
SYNOPSIS

Dissertation Topic:

**“Identification And Assessment Of Market Risks Of The
Mission Hospital, Durgapur”**

Guided By:

Dr. Piyusha Majumdar

Associate Professor

S.D. Gupta School of Public Health
IIHMR UNIVERSITY, JAIPUR

Dr. Partha Pal

The Mission Hospital, Durgapur

Dr. Aritra Ray

The Mission Hospital, Durgapur

Submitted by:

Dr. Kingshuk Mazumder

Roll Number: 1530



TITLE

“Identification And Assessment Of External Risks Of The Economic Activities of The Mission Hospital, Durgapur”

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 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.

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.

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.

Review of Literature

Authors	Origin	Year	Title	Purpose
Kateryna Nesterova, Valentina Marchenko, Iuliia Lazebyk, 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.

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.

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.

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?

Objective:

This thesis 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.

Hypothesis:

The number of patients visiting The Mission Hospital, Durgapur, from neighbouring cities of Asansol and Jamshedpur, is dependent upon the accessibility and standards of healthcare facilities in those cities. The presence of other multispecialty hospitals of bed capacity of over 350, and with tertiary and quaternary facilities, in the vicinity of the client catchment area pose risks to the economic activities of a hospital. Collaborating with other healthcare providers in Asansol and Jamshedpur, will draw new patients to The Mission Hospital, Durgapur.

Material and Methods:

1. **Study Design:** In order to identify and assess the external risks to The Mission Hospital, Durgapur, a qualitative case study research design was employed. This design is suitable for exploring complex phenomena in-depth and providing rich data for analysis.
2. **Setting:** Hospitals, nursing homes, private clinics and other healthcare providers in Asansol and Jamshedpur.

3. **Study Population:** 50.

4. **Duration of Study:** 18th May to 23rd May, 2024.

5. **Sample Size:** 50.

6. **Sampling Technique:** Total population sampling.

7. **Data Collection Procedure:** We surveyed hospitals, nursing homes, private clinics and other healthcare providers in Asansol and Jamshedpur, and recorded the facilities on offer there. We also surveyed patients and patient parties at these sites, recorded their treatment seeking behaviour.

8. **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 surveys 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.

Data Analysis Plan:

We will perform a comparative analysis to identify the difference in patient perceptions of The Mission Hospital, Durgapur, and other hospitals in eastern India.

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 in light of new information, technologies, and societal values.

Results

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 consultations at Jamshedpur.

References:

1. Kateryna Nesterova, Valentina Marchenko, Iuliia Lazebnyk, Valentyna Pavlova, Liudmyla Burkova, Lesia Omelchuk. Identification And Assessment Of External Risks Of The Enterprise's Foreign Economic Activity. INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH VOLUME 9, ISSUE 02, FEBRUARY 2020. ISSN 2277-8616.
2. Bennett, D., Eustis, B. External Relationship Management: Health Care Implications and Future Digital Desirability. *Information Systems Frontiers* **1**, 155–162 (1999).
<https://doi.org/10.1023/A:1009683921361>.
3. Constantinescu-Dobra, A. (2009). External Marketing Environment as Perceived by Managers from Romanian Hospitals. In: Vlad, S., Ciupa, R.V., Nicu, A.I. (eds) International Conference on Advancements of Medicine and Health Care through Technology. IFMBE Proceedings, vol 26. Springer, Berlin, Heidelberg.
https://doi.org/10.1007/978-3-642-04292-8_19