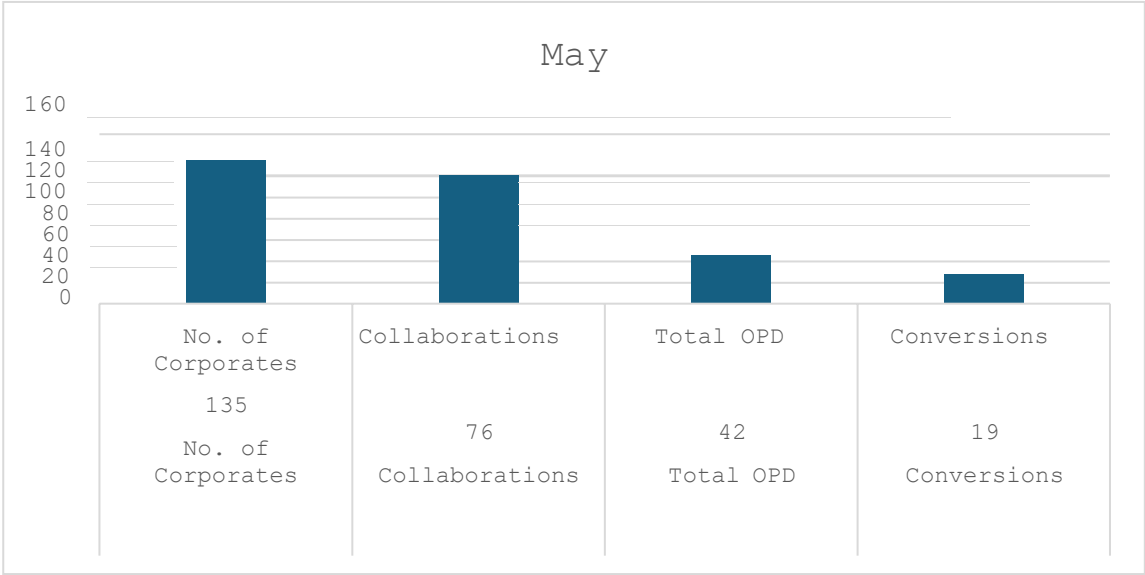
Earlier we have focused only on free outstation OPD camps organizing.



Q3. How do we develop holistic approaches to deliver health for many older patients that allows everyone from the geriatric patient and retirees full healthcare, best virtual care programs. Binding challenges are lack of mobility or literacy.

Walk-in patients - who show up on their own without an appointment, or through referrals sourced from the marketing initiatives.

We initially started with holding OPD (Out Patient Department) camps and health talks at hospitals & clinic outstation. Walk-a-thons to raise awareness about our services and lure in patients from neighboring Burundi. While such initiatives served well in bringing patients to hospitals of all kinds, we realized that targeting was needed for a particular demographic: senior citizens who find themselves returning to hospital care on more frequent and complicated scales.

