

**Summer Training at
Healthcare at Home, Noida
(April 3 to June 2, 2017)**

Business Plan for Home Dental Services

**By
Harmandeep Singh**

**Under the guidance of
Dr. Sazzad Parwez**

**MBA Hospital & Health Management
2016-2018**

The logo for IIHMR University, featuring a stylized 'i' in a square followed by the text 'IIHMR UNIVERSITY' in a serif font.
**Institute of Health Management Research
The IIHMR University, Jaipur
2017**

CERTIFICATE

This is to certify that **Harmandeep Singh** has undergone his summer training at **Health Care at Home, Noida** from **3rd April 2017 to 2nd June 2017**.

The candidate himself completed the project assigned to him during summer training. His approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish him success in all his future endeavors.



Col (Dr.) Ashok Kaushik
Dean (Academic & Student Affair)
The IIHMR University, Jaipur



Dr. Sazzad Parwez
Assistant Professor
The IIHMR University, Jaipur



02 June 2017

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr. Harmandeep Singh, student of **The IHMR University, Jaipur** has successfully completed his summer training from 03rd April 2017 to 02 June 2017, at **HealthCare at Home Private Limited**.

Apart from the general understanding of the company, she has undertaken following project:

1. Business plan for home dental services
2. Designing an effective training program for Customer Support

Dr. Harmandeep was found to be hardworking, pleasant and sincere student. He has completed his project entirely to the satisfaction of the organization.

We wish him all the best for his future endeavour.

For **HealthCare at Home Private Limited**

A handwritten signature in black ink, appearing to read 'Rolli Saxena'.

Rolli Saxena Awasthi

General Manager – Human Resources

Communication Address: Health Care atHome India Pvt. Ltd., D-8, First Floor, Sector-3, Noida - 201301

Registered Office: Health Care atHome India Pvt Ltd., 4th Floor, Punjabi Bhawan, 10-Rouse Avenue, New Delhi - 110002

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BUSINESS PLAN FOR HOME DENTAL SERVICES

Dental Services at Home

Dental Unit+Portable Chair+Handpiece Kit



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DECLARATION

I do hereby declare that I am student of 1st year (batch 2016-2018), pursuing MBA in Hospital and Healthcare Management, at IIHMR University, Jaipur, Rajasthan.

I would like to state that I have done the project on ‘**Business plan for Home Dental Services**’ under the guidance of **Dr. Gaurav Thukral (Vice President)** and **Mr. VisheshMadaanat Healthcare at Home, Noida, U.P** for partial fulfilment for the degree of MBA in Hospital and Healthcare Administration.

This project work is my own and has not been submitted to any of the other institute or university for the purpose of award of any degree or diploma.

Dr.Harmandeep Singh

IIHMR University

(2016-2018)

ACKNOWLEDGMENT

I take this opportunity to express my profound sense of gratitude to all those to help me throughout the duration of project.

I would like to acknowledge first and foremost Dr Gaurav Thukral (Vice President – Healthcare at Home) for showing confidence in me and guiding me throughout this project.

Then I would like to thank Mr VisheshMadaan (Business Analyst) and Mr. Ujjwal Abhishek (Training Manager) for his guidance throughout my internship period.

I would like to thank my faculty and specially my mentor Dr. Ashok Kaushik (Dean Academics) for guiding me all through the internship.

I would also whole heartedly thank the entire staff at Healthcare at Home, Noida for being so supportive and helpful and taking out some time from their hectic schedule and giving all the required information.

At the end I am thankful to god and my heartfelt gratitude to my parents.

THANK YOU ALL

Dr.Harmandeep Singh

IIHMR University

(2016-2018)

BACKGROUND

HealthCare at Home India is a Joint Venture between the Burman Family and the founders of HealthCare at Home UK. With the proud legacy of trust and excellence of Dabur's for over 125 years clubbed along the clinical credibility of the founders of the HealthCare at Home UK, where the company has a healthy market share of 80% and is considered a leader and pioneer in home healthcare, they look to bring significant value to the healthcare industry and the home health service sector in India by drawing synergies and lending support to the existing organizations. Above all HealthCare at Home aims to bring quality health care, offering comfort and convenience to the patient right at their door step.

