# Richa Gour

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***Synopsis:***

Performance driven healthcare professional carrying over 10 years of relevant experience in hospital business management, operations and administration. Notable success in Business planning and analysis, budgeting, developing standard operating processes, shaping strategic vision and policies to drive and sustain growth.

***Key Proficiencies:***

1. Operations management.
2. Business Strategy.
3. Quality assurance.
4. CRM and service excellence
5. Medical equipment planning.
6. Team Leadership.

Thorough understanding of:

* Hospital Business drivers (EBIDTA, ARPOB, Cash flow, ALOS etc.) and P&L statement.
* Budget projections and monitoring.
* Pricing and tariff mapping.
* Cost rationalisation.
* Management Information System.
* Clinician’s Engagement.
* Green field project commissioning.
* Standard Operating procedures.
* Business Reporting.

During my career span till now I have lead teams ranging from 2 members to 50 members and always played a pivotal role in making difference to improvise business and culture of the organisations, has been awarded: employee of the year, HOD of the year, best performer etc.

***Professional Experience:***

**Organisation**: Design Organ Pvt. Ltd.

**Location**: Noida

**Assignment:** Director Healthcare Division

**Tenure**: From March 2015 till date.

**Précis:**

Started Healthcare Vertical in the organization and responsible for the business of the vertical. With the help of my experience and networking in the field brought projects for the company of the scale up to 150 beds, created new division, it’s business prepositions, manpower planning, and policies.

* Brought Healthcare business for the organisation.
* Created Business plan for the company.
* Strategic mapping and presentation to investors.
* Responsible for the business and profitability of the division.
* Undertaken hospital projects which includes End to end of healthcare project cycle; right from feasibility report to commissioning stage- which includes market research and survey, financial, infrastructure, medical equipment and manpower planning, doctor hiring, outsource management, Pricing, purchase etc.
* Developed the Team of six promising consultant to drive multi domain deliverables.

**Organisation**: Jaypee Healthcare Pvt. Ltd.

**Location**: Jaypee Hospital- Noida.

**Assignment:** Manager Operations.

**Tenure**: From June 2014 till March’15.

**Précis:**

Joined at the time of commissioning of first flagship hospital of Jaypee group – 1200-bedded Hospital. Part of the core project team that launched the Healthcare division of Jaypee group. Initiated many programs and established many systems for the Hospital

* Developed pricing and packages for the new set-up.
* Created formats and reports for HIS.
* Created Standard Operating procedures across the hospital.
* Setup of departments like EHC, OPD, IPD including business plan, equipments, manpower, operating flow, forms and formats, policies and procedures.
* Pre-launch Functional training to operational team.
* Launched and established the concept of Service Excellence.
* Developed annual, quarterly, monthly and weekly reporting system.
* Periodic business analysis and presentation to the senior leadership.

**Organisation**: Rockland Hospitals Pvt Ltd.

**Location**: Corporate Office- Qutab Institutional Area

**Assignment:** Corporate Head Business Strategy and Planning (Sr. Manager).

**Tenure**: April 2013 till June 2014.

**Précis:**

Consult with CEO and senior leadership on business and activities for Rockland Group of Hospital (Three units above 900 beds). Managed annual budget process, monthly business activities and reporting and long term strategic planning. Evaluate organizations key business indictors- Revenue volumes, ARPOP, ARPP,EBIDTA, ALOS, Inventory turnover. Monitor organizational productivity, revenue, and expenses, as compared with targets. Design key reporting systems to streamline business process.

* Collaborated with CEO in development of group wise strategy by analysing demographics and other key indicator data’s to drive strategy.
* Established annual budget targets in collaboration with CEO and other senior leaders, teamed unit heads to develop an operational plan align with budget targets and presented to the Board.
* Analyzed the operational performance and reported to the management through newly develop Profitability report, implemented automated capture system to ensure accurate and reliable reporting.
* Revised standard operating procedure to ensure streamlined on ground patient flow and satisfaction.
* Evaluated and revised pricing for the Group and created packages.
* Clinician engagement, brand repositioning, business profitability and culture transformation were the primary objectives of the organization and I played a pivotal to achieve.
* Designed reporting forms and formats for new HIS implementation.
* Medical programs modelling and business proposition for new specialities.
* Costing and cost rationalisation.

