



Strategic planning for new hospital build

Philips Healthcare Transformation Services helps Inrusinvest deliver state-of-the-art healthcare

Who/where

Inrusinvest, a private oil and mining group in the southwest corner of Siberia in Russia, has the ambition to improve access to high quality care in the Kemerovo region.

Challenge

The challenge for this investment group – which has little experience in the healthcare sector – was to turn an unused building, initially constructed as a trade center, into a state-of-the-art medical center capable of serving the widespread population of Siberia.

Solution

Philips consultants carried out thorough research and market analysis to help Inrusinvest develop a concrete vision and strategy that met their requirements. Philips consequently developed a service model and conceptual design for the new facility.

Results

Inrusinvest and Philips have collaborated to complete this project. Philips solutions have been accepted and implemented. The new facility opened its doors in 2017.

Inrusinvest had a far-reaching goal when they began this project. They wanted to convert a large empty building with no water, electricity, or heating into a modern healthcare facility.

Located in Novokuznetsk, one of the oldest cities in Siberia, this center would provide efficient state-of-the-art medical services to a population of 1.2 million people across a vast region. Because Inrusinvest lacked a great deal of experience in the healthcare sector, they turned to an experienced advisor. They turned to Philips consultants for their unique expertise in transferring broad international medical consulting experience and technology to a specific local setting with its own social, cultural, and legislative requirements.

The collaboration has provided the group with access to Philips strategic consultancy services. They could deliver all the components needed to help Inrusinvest formulate a business model and conceptual design that is comprehensive and innovative – and most importantly realistic to achieve in the new build.

The group initially asked Philips to carry out a quick feasibility scan that included a market analysis, high level service model proposal, and high level assessment of using the building for a medical facility. Impressed with the expertise on improving clinical, operational, technical and financial performance of healthcare organizations demonstrated by the consultants, the work quickly developed into a full-blown project involving 12 workstreams responsible for all aspects of the project.

Market analysis

The vision for the new hospital was to be an open, innovative private medical center in the city of Novokuznetsk to provide landmark healthcare services

to the Kemerovo region. To create a successful business model for this center, it was critical to understand disease patterns and the competitive landscape of the region. Philips consultants assisted Inrusinvest in collecting key market information to identify key trends, treatment, and diagnostics methods, and the availability of specific services.

The market analysis identified key disease groups, which could help target the main patient flow for both inpatient and outpatient services. Local citizens provided significant input to the market analysis. A survey was conducted to capture information about their healthcare spending habits and their view on the availability of services and quality of care.

A detailed analysis was then done to correctly match supply and demand, as well as find appropriate price points for key services to calculate preliminary revenues.

A number of interviews with key regional clinics and healthcare authorities allowed the consultants to make a preliminary market forecast.

Market analysis of the region produced statistics of the local population and defined potential need for healthcare services. This research was used to develop the hospital strategic plan, the service model and the conceptual design for the new medical center.

Strategic plan

Formulating the ambition of the medical center and making the right strategic choices was critical for its future planning. Philips consultants initiated and conducted a strategy workshop with Inrusinvest management and the future healthcare leadership team. During the workshop, the mission and vision of the medical center was formulated and key strategic goals were set. Growth scenarios were identified and then prioritized by consultants before being fed into the Philips service and capacity modelling tools for further calculation and evaluation.

As a next step the strategic goals were transformed into strategic initiatives covering four segments: Markets and Patients, Finance, Processes & Operational Efficiency, Technology and Innovation. Each strategic initiative led to a specific action plan that was cross checked with the market analysis, the service and capacity calculations, as well as expert advice from Philips international experts.

The strategic plan provided Inrusinvest with a clear vision and high level action plan for the next seven

years to help them transition into a leading regional healthcare service provider with several connected centers of excellence and primary care units across the Kemerovo region.

“As one of the global leaders in healthcare consulting, we engaged Philips for our project. There were three components to the scope of their work:

A detailed market analysis describing the most highly demanded medical services in the region and expected patient volume

