

IDENTIFICATION AND ASSESSMENT OF MARKET RISKS OF THE MISSION HOSPITAL, DURGAPUR

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

By

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Under the Supervision and Guidance of

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2024



Date: 29.06.2024

TO WHOM IT MAY CONCERN

This is to certify that **Dr. Kingshuk Mazumder** a student of **MBA in Hospital & Health Management** at **IHMR University, Jaipur** has undergone his 3 months **Dissertation** from 01.04.2024 to 29.06.2024 in the department of **Quality** at **The Mission Hospital, Durgapur**.

We wish him success in his future endeavors.

For, The Mission Hospital, Durgapur

Ramesh Lall
President- HR & Admin

Ramesh Lall
President (HR & ADMIN)
The Mission Hospital
Durgapur, West Bengal

DECLARATION BY STUDENT

I hereby declare that this dissertation titled “**Identification And Assessment of Market Risks of The Mission Hospital, Durgapur**” 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

Kingshuk Mazumder
Kingshuk Mazumder

Date: 6th July, 2024.

CERTIFICATE

This is to certify that dissertation titled “**Identification And Assessment of Market Risks of The Mission Hospital, Durgapur**” is a record of the research work undertaken by **Dr. Kingshuk Mazumder**, in partial fulfilment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur, under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.

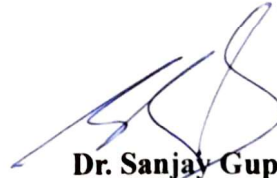
A handwritten signature in blue ink, appearing to read 'Piyusha'.

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Associate Professor,

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Date: 6th July, 2024.

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ABSTRACT

In a competitive market, multiple firms vie for consumers' attention, introducing new products and services. The entry of new competitors, new products and services creates market risks for firms, which marketing managers must assess and mitigate. Effective risk management enables firms to outperform competitors and maintain market share. The Mission Hospital, Durgapur, a 500-bedded, 14-year-old tertiary-care hospital in West Bengal, India, also faces external risks influenced by environmental and market factors. The emergence of new multispecialty hospitals and state-sponsored health insurance schemes has altered the patient base. To remain competitive, the hospital must identify and manage these risks effectively to continue delivering high-quality healthcare services.

Objectives:

- Assessment of external market risk that affect the economic activities.
- Suggest measures to mitigate those risk.

Methodology:

Using purposive sampling, a descriptive study was conducted in hospitals and healthcare facilities of Asansol and Jamshedpur. Personal interviews of medical service providers and patients were conducted, to understand the market dynamics.

Results:

The study found that large multispecialty hospitals like Healthworld Hospital, in Asansol, and Tata Main Hospital, Brahmananda Hospital, in Jamshedpur, pose market risks for the growth of patient base of The Mission Hospital, Durgapur. It was also found that collaborating with medical service providers in Asansol and Jamshedpur, who are willing to refer patients suffering from critical ailments to The Mission Hospital, Durgapur, can help in the growth of the market share of The Mission Hospital, Durgapur.

Keywords:

Healthcare Repositioning, Strategic Initiatives, Multispecialty Hospital, Market Trends, Organizational Behaviour, Operational Efficiency, Market Risks, Strategic Planning, Market Research.

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Sincerely,

Dr. Kingshuk Mazumder.

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Chapter 1

Introduction:

In a Market Economy, competition between firms of the same sector is desirable for the best results. The absence of competition often leads to a monopoly or cartelization of firms, which in turn reduces efficiency of the products/services in that sector. In a sector that functions efficiently, we see multiple competitor firms vying to provide the best value to the consumers. We see new entrants, and new product/service lines being introduced, as well. For existing firms, this competition creates market risks – risks for their economic activities. Marketing managers assess the competitive forces in the market, and then devise ways to combat those forces – which we also call risks. An organization that effectively combats these risks, outperforms its competitors and succeeds in maintaining/increasing its share of the market.

Any healthcare organization carries risks associated with its business activities, because risk is an integral part of the economy. In India, hospitals with a large scope of services, draw patients from a wide catchment area, often extending beyond the district and state it is located in. The Mission Hospital, Durgapur, is a 14-year-old state-of-the-art tertiary-care, NABH accredited (since 2013) hospital, dedicated to providing comprehensive medical services to the community of Durgapur and surrounding areas of West Bengal, Jharkhand and Odisha. Equipped with advanced technology, experienced medical professionals, and a patient-centric approach, the hospital strives to deliver high-quality healthcare services tailored to the diverse needs of patients.