**Organisation**: Columbia Asia Hospital Pvt. Ltd.

**Location**: Columbia Asia Hospital Gurgaon, Columbia Asia Hospital Bangalore.

**Assignment:** Various **-** Head CRM, Operations & Quality, Medical Equipment.

**Tenure**: July 2008 to March’13.

**Précis:**

Joined Columbia Asia group of hospitals when the group first stepped in Indian Healthcare - first FDI in Healthcare, joined it’s Hebbal unit as executive Biomedical (medical equipment planning) and in 5 years tenure got opportunity to spearhead many departments like Customer relations department, Business head of diagnostic services, Quality Assurance, Operations. Handled team of up to 50 members. Received three promotions and exceptional performance rating throughout. Received HOD of the year and best employee awards. Following is the summary of responsibilities I handled:

* Yearly Budget Planning, projection and monitoring.
* Hospitals diagnostic department’s business strategy mapping.
* Monthly Revenue/Budget/COGS Analysis.
* Revenue and Cost Analysis, improve profit margins
* Inventory day management.
* Service excellence, Customer Relationship & Management.
* Market evaluation and strategy.
* High Impact customer activities.
* Design and implementation of SOP’s, forms and policies across hospital
* Team’s performance evaluation, management, motivation, training needs etc.
* Individual PDT's set for team members.
* Customer feedback analysis, continuous process improvement, Complaint management, IP management and discharge management.
* Define par stock for different departments and monitor its compliance.
* Lead lean projects such as Discharge TAT, Ultrasound waiting time, OPD turnover, OT utilisation, H/C in one day.
* Set a zero defect process on registrations and demographic detail capture.
* Creation of tariff packages.
* Lead Quality accreditation like NABH, NABL and other audits and certifications for the Hospital.
* Annually, Monthly analysis of Hospital wide clinical and non-clinical Quality Indicators.
* Responsible for standardising cost control in ancillary departments.
* Man Power planning for Operations Department.
* Quality and Safety- infection control.
* Liasioning with third parties for maintenance contracts and outsourced services.
* Business reporting to management.

**Organisation**: Fortis Healthcare Pvt. Ltd

**Location**: Corporate office, Piccadilly House, New Delhi.

**Assignment:** Medical Operations Executive

**Tenure**: October’06 to August’08

**Précis:**

Joined Fortis Healthcare when the group was setting its base in NCR and country after the success of Mohali Hospital, got opportunity to work on many Greenfield projects and one of the finest teams in the group – Medical Operations Group (MOG) Team that was playing a key role in strategic, business and medical planning of Fortis hospitals across India. Following is the brief of responsibilities I handled in Fortis –

* Capital Expenditure planning for the upcoming units.
* Detailed medical equipment and medical instruments planning.
* Single headedly handled technical evaluation of all Medical equipment and Instruments before purchase.
* Responsible for creation of technical recommendation notes for each equipment’s purchase.
* Meeting key stakeholders – clinical department heads of various units to take feedback on equipments.
* Part of the purchase negotiation team as the technical support.
* CAPEX analysis and reporting.
* Worked on Capex rationalization project with Ernst and Young team.
* Medical planning of Fortis Jaipur and Fortis Vashi Hospital.
* Worked with Mckinsey Team on conceptualizing **CBU** for Medical equipment under Fortis Operating Systems.
* Equipment, Instrument and Space evaluation of brown field projects.
* Worked alongside projects team on space planning.

***Educational Credentials:***

* Biomedical Engineering with Honours.(83% Honours degree)
* Certified - Bullet Proof Manager from CrestcomTM
* Six Sigma Green Belt certified
* Financial planning course MDI Gurgaon
* Certificate course from Indian Institute of Material Management

***Personal Details:***

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| Name: Richa Gour | W/O Shubhank Thakur, D/O: Shri. R.S. Gour & Smt. Saroj Gour |
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***References:***

Available on request

**Place: Delhi** **RICHA GOUR**