



# “Understanding the total value chain of an healthcare outsourcing services in Bangladesh”

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Parkway Hospitals, Singapore Pte Ltd

**Jhimith Randal**

**2/1/2016**

An Internship Report submitted to BRAC Business School, BRAC University, for fulfillment of Bachelors Degree. The report is based on the learning and findings of Parkway Hospitals, experienced while pursuing as an intern at Parkway Hospital Liaison Office, Dhaka.

## **Internship report on Parkway Hospitals, Singapore Pte Ltd**

**Research Topic:** Understanding the total value chain of a healthcare outsourcing services in Bangladesh.

**Prepared by:**

Mr. Jhimith Randal

ID: 10104046

BBA

Major in Marketing

BRAC University

[jhimithrandal@gmail.com](mailto:jhimithrandal@gmail.com)

Contact no: 01799-783781

**Accademic Supervisor:**

Mr. Tahsan Rahman Khan

Senior Lecturer

BRAC Business School

BRAC University

[tahsan@bracu.ac.bd](mailto:tahsan@bracu.ac.bd)

**Company Supervisor:**

Mr. MuntasirMamun

Senior Marketing Executive

Parkway Hospitals

Dhaka Liaison Office

Contact no: 01919-063333

**Letter of Transmittal**

2<sup>nd</sup> January, 2016

Mr. Tahsan Rahman Khan

Senior Lecturer

BRAC Business School

BRAC University

Mohakhali, Dhaka

**Subject: Submission of internship report**

Dear Sir,

I am highly satisfied to submit my report on “Understanding the total value chain of an healthcare outsourcing services in Bangladesh”. This report is an integral part of my academic courses in completion of the BBA program. For preparing this report I tried my level best to accumulate relevant and up-to-date information from all available sources.

In completing the report I have tried my best in imparting every available details of the Parkway Health avoiding unnecessary amplification of the report. I hope that this report will meet the standard of your judgment.

Sincerely Yours

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**Jhimith Randal**

**ID: 10104046**

**BBA (Major in Marketing)**

**BRAC University**

## **ACKNOWLEDGEMENT**

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I would like to express my indebtedness to Mr. Zahid H. Khan, Director, Parkway Health, Bangladesh, Mr. Monowar and Mr. Mamun and other staffs.

**Jhimith Randal**

**ID: 10104046**

**BBA (Major in Marketing)**

**BRAC University**

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## **CHAPTER-1 Introduction**

### **1.1 Background of the study**

The value chain of a patient care office leads to the ultimate delivery of the services it provides to its targeted segmented patients. Potential patients from all over the world highly benefit from the healthcare outsourced by international reputed hospitals. Groups of specialized team of experienced medical doctors contribute to the wellbeing of a wide number of people along with the increased technology and equipments used to diagnose, test and perform operation successfully. Medical travel refers to the international phenomenon of individuals traveling, often great distances, to access health care services that are otherwise not available due to high costs, long waiting lists or limited health care capacity in the country of origin. Increased foreign travel, increased availability of information to consumers worldwide and joint ventures in the private sector providing health services have all contributed to an increased consumption of health care abroad. In case of Bangladesh, the numbers of patients suffering from cancer, liver diseases, heart diseases, lung diseases are elevating. When the sickness or disease is in a preliminary stage, people can benefit from the medical facilities provided by some renowned hospitals such as; Square Hospital and Apollo Hospital but at the chronic level people seek to make treatment in India, Thailand and Singapore.

Facilitating from an outsourcing patient care inside a country consists of various steps; information gathering, finding the right doctor for consultation, fixing appointments on the necessary dates, issuing air tickets to travel at the right time. These steps of activities forms a value chain in the office that delivers service to a specific customer, unable to maintain an activity correctly breaks the chain and ultimately results in customer harassment. To avoid the risk, a highly proficient team of people must be employed to provide patient care to their customers. This study is required in order to gain insight about the value chain involved in the operation of healthcare industry.

### **1.2 Statement of Problem**

With the advancement of technology, human lives had become easier in thinking, communicating, educating and working but these advancements are also pushing lives to physical threats; the continuous exposure to electric waves from mobile phones and wi-fi causes

an effect on the brain, the evolved preserving techniques of food sometimes lead to liver disease, over easy access to food and smoke facilities leads human to over consumption to junk foods and fatty foods that leads to diabetes, cancer, liver diseases etc. The consumption of these facilities had shaped the human minds and is considered to be inevitable, although these factors lead to certain deaths of human lives. To fight these factors big hospital companies had evolved to provide medical solutions to make the world a better place. Among them 'Parkway Hospitals' a subsidiary of 'Parkway Pantai' operates with four specialized hospitals at Singapore; Mount Elizabeth Hospital Orchard, Mount Elizabeth Hospital Novena, Gleneagles and Parkway East Hospital. Parkway is one of the leading private healthcare groups, operating 15 hospitals with more than 3,400 beds in Asia, as well as 45 Patient Assistance Centers throughout the world. Parkway Health Dhaka Liaison Office has been operating for years in assisting the patients with an aim to provide the comprehensive care and service excellence.