Fig. 1: The Mission Hospital, Durgapur

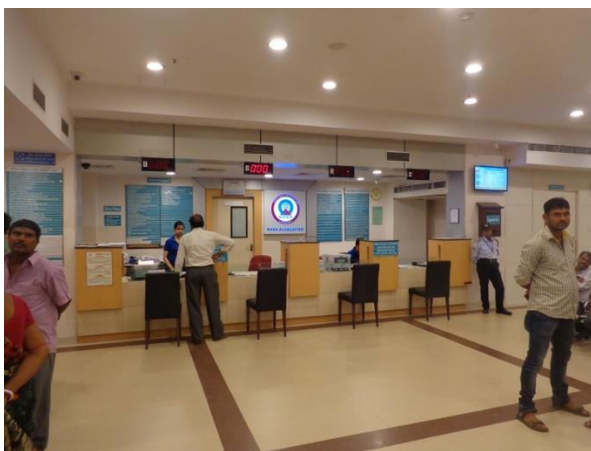


Fig. 2: OPD Billing Counter of The Mission Hospital, Durgapur

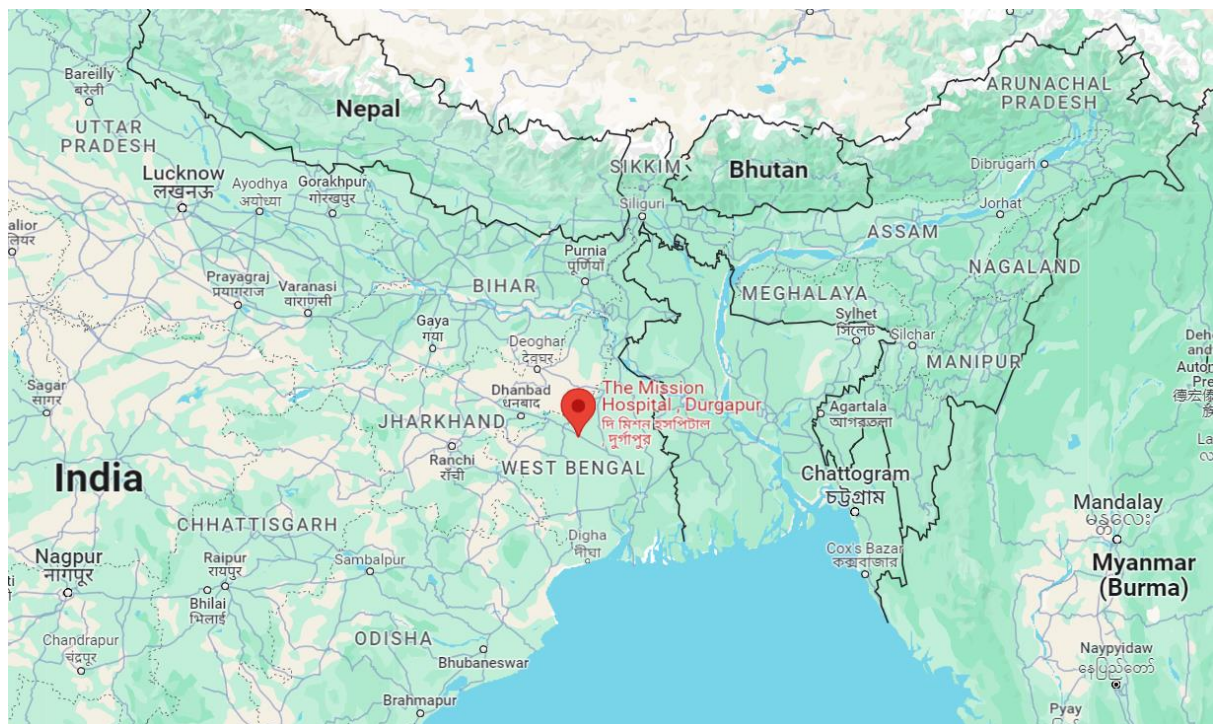


Fig. 3: Location of The Mission Hospital, Durgapur.

External risks are influenced by environmental factors, and market competitors alike. Hence, the timely identification and effective management of risks is crucial for conducting economic activities of a hospital beyond the city it is situated in.

In the Paschim Bardhaman district of West Bengal state, India, the emergence of new multispecialty hospitals like IQ City Medical College and Hospital (a unit of Narayana Health), and HealthWorld Hospitals (with its new unit at Asansol), are posing a competitive risk to the economic activities of The Mission Hospital, Durgapur. The introduction of state sponsored health insurance schemes like Swasthya Sathi in West Bengal, and Ayushman Bharat in most of the other states of India, has also altered the patient base of The Mission Hospital, considerably.



Fig. 4: Healthworld Hospital, Durgapur.



Fig. 5: IQ City Medical College Hospital, Durgapur

SWOT Analysis of The Mission Hospital, Durgapur

Strengths:

- Existing patient/client base.
- Large pool of reputed doctors.
- Brand image.

Weaknesses:

- Treatment/test prices are relatively higher than peers.
- Slow discharge and insurance claim process.
- Lack of digitalization, relative to current market standards.
- High staff turnover.

Opportunities:

- One of the largest and reputed standalone hospitals in Durgapur.
- Scope for expansion into a chain of hub & spoke model.

Threats:

- Availability newer options for patients – new services provided by competitors.

In order to manage the risks faced by our organization, we as strategic managers, conducted a qualitative risk analysis. This also involved conducting market research in the cities of Asansol (West Bengal) and Jamshedpur (Jharkhand), in order to identify potential client groups and ways to attract them.

Chapter 2

Research Questions:

1. What are the potential risks in the economic activities of The Mission Hospital, Durgapur?
2. How do we mitigate the risks faced by The Mission Hospital, Durgapur, in its economic activities?

Chapter 3

Objectives:

This research aims to analyze and propose strategies for managing external market risks that impact the economic activities of The Mission Hospital, Durgapur. These risks include regulatory changes, market dynamics, technological advancements, and socio-economic factors that could influence the hospital's operations and financial stability.

- Assessment of external market risk that affect the economic activities.
- Suggest measures to mitigate those risks.

Chapter 4

Review of Literature

Authors	Origin	Year	Title	Purpose
G. Phillips-Wren, S. Kramer, and P. Sharkey	Switzerland	2008	Strategic decision-making under conditions of complex demand and market risks	To assess likely impacts of external factors such as new technologies, regulatory changes, and market shifts.
Akbar Ghiasi, Ferhat Zengul, Bunyamin Ozaydin, Nurettin Oner, Bryan K Breland	Turkey	2017	The Impact of Hospital Competition on Strategies and Outcomes of Hospitals: A Systematic Review	To review the literature about the impact of hospital competition on strategies and outcomes of hospitals 1996-2016.
Kateryna Nesterova, Valentina Marchenko, Iuliia Lazebnyk, Valentyna Pavlova, Liudmyla Burkova, Lesia Omelchuk.	Ukraine	2020	Identification And Assessment Of External Risks Of The Enterprise's Foreign Economic Activity.	The use of three-dimensional model of identification of risks of foreign economic activity, tabular description of enterprise; for the qualitative and quantitative evaluation of the enterprise the algorithm of integrated risk assessment of the FEA of the enterprise is proposed; to simplify the calculation, it is recommended to develop a software product for the calculation of the integrated risk index of FEA.
Inesa Mikhno, Viktor Koval, Anton Ternavskyi	Ukraine	2020	Strategic Management of Healthcare Institution Development of the National Medical Services Market	Strategic management of the development of health care institutions on the national market of medical services.

Just like other sectors, hospitals face competition from new market entrants and alternative care models. In case of the Paschim Bardhaman district of West Bengal, especially the Asansol-Durgapur area, the establishment of new multispecialty hospitals like Healthworld, and medical college cum hospitals like IQ City, pose significant risks to already existing hospitals like The Mission Hospital, Durgapur.

