



somewhere in India..



# AFFORDABLE QUALITY HEALTHCARE



Dr. Sunil Chandy  
Director  
CMC Vellore

A farmer consumed pesticide because of extreme poverty,

Was treated for two months in our ICU  
Was given a bill for 1,64,000

He looked at the bill and said, “ I wanted to die because I did have one tenth this amount “  
“Can I borrow Rs 60 for another bottle of poison”?

# Health

- Healthcare costs ~ leading cause of poverty
- GDP ~ 1.03 % ~ lowest in the world
- 60% ~ out of pocket expenditure
- Insurance penetration < 10%
- Indian Healthcare ~ long way to go

1800's



# Systems

- Public Hospitals ~ free , underpowered
- State sponsored schemes ~ free, limited
- Insurance ~ co-pay, high premium
- Fee for Service ~ near complete insurance

# Models of AHC

- Cross-Subsidy - CMC, Aravind
- Economy of Scale - CMC, NH
- PPP - NHP draft
- Charitable Trusts - philanthropy
- CSR - potential avenues

# World Class Care, Affordably

- Cost comparisons US vs Indian Hospitals
- Strategies
  - Hub and spoke asset utility
  - Customised innovations
  - Low salaries
  - Asserting frugality
  - Volume based economy

*V. Govindarajan & R. Ramamurthi HBR*

# Components of Healthcare

- Infrastructure
- Manpower
- Consumables
- Systems – IT , Technology

# Manpower

- Skill , expertise and mission
- Multitasking
- Task-shifting
- Automation vs Outsourcing

# Reducing Extravagance

- Reduce ~ the need
- Reuse ~ as many times
- Recycle ~ with safety
- Re think ~ do you really ?

# Western Extravagance

- 43 stents and pacemakers ~ in three years
- change of scrubs , gloves, shoe overs
- catheters, needles, consummables
- hand scrubs ~ 16 times more expensive

# Drugs

- One each – just in case
- Antibiotics – Miropenemania
- Vitamins
- Brand-mania – Plavix
- Ranitidine , Oxygen , Urinary Caths

# Scans and Statins ~scam

- Mushrooming of scan centres
- Cardiac CT ~ commercial gimmick
- Statins ~ lowering the baseline
- Imaging ~ unnecessary

# Systems

- Electronic Medical Records
- IT based solutions
- Software ,Licence , AMC and Upgrade costs
- Airconditioning
- Quality parameters ~

# Evidence ??

- Lowering baselines
- Changing guidelines
- Rapid Use of Technology - Robotics
- Rapid discard of Old - Cobalt, BMS

# Christian Medical College, Vellore



2015



# MILESTONES

Single bed dispensary

Schell Hospital for Women and Children (40 Beds)

Training Course for compounders

First "Roadside" Dispensary

Nursing School – Diploma Course

Medical School for Women – LMP Course

Hospital on present site in Thottapalayam (267 beds)

Medical School moved to College Hill campus

Medical College – MBBS Degree Course

College of Nursing – Degree Course – India's first College of Nursing

First reconstructive surgery on leprosy patients in the world

First Neurological Sciences Department in South Asia

Medical Postgraduate Courses – MD and MS

First Kidney Transplant in India

India's First Bone Marrow Transplant

College of Nursing Community Health Programme (CONCH)

Infant Open Heart Surgery

First carotid bifurcation stenting procedure in India

First trans-septal carotid stenting procedure in the world

First trans-jugular mitral valvuloplasty procedure in the world

First Bone Marrow Transplant in a six month old baby

First whole body irradiation for a bone marrow transplant patient

First Intra cytoplasmic sperm injection baby

First Liver Transplantation

Ida S. Scudder Centenary Center for Women and Children

1900 - 1950

1950-1970

1970-2000

2000-2014

New Life Centre (Leprosy Rehabilitation)

Mental Health Centre

Rural Health Centre

Pharmacy Diploma Course

First Successful Open Heart Surgery in India

First Middle-ear Microsurgery for Deafness in India

First Rehabilitation Institute in India

Nephrology Department

Laying of foundation stone at Chittoor campus

Social responsibility award

GFATM Award to CON

OPD Services, Chittoor Campus

NABH Accreditation

CMC-EQAS, Department of Clinical Biochemistry has been accredited by the NABL

Department of Transfusion Medicine and Immunohaematology was accredited by the NABL

The Department of Clinical Microbiology has been granted the NABL

National Citizens' Award

India's Best Employer Award

H<sub>1</sub> grading by Investment Information and Credit Rating Agency

CON designated WHO Collaborating Centre for Nursing and Midwifery Development

First Live Donor Liver Transplant

First Surgical Ventricular Restoration (SVR)

Infectious Diseases Training and Research Cent

New Fitch Hostel for AHS women students

MMM Award for excellence in healthcare

Gurukul jyoti Award

# OUR DAILY SPREAD



OP - 7796 ( average 6900 )