### **1.3 Objective of the Study**

The primary purpose of this study is to comply with the requirement of my course. But the objective behind this study is something broader. The principal intent of this report is to understand the total value chain of a healthcare outsourcing services in Bangladesh. Objectives of the study are summarized in the following manner:

- About Parkway Hospitals
- Company's mission, vision, strategy
- Parkway Hospitals specialties and services
- Parkway Health's Bangladesh organization structure
- Parkway Healthcare Value Chain in Bangladesh

### **1.4 Significance of the Study**

The report will include 5 parts; introduction, the overview of Parkway, the main body, analysis and findings and conclusion. The company's description will be broadly discussed in order to understand the research topic along with the company's specialties and services that it provides to its customers. It will cover the activities, functions of different departments and services that it provides to Bangladesh and the value chain, the research topic, operated by Parkway in

Bangladesh. Most of the study will be based on Parkway Liaison Office, Dhaka. I will include the experiences I had acquired during the duration of my internship period in the analysis and findings section.

### **1.5 Methodology**

The research topic is based on mainly qualitative data, so quantitative is less likely to be found in the report. For achieving the specific objective of this study, I have collected the related data from the following:

- Existing employees of the company
- Various records of the company and unpublished data
- Different brochures and magazine of the company
- Web site of Parkway Hospitals



## **CHAPTR-2 OVERVIEW OF THE COMPANY**

### **2.1 About Parkway**

Parkway is a leading healthcare group based in Singapore, operating 16 hospitals with more than 3,400 beds in Asia, as well as 37 Patient Assistance Centers (PPAC) throughout the world. It has an extensive network across Asia, Europe and the Middle East with Parkway Health Patient Assistance Centers (PPAC) in Bangladesh, Brunei, Cambodia, China, India, Indonesia, Malaysia, Mongolia, Myanmar, Pakistan, the Philippines, Russia, Saudi Arabia, Sri Lanka, Ukraine, the United Arab Emirates and Vietnam. With a team of more than 1,200 accredited specialists covering 40 different specialties, Parkway is committed to its vision to be a global leader in value-based integrated healthcare.

Parkway Health Dhaka Liaison Office has been operating since January, 2000 with the aim of facilitating medical travels for the patients from all over Bangladesh. Besides providing various medical, travel and accommodation related services to patients; the Dhaka office is heavily active in different kinds of marketing and CSR activities.

Parkway Holdings maintains four hospitals in Singapore: Parkway East Hospital, Gleneagles Hospital and Mount Elizabeth Hospital Novena, Mount Elizabeth Hospital Orchard, as well as a liver and cancer center, and a network of facilities in China, Brunei, India Malaysia and Vietnam. Parkway employs approximately 9,000 employees around the globe and is the largest private healthcare provider in the region. The private sector contributes up to 20% of the total healthcare revenues in Singapore. Parkway Health is responsible for 70% of this total private sector revenue.

The emphasis of the group is on international patients, who in 2003 made up 25% - 30% of their patient volume. The Parkway Group Health care has marketing offices in 15 countries including Bangladesh, Brunei, Canada, China, India, Indonesia, Malaysia, Russia, Sri Lanka, United Arab Emirates, United Kingdom, and Vietnam, and in 2005 helped attract over 17,000 warded patients and 140,000 outpatients. In 2006, 40% of their revenue came from foreign patients. Third-quarter profits for 2006 rose 24% from a year earlier to S\$18.5m, with much of this down to medical tourism.

Parkway Holdings Limited, listed on the Singapore Stock Exchange on 1974. The Group also owns Parkway Shenton Pvt Ltd, a major provider of primary healthcare services; Medi-Rad Associates Ltd, a leading radiology services provider; and Parkway Laboratory Services Ltd, a major provider of laboratory services. In addition, Parkway Trust Management Limited provides management services to Parkway Life REIT, while Parkway Education Pvt Ltd offers healthcare education through Parkway College of Nursing and Allied Health.

Parkway Holdings Limited provides healthcare services throughout Asia, while also managing Parkway Life REIT and providing healthcare education through Parkway Education Pvt Ltd.