Speaking of the global healthcare market, a recent survey by Aon found that "increasing competition" and "failure to innovate or meet customer needs" are two risks that will affect healthcare organizations in the future. The market for ambulatory surgical centers, for example, is estimated to grow by \$23.18 billion between 2022 and 2027, with half of that growth coming from North America.

A systematic review by Brekke et al. examined the impact of hospital competition on strategies and outcomes. The results showed that hospitals in more competitive areas had a sharper reduction in acute myocardial infarction (AMI) mortality but no effect on stroke mortality. The study also found that exposure to competition reduced all-cause mortality, shortened length of stay, but increased readmissions, though the effects were small in magnitude.

Another study by Siciliani et al. found that in years with high prices, the negative effect of competition on readmissions almost vanished. The researchers also found that exposure to competition tended to reduce waiting times and increase admissions. However, these effects must be interpreted with care as the outcomes included elective treatments.

Existing literature highlights several key strategies for healthcare organizations to manage external risks:

1. Perform regular assessments and prioritize risks based on likelihood and impact.
2. Streamline risk management processes and align them with quality improvement initiatives.
3. Improve value of services to the consumers/patients.
4. Collaborate with existing health providers in target cities and districts, and operate in hub-and-spoke model with them.

By implementing these best practices, healthcare organizations can better position themselves to navigate the increasingly competitive landscape and mitigate external marketing risks.

Chapter 5

Methodology

1. **Study Design:** In order to identify and assess the external risks to The Mission Hospital, Durgapur, a descriptive research design was employed.
2. **Setting:** Four hospitals, five nursing homes, private clinics and other healthcare providers in Asansol, West Bengal. Seven private clinics and nursing homes, and ten hospitals in Jamshedpur, Jharkhand.
3. **Study Population:** Medical service providers and family members of patients visiting the healthcare organizations of interest.
4. **Duration of Study:** 18th May to 23rd May, 2024.
5. **Sample Size:** 50.
6. **Sampling Technique:** Purposive Sampling.
7. **Data Collection Procedure:** We visited and observed hospitals, nursing homes, private clinics and other healthcare providers in Asansol and Jamshedpur, and recorded the facilities on offer there. We also interviewed patients and patient parties at these sites, recorded their treatment seeking behaviour. We also interviewed medical service providers at Jamshedpur, in order to know their perspective on the possibility of referring patients to The Mission Hospital, Durgapur.

Operational Definitions:

External Risks: These are threats to the economic activities of The Mission Hospital, Durgapur, arising from the presence and operations of other major hospitals in the area.

Economic Activities: These include patient admissions, revenue generation, and overall financial performance of The Mission Hospital, Durgapur.

Market Research: This involves collecting qualitative data through personal interviews/in-depth interviews at Asansol and Jamshedpur to understand the perceptions and preferences of patients regarding healthcare services and the impact of new upcoming multispecialty hospitals in the region.

Chapter 6

Ethical Considerations:

Privacy and Confidentiality: Ensure that all data collected is handled securely and confidentially, respecting the privacy of patients and healthcare professionals involved in the study.

Informed Consent: Obtain informed consent from all participants in the surveys, ensuring they understand the purpose and objectives of the research, as well as the potential risks and benefits.

Unbiased and Fair Participation: Ensure that all participants are free from pressures and biases, and that their contributions are truthful and insightful.

Data Integrity: Adhere to ethical standards for accurate and reliable data collection, offering participants control over their data.

Regulatory Adherence: Comply with all relevant regulations to safeguard participant welfare and product/service quality.

Social Responsibility: Act with a dedication to societal welfare and individuals' well-being by developing and marketing healthcare solutions that are genuinely beneficial and address real needs.

Cultural Sensitivity: Be aware of and respect cultural differences in the region, ensuring that the research is culturally sensitive and equitable.

Continuous Dialogue and Reassessment: Continuously reassess ethical guidelines and practices considering new information, technologies, and societal values.

Chapter 7

The Healthcare Market Landscape in the vicinity of Durgapur, West Bengal

Set up in 2010, The Mission Hospital, was Durgapur's first private sector multispecialty hospital. Reputed for cardiac care facilities, it drew patients from the surrounding Bankura, Midnapore, Birbhum and Puruliya districts of West Bengal. It's tie ups with the industries of the region – such as Coal India, Steel Authority of India Limited, and others – made The Mission Hospital the preferred healthcare facility for referring industry employees suffering from various ailments.

For years, The Mission Hospital dominated the healthcare market of the region, without facing any substantial competition. In 2017, a major competitor entered the market, when a 300-bedded tertiary care facility – Healthworld Hospitals, Durgapur, was set up. A tectonic shift in the market was observed with the IQ City Medical College Hospital (a unit of Narayana Health) becoming operational in 2019.

The entry of these new competitors in the market provided clients with multiple options, and improved the overall accessibility of quality treatment available to the people residing in the region.

However, competition also resulted in the three hospitals vying for patients with each other. Each of the three organizations aimed to expand their business at each other's expense. Marketing managers play a crucial role in driving marketing campaigns to acquire a larger share of the client base. Strategic managers develop ways to expand the business activities of the organization.

In April 2024, Healthworld Hospitals inaugurated its new unit at Asansol, situated just 40 kilometres from Durgapur. The new unit is a 450-bedded multispecialty hospital, with a capacity of expanding 100 more beds later.



Fig. 6: The newly inaugurated Asansol unit of Healthworld Hospitals

Our team from The Mission Hospital, Durgapur, visited Asansol, to review the market risks and potential opportunities to expand our services in Asansol.

Apart from Healthworld, we visited 4 other hospitals and 5 nursing homes in Asansol. The observations at these Asansol-based healthcare facilities have been listed below.



Fig. 7: HLG Memorial Hospital, Asansol

HLG Memorial Hospital, Asansol

Observations:

- 150 bedded hospital.
- Mainly deals with Road Traffic Accidents, and general facilities.
- Facilities are available, though not in high standards, as per patients.
- Upon interaction with patients and patient parties, we figured that their perspectives were in favour of Healthworld Hospital. They believe, The Mission Hospital is too far for them to conveniently access. The new Asansol unit of Healthworld was preferred.



Fig. 8: Midwest Hospital, Asansol

Midwest Hospital, Asansol

Observations:

- Deals mainly in Gynecology & Obstetrics, and Pediatric services.
- 2-bedded Emergency.