Services rendered

Major services rendered at healthcare at home are:

- Treatment for Acute diseases
- Treatment for Chronic diseases.
- Professional Care by qualified clinical staff like Doctors, nurses and physiotherapist.
- Medical Care at Home including setting up an ICU, cancer patients care etc.
- Life Care at Home including diabetes management and elderly care
- Giving medical equipment on rent Medical Equipment at Home
- Home collection of samples for pathology lab testing
- Home delivery of medicines

Benefits to patients

- Best quality treatment at minimal price
- Personalise medical care plans by highly qualified and experienced doctors.
- Quick recovery in a homely environment.

- No risk of hospital acquired infections.
- Convenience of getting personalised care at the time suitable to patient.

Highly Efficient

- Use of paperless technique to collect the patient's data safely and accurately.
- Constant updated report sent to family members of the patient
- Constant training for nurses and specialists.
- Gps enabled healthcare for providers for tracking their visits

Quality Assurance:

- Regular auditing of home visiting staff on job
- Regular audit of all the Documentation
- Regular competency assessment of the clinical care givers.

Benefits of being treated by HCAH

- Cost effective with excellent clinical outcomes
- Receive healthcare same as that of hospital without any discomfort, additional expense.
- Quicker patient recovery at home
- Familiar environment and reduces the risk of hospital acquired infections, speeds up the recovery of patient.
- Professional protocol led healthcare
- Qualified medical professionals visit daily to ensure care at home is carried out with strict adherence to protocols backed by a clinical team.
- Personalized patient care with doctor supervision

- . Progress of the patient is checked via Home Visit Reports (HVR) which are generated as clinical data on tablets.
- Comfort and convenience for the patient & the family.
- Regular counselling of the patients along with educating the family members to dissolve any misconception of the disease.

INTRODUCTION

Dental services at home will provide convenience to the patient by providing dental services in the comfort of their home. Our focus will be on arresting the disease at a preventive stage before it progresses (due to shortage of time) to a stage where surgical intervention is required along with more pain, discomfort and gives a major dent in one's pocket. It will benefit the people with busy schedules, and home bound patients. Dental Services can be divided into 3 verticals – Preventive care, Cosmetic care and Geriatric care. Our main focus will be on Preventive and Cosmetic care. We will cater primarily to young population with an annual income of more than 6 lakhs / annum, who are more informed and inclined aesthetically. Secondly we will target the aging population who are home bound. With presence of only a single specialized player in home dental market and a huge market size with an CAGR of 13.9 percent along with the prior home care experience of HCAH and an already established customer base it is expected to reach break-even in 22 months.

LITERATURE REVIEW

- An article by Aprajita Choudhary on 18th March 2017 in Yourstory.com states that home dental service market has started to expand due to decrease footfall of patients to the dental clinics. The reason for this is that patient visits dentist only on extreme pain. So, the true potential of dental care lies in encouraging preventive steps and providing easier access to a dentist.

- An article in Economic Times by Vinay Dwivedi on 14th March 2017 shows the statistics of the number of dental students who graduate every year and the number get employed or set up their own clinics. The cost involved in setting up a clinic is way high. With the aim of empowering scores of young dentists and helping them build a career in home dental services is the new career path for them. Where quality treatment with quantity of patients can be seen.
- A comprehensive analysis on Indian Dental Care Service Market by Ken Research in May 2016 shows that dental awareness is increasing along with annual income of the people. In last five years, the growth in dental care market of India is surprisingly high because increased life expectancy, modern lifestyle and increase in the expenditure on health by the family. The dental service market is not organized as majority of the dentists prefer opening a clinic rather than opening an organized chain of dental hospital. Dental clinics have been concentrated in Tier I areas of the country. The average revenue of Indian Dental service market in India has been projected to reach over INR 14,700 crores by year 2020. There is a sure shot growth expected in the number of dental chains which would reduce the share of unorganized sector.
- An article by Frost & Sullivan states that the healthcare industry is experiencing a quick transformation owing to the increasing demand for quality healthcare. Indian dental care services market was estimated to be US \$ 739 million in 2010 and is expected to reach US \$ 1302.5 million by 2015 at a compound annual growth rate (CAGR) of 12%. An estimated 40-50% of Indian population has never visited a dentist and nearly, 70% of population is suffering from dental diseases. The dentist/population ratio in India, 1:1000 in urban areas and 1: 250,000 in rural areas which is a clear indication of the potential this industry holds. Frost & Sullivan identifies opportunity in the corporate dental chain segment. Also, accessibility plays a major differentiating factor, as patients do not travel beyond a point for dental treatment.
- An article by Global Industry Development Network tells that the global dental equipment market is growing at a CAGR of 6.8% globally, huge demand for dental biomaterial and dental implants is cited as the major