Parkway Medical Center has been named a Top 100 Hospitals by the 2009-2010 Hospital Value Index, according to an independent national study of hospitals across the U.S. Conducted by Data Advantage, LLC, the nation’s leader in measuring healthcare value, the study ranked Parkway among the top 1% of all hospitals nationwide, achieving high marks in quality, affordability, efficiency and patient satisfaction.

Specifically, the Hospital Value Index recognized Parkway in the following categories:

- Top 100 Hospital (Parkway ranked #28 in the nation.)
- Hospital Value Index: Best Kept Secret
- Best in Value: Quality, Affordability & Efficiency, and Satisfaction
- Best in Value: Superior Quality Merit Award
- Hospital Value Index: Best in Region
- Hospital Value Index: Best in State

The Hospital Value Index is the first and only performance indicator to focus on the value hospitals provide to their communities and utilizes the latest publicly available data, including Hospital Compare from July 2009, to recognize these accomplishments.

The Hospital Value Index evaluated 4,500 hospitals and ranked approximately 3,000 general acute-care hospitals, serving approximately 30.1 million consumers. It defines a hospital's value by its success in four critical areas:

- Quality, including CMS's Core Measures, patient safety and readmission rates;
- Efficiency, including the relative measure of the cost to the hospital for providing services
- Affordability, a relative comparison of prices charged for inpatient and outpatient services; and
- Patient satisfaction as measured by Hospital Consumer Assessment of Health Plans Survey (HCAHPS).

Source: The full Hospital Value Index study and list of findings can be found at [www.HospitalValueIndex.com](http://www.HospitalValueIndex.com).

## 2.2 Parkway Hospitals

### 1. Parkway East Hospital



Parkway East Hospital is a 123-bed private general acute care hospital. It has successfully built a loyal niche among residents in Eastern Singapore and the region for their personalized care approach, convenient location and user-friendly services. This hospital is accredited with Joint Commission International (JCI).

### 2. Gleneagles Hospital



Gleneagles Hospital is a 380-bed private tertiary acute care hospital. It is also accredited with Joint Commission International (JCI). Gleneagles has been bestowed with various awards such as:

- National Excellent Service Award
- Asian Hospital Management Award 2004 “Best Customer Service”
- Asian Hospital Management Award 2003 “Internal Customer Service”

### 3. Mount Elizabeth Hospital Orchard



Mount Elizabeth is a 505-bed private tertiary acute hospital. The largest number of cardiac surgeries and neurosurgeries in the private sector of the region are performed here. It is the first hospital in South East Asia to use the state-of-the-art Robotic Surgi Scope for neurosurgery, ENT and spinal surgeries. Like the other two hospitals, Mount Elizabeth Hospital is also accredited with Joint Commission International (JCI).

### 4. Mount Elizabeth Novena



Parkway Novena Hospital is a 333-bed healthcare facility under construction in Singapore that is scheduled to open in 2012. The hospital will offer private medical suites ranging in size from 452 square feet (42.0 m<sup>2</sup>) to 1,431 square feet (132.9 m<sup>2</sup>). Prices will range from between S\$3,588 per square foot and S\$3,828 per square foot.

Parkway Novena will be one of the biggest and most expensive hospitals in Asia when it becomes operational.

### **2.3 Parkway's mission and vision**

**Mission: "To make a difference in people's lives through excellent patient care"**

Parkway strives to establish itself as leaders in providing seamless, comprehensive healthcare of the highest quality, based on specific values, as well as focusing on creating and maintaining value for its people, patients, and shareholders.

**Vision: "The global leader in value-based integrated healthcare"**

Parkway believes if it provides the best quality patient experience, everything else will automatically fall into place. It is through excellent patient care that it aims to achieve the position of global leader in value-based integrated healthcare sector.