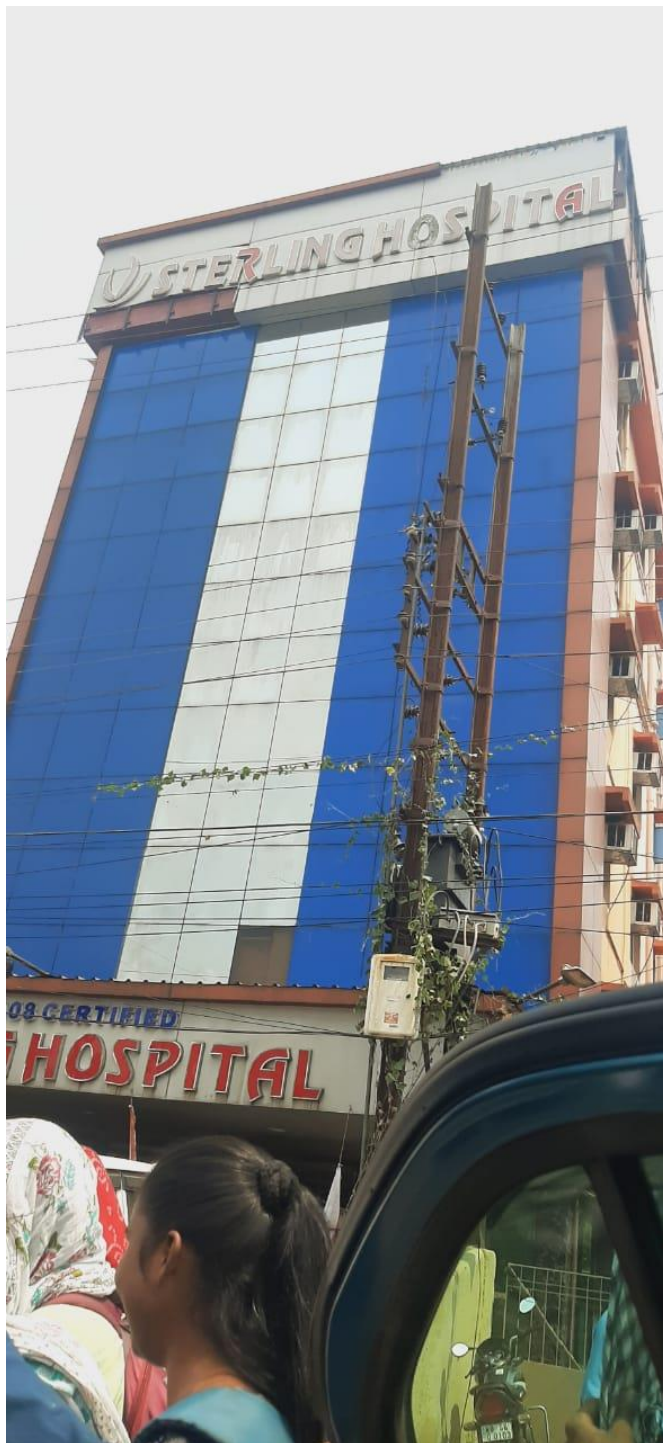


Fig. 9: Sterling Hospital, Asansol

Sterling Hospital, Asansol

Observations:

- 10 bedded ICU.
- Diagnostic facilities for Echocardiogram and X-Rays.

We visited the following nursing homes at Asansol:



Fig. 10: New Eveland Nursing Home, Asansol



Fig. 11: Aaradhya Clinic, Asansol



Fig. 12: Fastshine Nursing Home, Asansol



Fig. 13: Central Nursing Home, Asansol

Observations:

- Most of them cater to gynaecology, dental and general facilities.
- They refer their complicated cases to reputed multispecialty hospitals in Kolkata.



Fig. 14: Suvadarshini Hospital

A new multispecialty hospital – Suvadarshini Hospital – with an estimated capacity of 200 beds, is coming up on the highway between Raniganj and Kajora.

Observation:

It can also potentially be a threat to The Mission Hospital in the future, when it becomes operational.

SWOT Analysis of the new unit of the Healthworld Hospital, at Asansol

Strengths:

- First mover advantage in Asansol, with a strength of 450-bedded Hospital.
- Located near highway.
- Reputation/ brand name – positive perception among patients of surrounding area.
- Infrastructure at par with global standards:
 - Dedicated prayer and temple rooms.
 - Dedicated V.I.P. discussion room.
 - Easy access to all important primary services are located on the ground floor (diagnostics, health checkup, IP/OP Pharmacy, all modalities of billing, etc.).

