



B2K analytics

# Hospital Gradings

Ratings for Life

Patients **RESPECT** Doctors.  
Do the Doctors **RESPECT** Patients?



# B2K Hospital Gradings

## Ratings for life

Catastrophic illness in family is the prime reason for both rural and urban indebtedness. Healthcare expenses have become prohibitive even for the upper middle class families. Most Indians do not have insurance cover and have to spend out of pocket for their hospital treatments. Some nursing homes charge exorbitant amount for operations, ICUs, and yet have no clinically proven protocols.

Due to such practices prevailing, many good hospitals also are painted with the same brush and receive consumer contempt. B2K analytics (B2K) Hospital Gradings are meant to distinguish the better hospitals from the ordinary.



Consumers get absolutely no information regarding doctors, their credentials, past history and evidence of their competence. Consumers often depend on their friends' references, third party experiences, and are swayed by clinics located near home, big brands and aggressive marketing by hospitals. B2K Hospital Gradings are meant to assess the relative quality of the healthcare services provided by the hospital by interacting with the various stakeholders including but not limited to the hospital administration, doctors, nurses, paramedics, insurance companies and most importantly with patients.

B2K Hospital Gradings is an independent grading service designed to provide patients, hospital leadership & management team, clinicians and paramedical staff with an independent and unbiased opinion on the quality of healthcare services imparted by the hospital. B2K's Grading helps the management to benchmark their hospital with their peers in the industry and work towards achieving excellence in Resources, Efficiency, Safety, Patient Care, Equity, Clinical Excellence, and Timeliness.

## Benefits of Hospital Gradings

- Patients could choose the right doctor, clinic, hospital, diagnostic lab and pharmacy that deliver high quality of care and patient safety.
- Good clinics, hospitals, diagnostic labs, pharmacies could distinguish themselves from the rest, consequently attracting more business.
- Hospitals, clinics, diagnostic labs and pharmacies could benchmark their operations to that of their peers.
- Physicians, nurses and paramedical staff can choose the right healthcare provider to work with that has excellent infrastructure, employee development plans, clinical excellence and financial standing.
- Insurance firms could use the gradings to contract differential prices amongst healthcare providers.
- Municipal, State and Central Governments could use B2K Hospital Gradings to directly assess the institutions under their authority.
- Volunteers, NGOs, donors could choose the right healthcare institutions to make their contributions.

# Grading Criteria

B2K has developed unique grading criteria - **RESPECT** that stands for Resources, Efficiency, Safety, Patient centeredness, Equity, Clinical excellence, and Timeliness.

## 1. Resources

Effective deployment of resources is measured to identify the level of financial flexibility and strength. Overall investment and financial management are measured using relevant techniques.

## 2. Efficiency

The operational efficiency is measured using general norms like Average Length of Stay, Occupancy Rate, Average Revenue per Operating Bed, Average time taken for admission and discharge, etc. Efficient management of other resources such as physicians, support staff, equipment, supplies, and energy reduces cost and thereby provides higher value. This criterion considers all other related factors that help to improve efficiency by reducing waste.

## 3. Safety (Patient Care & Infrastructure)

The healthcare environment should be safe for all patients and hospital staff in all its processes, at all times and avoid injuries to patients.

## 4. Patient- Centeredness

Patient Centered Healthcare provides a respectful and responsive care. It ensures that the individual patient preference, needs and values are guiding all clinical decisions.

## 5. Equity

Protecting equality in care irrespective of personal characteristics such as gender, ethnicity, geographic location and socio-economic status.

## 6. Clinical Excellence

Delivery of care that is evidence based and analyzes the success rate of the proposed treatment before starting on a patient or a group of patients. Like for e.g. starting a diabetic patient on a Diet and exercise preventive treatment, before starting him on insulin. This can be applicable to diagnostic test or therapy that produces better outcomes than alternatives- including the alternative of doing nothing.

## 7. Timeliness

Reduction of waiting time and sometimes harmful delays for both those who receive and give care.

## Hospital Grading Scale\*

	<b>Excellent:</b> Delivers Excellent quality of services
	<b>Very Good:</b> Delivers Very Good quality of services
	<b>Good:</b> Delivers Good quality of services
	<b>Fair:</b> Delivers Fair quality of services
	<b>Average:</b> Delivers Average quality of services
	<b>Below Average:</b> Delivers Below Average quality of services
	<b>Far Below Average:</b> Quality of services delivered is Far Below Average
No Star	Needs significant improvement / Not assessed

(\* Scale is 'relative' to other similar institutions in the near geographical areas)

## Interpretation of scale

B2K uses the same scale for all categories like - general practitioner, small 30 bed clinics, medium 100 bed single or multi-specialty hospitals, large hospitals, diagnostic labs and pharmacies. The users can easily make out when they are visiting the units. A three star represents average quality in any of the particular category. The hospitals with multiple departments will have multiple gradings. For instance a hospital may have a three star grade overall, but four stars for its cardiology department. The hospital can display their overall grade at the reception.

# Assessment Methodology

B2K Analysis revolves around a number of modules, which are described below.

## 1. Access, Assessment & Continuity of Care

B2K considers the location, ease of access and hours of operations of the hospital.

## 2. Patient Care

B2K looks at this most critical factor in terms of standard protocols of treatment.

## 3. Continuous Quality Improvement

B2K considers the hospital protocols, training of physicians, nurses, doctors credentialing, monitoring medical errors and hospital deaths and more.