## CHAPTER-3 REVIEW OF LITERATURE

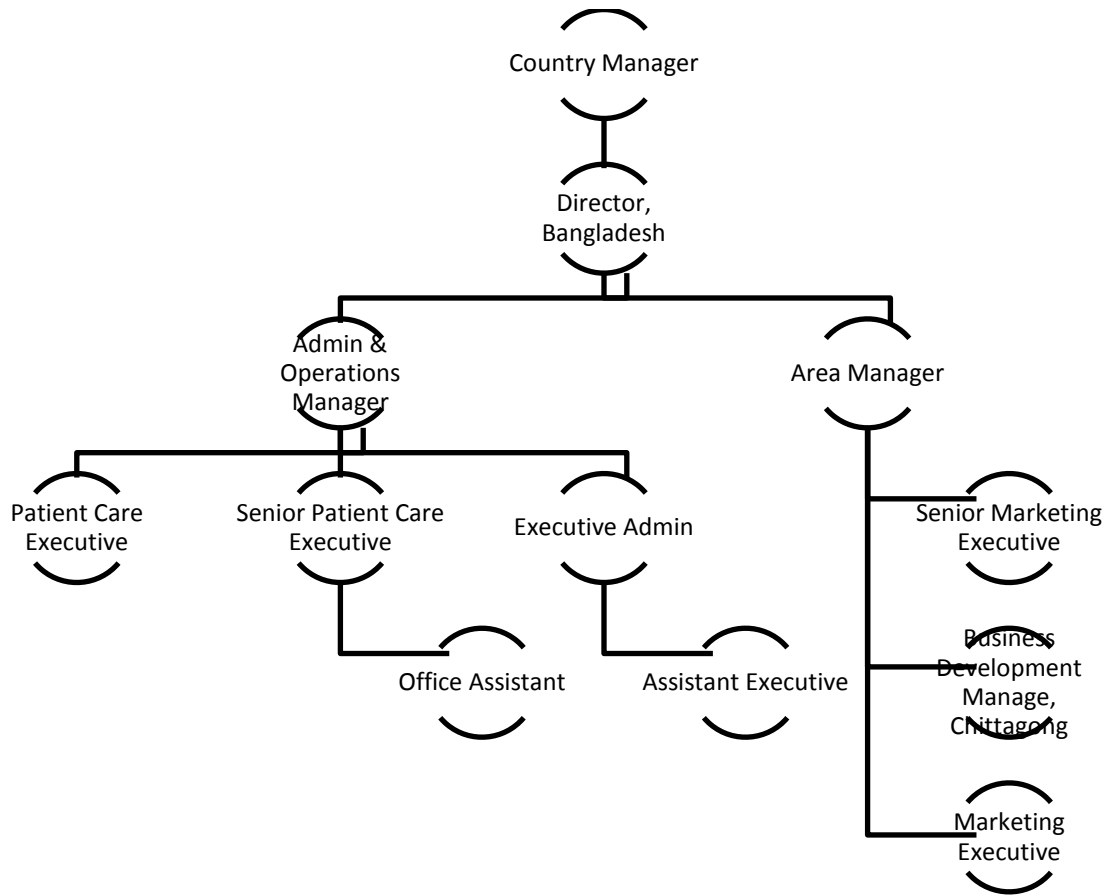
### 3.1 Value Chain of Parkway Hospitals, Singapore, Pte Ltd



## Support activity

### *Parkway Health Care, Bangladesh Human Resource and Organization Structure*

The Bangladesh office is under the jurisdiction of the Country Manager. Although there is sufficient autonomy enjoyed by the Director in charge of Bangladesh office, some major strategic decisions need to be consulted with the country manager before implementation. Also, recruitments are approved by the Singapore office. However, the Director has the power to hire or terminate employment according to his discretion. The Director takes all the major decisions for the Bangladesh activities.



The top level management also includes the Admin & Operations Manager and the Area Manager. Admin & Operations Manager is responsible for the day-to-day operations of the company and takes on the role of organizer during various medical seminars and other CSR activities. The finance of the company is also the responsibility of Admin & Operations Manager.

The Patient Care Executives fall under the Operations Manager and Area Manager and they deal with the patients directly. They provide various services to the patients and go through a rigorous training before being entrusted with the job.

The Executive Admin is responsible for the visa procedures and other IT related activities. There is an assistant working under him to help with various IT related issues. There is an office assistant present at all times who runs various errands and also prepares refreshments for patients and employees alike.



The Area Manager is basically the head of the Marketing department. He makes different marketing plans which are executed by the two Marketing Executives. Also, the Area Manager communicates with various companies in order to form strategic alliances and understandings.

The Marketing Executives are tightly controlled by the Area Manager and they ensure the proper execution of the marketing plans. Also, during medical and consumer seminars they are heavily involved with the organization and various marketing activities involved. There is a small branch in Chittagong which is under the Business Development Manager, Chittagong. The activities of that office are quite low and it mainly focuses on patient service. The Business Development Manager reports directly to the Area Manager.

Other than the executive body, there are 3 office assistants who regularly maintains the cleaning of the office and manage the food provided to the people.

## ***Technology***

### **Use of Advanced Technology**

Hospitals and medical centers in Singapore are well-managed and have advanced technology and sophisticated equipment and facilities. Fully computerized, healthcare system ensures efficient administration, including proper storage of patient records, which facilitates integrated treatment

### **Asia's Premier Biomedical Sciences Hub**

Singapore is actively advancing the application of biomedical research in healthcare and extending its capabilities to clinical trials and healthcare delivery. The world's leading biomedical companies are based here in Singapore. These support the latest innovative treatments and therapies now available in Singapore.

