



The Institute of Management Consultants of India, Delhi Chapter

Forum for Interaction among Academia, Business & Management Consultants

e-News Letter



New Year Message

New Year Greetings, *besides being statements of goodwill*, affirm our faith in the power of hope; wishing us Happiness, Health, Wealth, Prosperity... *The Blessings, in general*. This time, I received one Happy 2015 Greetings as follows:

H Higher Billing Hours
A All Expenses Paid
P Payments on time
P Proposals Accepted
Y Your Recommendations Accepted

I liked it and I wish to extend the same to you all.

But hold on ! There is something more to making New Year resolutions... By the time you get to read this, some of the New Year Resolutions are already broken ! And this is almost a universal truth. Is there a way out?

"For the New Year, Do Something Better Than a Resolution", says (Dr.) Deepak Chopra –read on some practical tips in the inspiring article from him in this issue (*I am sure you would find it very useful for your clients too*).

Continuing on the theme of 'Health',

we have events and an article on *Healthcare Management* in this issue including events report under the *Management Talk* and *IMCI-Academia Interaction* series organized in collaboration with DMA and JIMS respectively.

I also take this opportunity to thank you for your support, words of encouragement and feedback for improving the overall content, quality and coverage in New Letter.

Once again, I wish you all a Very Happy New Year 2015 and hope we will have many more success stories to be published in the e-News Letter

this year, with your active contributions for the same.



Yours Truly,
 Jagmohan Rawat
 Editor – News Letter

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IMCI Delhi Chapter Welcomes New Members...



Mr. Sanjeev Ahuja,
 Director, Grenoble Consultants Pvt Ltd.

*Area of Specialization: 1. General Management Strategy 2. Organization 3. Management Consulting Process



Mr. Rishwinder Sethi,
 Consultant Best Group

*Area of Specialization: 1. Management Consulting Processes 2. General Management Strategy 3. Organization 4. Marketing 5.HRD 6. Operation



Mr. Md. Imran Jaffrey,
 Consultant, Consultant & healthcare management professional

*Area of Specialization: 1. Marketing 2. Management Consulting Process

Events: "Management Talks"

- IMCI, Delhi Chapter joins hands with Delhi Management Association (DMA)

"Challenges on Healthcare Management In India "

- Guest Speaker: Dr. Narayan Pendse, MD, MPH, Head – Medical Processes, Fortis Healthcare Ltd, Delhi



"Healthcare Management Challenges in the present context"

- Guest Speaker: N.C. Patnaik - alumnus of IIT and IIMA, he was Chairman(Consultancy) at international Management Institute(IMI) where he also taught strategy. Earlier he had been CEO, Specialty Ranbaxy(SRL), MD of Ranbaxy JVs in China/ SEAsia and headed Pharma at RCI (now Reckitt Benckiser)

In the "Management Talk series", two sessions were organized under the aegis of DMA. These Sessions focused on Healthcare Management in India.

In recent time, among the general population, there is an increased awareness of medical and technical knowledge which has resulted in increased expectation. The Hospital of today are like big industries in terms of the inputs required for hospital's operations. Though the hospitals can be equated with production industry in terms of the use of resources and quantum of resources, yet at the same time the nature of hospital as a multidisciplinary organization is quite complex. Contracting in Healthcare, effective media communication, health care financing, quality in healthcare, medical tourism, telemedicine and role of health insurance in provision of health care to the community are newly emerged topics and hence leads to the challenges in terms of opportunities in the area of Healthcare Manage-

Topic	Challenges on Healthcare Management In India	Healthcare Management Challenges in the present context
Date	Dec 19, 2014 [Friday]	Jan 16, 2015 [Friday]
Dialogue Initiator	Dr. Narayan Pendse MD, MPH, Head – Medical Processes, Fortis Healthcare Ltd, Delhi	Mr.NC Patnaik
Chairperson	Dr. aajat Kanti Baisya	Dr. Rajat K Baisya (Chairman –IMCI Delhi)
Venue	DMA Conf.Hall, India Habitat Centre, Lodhi Road	DMA Conf.Hall, India Habitat Centre, Lodhi Road

ment.

The Sessions were held in interactive setting wherein the Guest Speakers shared their experiences and deep insights surrounding the management issues and challenges involved in professional management of healthcare services.