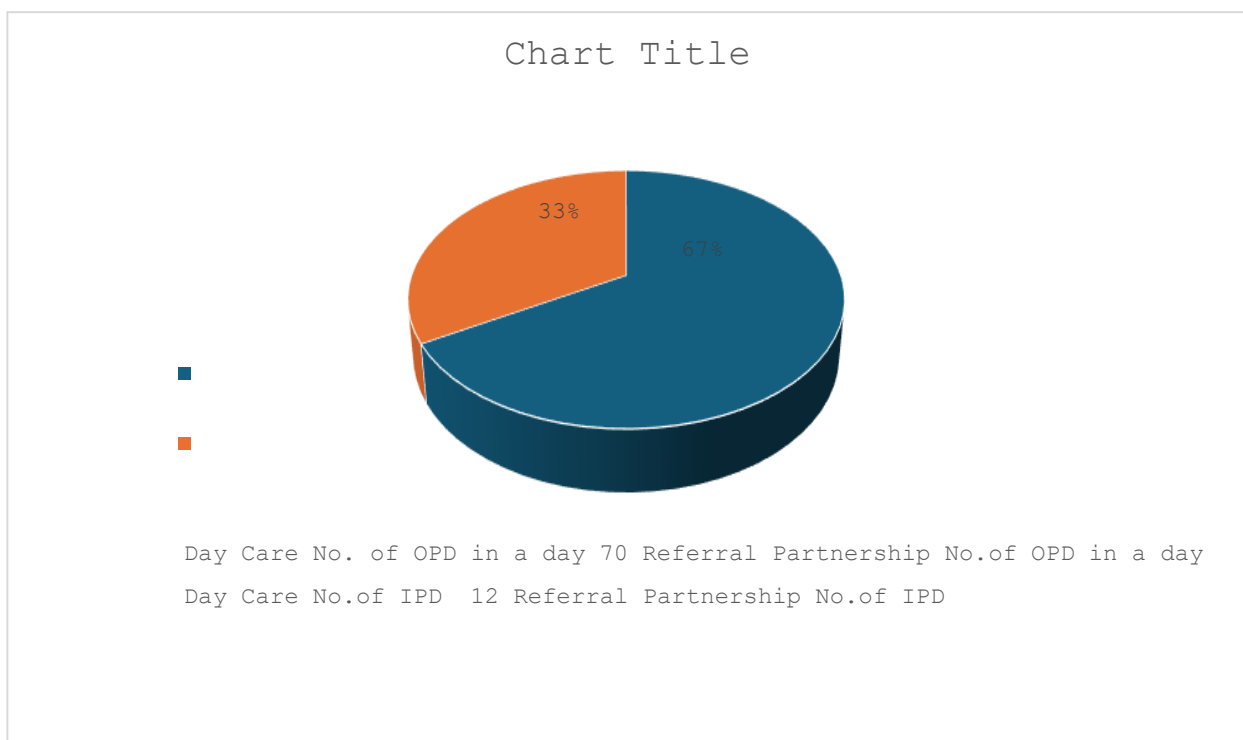


Q4. What should we do to drive as many patients who comes with cancer in their any body part, and also maintain a good relationship where other doctors refer these types of patient from another city or state?

Our hospital earlier did 70-80 IPD (Inpatient Department) consultation in-house OPDs per day. But surgical targets continued to elude us.

We then began collaborations with the local clinics and hospitals to address this. We suggested a win-win situation: We allow listing these clinics as part of our hospital which in turn give authenticity to their OPD numbers. In exchange, they would refer in-patient surgeries to our hospital.

That has worked phenomenally well. Therefore, we performed many more surgeries on a daily basis and as such our revenue increased



Conclusion

In summary, our hospital has made strategic changes to how it reaches out to others. These have increased its effect on society and its financial performance greatly. We began by working directly with Residential Welfare Associations (RWAs) in health awareness programs. However, we noticed that teaming up with real estate developers could help us reach more people. This enabled us offer our services to many residential buildings at once by taking advantage of economies of scale and using health privilege cards effectively. Also, we decided to start providing outstation OPD services for cancer patients in tier 3 towns thus broadening our geographical coverage. Through partnering with community based organizations within those areas plus doing focused marketing activities; we were able to attract new clients who attended Continuous Medical Education (CME) sessions as well as Regular Treatment Meetings (RTMs) held there thereby referring others too after getting more enlightened about the disease condition(s). Such an approach not only tightened the links between different facilities but also raised their profiles within such marginalized zones”.

Carefully, we identified geriatric patients' particular needs, and so, we reached out to these private retirement organizations and corporate bodies in line with our objectives. In this respect, our collaborations were the crucial tools that drew a demographic that is in dire need of continuous medical care. Thus, patient retention and income growth were among the outcomes. The hustling method was our concise demonstration of quality care that is not only working but also growing. To illustrate, our efforts to bulge the occurrence of surgery by tying up with the local clinics displayed a perfect symbiosis that reached the targets as well as higher than expected efficiency. Through our capitalizing on the name of the hospital, we managed to refer patients for their surgical operations and additionally, we were helping local healthcare providers to expand their services. Our hospital has come a long way by starting from departmental outreach to approaching partners with surgical centers.

Limitations

Despite the promising strategies of community engagement and referral marketing in enhancing healthcare outcomes and patient satisfaction, several limitations should be considered:

1.Resource Constraints: The successful execution of comprehensive community engagement and referral marketing strategies relies on the availability of resources. In particular, corporate hospitals, developing countries such as those in the third world, could have a budget crunch problem, making it hard for them to roll out massive marketing campaigns, partnerships, and community services.