## **Imaging Services**

Medi-Rad Associates comprises of a team of experienced specialist radiologists and healthcare professionals, providing a range of diagnostic and therapeutic radiology services.

## **Latest Technology**

Parkway diligently pursues the latest technology in the field of medical science and this has proven to be a very successful policy. Technology has the potential to transform and bring healthcare to the next level. Parkway Health has invested heavily in state-of-the-art-medical-equipment such as the Da Vinci Surgical System and the Aquilion One 320-slice CT Scanner. It continues to invest in modern technologies to provide its patients with excellent medical care.

## ***Strategy***

Parkway Health's strategy rests on four pillars:

### *People*

- Attract, develop, retain engaged employees
- Create competitive compensation & benefits plans
- Develop competent staff
- Enhance safety culture
- Enhance leadership development & succession plan
- Build "Parkway Pride" & employee engagement programs

### *Quality*

- Achieve the finest clinical outcomes
- Meet or exceed globally recognized clinical outcomes & benchmarks
- Build strong relationships with doctors & other partners
- Build a reputation for clinical excellence
- Create climate of open communication

### *Service*

- Attain the highest levels of service excellence
- Create patient-focused environments

- Continuous process improvement

### *Finance*

- Meet & exceed our financial goals
- Exceed international benchmarks for operational efficiency
- Increase bargaining power
- Optimize use of facilities
- Minimize financial risks
- Improve profitability through bundling
- Improve marketability of programs

### *Research and Development*

To improve the quality and level of technology provided to patients Parkway conduct research on the technology of the machines used to diagnose and screening facilities. A business development team which is directed by the Area manager is seeking new opportunities and strategy to reach the existing and potential patients.

## **Primary Activity**

### *Inbound logistic*

To maintain quality environment inside the office, the office holds a tidy and hygienic environment. The office is fully air conditioned and holds a room for consulting the patients, to hold the long queues patients' patience a TV screen has been held. For office meeting a conference room is in place. The office requires a large quantity of papers, pens, markers which are bought from a whole sale operating shop. The office also requires company brochures; these brochures are directly brought from Parkway Hospitals Singapore office. The internet facility is provided and maintained by a local internet facilitator functioning in Gulshan area, the facility also provides internet facility to almost all renowned business companies functioning in Gulshan

area. To cover the load shedding of electricity in the office, Rahimafroz provides all facility required in IPS and UPS.

## ***Operations***

### **Consultation**

A patient seeking treatment through Parkway for the first time is assigned a doctor with the relevant field; their previous medical reports are sent to the doctor, after reviewing the reports the doctor suggests a specific level of diagnosis required to treat the patient. An estimated expense is given to the patient so that they may prepare well for the trip. Every three months specialized doctors from Parkway Hospitals come to Bangladesh liaison office and provide consultation to existing and potential patients without charge.

### **Billing and financial enquiries**

After verifying the medical reports, an approximation of the total costs for treatment is provided. The costs may go up depending on further treatment and the patients are duly notified of that possibility if it exists.

### **Doctor's Appointment**

On the basis of patients' treatment they are assigned the designated doctor by preparing an appointment letter, sending the letter online to the designated clinic and a specific date is fixed for doctor's appointment.

### **Visa processing**

Earning a visa to Singapore takes usually 15 days but patients applying for visa through Parkway, takes usually 5-7 working days. A visa application is prepared on the name of the patient and sent to the Singapore consulate as a preliminary screening of the patient. The following day the documents are prepared along with the passport and the Executive Admin takes the hard copies to the consulate to submit the applications. Singapore Consulate gives applications visa on three categories. They are as follows:

- Single Entry Visa
- Double Entry Visa
- Multiple Entry Visa

As treatment might take longer days, the patients applying through Parkway usually receives Multiple Entry Visa, however on the decision of the Visa Officer of Singapore Consulate, patients also may receive other categories. Emergency or urgent visas are delivered depending on the need of the patient, e.g. kidney transplant patient.

### ***Outbound logistic***

#### **Air Ambulance**

Patients suffering at chronic level and face difficulty to travel through general airlines can also take the facility of Air Ambulance which is directly from Singapore. Along with the airplane the service includes a specialized doctor and a nurse to take care of the patient on the journey. The expense of air ambulance is high. Patients seeking the service spend up to 40 lakh.