reason for it. The market for dental implants and dental biomaterials is expected to surge at an overall CAGR of 12.2% and 10.5% respectively. The and is expected to reach almost 400,000 by 2017.

- Meenakshi Verma Ambwani in The Hindu BusinessLine in May 2016 updates an article which states research has shown that sensitivity sufferers look out for more benefits in their toothpaste such as whitening. The toothpaste segment has a market share of 3.2% and has been growing at 30%. According to an international report on oral care in India, the toothpaste segment in terms of retail value sales stood at INR 83,795.6 million in 2015 and the whitening segment contributed about 10% in terms of retail value sales.
- Whitening is the largest category in the toothpaste segment. In India, it is an emerging segment like sensitivity and gum care. Every second is believed to be plagued with the problem of discoloration of teeth.
- An article on Dr Bharat Agravat's SmileInHour Office was visited by Startup India Team to talk about dental service market in May 2016. Smile makeover cosmetic treatment is a new quick, painless and cost-effective way to obtain beautiful smile. This treatment is drawing a lot of people attention and transforming the way they look at dental clinic. These are only single visit appointment which may benefit to abroad clients and also any occasion like wedding parties, graduation photos, personal, holiday, special events & parties, professional & job interviews.
- An article in livemint.com posted on 30th January 2016. India for a country of its size is considerably short of dentists and dental technicians. India currently has room for producing 23,590 dentists every year, as per the schooling capacity. Yet, for an incremental 18 million people born every year, India adds roughly 24,000 dentists alongside that. But the real problem is in distribution of these dental healthcare professionals. In rural areas, we have about 1/25th the national average of dentists. Also, India reports for highest number of oral cancer cases globally, and this can largely be put down to poor dental hygiene, and rampant consumption of harmful carcinogens like tobacco and pan masala. So, as per the statistics there are four main concerns Preventive Dental healthcare, Job creation,

Skill generation and Enterprise management in rural areas of India which could be met by expanding dental services to such areas.

- An article by Business Wire India in indiainfoline.com. Home care service reinforces to provide dental care to those for whom accessibility is an issue, notably the elderly and infirm. It encourages the dental needs of the Indian population and encourages preventive dental care.

OBJECTIVE

To make a business plan for home dental services and calculate the approximate time needed to break-even.

RESEARCH METHODOLOGY

Study design – Survey tool is prepared on the basis these variables: -

- Major pain factor while visiting a dentist – Negative psychological reactions like depression, anxiety and exertion related to emotional burdens of managing a demanding chronic disease
- Views about Home Dental Services-Physician related distress – Treatment plan provided by doctor places constant strain on patient.
- Services preferred – Diagnostic and cosmetic treatments
- Willingness to pay more for the convenience
- Views about Cosmetic teeth whitening
- Stigma
- Affordability

Study type – Descriptive study with cross-sectional design.

Study population – Patients enrolled for diabee program at health care at home.

