



Dr. Rajendra Patankar
(Chief Executive Officer)

Jupiter Hospitals

Patients First

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Words by: **The Executives India**

Jupiter Hospital is a well-known hospital brand that follows the 'Patient first' ideology. The group has hospitals located in Thane, Pune and Indore.

Dr. Rajendra Patankar was recently appointed as the Chief Executive Officer of Jupiter Hospital, Pune. Executives India Magazine was able to get a glimpse of how the journey has been for this experienced personnel as he took up this role of authority.

Jupiter Hospital was established over the last two decades in Thane. To cater to the ever-changing healthcare needs of the public, the organization decided to expand itself and commissioned a beautifully designed, star rated BEE (Bureau of Energy Efficiency) building with capacity of 375 beds spread across 10 floors at Pune. The management was focused at creating a functionally and artistically future ready hospital structure with 'Patient' as the focus.

Dr. Rajendra has previously worked at Nanavati Super Specialty Hospital, Mumbai for almost 6 years, especially during its turnaround process. He has also worked with other leading and prominent Hospital Groups like Hinduja Hospital, Manipal Hospital, Fortis Healthcare, Aster DM Healthcare and Surya Child Care. With more than 20 years of experience, his operational excellence seems to be exactly what the organization needed.

"I felt that my role in Nanavati Hospital back then was fulfilled and I could play a bigger role in developing the new facility at Jupiter Hospital, Pune. This facility is a delight for any hospital Planner and administrator. One finds this as one of the best-designed and futuristic hospitals in this country at par with International Standards. As a student of Hospital Administration & Planning, one is impressed to see how the fundamental process of - 'Design follows the function' is clearly embodied in its entirety. That is what exactly you can see over here. For me, the functionality of the property is most important. The design comes later. The overall space planning along with the logical functional flow of various departments is a delight for any Hospital Administrator to manage or for any patient to experience. The design of this hospital gives an insight on the vision of the promoters where patient and quality comes first.

Growth Plans

The organization intends to expand in delivering Tertiary & Quaternary level of healthcare and is focused to provide clinical services in areas like Solid organ transplants including Kidney, Pancreas, Liver, Small Intestine, Heart & Lungs and Bone Marrow Transplant.

"I am happy to share that we have done the first living donor small intestine transplant for a post Covid patient in the country". We have an experienced multiple-organ transplant team supported by dedicated Transplant Anesthetists and Intensivists which does transplants at Jupiter hospitals between Pune and Thane.

As of now, in Pune we have 250 operational beds and have plans to further operationalize additional 175 plus beds to service the needs for delivering advanced but affordable clinical care to the people in this region."

Clinical Management

In the healthcare industry, clinical management is of utmost importance. The group aims to create Centres of Excellence in not only organ transplants but also in areas like Oncology, Joint replacement & orthopedics, Neurosciences and Renal sciences. The hospital at Pune has one of the most advanced setups for handling Cancer Care supported by State-of-art technology and experienced and skilled hands as stated by Dr. Rajendra Patankar.

The hospital boasts of robust Infection Control practices led by one of the best experts in the industry. With a clear

STRATEGIC PARTNERSHIP WITH THEIR SUPPLIERS

objective on Clinical Outcomes and as an NABH accredited hospital, the whole journey of excellence is driven by Quality focus at its core.

Furthermore, they are one of the only hospitals in their region to conduct pediatric cardiac surgeries. The hospital has a dedicated Pediatric Cardiac Surgery Unit supported by an advanced Pediatric Cardiac Intensive Care Unit which is often not found in most tertiary care hospitals in India.

Management Calibre

Dr. Rajendra says that it is important to focus not only on the healthcare delivery on the ground but also try and create a right listening in the community you serve. In the current times there should be a lot of focus on changing the perception about hospitals. This is possible by harnessing the possibilities provided to us by Technology. Digital Marketing has emerged as a successful way to reach out with a clear objective to create awareness about the hospital, the infrastructure and the clinical programs that it conducts.

“Unless we ensure that what we are doing is visible to our users and people around, we can't grow, it won't help. To achieve to be one of the well-regarded hospitals, it is important that our patients perceive it that way. So, one key focus is to use digital marketing to its maximum extent to ensure that we reach out to our community and the right people. Hospitals are a quintessential need of any community and that's why it is important to be connected with them directly”.

There are different modalities through which they try to reach out to people, according to him. On the internal side, the hospital has a systematic and protocol driven management rapport between its group hospitals. Any development, clinical or non-clinical that happens within the organization is passed on through that channel for the benefit of the entire group.

