

BROWN FIELD HOSPITAL PROJECT: WHITE PAPER

As a board chairperson, owner, promoter, co-promoter of an **EXISTING and RUNNING HOSPITAL**, set up as a **single doctor, non-medical entrepreneur, group of medicos, or private limited company driving the project**, the project leadership would be anxious to probe into factors that lead to stagnation in business and prevent scaling up. They would also be keen to find out what it takes to expand the services horizon into a planned expansion.

If it is an acquisition or M&A project, and hence classified as a brown field, **the typical dilemmas in front of the management during such acquisitions would be as follows:**

1. How do we reposition **the setup** along with **conceptualisation of the facility and services upgrades?**
2. What are the **limitations to area expansion** and how can we **accommodate newer services, and plan and phase them?** What could be the **capital outgo** on this expansion?
3. What could be the **correct business strategies** post refinements?
4. What are the **correct management approaches** that enable **optimization of processes in clinical and management areas to control OPEX** and to achieve a **reasonable ROI** on the investments?
5. What should be the **organizational matrix and related HR controls** interlacing it with hospital management processes?

SARATHY ADVISORY team has all the answers and methodologies to conceive and complete transitions in brown field projects.

We could facilitate the requirements of knowledge and expertise transfer from our experienced consultants in the following areas.

Concept development is a critical step in expansions, takeovers, and transformations, and it involves critical knowledge transfer for an APT facility and services model.

To formulate and evolve a sound business strategy for the new entity will be quite a task. It would evolve based on strategic analysis exercise, stakeholder expectations analysis, and understanding of the organizational structure and its present challenges.

Is it based on a **scientific needs analysis**? Has my **wish list** for project concept been **critically analyzed** for suitability? What change in **capital formations, business model, and business plans** would have to be adopted for the new project? Who will be able to guide on these points, providing all options with **pros and cons clearly laid down on table**? **Our experts at SARATHY ADVISORY** have time-tested inputs on answering all these questions. Based on our **vast previous experience** and a **deep insight**, we help develop a **well-aligned proof of concept** for the new plan towards **targeted business objectives**. For projects driven by **charitable trusts**, we have a differently aligned strategy to suit their different formations and objectives.

As a next stage of concept, can I have **precise budgets and financial plans** are worked out? How do I **phase the project**? How do I phase the **CAPEX inflow**? How will it impact on **construction cost estimates for the permissible upgrade in structure, equipment costs, and allied costs** of the project?

SARATHY ADVISORY specializes on advisories for selection and recommendations, as well as providing **end-to-end handholding for procurement** of financial assistance modeled of course on very sound D:E ratios and having built-in **rational debt servicing mechanisms**. The SARATHY ADVISORY team will manage the deliverables of this phase with a **comprehensive concept note** and an exhaustive and realistic **techno-economic feasibility report**.

The design **of the proposed makeover** will be the next challenge. In what way would the design changes be conceived and implemented by project architects to accommodate the revised **facility and services plan**? How do I balance patient **flow** and **workflow** while at the same time **satisfying the regulatory compliance requirements**? How effectively can I design the **critical care and surgical areas in the new dispensation**? How will it impact the **infection control activities**? How do I have built-in **project monitoring mechanisms** for construction changes? Who can give inputs to the project architect on all this? The experts at SARATHY ADVISORY will do this based on their previous experience of over 30 design advisories.

In next phases the SARATHY ADVISORY team can provide a comprehensive **equipment advisory** and **HR planning process**. The team can design **optimum process plans** based on applicable standards in clinical and management areas to set up the work culture right from the day of commissioning in brown field projects. This will ensure a natural byproduct of **accreditation** of the setup in due course.

The process plans and operational strategy would be based on organizational diagnostics, SWOT analysis and change themes, establishing/revamping VMV (vision, mission, and values), business strategy formulation and articulation, and positioning of the new strategy with complete revamp of human resource plan with advisory. It would include finalizing strategies on financial, governance, marketing, customers, and infrastructure.

How can I be **different from the others once the makeover is complete**? SARATHY ADVISORY team will suggest **USP additions** and **value additions** to the project plan right from the concept development phase and will do a complete handholding till the new setup is commissioned after a makeover.

Prior to commissioning of the revamped setup the **SARATHY ADVISORY team** would give inputs to plan *to operationalize the business objectives or in translating the business strategies into operational objectives*. Action plans include resource planning for strategic execution and instituting process audits and departmental audits.

Thus, the SARATHY ADVISORY can offer a **comprehensive range of end-to-end advisory services for a brown field project**.