



Executive Leadership Programme for Founders & CEOs: Micro, Small & Medium Hospitals

**Application Starts:
15th January 2024**

**Application Deadline:
5th March 2024**

**Batch 2024
50 Seats**



MSMH (Micro, Small and Medium Hospitals) are healthcare organizations with beds segmented as Micro 1–20 beds; Small >20 beds–<50 beds; Medium >50 beds–< 300 beds and located primarily in the tier 2,3 and 4 cities in India. This nomenclature is a creation from research conducted by Academy of Digital Health Sciences and Health Parliament. MSMH nomenclature brings to focus the opportunity for growth intervention through various policy and development program framework of the MSME sector.



Message from the Programme Chair

Dear Founder/ CEO,

Wish you, your family, and your team a fabulous year ahead, a year full of milestones. As you plan the year, do remember that 2024 is a fantastic year in terms of the massive opportunity for hospital providers in smaller and non-metro towns. We are witnessing the evolving market forces and the new age (digitally aware) patients. We cannot continue to do the things we did in the past; and I can say this with authority having served on the board of hospitals, and healthcare organizations across the continuum of care not just in India but also abroad.

You are going to see dramatic changes; expansion from the large hospitals to smaller towns, investments coming in from Venture Capitalist funds to acquire and merge large and small hospitals, increasing role of insurance and government schemes, innovative medical devices and digital health are going to have a transformative effect on hospital operations. Hospitals, that are operating in a standardized format with a proper system will make the best of this opportunity. In the past two years, Indian healthcare investments have increased to over INR 27,000 crores and hospitals have received major foreign investments.

My team has worked for over a year to understand the opportunities for hospitals like yours, and we have developed this fully online course that will enable you to overcome the 7 challenges of Indian hospital Founders & CEOs like the "7 habits of highly efficient people". These 7 modules in this course will help you in becoming the most respected hospital leader. IIM Raipur and Academy of Digital Health Sciences have curated this course for you.

In today's time and age, 'Status Quo' is not an option. There are limited seats, please make the best from this opportunity. Apply Now!

Dr. Rajendra Pratap Gupta
Programme Chair



Why this course?

Academy of Digital Health Sciences has recognized Micro, Small and Medium Hospitals (MSMH) as having a crucial and critical role to play in driving the equitable access of India's healthcare system and make it sustainable for all citizens alike. In this context the gap that needs to be quickly filled is the lack of actionable insights in the emerging Digital Health paradigm.

In India, more than 80 percent of healthcare is provided by hospitals with less than 100 beds and yet, they face multiple challenges. Over the past one year, the Academy of Digital Health Sciences in collaboration with Indian

Institute of Management- Raipur has worked to launch the first-of-its-kind course for the Founders and CEOs of Micro, Small and Medium Hospitals to enable them to be the preferred care service provider for patients. This first of its kind "execution focus", immersive programme is designed to enable health care systems where we have many sustainable Small Health Care Organizations reaching the remotest parts of the country providing quality care that is affordable, accessible, and accountable. Our aim is to convert 'Small Health Care Organizations' to 'Smart Health Care Organizations' and compete with the big and the best.



**First Ever Course in India
to Support the Growth and
Innovation in Small and
Medium Hospitals**



Vision

Transform Small Hospitals into SMART Hospitals & make them the preferred choice for patients

Most successful Hospital CEOs & Founders will share how and what they did

This course will cover all the practical aspects of how to drive growth and profits in a hospital through hospital infrastructure, innovation, management strategies, digital health technologies, continuous quality improvement, emerging care models, disruptive innovations, and to explore new revenue streams.

Module 1:
Founders' Module – Governance For Growth

Module 2:
Finance – Managing Growth – Think Like a CFO

Module 3:
Re-imagining a Hospital –Economies of Scale

Module 4:
Human Resources Strategy– Talent Game – How to build a competitive edge in HR

Module 5:
Clinician Engagement, Patient Centricity & Quality

Module 6:
Digital Transformation – Creating A Future ready Hospital – Technology as a Profit Centre

Module 7:
Operations & Marketing– Service Marketing in the Digital Age



Course Structure

Duration:

6 Months

Mode:

Online Self-Paced Learning

Course Study material:

The course would involve asynchronous lectures (pre-recorded), case studies, live interactions, and immersive workshops at IIM Raipur

Assessment & Evaluation

Quiz and Case Studies

Who will award the certificate?