#### **Travel arrangements**

Assistance is provided with travel and visa requirements. The team of pleasant and experienced service-orientated staff provides assistance on matters such as:

- Reservation and confirmation of air tickets
- Visa and hotel arrangements
- Airport to hotel limousine transfers
- Interpreter services arrangement
- Special food, beverages or religious arrangements
- Optional local sightseeing tours

## **Singapore Airlines Fare Discount**

Patients who seek treatment in Singapore through Parkway and traveling through Singapore Airlines receive discount in ticket up to 30%.

## **Airport pick-up and Transportation**

Meet and greet service options are available. If the patient wants, transportation is arranged to receive them from the airport and take them to their hotel.

## **Multi-language Translation**

Sometimes patients feel uncomfortable to communicate in English. For these special cases, Parkway has interpreters who can act as translators.

## **Hotel Accommodation**

Accommodation is arranged according to the patient's preference and budget. Apart from hotels, private apartments are arranged if the patient's prefer that.

## ***Marketing and sales***

In Bangladesh, Parkway Patient Care is engaged to various marketing activities to promote and building relationships with potential and existing patients. Marketing involves

- Billboards
- Health Seminars
- Distribution of company brochures
- Health Events
- TV programs

On the occasion of seminars and events, some of the most specialized doctors of Parkway Hospitals arrive at Bangladesh and joins the events.

### **Competitive pricing**

While procedures in Singapore are about 20-40% higher than some of the neighboring countries, it is as much as 60% cheaper than the UK and US and patients can get almost similar quality, if not better.

### ***Service***

There is segment of patients in Bangladesh who often go Singapore for treatment; among them a big number of the segment enjoys service from Parkway Way Hospitals. These number of patients are served by the Parkway Patient Care, liaison office, Dhaka and Chittagong. The offices involve in various activities and inputs in driving the operation in serving the patients travelling to Singapore, mostly taking treatment in Mouth Elizabeth Hospital.

### **International Medical Expertise**

Singapore's medical expertise is internationally recognized for its high standards and medical breakthroughs. Doctors and surgeons undergo rigorous training at established medical institutions, and continually upgrade their knowledge and skills. They are supported by qualified nurses, clinicians and other healthcare professionals.

### **Superb centers of excellence**

Many international patients seek specialized treatments in Singapore. The hospitals and specialty centers here specialize in areas such as cardiology (heart), neurology (brain), ophthalmology (eye) and oncology (cancer). Top medical professionals provide the latest treatment options. These specialty centers and hospitals also carry out research and development, leveraging on the growing biomedical research in Singapore to develop new treatments.

## **High Safety Standards**

Patients enjoy faster access to safe new treatments and healthcare products under Singapore's healthcare system. The city sets and enforces standards to safeguard public health and ensure efficiency while supporting medical advancement.

Highly qualified and experienced professionals administer the healthcare system. The Health Sciences Authority (HSA) sets strict standards on drug evaluation, pharmaceutical administration, medical devices, analytical science, forensic science and medicine, radiation protection and transfusion medicine.

## **Peace of Mind**

Many international patients have placed full trust in Singapore's healthcare and safety standards. They are at ease in the multiracial and multicultural society. For offering peace of mind, Singapore is the first choice of many international patients.

## **Health Care Services**

Parkway's medical and associated services fall under the Parkway Health brand name. Parkway Health's Clinical Programs are founded on a reputation for quality outcomes and service excellence. There are more than 1,200 accredited medical specialists in heart and vascular, neuroscience, oncology, musculoskeletal, transplant and cellular therapy, women's and children's chronic disease management and surgery to support these clinical programs. These include renowned experts in their fields, all of whom are dedicated to providing comprehensive, integrated care. Parkway Health also operates 37 Parkway Health Patient Assistance Centers (PPAC) across the globe.



## 3.2 Singapore- PEST Factors

### Political

- Singapore has one of the world's best governance with no social unrest. Its geographical location is sheltered from the impact of most natural disasters.

### Economic

- Total GDP in 2006 = S\$216,994 million
- Government operating expenditure on healthcare = S\$5,682 million
- In 2008, Singapore remains the world's 2<sup>nd</sup> most competitive economy with a score of 99.33 out of 100, proving that they have excelled based on 330 criteria assessed in 4 broad factors. (Economic performance, Government efficiency, Business efficiency, & Infrastructure)

### Social

- Number of visitors in 2008 = 10.749 million
- Multi-racial and multilingual setting puts overseas visitors at ease
- Singapore has an excellent pool of platinum standard of medical expertise.