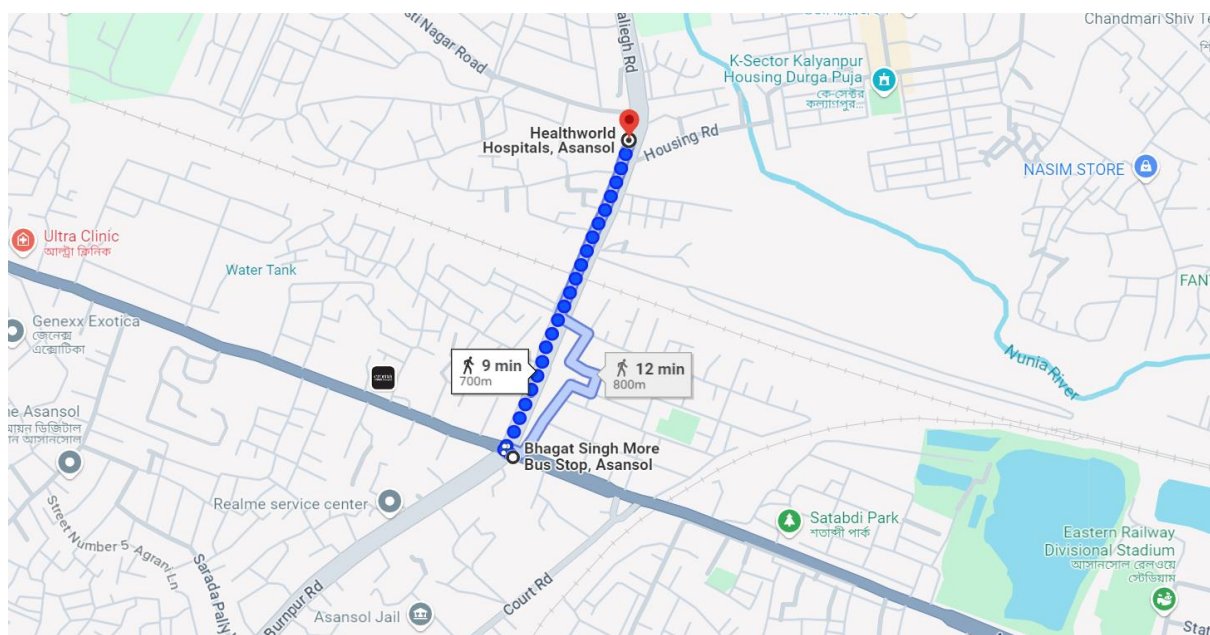


Fig. 15: Distance between Healthworld Hospital, Asansol unit and the highway NH-19.

Weaknesses:

- Yet to rope in doctors for super-specialties.
- Inadequate capacity of Emergency .
- May be seen by the common people as catering mostly to V.I.P. patients, owing to their advertising of a dedicated V.I.P. ward.

Opportunities:

- Can poach patients from places like Chittaranjan, Burnpur, Kulti, Dhanbad, etc.
- Can bring in new technologies for reducing patient waiting time,
- Patient perspective positively in favor of HealthWorld.

Threats:

- Uncertainty regarding enrolling the best doctors.
- Patient loyalty towards specific doctors.

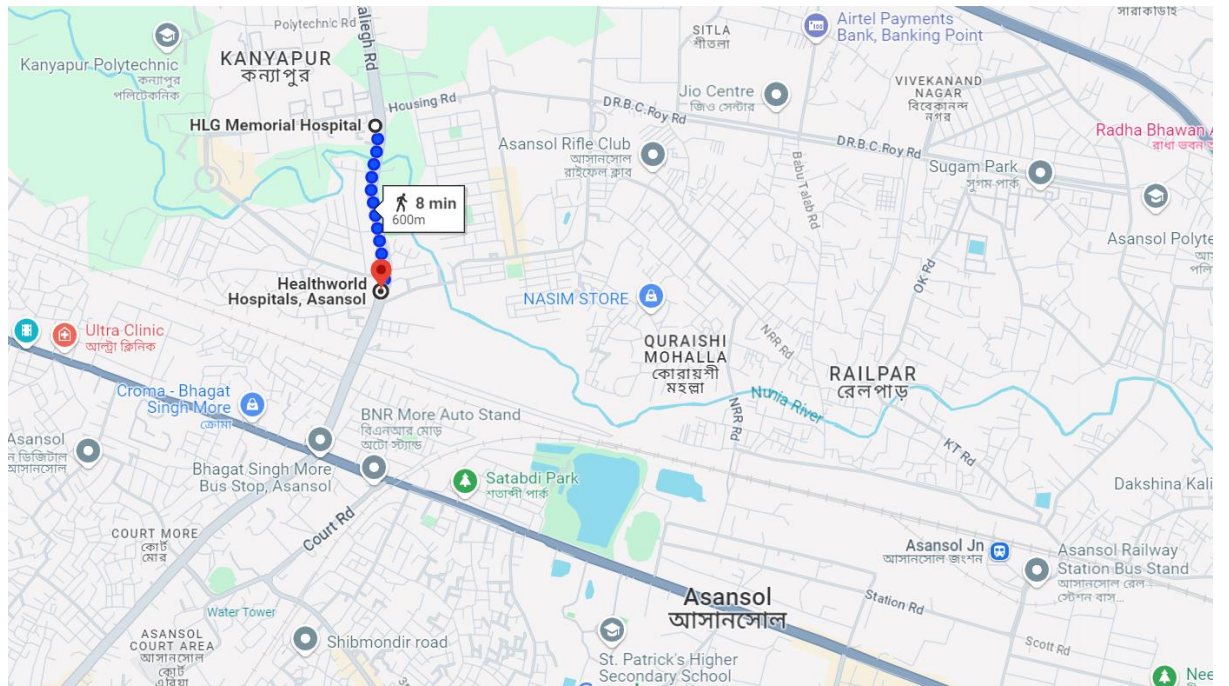


Fig. 16: Distance between Healthworld Hospital, Asansol, and HLG Memorial Hospital, Asansol.

Chapter 8

Assessing the Healthcare Market in Jamshedpur, Jharkhand

Jamshedpur, being an industrial hub, presents an opportunity for healthcare organizations to expand their area of operation.

In order to frame a Market Entry Strategy, the strategic management team from The Mission Hospital conducted market research of the healthcare sector in Jamshedpur.