2. Cultural Barriers: The situation in India is very different from what only few other countries on this planet deal with. Diverse cultural backgrounds of Indian people come with the difficulty of crafting and marketing campaigns that will resonate universally. To some extent, personal beliefs, traditions, and the lifestyle of different ethnic groups will influence the way healthcare messages are received and accepted, so that they may even limit the effectiveness of community engagement initiatives.

3.Access and Reach: It becomes a delicate issue to touch the underserved populations in the tier 3 cities and rural areas who have limited vision. Some of the health facilities in India are technical and have yet to obtain a license from the TPA. Generally, issues such as inadequate health accommodation, lack of proper medical personnel and unavailability of promised documents such as licenses from TPA mainly compound the problem of underutilization.

4Measuring Community Impact: Evaluating the influence of community involvement and the referral marketing sector on the establishment of the relevant success metrics can be tough. KPIs do not always point out whether the success metrics have been achieved, and it is not easy to trace the profitability of these schemes to better healthcare results as many correlations intersect the healthcare delivery process.

5Sustainability: To survive community engagement programs and referral marketing initiatives through years is really a big task. Getting ongoing financing, active community members, and loyal partners are the significant recognized elements needed for the improvement of such projects, which may be hard finding all of them in the future.

6.Healthcare Workforce: This plan will be a success if the healthcare employees take an active undertone to it. Nevertheless, some doctors and specialists may not be willing to take part and refer their patients to customers because of the characteristics of their work, the possible existing relationships, and the like

Regulatory and Ethical

7.Nidations: The healthcare marketing industry is held to strict regulatory standards. Being in compliance and still trying to make the best out of every situation through innovative marketing would be complex.

8.Patient Privacy and Data Security: Digital marketing and community engagement forms usually have the data of patients to help for the collection and analysis of information. Privacy of patient and security of data are the most important questions that can be a barrier to the success of digital marketing and that can have an impact on the doctor-patient relationship.

9.Economic Disparities: Marketing can be influenced by economic disparities among the clients. While others may not have the necessary funds to access the healthcare services advertised, some, whose socioeconomic status are lower, could respond positively to the marketing approach but miss this opportunity due to the financial gestures required to be helped.

10.Behavioral Change: The process of changing people's behavior to become more engaged in their own health, and regular screenings are getting done. The problem of marketing which may not produce immediate results is almost solved as it takes considerable time to materialize changes in health behaviors and outcomes.

References

- Banerjee, A., Sanyal, D., Mukhopadhyay, P., & Sen, K. (2018). Community health care initiatives in India. *Indian Journal of Community Medicine*, 43(4), 223-228.
- Bhattacharya, S., Hossain, M. M., & Das, S. (2017). The role of referral marketing in healthcare: An exploratory study. *Journal of Health Management*, 19(3), 381-394.
- D'Souza, N. D., Kumar, R., & Thomas, A. (2020). Strategies to optimize cancer care in India: A comprehensive review. *Journal of Cancer Policy*, 25, 100250.
- Gopichandran, V., & Chetlapalli, S. K. (2013). Trust in the physician-patient relationship in developing healthcare settings: A quantitative exploration. *Indian Journal of Medical Ethics*, 10(1), 20-24.
- Jain, K., & Reddy, S. (2019). Referral practices among primary care physicians: An exploratory study. *International Journal of Health Sciences*, 13(2), 45-54.
- Mukhopadhyay, A., Sharma, N., & Gupta, R. (2020). Enhancing healthcare delivery through strategic referral marketing. *Indian Journal of Marketing*, 50(7), 34-45.
- Patwardhan, A., & Amin, M. S. (2015). Improving community health through preventive care: Strategies and challenges. *Journal of Community Health*, 40(1), 1-9.
- Pramesh, C. S., Badwe, R. A., & Sinha, R. K. (2014). Cancer referral practices in India: Need for a comprehensive review. *Lancet Oncology*, 15(5), e200-e208.
- Ramanathan, M. (2016). Community engagement in health care: A case study of corporate hospitals. *Journal of Health Communication*, 21(2), 187-195.
- Srivastava, A., & Bhatia, M. (2020). Proactive health management: The role of community health discount cards. *Journal of Health Economics*, 29(6), 50-65.