

**Dr. A. S. Kohli**  
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**~ MANAGEMENT PROFESSIONAL ~**

- **Strategic Planning, Business Development & Profit Centre Operations**
- **Extensive business background in managing operations with full ownership of profitability**
- **Repeatedly produced sustained revenue growth in changing markets & cross cultural environment**
- **Possess an integrated set of competencies that encompass areas related to Team Building, Business Management and Client Relationship Management**

<ul style="list-style-type: none"><li>- <b>Strategy Planning-</b></li><li>- <b>Organic Business Growth-</b><ul style="list-style-type: none"><li>- <b>New Business Development-</b></li><li>- <b>Strategic Partnerships-</b></li><li>- <b>P&amp;L Management and Performance Improvement -</b><ul style="list-style-type: none"><li>- <b>Customer Service &amp; Support-</b><ul style="list-style-type: none"><li>- <b>Cost-effective Negotiations-</b></li></ul></li><li>- <b>Relationship Building-</b><ul style="list-style-type: none"><li>- <b>Problem Analysis / Resolution-</b></li><li>- <b>Staff Training and Supervision-</b></li></ul></li><li>- <b>People Management-</b></li></ul></li></ul></li></ul>	<p><b>Executive Summation</b></p> <ul style="list-style-type: none"><li>→ An astute professional with over 24 years that reflects pioneering &amp; multi-disciplinary experience across functions to optimise value chain of business in Healthcare.</li><li>→ A keen planner and implementer with deftness in effectuating strategies, driving teams to ensure successful management of hospital operations.</li><li>→ Proficient in managing business operations encompassing conceptualisation &amp; Executing Strategies for New Sales, Sales Growth, Market penetration and New Business Growth, B2B &amp; B2C Businesses, Meeting Revenue and Profit targets, Launching, &amp; Managing start-up projects, setting up People and Process Standards, and at times working as Change Agent.</li><li>→ Track record of attaining consistent yearly growth both in terms of sales and revenues, as well as developing new specialities/ markets, thereby expanding the customer base.</li><li>→ Launched and established New Business Verticals/Specialities, Increased Market Penetration and Business Growth, Hired-Trained-Nurtured-Managed-Assessed Multidisciplinary Cross Functional Teams and Large Multi geography teams of up to 1000 plus Professionals of different hierarchies.</li><li>→ An impressive communicator with honed interpersonal, team building, negotiation, presentation, convincing and analytical skills. Ability to think out-of-the-box &amp; contribute ideas towards achieving business excellence.</li></ul>
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**Laurels & Awards**

- Holds the distinction of being awarded with:
  - Excellence Award for highest growth of the hospital in less than a year.
  - Awarded for consistently high growth in various departments in terms of quality, attrition control etc.
  - Applauded in various forums for carrying out the best in class employee engagement activities & implementing new ideas.

## Occupational Contour

**Currently at Max Healthcare - As Senior Vice President and Zonal Head Operations NCR 3, since November 2014 Till Date.**

Max Healthcare started in 2000 and within a short period since its inception, Max Hospitals has become a leading health service provider with its strong presence in Delhi NCR. The institute operates 14 centres in Delhi, NCR and neighbouring Punjab region, providing health care services in more than 30 disciplines and operating with 2000 beds capacity. The vision is to increase the beds to 5000 by 2020. The company provides patient services including nuclear medicine and cardiac imaging, labs, scans, interventional cardiology, cardiac pacing and electrophysiology, neurosciences, orthopedics, gynecology and obstetrics, pediatrics, cancer care, kidney transplant, bone marrow transplant, maternity services, diagnostic services, pediatric ophthalmology, neuroophthalmology, internal medicine, general surgery, urology, nephrology, gastroenterology, mental health and behavioral sciences, rehabilitative services, and pulmonology.

### Highlights as Zonal Head :

Giving Strategic Direction to the overall efforts of the organisation by establishing strategies for achievement of top line & bottom line budgets and effective operations management across functions.

- Drive unit wise **P&L Achievement**, Streamlining System & Process, Operations and ensures maximum revenue profitability in every project
- Significantly **increased top line & bottom line** in a year. From an Organization which grew by only 18 % in 2014, brought it to 41% Volume growth & in line Value and Profit growth with 150% EBITA
- **Brought down the Operational cost by 18 %** by implementing various Efficiency measures and continuous monitoring
- Constantly evaluate the market, Competitors activities, conditions and **robustness in terms of strategy** and cost structure
- Study business drivers, trends and recommend suggestions for **sustained growth of business**
- Responsible for Revenue Management & Generation; Clinical Program Management; **Marketing, Brand Management & Communications**; Channel Deliverables, Marketing Spends, People Management and New projects
- **Work in close collaboration with Consultants, Nursing and other Clinical services** to ensure delivery of world class Healthcare services
- Construct robust business practice, **develop aggressive Sales & Marketing** plans to cater to complex business needs and business channels
- Execute marketing programs for units operating in different markets ensuring '**central brand guideline**' & '**core focus**'
- Steer organization through **Re-branding process** and establish new identity
- Manage Transition for each of the unit through various stages of Life Cycle and **build national footprint** across key markets
- **Manage multi-channel business with channel** / segment specific business strategy