-With contribution from: Dr. Vikas Goyal, MBA,MHA, MLIS, NDDY, CPMC, MIMC Zonal Head -



"Be careful about reading health books. You may die of a misprint."
Mark Twain

Events: "IMCI-Academia Interaction Series"

- **IMCI, Delhi joins hands with Jagannath Institute of Management Studies (JIMS), Delhi**

"A Paradigm shift from Traditional sales to Consultative sales", 22nd Nov 2014 at JIMS, Delhi

- by Dr. Amit Pareenja



"Careers in Consulting", 11th Nov 2014 at JIMS Kalkaji Auditorium, Delhi

- by Dr. Sunil Abrol,

President, Institute of Consultancy & Prod. Research



Dr. Sunil Abrol is a certified Trainer and Management Consultant with strengths in Consultancy Promotion, Training of Trainers, Strategy, Education, Public and Govt. Sector. He is President, Institute for Consultancy and Productivity Research. In the past he has held the position of Director General and CEO, Consultancy Development Centre, Ministry of Science and Technology, Govt. of India. He has several awards and publications to his credit in his illustrious professional ca-

Success is a lousy teacher. It seduces smart people into thinking they can't lose.

Bill Gates

New Year Special...

For the New Year, Do Something Better Than a Resolution.... by Deepak Chopra



The custom of starting the New Year with a resolution has good intentions behind it. With a little self-reflection, we all see areas of our life we'd like to improve and bad habits we'd like to break. But for most people, perhaps as many as 90 percent, good intentions don't get very far. They forget their New Year's resolution as the force of habit and conditioning take hold again.

success, because these intentions don't run into inner obstacles—they fit every lifestyle, belief system, personality, and individual situation.

The Four Intentions

- I want a joyful, energetic body.
- I want a loving, compassionate heart.
- I want a restful, alert mind.
- I want lightness of being.

As you can see, these intentions move from body, emotions, and mind to spirit. These are the domains of consciousness where pure awareness takes form as sensations, images, feelings, and thoughts. There is a flow that is natural to everyone's life, and what you are intending here is to replace resistance, disorder, effort, and struggle with an easier way of living.

There is a better way, and it's based on a simple yet powerful kind of reinforcement. By offering the universe an intention and repeating it every day, you can accomplish two things. First, you will train your brain to adapt to a new way of thinking. Second, you will begin to identify with a higher vision of your life. A spiritual life should contain skills that lead to practical changes, and using the power of intention is one of the most valuable skills you can master.

There are countless things a person can want, but being consistent for a whole year with four basic intentions gives you a greater chance for

To use the power of intention requires a new way of approaching body, emotions, mind, and spirit as a single stream of being. This is easily accomplished by a small shift in your daily routine.

Step 1: Take a few moments in the morning to sit quietly before moving into the day's activity. This is your time for setting the inner agenda for the day, in a state of quiet attention. If you already meditate or pursue your own inner practice, you can add the four intentions at the end of your session.

Step 2: When your mind is settled, follow your breath, easily and effortlessly, for five minutes. At the end of the time (or at the end of your regular meditation), place your attention on



“What I’ve outlined is a simple, practical program that will serve you much better than making a resolution. Aligning yourself with the flow of life is a supreme goal, because it unites body, mind, and spirit seamlessly. This state of unity is what every aspect of the self deeply desires”

your heart.

Step 3: Repeat the four intentions, taking a pause between each one to let the intention find its place inside you. The mind-body connection is fluid, so intentions go to different places every day, giving rise to a new response. Be easy with any response that comes, and return your attention to your heart before saying the next intention.

For example, silently say the first intention: I want a joyful, energetic body. Wait a moment to let your attention go to any sensation, image, feeling, or thought that arises. Notice the response, then put your attention back on your heart and silently say

New Year Special -Continued from previous page....



....For the New Year, Do Something Better Than a Resolution

the second intention: I want a loving, compassionate heart.

Don't judge your response or try to change it. It's fine to have any response, even if you might label it negative. The purpose here is to get your attention to loosen up and go where the mind naturally wants to go. If you find that any response feels too strong or causes distress, open your eyes, take a few deep breaths until you feel centered again, then go back to the next intention. Don't force anything.

Step 4: When you have finished the four intentions, sit quietly in a settled state for

a few minutes. Then get up and go about your day.

