CURRICULUM VITAE

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**Personal Particulars**

**NAME** : Dr. Rajiv Malhotra

**DATE OF BIRTH** : 06 Aug 1957

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New Delhi 110024

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**Summary**

A senior healthcare professional with sound understanding of the Healthcare Industry and rich experience across the healthcare spectrum, which includes Operational Excellence, Business Development, Cost Control, setting up Quality Management Systems, Planning and Designing hospitals, Manpower Planning, Start up of New Units,

Currently I am with the Metro Group Of Hospitals. Metro Hospitals is a well known Hospital Chain in North India with 14 Hospitals across 5 States.

I believe in team work and the promotion of an ethical and value based culture in the organisation.

**QUALIFICATIONS** : (i) MBBS ,(AFMC), Pune - 1979

1. MS (ENT), Mumbai – 1991
2. Post Graduate Diploma in Health and Hospital Management (Academy Of Hospital Administration) – 2000

**AWARDS** : Awarded Certificate and Medal of Commendation by the Chief of Naval Staff for outstanding professional contribution and dedication to duty.

# **APPOINTMENTS HELD**:

**Currently:** With Metro Group since May 2014.

**CEO:** Metro Hospital and Cancer Institute,Preet Vihar, New Delhi (Since Apr 2015)

150 Bedded Facility, currently under expansion to 200 beds.

**Achievements**:

* Improved operational efficiency
* Improved Patient Care Services
* Introduction of new Consultants
* Starting of additional departments such as Gastro Enterology, GI surgery, Neurology
* Successfully completed NABL re certification audit.
* Have achieved over 25 % increase in revenue since assuming charge.

**Director Operations :** Metro Hospitals and Heart Institute, NOIDA (Since May 2014 till Mar 2015)

Operational Head of Metro Heart Institute and Metro Multispecialty Hospital , NOIDA. A total of 317 Beds.Also Looking after 50 Bedded Metro Heart Institute at Lajpat Nagar, New Delhi

**Role & Responsibility**:

Overall Operational control of all three units

Business Development

Stream Lining Systems and Processes

Improvement of Patient Care Services

Consultant Hiring and Handling

Budgeting and Cost Control

Significant Achievements:

* In the short span of three and a half months increased the Top line by 25 %.
* Successfully prepared the hospital for the NABH and NABL Re- certification Audits.
* Improvement In Patient Satisfaction rates by 10 %.
* Brought in additional Consultants in Orthopaedics, General Surgery, ENT and Paediatrics

**Formerly:**

1. **Unit Director**: **Rockland Hospitals Pvt Ltd**.

At Qutub Unit (From Oct 12 to Oct 13)

At Dwarka Unit (From Nov 2013 to Apr 2014)

**ROLE AND RESPONSIBILITY**:

**Business Development**: Responsible for improving the Top Line, formulating and execution of Business Strategy including Sales and Marketing strategy and International sales. The Units have achieved more than 60 % growth in Sales during this period.

I have also been instrumental in bringing in additional Consultants in the fields of Orthopaedics, Neurology, Medicine and Nephrology.

**Budgeting and Cost Control**: Responsible for preparing the annual budget of the unit. This includes specialty wise and procedure wise revenue planning, identifying core growth areas, planning manpower requirements, identifying equipment needs, adding new departments etc. The exercise also includes making of P&L statement, rationalization of costs with the aim of achieving profitability.

**Medical Services**: Responsible for the following

* Engagement Of Consultants: Hiring of Consultants, Setting Business Targets, monitoring their performance and providing them the required support.
* Setting up Clinical and Non Clinical departments and ensuring conformance to quality standards.
* Achieving Excellence In Hospital Services
* Ensuring Quality Medical and Nursing Care
* Streamlining Admission and Discharge Protocols
* Monitoring Patient and Consultant Feedback and taking necessary corrective and preventive action.
* Ensuring Adherence to Legal and Statutory Compliances
* Creating a robust, value based and ethical organizational culture with emphasis on people, systems and processes.
* Instrumental In getting NABH Accreditation for Qutub Unit and getting the Dwarka Unit ready for Pre Assessment.

**Hospital Operations:**

* Streamlining Processes and Protocols
* Monitoring of Operational parameters such as ALOS, Departmental Gross Margin, OT Utilisation, Equipment Utilisation, OT utilization, Cost Control etc.
* Billing & Recovery: Includes monitoring of TAT for dispatch of credit bills, short recoveries, deductions etc.
* Stores & Purchase
* Engineering & Maintenance
* Security & Housekeeping

**Human Resource Management**

* Ensuring HR policies are in line with statutory regulations
* Wage/ Increment Policy
  + Manpower Planning/Budget
  + KRA Formulation and Monitoring
  + Training
  + Outsourced Vendor Agreements

1. **Director, Med Edge Consulting Pvt. Ltd (2010- 2012):** Provided Consultancy Services for greenfield hospital projects, Equipment planning, Manpower planning and staffing for the Healthcare Industry, ISO and NABH certification and Training of paramedical personnel.
2. **Director Operations**, **Batra Hospital and Medical Research Centre, New Delhi** (Feb 2010 to Aug 2010)

Responsibilities included ;

* Streamlining of hospital operations,
* Preparing the hospital for NABH certification
* Development of satellite units, revival of sick unit
* International Business Development.