### Technological

- Singapore's healthcare system has been ranked among the top six in the world [*source: WHO World Health Report 2000*].
- Home to a growing number of leading biomedical companies, Singapore is actively advancing the application of biomedical research in healthcare.

- Singapore promotes an environment that sets and enforces standards to safeguard public health and ensure efficiency, yet allowing for innovation in medical technologies.

*\*Source: World Competitiveness Yearbook, IMD*

### **3.3 Competitors of Parkway Hospitals**

#### **Sing Health**



*\*ICRI is a medical associate for SingHealth in India and responsible for patient referrals*

Singapore Health Services (Sing Health) was established in 2000 as part of the restructuring of the public healthcare clusters. As the largest healthcare group in Singapore, Sing Health offers a complete range of multi-disciplinary and integrated medical care. The group consists of 3 Hospitals, 5 National Specialty Centers and a network of 9 Polyclinics. Sing Health's institutions excel at integrating clinical services, training and research in a holistic manner with the support of internationally qualified medical specialists and well equipped advanced diagnostic and treatment medical technology. Sing Health is dedicated to providing quality healthcare that is affordable and accessible to patients. Sing Health is a direct competitor of Parkway Health.

## **Academy of Hospital Administration**



Academy of Hospital Administration [AHA] is a professional body of qualified hospital administrators who work towards Developing and maintaining quality training, consultancy and research activities in health and hospital system through active involvement of health care organizers and providers.

## **Monowara Hospital (Pvt) Ltd.**



ICRI Research (Bangladesh) Ltd has been incorporated to create an entity that would be serving the populace of Bangladesh in areas of education and healthcare. ICRI Bangladesh boasts of an excellent infrastructure support to be able to handle the necessary healthcare and patient care services. ICRI Bangladesh offers a network of specialized hospitals in India and Singapore through ICRI Medical Tourism to the Bangladeshi nationals. ICRI Research (Bangladesh) Ltd also collaborates with ICRI Singapore to offer post graduate programs in Clinical research and healthcare management at Singapore and UK.

## CHAPTER-4 ANALYSIS

### 4.1 SWOT Analysis of Parkway Health Services, Bangladesh

#### STRENGTHS:

- Strong Brand value
- Parkway Health has an excellent IT Department. This team is continuously working to provide unrivaled information service using SQL Server, Php, MySQL, Apache, Java, Asp, .NET and so on.
- Parkway Health working environment is one of the best in any kinds of Health Care Customer service in Bangladesh. According to the management their salary structure is better than any other Health Care Customer service in Bangladesh.
- Good customer relationship.
- Highest quality at competitive pricing.

#### WEAKNESSES:

- There are some problems related to Visa delivery on time. This is one of the major problems for all of the Health Care Customer services in Bangladesh.
- Lack of adequate training facilities for employees.
- Very expensive service. This reduces the target market as only the rich and upper class can afford such expensive treatment. Hence, Parkway Bangladesh engages in niche marketing.
- Limited delegation of power. Employees at mid and lower level hardly have the capacity to make independent decisions.

- The marketing team lacks proper coordination which has resulted in poor advertising activities over the years. Very few people are aware of Parkway Health in Bangladesh and this is a failure of the marketing department.

#### **OPPORTUNITIES:**

- The medical tourism industry in Bangladesh has a lot of scope for growth and profitability since there are not any major players in the market. More and more people are looking outside Bangladesh for better treatment and revenues will rise if the market can be tapped properly.
- There is ample room for expansion to other major cities of Bangladesh. Many well off families reside outside Dhaka who will be very interested in Parkway's services.

#### **THREATS:**

- Political and economic instability is a major threat to this sector.
- Government policy regarding the outflow of foreign currency has the potential to have negative effects on Parkway's business.
- As more and more people are going abroad for treatment, opportunities for new competitors are arising and Parkway must be prepared to face stiff competition in the coming days.

## CHAPTER-5 CONCLUSION

### 5.1 Conclusion

Parkway Hospitals are some of the leading hospitals in the world serving people with care; it is ranked in the top 100 hospitals in the world with specialized doctors giving good treatment along with available services in consultation, travelling facilities, interpreters etc. Advanced technology of the gadgets make treatment more easier, quick and safer. Dhaka liaison of Parkway is serving most of the celebrities, the government officers including the presidents and the prime minister of Bangladesh. To retain and serve existing and potential patients it maintains quality full service. The employees working at the office are skillful in computer operation, giving quality full care to patients, marketing and networking. Employees are often valued more than the employees working at large banks because when health difficult arises even the VIPs are bound to reach medical care. The director of the centre is expertise in marketing and building relationships with people. The office is located in an important location, considered to be the place of the corporate. Working in such place is makes employees proud to be part of the company and a better social status. As people sill doubt the quality of medical treatment in Bangladeshi hospitals, Parkway Heath Service is giving excellent service to the community and contributing value to peoples lives. Even though at the moment Parkway does not have any serious competitors, in the near future the high profitability of this sector will attract more rival firms. Parkway is in a solid position and it should not have any problems in tackling with new entrants. The brand image of Parkway is strong and that will carry it a long way. Through years of quality service it has earned its patients' trust.