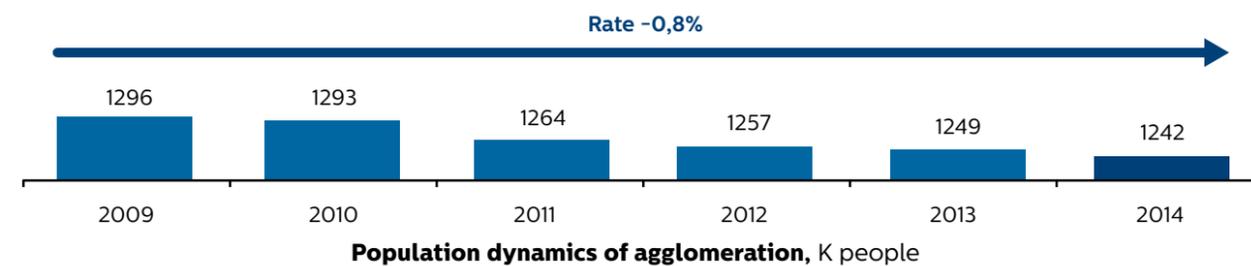
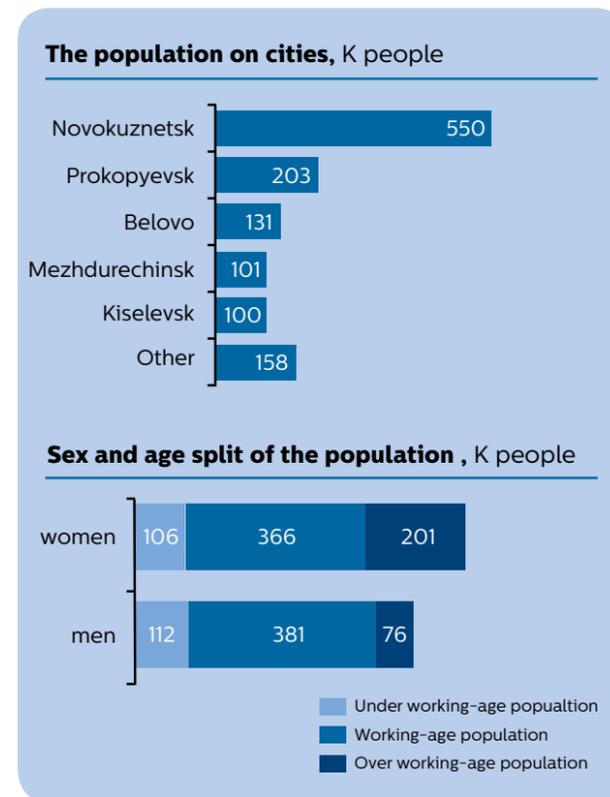
An economic model and unique business plan that facilitated our decision making on the feasibility of the medical center

A service model, developed specifically by Philips, to help us understand the scope of the equipment and knowledge required to provide best-in-class medical services

We continue to work with the Philips team. Based on our experience with the Philips consulting team, we will certainly continue to draw upon their expertise after the medical center opens.”

Dmitry Danziger, Chief Medical Officer

Special attention was given in this project to the fact that the new medical center will serve a widespread geographical area. In line with the client's ambition, Philips consultants accompanied the client to local healthcare community events to hear about specific local healthcare challenges, as well as talk about structural healthcare transformation and modern connected healthcare technologies. These collaborative contributions were well received and will help increase awareness of Inrusinvest's ambitions in delivering good quality care as well as increase future referrals.





Philips visualized various hospital areas as part of its conceptual design.

Conceptual design

The initially executed quick-scan study had already confirmed the feasibility of turning the unfinished trade center of around twenty five thousand square meters into a hospital. Later, the detailed finance model created by Philips showed that the most effective way was to start the build by remodeling a portion of the building (18,000 square meters) and wait to remodel the rest of the building as new healthcare services were added in the future.

Philips and partners developed the layout plans for this first design phase. They took into account the calculated inpatient and outpatient flows and the hospital planning requirements. They also drew upon the workflow efficiency expertise from Philips international experts to make detailed strategic plans for process and operational efficiency. The new facility includes room for patient registration, triage and a radiology department with room for different diagnostic procedures including MRI, mammography and endoscopy. The surgery department has five surgical suites with a 64-bed in-patient department and intensive care unit/ recovery with 14 beds. Other facilities include a clinical laboratory and hospital pharmacy.

Philips provided conceptual designs, architectural and planning services, engineering services, medical equipment specifications, and interior design specifications.

Opening doors

By collaborating with Philips, Inrusinvest has realized its goal of putting a new approach to healthcare into practice in the region. The modern hospital uses the latest medical technology to offer excellent service and medical care. The new facility has opened its doors to the public in April 2017. Throughout this complex, multi-year collaboration, Inrusinvest has come to value Philips as a trusted and professional consulting adviser.

Learn more

Through collaborative and people-focused engagements, Philips Healthcare Transformation Services can help develop innovative solutions to solve your most complex challenges of care delivery.

For more information please visit :

www.philips.com/healthcareconsulting.

Results are specific to the institution where they were obtained and may not reflect the results achievable at other institutions.