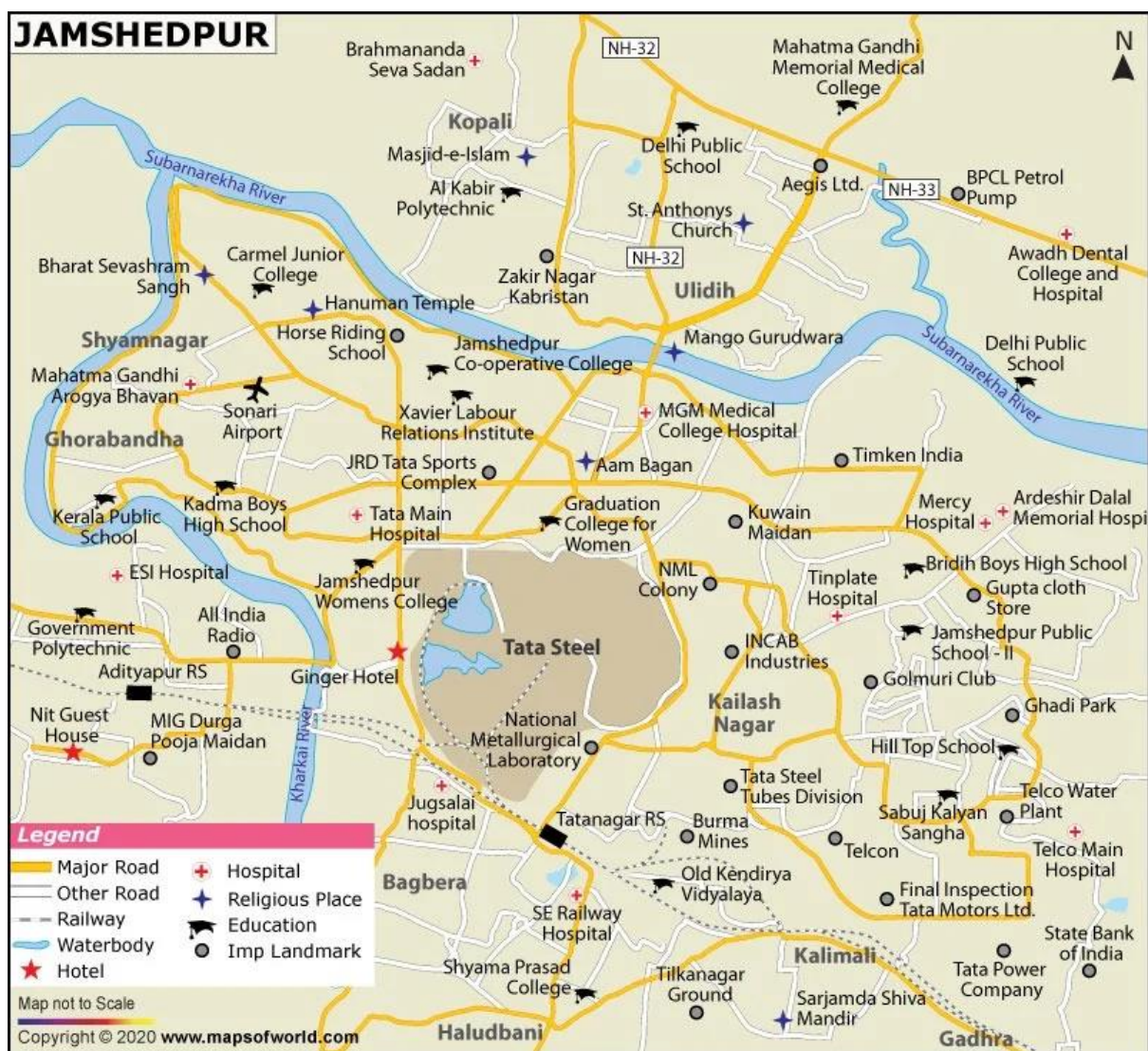


Fig. 17: A map of Jamshedpur city.

The following areas of Jamshedpur city were targeted for the market research:

- Sakchi.
- Adityapur.
- Kalimali.
- Mango.
- Haludhani.
- Kailash Nagar.
- Gadhra.

We visited hospitals, nursing homes and other health facilities in the aforementioned neighbourhoods of Jamshedpur. We interviewed healthcare providers, in order to explore the possibility of collaboration with The Mission Hospital, Durgapur. One way to expand the client base for a tertiary or quaternary-care hospital and attract more patients is by tie-ups with corporations and health professionals, who would refer their employees/patients to the hospital in question.

The Plan of Action in Jamshedpur:

- Step 1 - Mapping of the catchment area
- Step 2 - Identify private practitioners of repute
- Step 3 - Identify major hospitals
- Step 4 - Visit hospitals and major health facilities
- Step 5 - Interact with patients/patient parties
- Step 6 - Record patient perspectives
- Step 7 - Interact with physicians/healthcare providers – create links for referrals, etc.

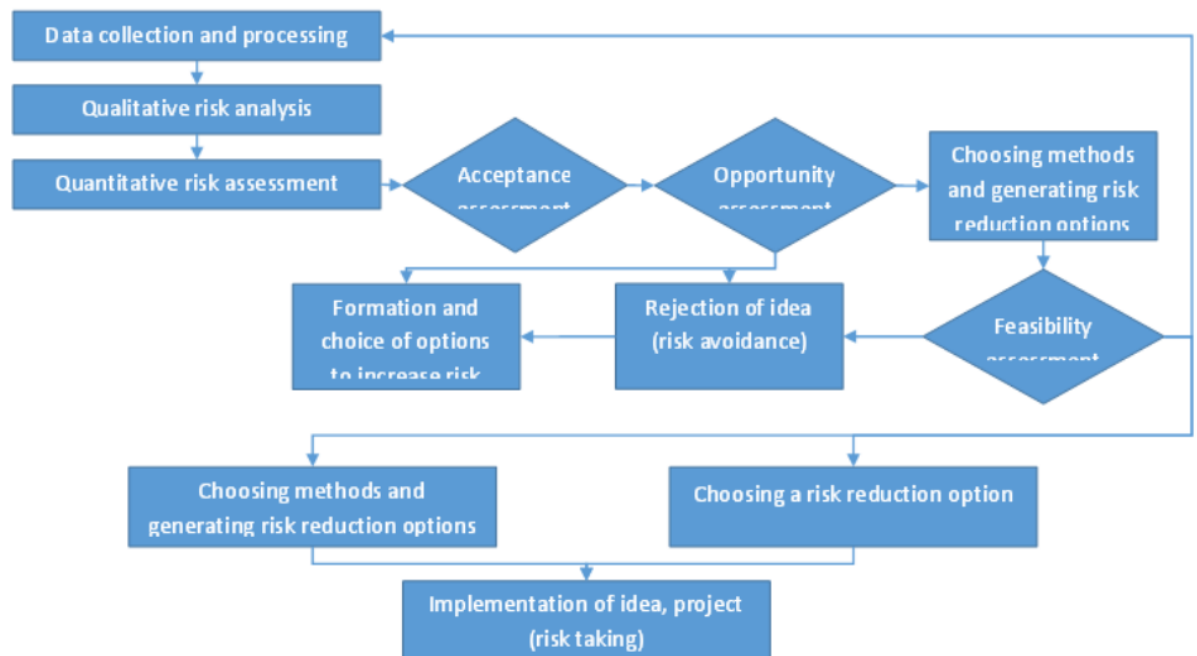


Fig. 18: Risk Management Process.

Activities on Day 1 (20th May, 2024) at Jamshedpur:

- Mapping of the neighbourhoods around Sakchi.
- Visited private practitioners and nursing homes in and around Sakchi Market Area.

