Doctropreneurs With Innovative Disruptors – A Synergy Way Ahead In Indian Healthcare System

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Abstract— Healthcare is one of the fastest growing sectors in India. As the population ages and people require medical and social care, we should take significant measures in health policy and implementation. The primary aim of the case study is to know the status of affordable healthcare services offered by the doctorpreneurs and identifying the innovative disruptors which motivated them to provide healthcare services to the public with social heart and business brain and how this could be feasible to make it common for all. This study highlights and proposes a measure for the policy dilemma of how to balance between the articulate middle upper class demand for more access to technologically advanced and subsidized clinical services and the more pressing needs of the poor. This study would provide a suggestive policy measure for low cost, high quality healthcare with universal access, by partnering with doctor-entrepreneurs.

Index Terms— doctorpreneur, innovative disruptors, health care system, technology, entrepreneur, recent trend in health care, doctor-entrepreneur

1 INTRODUCTION

Healthcare is one of the fastest growing sectors in India. The Indian healthcare sector is expected to reach US$ 372 billion by 20221. Rising income level, greater health awareness and improved access to insurance would be the key contributors to growth. As envisioned under the National Health Policy, 2017, the Union Budget, 2019 has taken a long stride towards Universal Health Coverage, with focus to increase the health coverage for the under privileged with the raise of 19% in health outlay in the society. Approximately 55 percent of the healthcare system is managed by private players specifically the 1.15 beds per 1000 people in India and still short in infra facilities and one third of the population prefers to go for private health service providers. The number of chain healthcare operations is the trend at present including Fortis, Apollo, Narayana Hrudayalaya, Manipal, and Max Hospitals make up just 5 percent of total beds across the country2.

Healthcare in India has always posed big questions around accessibility and affordability for most of its population. On the one hand, it is largely balanced through out of pocket payments and remains unaffordable for a large part of the population. On the other hand, access to the right doctors, facilities, treatment and medication on time is limited to a few metro cities and thus, large parts of the country lack this access. The various change drivers such as technology improvement, the basic consumer expectations, the positive market force, cost of medical services, the policy and strong regulatory reforms have made the viable entry of doctor-entrepreneurs in Indian healthcare3. Basically the medical practitioners have a motive of doing the great service to the society in addition to it; they are envisaged to venture into the innovative area of entrepreneurship.

The reasons might be of enjoying greater independence and financial freedom. In addition, they are keen in addressing the healthcare issues and work for reforms with innovation. This would change their routine profession as doctors to perform traditional duties and keep their focus on building an entrepreneurial spirit with using various innovations in healthcare services. Their integration with other communities will pave a new transformation in providing healthcare services and build a sustainable healthcare model4. Thus the aim of the paper is to know the role of innovative disruptors in healthcare in India.
along with its possibility and identifying the levers which motivated doctor-entrepreneurs to provide healthcare services to the public with social heart and business brain.

2. MATERIAL AND METHODS:

2.1 NEED FOR INNOVATIVE DISRUPTORS:

Innovating healthcare often requires challenging the status quo and involves various changes in systems, processes and attitude. Promoting innovation means being open to the ideas and changes that creative individuals are willing to bring to the table. When their knowledge and experience as a healthcare professional are combined with entrepreneurial skills, these individuals can bring out the best of both worlds – the doctorpreneur, in a nutshell.

The innovative disruptors in healthcare services namely shared societal vision, strategical and structural focus in disruptive and reverse innovation, proactive wellness, operating business models, personalised connected health through technological investment and medical treatment, developing hybrid workforce, transformational leadership impact will be considered for changing the focus of doctorpreneurs to create the opportunity to influence the demand, utilisation and supply levers in health care in India.

As the life sciences and healthcare industry is facing major challenges with digital technology, restricted fund, changing need of customer need and sentiments have unlock the opportunity for physicians to transform their medical services in to exclusive healthcare services focusing with different customer segments from kids to aged care solutions. But the higher end challenge is how to sustainably deliver the low cost high quality accessible care to the needy. This has created changes in all the healthcare eco system and its relevant operating models. To make the entry of doctorpreneur with innovation, the key focus strategies could be

i) identifying the outcome based healthcare model placing the customer segment in the front, ii) accessing the digital connected devices to foresee the health management system, iii) applying innovative disruptions using technology ranging from virtual to humanoids, iv) exercising the application of data science for making decisions, v) encouraging hybrid workforces in healthcare services and vi) the transformational leader cum entrepreneur role of physicians.