Eligibility Criteria

This course is for Founders, CEOs and Senior Management of Hospitals

Selection Process

For admissions, profiles will be reviewed and there will be direct interaction with the Academic/ Admissions team.

Academic Calendar

Month 1 (March)

Module 1: Founders' Module – Governance For Growth

Module 2: Finance – Managing Growth– Think Like a CFO

Month 2 (April)

Module 3: Re-imagining a Hospital –Economies of Scale

Month 3 (May)

Module 4: Human Resources Strategy– Talent Game – How to build a competitive edge in HR

Month 4 (June)

Module 5: Clinician Engagement, Patient Centricity & Quality

Month 5 (July)

Module 6: Digital Transformation – Creating A Future ready Hospital – Technology as a Profit Centre

Month 6 (August)

Module 7: Operations & Marketing– Service Marketing in the Digital Age

Fee Structure for Batch I

INR 2 Lacs + Applicable taxes

3- Day Contact Programme at IIM Raipur (optional)*

*INR 30,000 + Applicable taxes

**Kindly note that participants will have to arrange for their own boarding and lodging.



Faculty



Dr. Devi Shetty
Chairman & Executive
Director,
Narayana Health Limited



Dr. Krishna Reddy
Co-Founder, CARE Hospitals



Dr. K. Madan Gopal
Advisor – Public
Health Administration,
NHSRC – MoHFW,
Government of India



**Lt. Gen. (Dr.) Sanjiv
Chopra, (Retd.)**
Fmr. Chief Executive,
Tata Trusts Cancer
Initiative



Dr. Chandrashekar R.
Former Chief Architect,
Ministry of Health & Family
Welfare, Govt. of India



Dr. Ajit K. Nagpal
Chairman Executive
Council, Batra Hospital &
Medical Research Center



Dr. Sanjeev Prashar
Professor (Marketing),
IIM Raipur



Dr. Shuchin Bajaj
Founder Director,
Ujala Cygnus Hospital



Ayanabh Deb Gupta
Co-founder & Jt.
Managing Director,
Medica Hospitals



Dr. Shenoy Robinson
Chairperson CII Technical
Committee–Health,
Former ED, Global Hospitals Group,
COO, Apollo Hospitals
Medical Director, Fortis Healthcare



Dr. Vivek Desai
Managing Director,
Hosmac India
Private Limited



Dr. Yash Paul Bhatia
Hospital Planning and Design
Consultant at Astron Hospital &
Health Care Consultants Pvt. Ltd.,
Former CEO, Rajiv Gandhi Cancer
Institute and Research Centre



Faculty



Dr. Manivannan Selvaraj
Founder and Managing
Director, Kauvery
Group of Hospitals



Ms. Sandhya Sriram
Group CFO, Narayana Health,
Chartered Accountant Woman
of the Year 2023, Asia's 100
Power Leader in Finance



Dr. Narendranath V
Medical Director,
Medisync Health
Management Services;
Former Chief Administrator,
Ramaiah Memorial Hospital



Mr. Mudit Dandwate
Co-founder & CEO,
Dozee (Turtle Shell
Technologies Pvt. Ltd.)



Dr. Dhruv Joshi
Co-Founder & CEO,
Cloudphysician;
Fellow, Pulmonary & Critical
Care, Cleveland Clinic



Dr. Minnie Bodhanwala
CEO, Wadia Hospitals



Mr. Sudip Mukhopadhyay
Senior VP & Head Governance
– PMO, Agile, FinOps; Former
Health Strategy Leader, Asia-
Pacific, Mercer



Wing Commander Sushil Kumar
Consultant, Healthcare
Innovation;
Former AVP, Online Business,
Mediversal Multi Super
Speciality Hospital



Dr. Uma Nambiar
Former CEO,
Global Hospital, SL
Raheja Hospital,
Former Director, Clinical
Transformation, Oham



Shrabani Basu
A C Suite Business Leader, Business
Strategist, Coach & Mentor
Former Group HR Head, Narayana Health



Profile of Programme Chair



Dr. Rajendra Pratap Gupta

Dr. Rajendra Pratap Gupta is a global healthcare leader with vast experience in policymaking. He has been involved in major global initiatives on health and holds several key positions in the health arena. He has played a key role in organizations working on Digital Health and has led many path-breaking initiatives in the field of healthcare. He is the founder of Academy of Digital Health Sciences, an SBU of Digital Health Associates

Private Limited- an Organization committed to making healthcare affordable, accessible and accountable to the masses. He has served on the board of GNRC hospitals and healthcare organizations across USA, Europe and India. Dr. Rajendra was invited by the Prime Minister's office of Bangladesh to draft the AI policy.