Following Up on the 4 Intentions

Simply by stating your intentions and allowing them to enter the inner domain, you are affecting more change than you could through a resolution that you try to enforce with willpower. The first step is always the most important. There is also a follow-up program that will greatly enhance your intentions. Feel free to adapt any or all of the following practices:

1. **Reminders:** If you find yourself in a situation where you don't know what to do or how to feel, take a moment and remind yourself of the intention that is most appropriate. For example, if you are tempted by a rich dessert even though you are already feeling full at lunch, repeat to yourself, "I want a joyful, energetic body." That's all. Go ahead and make any choice you want, without judgment. Reminding yourself of your intention is a value-neutral step that over time aligns you with your highest in-

"To use the power of intention requires a new way of approaching body, emotions, mind, and spirit as a single stream of being. This is easily accomplished by a small shift in your daily routine."

tention without stress or strain.

2. Stress: The opposite of flow is stress. If you find yourself being stressed, the first thing to do is to get out of the stressful situation as quickly as you reasonably can. Find a quiet place, center yourself, and repeat your intentions, especially "I want lightness of being." You are telling your higher self that you don't want to align yourself with stress but with peace and calm.

3. Reinforcement: The best reinforcement is being aware of your path, day by day. In the late afternoon or evening, when you have a quiet moment, write down the positive things that happened during the day in regards to any intention that is starting to come true. It can be

something as simple as enjoying a walk, appreciating natural beauty, feeling grateful for your children, or being inspired by a poem or scriptural passage. These are moments where flow replaced struggle. Acknowledge them and they will increase.

4. Regrouping: You do many things during a single day, and your attention has many demands placed upon it. Once you have expended your energy for the day, going to sleep allows your brain to reset for the coming day. As you lie in bed, in those moments before sleep comes, be aware of the four intentions. Review body, emotions, mind, and spirit. You can repeat the intentions or simply let your attention go to these four areas in a posi-

tive, optimistic mood.

- Deepak Chopra, M.D is the author of more than 80 books translated in over 43 languages, including 22 New York Times bestsellers and his latest release *The Future of God: A Practical Approach to Spirituality for Our Times*.
(source: www.chopra.com/ccl)

"A table, a chair, a bowl of fruit and a violin; what else does a man need to be happy?"

Albert Einstein

Thought Express...

Healthcare Challenges in India and Consulting Opportunity

- by Rajat Kanti Baisya

We say 'Health is Wealth' and 'Healthy mind can reside only inside a Healthy body'. Ensuring health is in our system, a primary responsibility of the state. Health indicators of the citizen of a nation reveals a lot about the nation itself. One of the most important parameters or determinants of Human Development Index (HDI) of a nation is the health of its citizen. Productivity of the nation is also determined by the health index of the country. Our labour productivity is amongst the lowest in the world and one of the reasons of the poor productivity of our work force is poor health and nutrition status of our people. The entire economy of the country depends lot on the health of the nation's workforce. Poor country like ours has lot of challenges in terms providing health and nutrition to our deserving section of the population. The importance of health of the people in the country for the growth and prosperity of the nation need not have to be over emphasized.

Medical science has advanced which has its direct reflection in the increase in the Life Expectancy which has increased significantly from what it was at the time of our independence. We have found solutions and treatment for some of the life threatening diseases which used to take lives of millions earlier. The death due to tuberculosis and small pox have now totally disappeared. India has now been declared polio free nation, thanks to mass scale immunisation program of the government. In one hand, we are having control on some of the life threatening diseases including some types of cancers, if detected in time, but on other hand, newer types of diseases which were hitherto unknown are surfacing and threatening the mankind such as AIDS and SWINE FLU and of late we heard of EBOLA which was first identified in Africa which have taken epidemic proportion while the medical world was not prepared to face the challenges. Many of the diseases that people suffer from are the

result of ignorance, malnutrition and poor sanitation facilities as well as for uncontrolled lifestyle.

In spite of advances in medical sciences affordable medical treatment and timely intervention was always a challenge for the poor. Our primary health care has inadequate facilities and national hospitals have limited capacity to deal with the magnitude of tasks. Private hospitals thus are fast trying to fill the gap but that is also not sufficient. We now have super speciality hospitals but they only serve people who can afford. We are talking about medical tourism as a great opportunity for earning foreign exchange providing growth in the health sector investment made by private players. To some extent medical tourism is flourishing in India. There is increased flow of patients from many neighbouring countries including select countries from Middle East as our cost of treatment is lower than that of many other countries and we have good facility and excellent pool of medical specialist for providing quality treatment and surgery and post-surgery recovery facilities. But in spite of this, poor people are still not able to get the quality medical aid at affordable cost. This itself is one of the biggest challenge before us. Workers in the country are compulsorily covered under ESIC but these hospitals are no comparison to their private counter parts in terms of providing timely medical attention to workers. Industrial workers are therefore, going to private practitioners for emergency medical help. Recently we have done a survey amongst 270 industrial workmen who are covered under Minimum Wage Act of Maharashtra Government about the effectiveness of ESIC facilities for which they are covered. Over 80% said that they are not happy and they would prefer to go to general medical practitioners and private hospitals rather than ESIC hospitals.