“In the current Covid times, it is very important to ensure that we stay afloat and steer the hospital's ship as currently the whole healthcare system is going through a lot of turmoil. There are a lot of issues concerning occupancies at hospitals as elective surgeries get postponed and patient foot falls goes down due to the fear and apprehension of infection. On one hand the footfalls are reducing however on the other hand the costs have either remained the same or increased because of the additional requirements for handling Covid related processes and protocols. The most important thing for any organization is to maintain and manage its cash flow while ensuring that we are always in line with the latest technology to attract the best talent and create robust clinical programs.

Operational Excellence at Jupiter

Jupiter Hospital's tagline says 'Patients first', which is something that Dr. Patankar and the rest of the organization firmly believes in.

“For us, our patients are the fulcrum around which the entire ecosystem of the hospital exists”. It is important that everyone in the organization has their objective aligned to this philosophy. Living this philosophy, we had a brainstorming session to create something called 'Patient Touch Points or PTPs. We've identified a list of more than 150 PTPs covering the entire journey for a patient right from the time when a patient decides to call the hospital, to physically reaching the hospital, the OPD consultation or during the admission and discharge process. The clear objective was to identify and create a compassionate and caring healthcare delivery at various levels where the patient interacts with the hospital during the entire journey.

Strategic partnership with suppliers

Commenting on the supplier relationship with the organization, Dr. Patankar said that they have a centralized function which handles supply chain for the group hospitals. As a best practice,

vendors are signed on a rate or yearly contract.

“The centralized function helps us to create a seamless flow of material across all hospitals. Conventionally and especially in the current times, it is important to optimize your costs by using the best practices in supply chain management”. It helps in optimizing your SKUs without compromising on quality. On the importance of a healthy relationship with key suppliers, Dr. Patankar tells us that the Pune hospital had an unfortunate incident last year due to excessive rains.

“There's a river behind the hospital and unfortunately due to heavy rains, there was a flood situation. A lot of our equipment installations including the diesel generator, Oxygen Plant, CSSD autoclaves, Chiller plant, UPS and many engineering equipment were submerged under water and had to be replaced. In a matter of 3 to 4 weeks, the entire basement was cleaned up and all the installations were replaced and returned to normal functionality. Normally, it would have taken about 6 months for such setup and installation. However, we were able to re-start our Linear accelerator, equipment for Radio therapy which was also damaged due to flooding in less than 3 months after the incident. It was possible because we have built good relationships with our vendors across the spectrum, whether it's the engineering or medical equipment. We treat them as an extension of our entire healthcare ecosystem. Cultivating good relationships with vendors can inspire them to go out of their way & make things right. If you work in good faith and trust with your vendors and suppliers then they will be more than willing to be a part of your growth and success story.”

Dr. Patankar considers his staff as internal customers and the vendors as their external customers. Both of them are very important to ensure that the ecosystem runs and progresses, he mentions. Since the critical equipment

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supply, biomedical supply, imaging equipment and other major equipment have high energy consumption and require high capital investments, the vendors are made to ensure that the equipments are functioning 24*7. This has a key impact on hospital's ability to meet patient needs & deliver quality care. Therefore, there is always an effort to maintain lasting relationships with key vendors or suppliers.

Key business message

“I think the most important message is to be patient-centric and focus all actions keeping the patient in mind.

In order to run the hospital successfully and take it to the next level, it is important to create an impactful experience & positive outcome for patients. The hospital staff & infrastructure has a major role in ensuring patient satisfaction at every touch point. We collect an SMS based feedback to ensure absolute unbiased & unfiltered opinion on our services, people and infrastructure of the hospital. It helps us to be agile and continually improve. We always ensure to act upon every suggestion given in the feedback & revert to the patient. It is very important to complete the loop of communication.

In majority of the organizations, not just in healthcare, there's always a huge gap in communication between customer and organization. So every feedback is addressed in a very systematic manner and within a certain amount of time. If a concern is not addressed, then it must be escalated.

We are also very keen on getting feedback from our vendors for all the processes that we follow. We believe in building a culture of open & transparent communication.

Dr. Rajendra Patankar has proven time and again his knack for creating valuable relationships in the healthcare sector and promote clinical excellence for the hospital's development and his vision is leading the way to provide a great patient experience.



Personalized treatments
Highly competent team of experts offering customized treatments for better prognosis.