IP - 2100

Operations – 162

Births – 52

Bed Occupancy 78.7%

Avg. Length of stay 5.8 days

Both ~  
And



cost-cutting

salary

reduce

reuse

recycle

no frills



**TODAY**



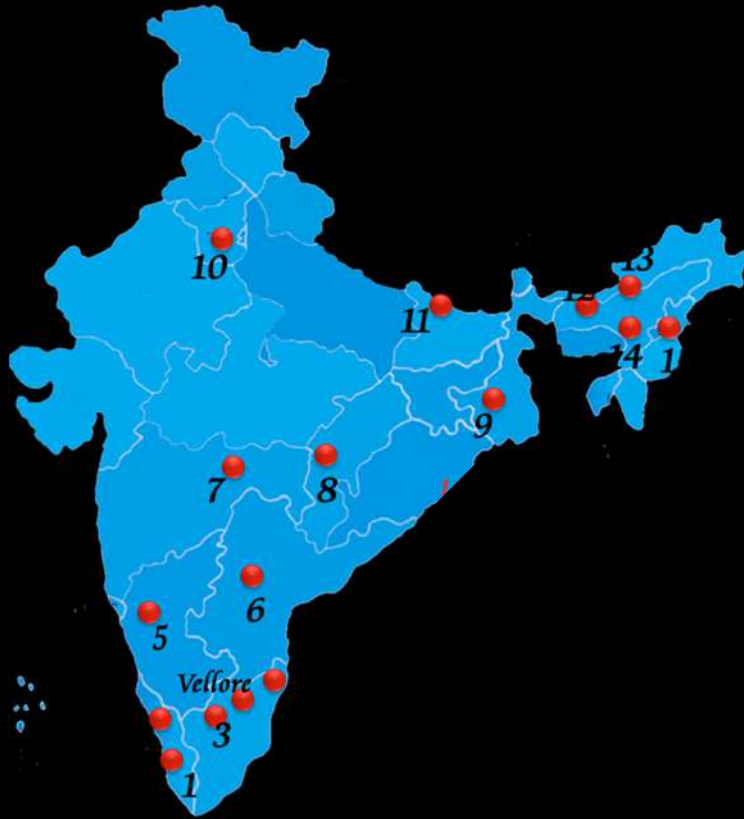
# Road Traffic



# Non-Intentional Injury , Industrial and Accidental



# The Changing India



- Population
- Economy
- Urbanization
- Widening Social Gaps
- Ethical Values
- Political Changes
- Epidemiological Transition

# New Challenges for Costly Care

- Trauma – Road Traffic Accidents
- Lifestyle Diseases
- Environmental Disease
- Cancer
- Geriatrics

# SCALPEL HAPPY

How do docs to do avoidable  
meet corporate targets

SCISSOR-HAPPY

ENDING A NUMBER OF ELECTIVE SURGERIES, WHICH DON'T INVOLVE TOO MANY

CHANGE

were  
14%

surgery  
are told  
out it  
undergo  
ment

rectomy  
cancer  
em

infertility  
necessarily

About  
who  
sur  
it w  
opin

CO  
UN

Kn  
C-s

Lower back operation

of NGO SATHI (Sup  
cy and Training to  
Dr. Abhay Shukla  
series, which don't

on condition of anonymity. "It is eas  
ler to practice independently. It gives  
you more freedom to serve your pa  
tients' interest. But, more people are

session that could aggravate their  
problem. We undertake procedures  
as a precautionary measure," said ge  
nitriscian Dr. V S Natarajan.

**FUTURE**

# Scaling – Up



# Cutting Costs



# Affordable Quality



# Technology !!! ???

- Technology is over-stated
- Technology is a good slave , bad master
- Technology is a chameleon
- Technology drives business not service

# Government

- **Misery Taxes** ~ electricity at entertainment
- **Service Taxes** ~ contracts, outsourcing
- **Luxury Taxes** ~ AC in ICU's
- **ESI** ~ whether you give care or not

*To the unknown  
patient  
who lost his life  
fighting  
the costs of healthcare*





**Thank You**



**ONE IN SIX  
MEDICAL SCHOOLS**  
is accused of cheating

Number of medical colleges 1980/2014



**45%** medical practitioners  
have no formal training;  
**700,000 unqualified doctors**

India has **8,40,000** doctors  
**7** doctors for 10,000 patients  
(USA: **25** doctors for 10,000 patients)

# Late presentation Issues

- Transfer - rural to urban difficult
- Financial Issues – Tertiary Cancer Care Centres
- Logistic Issues – delays in TCC,  
places to stay  
loss of work and wages  
malnutrition , infections  
exhaustion and return
- Cultural Issues - male dominated registry
- initial non-oncology inappropriateness

# Cancer

- Urban 30% Rural 70 % - 50 % of cancers in rural India
- 95% of facilities in urban india
- Doubling in next 30 years
  - - population
  - - early diagnosis
  - - median life span 45 to 66 (now)
- Hinterland – late detection
  - changing lifestyle
  - urbanization
  - hardly any facilities in rural India

# Issues

- Rural Cancer mortality is double
  - late detection
  - few facilities
  - biopsy logistics
- Out of pocket expenses
- Regional centres – needed

# Scaling up

- Rural Comprehensive Cancer Centres
- Urban TCC → Rural CCCs
  - Adoption
  - Appropriate Technology
  - Availability of Onco Team
  - Access to care
  - Tele – oncology