Duration of study – 15 days

Research approach – Quantitative approach

Sampling technique – Convenience sampling

Sample size – 51 patients

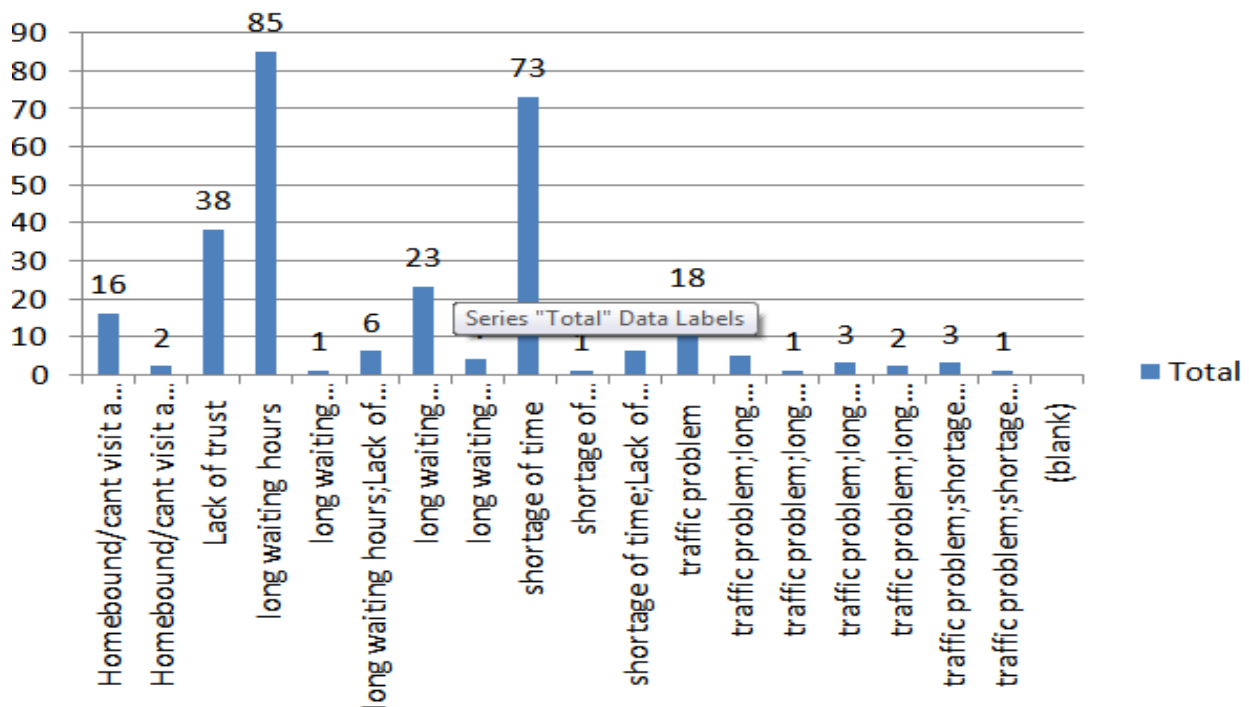
Data collection

- **Primary data:** - semi-structured questionnaire
- **Data analysis-** data entry was done in ms excel and data was analysed using pie chart and pivot chart using Microsoft excel.

RESULTS AND INTERPRETATION

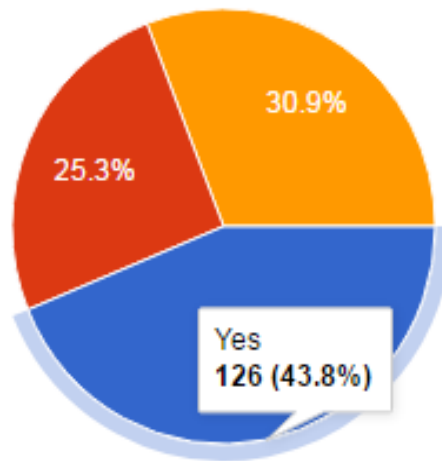
Major factors for not going to dentist are –

1. Long waiting hours – Out of 288 respondents, maximum cited long waiting hours to be the major reason for not going to the dentist.



2. Shortage of time –

Out of 288 respondents, 126respondents agree to take dental services at home.