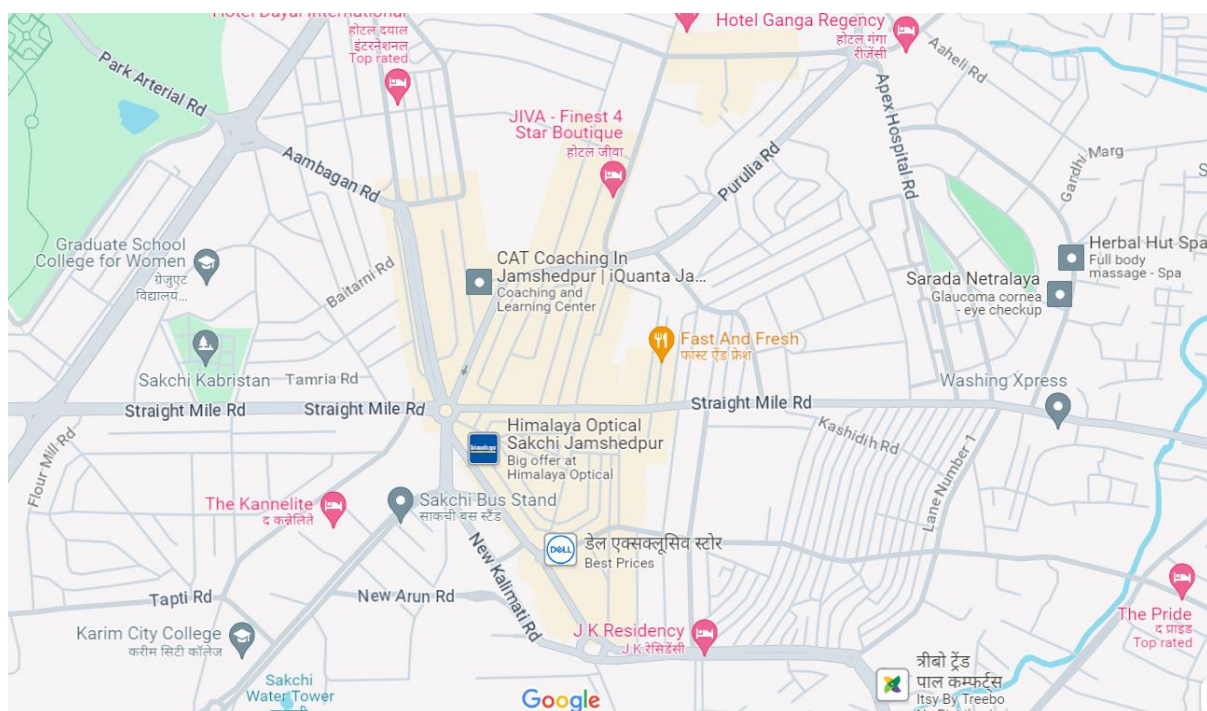


Fig. 19: A map of the Sakchi neighbourhood of Jamshedpur.

The Observations on Day 1 at Jamshedpur:

Name of Doctor	Specialization	Organization associated with	Response regarding collaboration with The Mission Hospital
Dr. H Kar	Obstetrics and Gynaecology	Life Line Nursing Home	Poor
Dr. Ashish Ranjan	Pulmonology	Life Line Nursing Home	Poor
Dr. Joy Bhaduri	Pediatrician	Life Line Nursing Home	Poor
Dr. Parvez Alam	General Medicine	Life Line Nursing Home	Fair
Dr. A.K. Prusti	Pulmonology	Jamshedpur Medical Store	Fair
Dr. B. Ghosh	General Medicine	Private clinic	Fair
Dr. A.K. Barnwal	Orthopedic Surgeon	Apex Hospital	Fair

- Most clinicians are unwilling to refer critical cases to Durgapur.
- Tata Main Hospital at Jamshedpur, and hospitals in Ranchi and Kolkata were preferred for referring patients.
- Some medical service providers are aware of The Mission Hospital, Durgapur.
- However, they are of the opinion that patients would rather travel to Kolkata, Ranchi or Patna.
- Patients in Sakchi area, are reliant on medical homes, big pharmacy outlets and private practitioners, instead of large hospitals.
- Brahmananda Hospital, Jamshedpur (a unit of Narayana Health) is already operating in a hub-and-spoke model with RN Tagore Hospital, Kolkata (a unit of Narayana Health).

Activities on Day 2 (21st May, 2024) at Jamshedpur:

On Day 2, we visited major hospitals like –

- Mercy Hospital
- Vardaan IVF Maternity and Nursing Home
- Tinsplate Hospital
- Tata Motors Hospital
- South-Eastern Railway Hospital, Tatanagar.

On Day 3, we visited a slew of hospitals in and around Mango, Bistupur and Adityapur neighbourhoods, like:

- Ganga Memorial Hospital
- Mayank Mrinal Hospital
- MGM Medical College Hospital
- Red Cross Complex
- Tata Main Hospital
- Steel City Clinic
- Jeevan Jyoti Hospital
- Spand Hospital.



Fig. 20: MGM Medical College Hospital, Jamshedpur.



Fig. 21: Tata Main Hospital, Jamshedpur



Fig. 22: Spand Multispecialty Hospital

Observations and Findings from Days 2 &3:

Name of Doctor	Specialization	Organization associated with	Response regarding collaboration with The Mission Hospital
Ashok Mahato	Department of Medicine	Tata Main Hospital	Fair
M. Kumar	General Physician	Freelancing private practitioner	Positive
S.K. Mishra	Consultant Physician and Diabetologist	Steel City Nursing Home	Positive
Geeta Rani Gupta	Gynaecologist	Jeevan Jyoti Hospital	Positive
Vivek Chandra	Laparoscopic Surgeon	Mercy Hospital	Positive
Nisha Yadav	Gynaecologist	Mayank Mrinal Hospital	Positive
Manoj Kumar	Surgeon, Director	Mayank Mrinal Hospital	Positive
Ketan Verma	General Physician	Mercy Hospital	Positive
Bhim Sen Hansdah	ENT Surgeon	MGM Hospital	Positive
P.K. Mishra	General Surgery	Tata Tinplate Hospital	Positive
Md. Jawed	Assistant to Chief Medical Superintendent	Tata Tinplate Hospital	Positive

On Days 2 & 3, we observed that most medical professionals associated with secondary care hospitals, and small-scale multispecialty hospitals were favourable to the prospect of a collaboration with The Mission Hospital, Durgapur.