3. EXISTING RESEARCH WORKS:

A pool of research articles and the excerpts from a book (Vijay Govindarajan and Ravi Ramamurti in their latest book, Reverse Innovation in Health Care: How to Make Value-Based Delivery Work (Harvard Business Review Press, 2018) has envisaged that among global, how countries such as India are transforming healthcare with unique business models that blend the social and commercial. Rich countries are strong in health care technology, drug discovery, developing new medical devices, and so on, but they have not paid attention to the efficiency and cost in the delivery of healthcare. In poor countries like India, on the other hand, because of the shortage of medical resources, the large population, and limited ability of people to pay, value has always been much more important. Their research is pointed out that there is no need for striking a balance between the doctorpreneur with social heart and business brain because it is possible to have both. Many NGOs have a social heart, but because they lack a business brain, their operations are hard to scale up. On the other hand, the private corporate healthcare players have a business brain and therefore target only well-to-do patients, end up with foregoing the volume that comes from serving the masses which raises unit costs and lowers their margins. This has initiated an inspiring mission for private players with both a social heart and a business mind can be more profitable than one with only one of these traits. Their research papers have also remarked the critical role played by Government in providing affordable health care by supporting social programs geared to prevention by educating people about healthy life styles, enter into Public-Private Partnerships.

The research reports (Healthcare Reimagined- KPMG 2018, Reimagining the possible in the Indian healthcare ecosystem with emerging technologies-BCC&I, PwC’s, 2018, healthcare, IBEF, 2018,) have pinpointed that many of private players operating in the healthcare sector are identifying the ways to provide better health services by focusing on the needs of consumers, responding to the regulatory system, enabling the use of technology and the expected significant change in the present system. A recent study also (Kiran Mazumdar-Shaw, 2017) supported that affordable innovation for easy access within the reach of needy could have a positive impact in India where the resources are constrained. This innovation could ensure that healthcare is “available” and “accessible” to every citizen of the country by integrating the Government’s policy support, novel financing options etc. In line with this, a recent study (Muraleedharan V R, et al.(2018):Universal Health Coverage-Pilot in Tamil Nadu: Has it delivered what was expected?, 2018) on TN Government initiative UHC pilot reported that the access to healthcare services to public hospitals have been in
increasing trend and reduces the out-of-pocket expenditure of the public. This has given a clear understanding that public is willing to access medical treatment if it is provided with low cost and higher quality.

4. CONCLUSION
The health scenario in India is appalling. The patient – physician and nurse density is one third to one sixth compared to United States. The child mortality is seven times higher than United states and four times than China. Among the identified 63 million Indians with diabetes and cancer, no diagnosis and treatment were provided. Out of 2.5 million Indians, only 5% have got the heart surgery done on time. In spite of this stipulated conditions, India is still having value competition offered by various doctorpreneurs with low cost high quality healthcare for the rural community\(^{11}\). Based on Indian socio economic context, where most of the poor rural community live with uninsured, this value competition still flourishes with the support of visionary enterprises run by doctorpreneurs. India is also ahead in health innovations specifically the disruptors strives path for quality healthcare at lower price.

This new approach to healthcare would provide a suggestive policy measure for low cost, high quality healthcare with universal access, access to an adequate level, and access without excessive burden by partnering with doctor-entrepreneurs with social heart specifically for vulnerable groups such as children, women, disabled and the aged\(^{12}\). It also addresses how this synergetic partnering would help to improve the performance of the healthcare systems within the global context of sustainable development goals and make progress in access to healthcare by poor, creating a feasible health environment to make everyone responsible in the health value chain, promote healthy habits among public by creating awareness on conducive life changes and its acceptance, usage of technology to mitigate the health issues to the extent possible to the society

REFERENCES