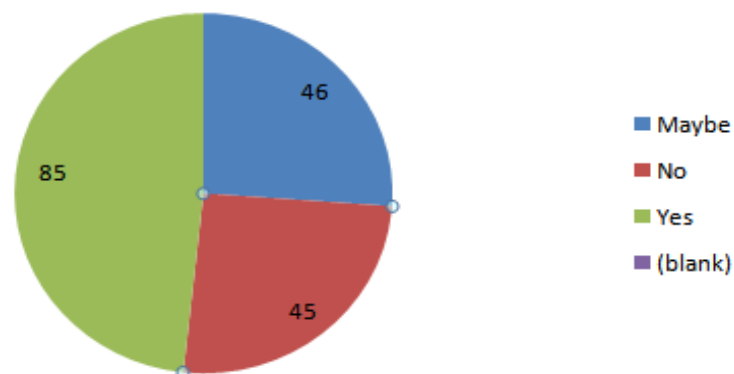


Response for Home Dental Treatment –

Response about home dental services (Working Professionals) –

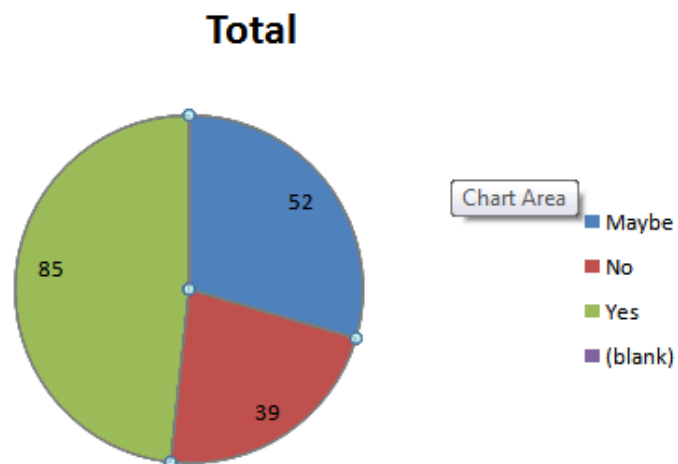
Out of 176 respondents, 85 respondents agree to take dental services at home. The major reason for this is the increase in the paying capacity of the working professionals along with the shortage of time

Total



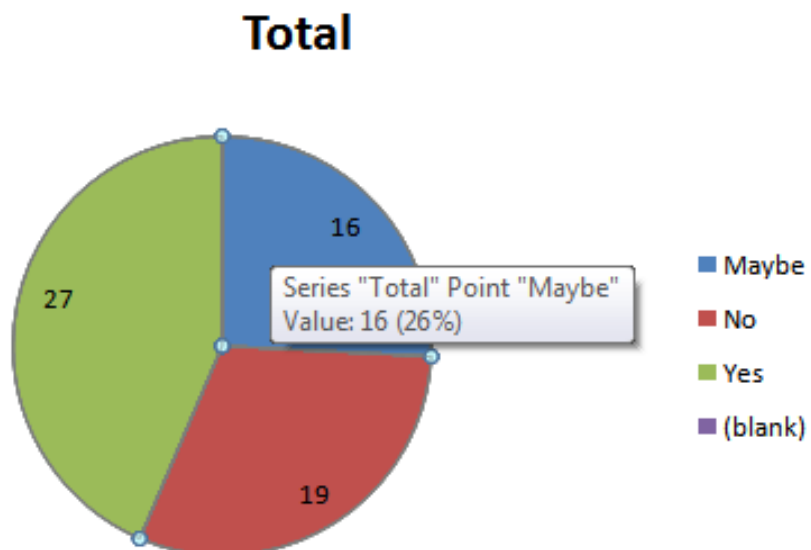
Response about home dental service (20 – 30 years) –

Out of 176 respondents, 85 agree to take dental services at home. The younger generation is more open to getting themselves treated at home as compared to the older population.