Managing both general and super-speciality hospital today requires management skills and knowledge and therefore is the next big challenge. Management consultants can play a very useful role in improving hospitals' operational and financial performance ..

Some of them even said that given a choice they would not like to subscribe to ESIC scheme because they have experienced procedural delay and complexity in terms of admitting patients covered under the scheme whenever they required. Possibly we need to look at the entire scheme under its scope and limitations. We have only have two options – either state provide the medical facilities free or pay for the facilities and private sector create the facilities conforming to acceptable standards and cost.

Hospitals are now run as an organized industry and are managed for both operational and financial performance. Most of the well-known hospital chains are listed companies in stock exchange and are answerable to their shareholders for return on their investments. The management therefore, has a task to ensure both quality medical treatment as well as financial performance as a business entity. Peter Drucker has said that 'today's hospital has to run as symphony orchestra' where all activities are not only required to be optimized but also need to be synchronized. **For optimization modern management principles need to be deployed and practised which require functional experts in the areas of operations, supply chain and finance and for synchronization we need expert medical practitioners who work on their patients in clockwork precision.** Managing both general and super-speciality hospital today requires management skills and knowledge and therefore is the next big challenge. Management consultants can play a very useful role in improving hospitals' operational and financial performance and many management consultants are active in this field including some of our IMCI members.

The third challenge that health care sector is facing is what we talk about is on the ethical issues and unethical practices that are being talked about widely in media. Amir Khan's program 'Satyameva Jayate' has covered this aspect of challenges which has much wider ramifications and manifestations when it comes to malpractice related to unethical practices. Of course, the entire medical fraternity cannot be painted in one stroke of brush for unethical practices and it is a case of few bringing discredit to the whole community. The Indian Medical Association has issued a code of ethics for hospitals, nursing homes and other medical establishments prohibiting malpractices such as earning cuts, commissions, inflating patients' bills and accepting freebies.

The challenges are many but the solution lies in providing the higher allocation to healthcare in our budget, making medical insurance compulsory for everyone and government taking a realistic view on healthcare services in the sense that whether it would like to be a service provider or payer for services. Implementation of the policy as well as insurance scheme is a big challenge where consultants can play a role.

- Prof Rajat K. Baisya is a Distinguished Professor of Marketing & Strategy . Currently Chairman of IMCI Delhi Chapter, he also serves on the board of many public and private companies and President of Project & Technology Management Foundation.

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Code of Professional Conduct for IMCI Members

- **Confidentiality :** A member will treat client information as confidential and will neither take personal advantage of privileged information gathered during an assignment, nor enable others to do so.
- **Unrealistic Expectations :** A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific management consulting services.
- **Commissions / Financial Interests :** A member will neither accept commissions, remuneration, nor other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent, nor fail to disclose any financial interest in goods or services which form part of such recommendations.
- **Assignments :** A member will accept only assignments which the member has the skills and knowledge to perform.

IMCI

The Institute of Management Consultants of India is the apex body of management consulting professionals, being the only registered institute of established management consultancy firms and practicing individuals in the country.

Constituted in 1991, IMCI was formerly known as the Management Consultants' Association of India (MCAI), which was founded in 1963.

In 1989, IMCI became the first Asian organization to be accepted for membership of the International Council of Management Consulting Institutes (ICMCI), the global apex body of Management Consulting Institutes. ICMCI has 46 member countries in the world.

The Executive Secretariat of IMCI is located in Mumbai. The Institute has regional Chapters in Ahmadabad, Bangalore, Calcutta, Chennai (Madras), Delhi, Hyderabad, Mumbai (Bombay) and Pune.

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- **Conflicting Assignments :** A member will avoid acting simultaneously in potentially conflicting situations without informing all parties in advance that this is intended.
- **Conferring with Client :** A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, work plan, and fee arrangements has been established, and that any personal, financial, or other interest which might influence the conduct of the work has been disclosed.
- **Recruiting :** A member will refrain from inviting an employee of a client to consider alternative employment without prior discussion with the client.
- **Approach :** A member will maintain a fully professional approach in all dealings with clients, the general public, and fellow members.
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