## 4. Facility Management & Safety

B2K looks at how the patients, visitors are received, working of all the lifts, lighting of corridors, signage, patient safety, fire control systems etc.

## 5. Hospital Infection Control

B2K looks how the hospital segregates and disposes waste, tissues, soiled instruments, laundry etc.

B2K also looks at the hospital's anti biotic policy and management of hospital-infection related complications and mortality.

## 6. Human Resource Management

B2K looks at how the physicians and other hospital staff are recruited, trained, credentialed and incentivized.



## 7. Medical Records

B2K looks how the billing and clinical data of patients is recorded and retrieved easily across departments and multiple locations.

## 8. Medication Management

B2K considers how the medications are prescribed, procured and made available to patients.

## 9. Patient Rights and Education

B2K looks at key indicators where the physicians spend time with their patients, communication is enabled in multiple languages and patients are adequately informed about their treatments.

## 10. Management Quality

B2K values professional management, penalizes partner disputes and encourages teamwork.

## 11. Financial Management

B2K looks at the financial strength and flexibility of the hospital by evaluating various parameters - revenues, profit margins, capital structure, debt protection metrics, liquidity, etc.

## 12. Clinical Excellence

B2K considers the clinical protocols, practice of evidence-based medicine, availability of latest technology in diagnostics, infection control in operation theatres, etc.

B2K would consider these positive factors or aspects while assigning grades.

# Diagnostic Labs, Pharmacies

The grading of diagnostic labs and pharmacies is based on similar but relevant factors. In diagnostic labs the additional factors are sample collection, proper labeling, transporting samples, cold chain, lab testing machines, dissemination via reports, electronic medical records and non-collusive behavior with physicians. In case of pharmacies the factors would be hours of operation, availability of critical medicines, stock, procurement, selling of spurious drugs etc.



# Grading Process



On completion of the Grading Committee meeting, the decision is communicated to the management of the hospital. A detailed copy of the rationale is also sent to the Hospital. The Hospital has the right to appeal for a review if it finds the grading unacceptable. Such reviews are considered only if the hospital has fresh material inputs. The case would then be placed before the Grading Committee for review.

The initial grading will be valid for one year from the date of assignment. B2K will renew the grading at the end of this period at the request of the hospital.

## Grading Committee



**Basil R**  
Chairman

Basil R is the Co-Founder, Managing Director and CEO of Lily White – Health Consortium Pvt. Ltd. He has over three decades of professional management experience in various sectors, including power, medical diagnostics, and a decade in healthcare services. He made a mark in the healthcare industry through innovative service models which later became the industry norm. As the Managing Director and CEO of the healthcare business of Manipal Group, Basil was responsible for turning around Manipal from a loss making institution to a consistently profitable one and created powerful brand equity for them. In addition he was the Vice President of Wipro GE Medical Systems and the Group's Executive President with Apollo Hospitals Enterprises Ltd.



**Dr. Nirmala Murthy**  
Member

Dr. Nirmala Murthy is the President of Foundation for Research in Health Systems. She has over three decades of rich experience in public health, involving monitoring and evaluation, research, and health information systems. She has worked at Indian Institute of Management (IIM) Ahmedabad, Massachusetts Institute of Technology (MIT) and Management Sciences for Health in Boston. She holds a Doctorate from the Harvard School of Public Health and has been a consultant for various national and international health-related programmes of the Government of India and the World Bank.



**Vivek Kulkarni, IAS (Retd)**  
Member

Vivek Kulkarni is the Founder Managing Director, B2K Ratings. He has over three decade of experience in managing different verticals of Business and Government departments. In the past, he has conceptualized and articulated strategies for various multi-specialty hospitals, state of art diagnostic laboratories, well-known clinics, and large pharmaceutical and insurance companies to enter into the Indian market and also globally. Vivek hold an MBA in Finance & Information Systems from the Wharton School, University of Pennsylvania, USA and a Bachelor of Engineering from Karnataka University.



**D Ravishankar**  
Member

D Ravishankar is the Founder Director, B2K Ratings and Chairman of the B2K Ratings Criteria Committee. Prior to this, he was Executive Director & CFO of CRISIL; and Managing Director, Risk Solutions - Standard & Poor's, Asia-Pacific. Ravishankar is a First Class Commerce Graduate from Loyola College, Chennai. He is a qualified AICWAI and attended a Global Management Development Program conducted by the Michigan University, USA.



## About B2K analytics

B2K analytics Private Limited is a boutique risk advisory and management consulting company offering services in risk advisory, research, analytics, transaction advisory, and skill development.

B2K analytics is built on the foundation of trust and confidence that investors, issuers, Governments, multilateral agencies, and regulators have placed on B2K Ratings. We offer our clients a multidimensional approach to addressing their problems. We adopt a customized, responsive and personal approach to client service and offer a comprehensive range of services across various industries. Our product and solutions will benefit corporate houses, banks and Financial institutions, AMCs, infrastructure companies, multilateral agencies and government.

B2K analytics provides grading services for businesses and projects to with an unbiased and independent approach to determine its strengths of its model. B2K analytics' grading services include:

- Real Estate Project
- Hospitals
- Tourism
- IREDA Service Providers
- Educational Institutions
- B2K Placement Reporting Services (BPRS) Non-Government Organisation (NGO)
- Micro-Finance Institutions (MFI)
- Ministry of New and Renewable Energy (MNRE) Service Providers

More information on B2K analytics and its services is available at [www.b2kanalytics.com](http://www.b2kanalytics.com)

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