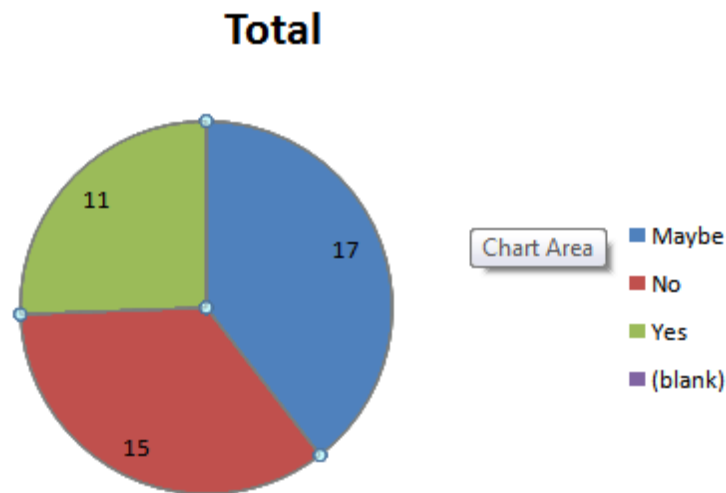
Response about home dental service (31- 40 years) –

Out of 62 respondents, 27 respondents agree to take dental services at home.



Response about home dental service (50 years and above) –

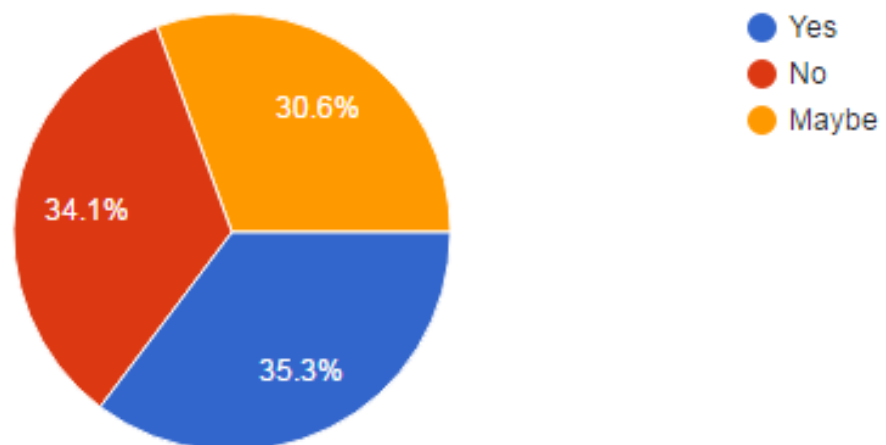
Out of 43 respondents, 11 respondents agree to take dental services at home. The older people who are above the age of 50 are still reluctant to take dental services at home



Willingness to pay extra for the services –

Out of 255 respondents, 91 respondents agree to pay extra for dental services at home.

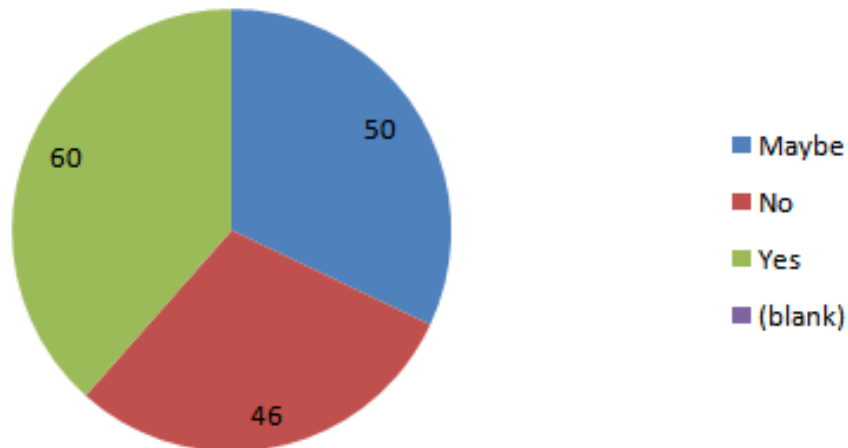
255 responses



Willingness to pay extra for services (20- 30 years) –

Out of 156 respondents, 60 agreed to pay extra for dental services at home.