- Successfully entered into tie ups with National and regional Corporates and newer TPAs
- Started Outreach clinics and got patients from newer geographical area
- Started New Superspecialities which helped in increasing volume and revenue
- Introduced Revenue Sharing model for the consultants leading to increase in OP to IP and OT conversion
- Tied up with facilitators to get International patients from Bangladesh, Iraq, Nigeria, Myanmar, Tanzania, Nepal and Bhutan
- Execute and sponsor Quality Improvement Programs
- Leading and Responsible for performance of 1000+ staff managing business of 320 cr.
- Leading 1000+ people including Medical Superintendent, team of 250 Doctors and Consultants (including superspecialists), and manage the Hospital Operations including HR, Finance, Sales , Marketing and Admin etc.
- Responsible for the budgeting, formulation of strategies and business plan for the hospitals
- Developing organizational structure and staffing, allocating resources, aligning processes with business strategies and ensuring organizational effectiveness
- Designing and implementing processes to attain the organization's short & long-term objectives
- Participating in leadership and doctor's recruitment and motivating the team through periodic coaching and mentoring
- As Change Agent planned and executed Change Management

**Medanta. The Medicity, Gurgaon since March 2010 till Oct 2014 as Medical Superintendent with additional responsibility of Quality, IT and Program Management of HIS & SAP Implementation.**

Medanta - The Medicity is one of India's largest and most prestigious multi-super specialty medical institutes. Spread across 43 acres in Gurgaon NCR and houses 1,250 beds and over 350 critical care beds, with 45 operation theatres, the hospital was founded in 2009 by renowned cardiovascular and cardiothoracic surgeon, Dr. Naresh Trehan and is located in Gurgaon, which is part of the National Capital Region. Primarily known as an institute specializing in cardiology, presently Medanta has 32 institutions, departments and division that cater to over 20 specialities. Adhering to NABH standards, the hospital is as of 2013 accredited by ISQua (International Society for Quality in Healthcare), NABL, and JCI.

#### Highlights:

- Lead the Quality accreditation team for achieving NABH, NABL and JCI accreditation.
- Successfully operationalised 14 floors comprising, 55 nursing stations, 7500 employees and 400 full time doctors.
- Monitor and gather information on healthcare sector, market research, competitors and price trends.
- Main participation in setting all policies including pricing, discounts, incentives, performance reviews, etc.
- Provides support to COO in the logistics and commercial discussions / negotiations with major Clients.
- Member of leadership team at the Organisation and participate in all key initiatives that are being taken up.
- Conducting system audits of operational parameters, taking corrective & preventive action and thereby improving the services.

**Dr. B.L. Kapur Memorial Hospital since Aug 2007 till March 2010 as Medical Superintendent & Head Marketing**

#### **Highlights:**

- Lead the end to end process management for preparing the **building blue prints**, construction, and tracking progress.
- Significant contributor for starting up the hospital operations including **vendor negotiations**, instrument & Equipment purchases, installation etc.
- Accredited for **installation of equipment**, including Cath Lab, Gamma Camera, Linear Accelerator and Blood Bank, etc.
- Project lead to **rebrand the hospital** in terms of change in LOGO, colours, fonts and designing of official communiqué.
- Instrumental in opening new floors, new facilities, TPA & Corporate tie ups, **pricing and hiring of key doctors**.

**Indian Spinal Injuries Center, Delhi since July 2000 till Oct 2006 as Additional Medical Superintendent**

**Jaipur Golden Hospital, Delhi since Oct 1998 till June 2000 as Deputy Medical Superintendent**

**S.N. Memorial Hospital since Sep 1992 till Sep 1998 as Chief Administrator**

#### **Entrepreneurship**

- Aug'92 – Oct'98 with Private Clinic, Rajouri Garden New Delhi.

#### **Academic Credentials**

- **M.B.A (Healthcare Administration)** from Faculty of Management Studies, Delhi University, Delhi in 2006.
- **D.B.A. (Diploma in Business Administration)** from National Institute of Industrial Research & Development, Madras in 1998.
- **D.H.A. (Diploma in Hospital Administration)** from Institute of Health Care & Administration, Agra in 1997.
- **D.P.C. (Diploma in Psychological Counselling)** from Institute of Health Care and Administration, Agra in 1994.
- **M.B.B.S. (Medicine)** from Ramaiah Medical College, Bangalore University, Bangalore in 1991.

#### **Personal Dossier**

- Address : B- 10/ 7115, Vasant Kunj, New Delhi - 110070
- Date of Birth : August 1967
- Languages Known : English, Hindi and Punjabi