He is the former advisor to the Union Health Minister, Government of India, and played a key role in drafting of the National Health Policy-2017 and National Education Policy-2020. He was nominated by the World Economic Forum on the Global Agenda Council and recognized for his global contribution to healthcare by the Sheriff of Los Angeles. In 2018, he was conferred the 'Global Impact Award' by the Personal Connected Health Alliance (A HIMSS Organization), at Boston. He was interviewed and quoted by Harvard Business Review. He was also invited by the National University of Singapore to deliver a TEDx talk.

Dr. Rajendra is the Chair of the Commonwealth AI Consortium for Capacity Building; member of the Guidelines Development Group (Digital Health), Global Roster of Experts in Digital Health & a member of the Telehealth Working Group at the WHO; Chairman of the Management Board- International Society for Telemedicine & eHealth (ISfTeH); Member of the Steering Committee of the Global Digital Health Index; Member of the World Economic Forum Expert Network & Chairman of the Dynamic Coalition on 'Digital Health' at United Nations Internet Governance Forum. He has co-authored the Global eHealth Diffusion report (WHO) & is the chairman of the national committee for developing guidelines & standards for Digital Health. He has authored two global best selling books on healthcare, one of them titled 'Digital Health – Truly Transformational', which is now the international course book for Digital Health in Germany. He holds a Masters degree in Innovation & Change Management and a PhD in Public Health.



Profile of Course Coordinator



Dr. N. K. Singh

Dr. Singh is a renowned healthcare management leader with over 20 years of experience driving innovation at the intersection of clinical care, technology, and insurance. A pioneer in telehealth since the early 2000s, he's shaped industry standards and championed global healthcare trends.

As Chief Strategy Officer, he transformed a hospital into a prominent regional provider by establishing Centers of Excellence, implementing customer engagement frameworks, and professionalizing management. Leading Bridge Health during the pandemic, he built a customer base, promoted preventive care, and laid the groundwork for innovation in healthcare delivery.

Across organizations like Frost & Sullivan and Global Hospitals Group, Dr. Singh consistently exceeded business goals, managed diverse consulting projects, and launched innovative products, even mentoring health tech startups and engaging with the public sector. His dedication to impactful change is evident in pioneering Asia's first virtual CCU network and his current role at Health Parliament, where he shapes healthcare policy and builds system capacity.

Dr. Singh is a thought leader, sharing his expertise through publications and standardization committees. His global perspective, continuous learning (including life membership in IMA), and expertise in navigating complex policy landscapes make him a dynamic leader driving strategic growth and positive healthcare transformations. Currently, he spearheads multiple initiatives at Digital Health Associates, working towards healthcare transformation through Micro, Small and Medium Hospitals and other innovations. He holds an MBBS, a Master in Hospital Management, and a Master in Data Science.



Profile of Course Directors



Ms. Mevish Vaishnav

Ms. Mevish Vaishnav is a senior healthcare professional. She has served as Vice President of the largest publicly listed hospital chain in cancer care. She also served on the standards committee for digital health across two ministries, and has been invited by the Ministry of Health and Family Welfare, and the Parliamentary Standing Committee on Health and Family Welfare, Government of India.

Mevish has led Innovation Working Group Asia (Set up by the UN Secretary General's office) to draft the "Roadmap for Telemedicine". She was the National Coordinator for the Personal Connected Health Alliance, an initiative of HIMSS. She has led one of the largest National Health Awareness Program (NHAP) in the NCR region, with 78000 school children. Mevish serves as a board member with various not-for-profits, has authored articles in various publications, and has been invited as a speaker in India and abroad.