Total

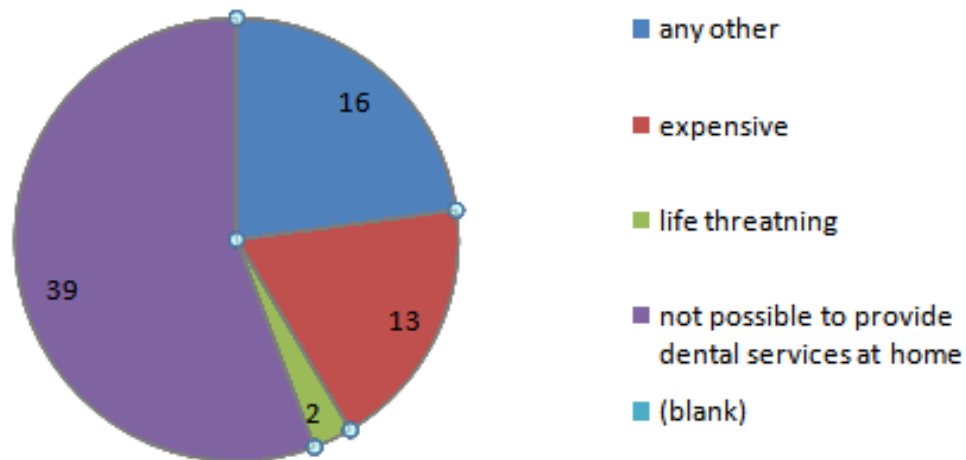


Major
for not
services –

reasons
taking

Out of 70 respondents, 39 respondents think that it is not possible to provide dental services at home. The major reason for not taking the dental services at home is the belief in the mind of people that it is impossible to provide dental treatment at home

Total



Key Activities/ Services

- Preventive dentistry to working professionals via corporate camps (check-up x-rays, cleaning and fillings)
- Cosmetic dentistry to aesthetically inclined patients (cosmetic teeth whitening)
- Minimal invasive procedures(Extraction, root canal treatments)and artificial teeth

Marketing channels

- Healthcare at home website
- Social media marketing
- Search engine optimization
- Content marketing
- Public relations/corporate camps
- Word-of-mouth
- Dental Insurance companies
- Urban clap

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
Specialized home care-Core Service. Established infrastructure. NPS -70 percent. Value can be added to diabebe and chemotherapy packages.	High equipment cost. High training cost. Lack of Trained dentist.	Minimum competition. Huge market Size. Large workforce abandoning their profession.	Less awareness regarding home dental services. Mobident –An organized player with prior experience in home dental service, launching soon in North India.

Competitor analysis

Dial dent	Specializes in home dental care only Pioneers in Delhi* Sufficient data base and good corporate reach Market Entrant Price /Nominal rates Established standalone clinics/tie ups with standalone clinics	Poor Facebook reach. Poor Fb rating and comments. Poor branding. Not promoting home dental concept -focuses more on standalone dental clinics.
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Clove @home	Well-known brand. Wide spread standalone clinics. Latest equipment/ 4 tier Sterilization Good Fb reach & reviews	Home dental – not its core service. Extremely high rates. Recently launched & not promoting its home services.
Mobident	Pioneer in home dental services. Well established in south India. Best Start up idea award winner.	Still not launched in north India. Poor Facebook reach.
Nightangale	Only specialized home healthcare provider giving home dental services.	No plans of expansion in north India. (No Press Release)

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CONCLUSION

Taking into the account the financial statement and the yearly sales revenue for 3 years, it is expected that home dental services vertical of Healthcare at Home will break-even in 22 months. The primary market for home dental treatment will be the younger population between the age group of 20 to 40 years as people in this age group are the ones who are willing for getting their dental treatment at home along with paying extra for home visits. Minimum competition and a huge market potential along the brand name of healthcare at home dental services unit will breakeven in less than two years. The geriatric population is still not willing to take the dental service at home as they think it is impossible, therefore they contribute to our secondary market.