

An Indian-Australian research partnership

Project Title: **Unravelling the Successful Stories of Private-led Healthcare Units in South Indian Cluster**

Project Number **IMURA0347**

Monash Supervisor(s) *Full names and titles*

Monash Primary Contact: *Email, phone*

Monash Head of Department: *Full name, email*

Monash Department: *Full name*

Monash ADRT: *Full name, email*

IITB Supervisor(s) *Full names and titles*

IITB Primary Contact: *Email, phone*

IITB Head of Department: hod@som.iitb.ac.in"/> *Name, Email,*
IITB Department: *Full name*

Research Academy Themes:

Highlight which of the Academy's Theme(s) this project will address?

(Feel free to nominate more than one. For more information, see www.iitbmonash.org)

1. Advanced computational engineering, simulation and manufacture
2. Infrastructure Engineering
3. Clean Energy
4. Water
5. Nanotechnology
6. Biotechnology and Stem Cell Research

The research problem

Define the problem

The south Indian states of Karnataka and Tamil Nadu have fostered the growth of a few shining examples of private players delivering world-class healthcare to the masses at a low-cost. Some examples are Narayana Hrudayalaya, Arvind Eye Hospitals, and Shankara Nethralaya. While Jugaad i.e. improvisation and innovative cost-cutting methods are not new to India, what is striking about these success stories is their ability to maintain US-standards of quality at a tenth of the cost. It is an intriguing phenomenon, given the striking contrast of the government healthcare system (whose quality of service is abysmal) and corporate healthcare such as Appollo, Fortis, Wockhardt (that deliver US-level of quality, but whose costs are beyond the reach of the majority of Indians).

What explains the success of these entities where others have failed? A part of the explanation lies in their operational model: they act as focused factories. But the real source of sustainable success could be

a strategic fit between their various human resources, philanthropy, financial management and other activities, driven by some sense of a larger purpose of life, altruism, simple human goodness, and goodwill with the community it serves, among all stakeholders; such factors that are not often considered from a profit-centric business lens

Project aims

Define the aims of the project

To understand the operational management sources of success of such hospitals, such as lean thinking, focus, economies of scale, sourcing, etc, which result in cost cutting and improved quality

To understand the human resources practices and business model at large that allows the operational model to deliver on a sustainable basis.

Expected outcomes

Highlight the expected outcomes of the project

The study is expected to contribute to better understanding of the success of these hospitals, and in turn lead to improved theory.

Specifically, contribution to theory would be: the success of these hospitals could be examined from various theories stemming from strategy, operations management, quality management and human resources management literatures, thereby enriching those theories. The a priori expectation is that the phenomenon will be better explained by Indian/oriental management perspective than US-perspective that tends to focus on the financial parts often ignoring the humanistic element.

Capabilities and Degrees Required

List the ideal set of capabilities that a student should have for this project. Feel free to be as specific or as general as you like. These capabilities will be input into the online application form and students who opt for this project will be required to show that they can demonstrate these capabilities.

A demonstrated urge to contribute to society, beyond an interest to do a PhD, is desirable. As also, exposure to lean and other management philosophies.