Passionate about women's health and safety, she initiated and hosted a major program at the Rashtrapati Bhawan with the Hon'ble President of India as the chief guest on International Women's Day, 2018. By invitation of the United Nations - Commission on the Status of Women (CSW 63), Mevish attended the meeting at the United Nations Headquarters in New York in March 2019. She is leading the campaign 'Women for Digital Health' at Health Parliament (An SBU of Digital Health Associates Private Limited). Currently as the Group Chief Operating Officer at Digital Health Associates Private Limited, she leads various initiatives on policy, capacity building and adoption of digital health. She is also the Vice President of the Government Industry Dialogue- an initiative that bridges the divide between the government and the industry. Mevish is a Science Graduate and holds an Executive MBA in Healthcare Management.



Dr. Sanjeev Prashar



Dr. Sanjeev Prashar is working as a Professor in the area of Marketing at IIM Raipur. He held the position of Dean - Academics from December 2018 to June 2022 with the Indian Institute of Management Raipur, India. Prof. Sanjeev Prashar has thirty-two years of academic experience in teaching Postgraduate Management courses, corporate training, and consulting. He has been teaching courses like Marketing Management, Sales Management, Rural Marketing, and International Marketing at various prominent business schools in India. He has published numerous research papers (90) in prominent international journals of repute.

Dr. Jighyasu Gaur

Dr. Jighyasu Gaur has over 15 years of academic experience. He has received several awards including the Emerging Economies Doctoral Student Award (EEDSA) 2012 from the Production and Operations Management Society (POMS), USA. He was a visiting scholar at the University of Memphis, USA during 2011-2012. His area of research is supply chain management, circular economy, remanufacturing, sustainability, among others. He has published research papers in reputed journals, including Omega, Journal of Cleaner Production, International Journal of Production Research, Journal of Business Research, Annals of Operations Research, and Journal of Strategic Marketing. He teaches courses such as Operations management, Supply chain management, Reverse supply chain, Managerial statistics, and Business research methods.





Dr. Sandeep S.



Dr. Sandeep S is an Assistant Professor in the strategic management area of the Indian Institute of Management Raipur. His primary research interest is in the field of international business, especially the internationalization strategies of emerging market multinationals (EMNEs) with a particular focus on Indian MNEs. His research explores how diverse theories of organization, international business economics, and economics geographies can be applied to explain the international business strategies of multinationals from emerging markets. He is also interested in the micro-foundational aspects of business strategies especially the role of the board of directors and TMTs in the internationalization strategies of MNEs. His research works are not limited to but include the competition in emerging markets, heterogeneity of institutional environments and its impact on internationalization strategies, and the impact of clusters or agglomerations on the internationalization of EMNEs. He is also interested in the sociology of organizations. His papers have appeared in the Journal of business research, journal of organizational change management.

About Academy of Digital Health Sciences



Academy of Digital Health Sciences has been established as a world-class institution to create a digitally enabled future-ready workforce for the 21st century, by equipping them with skills needed to handle emerging technologies to deliver healthcare. The faculty and the advisory board of the Academy of Digital Health Sciences comprise the world's foremost leaders who are passionate about Digital Health and have played a key role in shaping this domain. Academy of Digital Health Sciences offers courses for physicians, nurses, physiotherapists, pharmacists, counselors, technicians, and frontline healthcare workers and will collaborate with the world's topmost academic institutions to cater to global needs.

About IIM Raipur

Established in 2010, IIM Raipur has a strong foundation in business education, well-recognized corporate relations, and nationwide recognition of high-quality practice-oriented education. The institute has a strong brand equity as an institute of national importance and recognition with all stakeholders; including parents, students, government, and industries. NIRF 2023 has ranked the institute in the 11th position in the management category. The institute has core faculty strength in all the functional domains of management, such as; Finance & Accounts, Strategic Management, Marketing, Information Technology, Economics and Public policy, Human resource and Organizational Behaviour, Operations, and Quantitative Methods. The faculty have training in various disciplines of management, ERP, Digitalization, and Information Technology from some of the premier institutions in the country and abroad. Their research work has been published in scientific journals of national and international repute. Also, there exists a functional centre of excellence in the Digital Economy. IIM Raipur, since its inception, has strived towards building its world-class infrastructure and is well equipped to run a certificate programme in Digital Health.



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