Most of these medical professionals were willing to refer patients to The Mission Hospital, Durgapur, in return for some incentives.

Chapter 9

Results and Findings:

For The Mission Hospital, Durgapur, strategic risk assessment and mitigation plan should begin by identifying the types of risks the organization is facing.

The risks have been identified as the following seven categories:

1. Technology.
2. Brand.
3. Competition.
4. Customer.
5. Projects.
6. Stagnation.

The upcoming Asansol unit of Healthworld Hospital is expected to pose a serious risk to the business activities of The Mission Hospital. The presence of a large multispecialty Hospital like Healthworld, in Asansol, will draw in patients from the surrounding areas of Burnpur, Raniganj, Kulti, Dhanbad, etc. This is a threat to The Mission Hospital, Durgapur, because so far it had a lot of patients visiting from these areas.

Assessment of the risk posed:

1. Severity (value affected by risk = 20-25%).
2. Probability (Likelihood of risk occurring =10-15%).
3. Timing (when the risk is likely to occur = after 6 months- 1 year).

Consumers choose a healthcare provider organization on the basis of consumer determinants like:

- Services Type
- Usage Rates
- Brand Predisposition
- Preferred Image
- Personal Values
- Social Values
- Past Experiences.

Patients also pick a hospital of choice on the basis of market/organization determinants like:

Location

- Drive Time
- Transportation
- Parking Ease/Access

Convenience

- Hours of Operation
- Safety
- Wayfinding

Services Available**Service**

- Friendliness
- Caring
- Waiting Time

Quality of Information

- Website
- Phone Consults and call centre
- Brochures and Advertisements
- Instructions

Demonstrations**Strategic plan to be activated:**

1. **ED/Critical Care service unit at strategic positions** – The Mission Hospital can think of standalone Emergency setup, or scope for peripheral standalone ICU units with telemedicine facility in hub-and-spoke model.
2. **ICU units.**
3. **Partnership models.**
4. **Focus on secondary care.**
5. **Home care services** (home care services to be initiated from neighborhood clinics).
6. **Increase marketing focus on corporate (ECL).**

Directional strategies:

- It is recommended that the organization follows a consolidate and expand model.
- Increase the average bed occupancy to 375 per day.
- Focus on case mix with incremental increase in cash and TPA.

Adaptive strategies:

According to a report by PwC:

- Primary and secondary care are likely to see more investments in the coming future,
 - highest growth is expected in Tier II & Tier III cities.
 - *Secondary Health Care* segment –represented by mid sized hospitals & day care centers; Mid sized hospitals (100-200), short stay surgery centres, single specialty centres – has a market size of around \$20 billion.
- *Corporate level strategies –*
1. *Division level strategic alternatives* – To be chalked out. E.g., single unit hospital; and small group practices within a service area; emergency + ICU setup in coalfield areas.
 2. *Acute Care Hospital at Asansol, in a strategic location* – Emergency with ICU setup (Mission Health Combat Team, consisting of Emergency physicians, trained paramedics, and nurses), to serve Emergencies.
 3. *Neighbourhood clinic* at Suri.
 4. Rural clinic (Green Hospital) at Bishnupur/Arambagh/Jayrambati.

Market Entry Strategy (to expand our scope):

Method of access/entry into the new markets.

- This will focus on accessibility of healthcare.
- Focus will be on rural healthcare (Mission Shakti).

Competitive Strategies:

- Competitive strategy is concerned with the Strategic Position of the organization.
 - **Analyzer Strategic Posture** – In order to balance stability and change.
 - On one hand, we will maintain a high level of clinical excellence and stable operations at The Mission Hospital, Durgapur, and on the other, we will look to explore new opportunities and market innovations.
1. Probabilities for New Market Inroads – Care and Share covering Midnapore, C.K. Road, Garhbeta.
 2. New Avenues to be opened in the month of June 2024:
 - Kotulpur, Bishnupur, Joypur;
 - Suri, Ahmadpur, Sainthiya, Rampurhat.
 - Kalna, Katwa, Krishnanagar.
 - The health camps and awareness programme will be led by a group of senior consultants.

3. Biju Swasthya Yojna camp in western Odisha (Hemgir Sub-division, Mahanadi Coalfield Area).

Implementation Strategies:

Value adding services –

1. Home Care services at Raniganj, Asansol neighbourhood clinic on specific days.
2. **Mission Connect – re-engineering the emergency services in the peripheries.**
3. Rehabilitation care services to be strengthened in the hospital.
4. Explore new market areas, i.e., TMH, Jamshedpur; Bangladesh; and Nepal.
5. Post-discharge follow up.
6. Digital health.

The way ahead for capturing the Jamshedpur market:

- Collaborate with doctors, hospitals, and nursing homes of Jamshedpur, for patient referrals.
- Create awareness of the presence of Mission Hospital, Durgapur, through leading newspapers, billboards, etc.
- Academic seminar at MGM Medical College, for their post-graduate students, featuring cardiology, nephrology, pulmonology, endocrinology, critical care, emergency/trauma care.
- Bi-weekly Outreach Clinics at Red Cross premises, for critical care, surgical, cardiology, neurosurgical cases.

Market entry strategy for Jamshedpur:

Initially, we adopt a Prospector Strategic Posture:

- Searching for new market opportunities.
- Experimentation and innovation phase.
- Finding and exploiting new products and market opportunities.
- Since Jamshedpur's healthcare landscape is prone to changing rapidly, we have to engage in service diversification and market development & expansion.

Chapter 10

Implications of Research:

To manage the perceived risks, The Mission Hospital, Durgapur, will consider collaborating with healthcare providers in Asansol and Jamshedpur, for patient referrals. The Mission Hospital, Durgapur, will also consider setting up satellite clinics for period Out Patient Department consultations at Jamshedpur.

Internal risk management should be conducted on the basis of:

- Service Delivery,
 - Organizational Culture,
 - Organizational Structure,
 - Strategic Resources.
- Accordingly, an **Organizational Blueprint** needs to be charted.

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