## **5.2 Limitations of the study:**

- The internship was based on only Parkway Liaise Office, Dhaka, so the report doesn't show the activities in Chittagong and Singapore in depth
- Although I have obtained wholehearted co-operation from employees and patients of Parkway Liaise Office but they could not manage enough time to deal with my report.
- Parkway Health Bangladesh is a small organization working with a handful of employees and they are usually very busy with their work, due to this reason reaching in-depth information was difficult.
- The brochures and web pages are the main source of the information.
- Due to lack of time and some policies of the company I was not allowed to gain information in some areas.
- The main limitation for me was that relevant data and document collection was difficult because of the confidentiality of the administration.

## **5.3 Recommendations**

### **Better training to enable faster appointments and visa delivery**

Results show that about 63% patients come back to Parkway after the first year. While this is a good figure, there is certainly much room for improvement. Parkway needs to focus on how to raise this figure and retain more patients beyond their first year. Moreover, only 49% patients said they would recommend Parkway Health to their friends and family. This also shows room for improvement.

### **Enlarge the patient care department and reduce expenditure in medical seminars**

Perhaps if Parkway focuses on faster doctor's appointment and visa delivery, it would go a long way in increasing patient satisfaction. 76.5% patients have suggested an improvement in this area. Also, almost 50% patients have asked for better availability of staff. I think I can agree that Parkway could do well with the addition of a few more employees in the patient care department. I have seen many patients having to wait in queues to get to the two patient care executives. Parkway must ensure that patients do not have to wait for too long since they are already sick and frustrated. I would recommend an increase in the number of patient care executives to serve the large customer base and reduce waiting time.

Another important observation was that very few patients felt the need for more medical seminars. It seems that seminars are not very influential in bringing about patient satisfaction. Hence, I would recommend in lowering the number of seminars held in order to save unnecessary costs.

### **Hire young patient executives**

Results show that the employees whose age is under 21 have the lowest satisfaction level. Although majority of the patients are from middle and higher age groups, there is still a significant number coming from the younger ages. So, importance should be given in ensuring their satisfaction. I think hiring some young employees for the patient care department will solve this problem. Young people can relate better to someone closer to their age group. A young and smart patient care executive would be able to provide better service to the younger patients.



### **Give greater autonomy to employees**

A big portion of the employees (58%) feel they aren't sure if they have enough authority to make important decisions. Another 26% respondents have said outright that they do not have much authority. This can create problems in the long run. Employees should have the flexibility to make some important decision from time to time otherwise we risk making them feel unimportant. If they are able to wield power they will feel like they are having a direct impact on the organization and feel a part of it. The management needs to give better decision making rights to the employees to increase job satisfaction.

### **Ensure proper supply of materials and equipment**

32% employees are not sure if they have proper equipment for the job. Another 27% believe they do not have the necessary materials to do the job well. In combination that becomes a high figure and can be a matter of concern for the management. Productivity falls if there is hindrance in work caused by lack of supplies. Parkway must ensure the employees have the required equipment at their disposal otherwise patient satisfaction might fall. This can also be a reason why patients need to wait longer in queues. Perhaps if the employees had better tools they could serve the patients faster.

### **Reduce workload**

Only 33% employees feel that they have reasonable workload. A staggering 50% are neutral and a further 17% disagree are not happy with the pressure. This is a serious issue that needs to be rectified as soon as possible. Too much work pressure directly affects job performance and satisfaction. The employees must feel comfortable with the amount of work they have to do. While I was at Parkway I saw everyone leaving late almost every other day. I myself had to suffer from high work pressure. I believe there is not enough employees for the amount of work

that needs to be done every day. Parkway needs to hire more people to reduce the workload or else employee satisfaction will take a serious dip.

### **Improve benefit structure**

Parkway has room for improvement in their benefit structure as reflected by the responses. 25% respondents are not sure about the benefits and another 17% are not happy. Parkway should aim to move that 25% from the 'neutral' area to the 'agree' zone. I think the management should sit with the employees and discuss which areas need working on. With mutual discussion they could come up with a benefit plan that everyone likes and feels motivated about.

### **5.4 References**

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