# 4. **Vice President (Medical) Rockland Hospital, New Delhi**. (Oct 05 to Jan10)

**Responsibilities & Achievements**

* **Complete Operational control of the Hospital**, with primary focus on improving operational efficiency, streamlining patient care services, setting up systems and protocols and establishing a quality management system in the hospital.
* **Quality Initiative**: Leader of the Quality team responsible for setting up **Systems and Processes** for obtaining **ISO 9001:2008 certification** in Mar 2009 and final assessment for **NABH accreditation.**
* **Due Diligence:** Team Leader for preparing the hospital for due diligence by the team from the World Bank/IFC. Rockland hospital is now the preferred partner of IFC.
* **Head, Human Resources**: Responsibilities included the following:
  + Formulation and implementation of HR policies,
  + Selection & Hiring of Consultants, Resident Doctors, Nursing, paramedical staff, and also non medical staff for support and ancillary services.
  + Training and development of staff.
  + Formulating job descriptions,
  + Drawing up KRAs,
  + Staff appraisals,
  + Disciplinary and Labour related issues
* **Academic Responsibilities**:
* **DNB Training**: Was responsible for getting approval from DNB Board for starting the following DNB programs in Rockland hospital:
  + DNB Family Medicine
  + DNB Orthopaedics
  + DNB Anaesthesia
* **Marketing and Business Development**:
* **Engineering and Maintenance Services** including biomedical equipment.
* **Purchase and Maintenance** of Hospital Stores & Equipment
* **Hospital Security and Discipline**.

# **Deputy Medical Superintendent** (Nov 2003 to Sep2005)

# Sri Balaji Action Medical Institute,

# Paschim Vihar, New Delhi-110063

SBAMI is a 400 bedded Multi Specialty hospital which became operational in Apr 2004. Was responsible for start-up of the hospital and making it fully operational.

***Responsibilities***

1). Prior To Start Up:

* Equipment Layout Planning
* Designing Patient Flow patterns
* Designing Hospital Stationary and various medical forms
* Manpower Planning and recruitment including salary scales and packages
* Drafting of Service Rules for the Institute
* Applying for and following up with different agencies for issue of various mandatory licenses required by the hospital at start up.
* Formulation of Hospital tariff structure.
* Operational aspects of the Hospital Information System
* Laying down protocols for different areas like Front Office, Casualty, Wards, Operation Theatre, ICU etc
* Designing the Hospital Signage System

ii) After Start Up:

* Business Development:
* Branding and Marketing of the hospital
* Empanelment Activities
* Health Camps
* Streamlining Systems and protocols
* Establishing Quality standards, including preparing the hospital for ISO certification.

**PAST WORK EXPERIENCE (While in the Armed Forces):** (1979 to 2003) Took premature retirement in the rank of Surgeon Commander, after serving for nearly twenty four years in the Indian Naval Medical Service. During this period, have successfully managed varied tasks including planning, coordinating, controlling and executing patient care activities, personnel and material management, budgeting , training of paramedical personnel and other related aspects of health care in the Indian Navy. Some of the appointments held were as under:

**(i) (1997-2003) Deputy Director Medical Services,** at Naval Headquarters, New Delhi.

* Actively associated with the modernisation project of 850 bedded Naval Hospital at Mumbai, which included procurement of state of art medical equipment and setting up of new departments like CTVS, Cath Lab, RadioTherapy and modernization of existing departments like Radiodiagnosis, Neurology, Neurosurgery etc.
* Planning the requirement/authorisation of medical equipment and stores for all units of the Indian Navy during peace and war.
* Ensuring continuous supply of drugs and consumables to all units of the Indian Navy.
* Budget Controller for the Naval Medical Services

(ii) **( 1995-1997) Asst.Command Medical Officer**, Headquarters, Southern Naval Command, Kochi.

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* Advisor on Health matters to the Flag Officer Commanding in Chief, Southern Naval Command.
* Planning of Health related activities for the Southern Naval Command
* Inspecting Authority for all the Hospitals and medical units under Southern Naval Command. Duties involved assessment of various aspects of hospital functioning like quality of patient care, state of equipment and stores, accounting procedures, hospital records, hospital maintenance, logistics, manpower management etc.
* Maintenance of Health Records for the entire serving population of the Command.
* Sanctioning authority for special medical treatment, transfer of patients to higher centres etc.

(iii) **(1992-1995):**Appointed as **Incharge** **Of Naval Hospital** at Jamnagar, Gujarat

Duties included planning , coordinating and executing preventive as well as curative aspects of health care for the entire Naval population .

* Contributed significantly towards modernization of the Dental Centre and Hospital Laboratory
* Provided Specialist ENT Cover to MH Jamnagar
* Officer-in-charge, Station Health Organisation

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(iv) **(1986-1991)** :Posted to a 850 bedded **Naval Hospital at Mumbai**.

* Medical Officer- in- charge, various wards,
* ENT Specialist
* Training of Nursing students, Medical Technicians, Merchant Navy Officers

(v) **(1980-86**) As Medical Officer in the following appointments:

* Medical Officer In Charge on board Naval Ships
* Medical Officer In-Charge Fleet Medical Centre, Mumbai
* Medical Officer In-Charge Naval Dockyard, Visakhapatnam

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**REFERENCES**

* 1. Dr P.K. Dave

Chairman Advisory Board and Head Orthopaedic Services

Rockland Hospital

Mobile: 9810952288

* 1. Shri Girdhar Gyani

Former Chairman, QCI

Presently, Founder,

Association Of Healthcare Providers Of India

Mobile: 9810730040

* 1. Dr. Rajesh Bhalla

Formerly, Dean Academics

IIHMR, New Delhi

Mobile: 9810434554