

DX 2021

Apollo Hospitals: Digitising India's healthcare

TWIMBIT DX RANKING 8

INSIGHTS FOR SUCCESS | IDEAS TO EXECUTE

April 2021

Twimbit DX Ranking 8



100%
Define



50%
Simplify



100%
Innovate



75%
Overall



Industry: Healthcare

Revenue (FY20): USD 1,542.14 million

HQ: Chennai, India

CEO: Suneeta Reddy

Purpose: Bring healthcare of international standards within reach of every individual.

Business model innovation:

Digital healthcare, telemedicine and analytics-ed patient care



Outcome

The company's newly launched healthcare app, Apollo 24/7, has been the fastest-growing health-tech app in the sector, accumulating over 3.7 million registered users since its launch in February 2020. The third-quarter profit for Apollo Hospitals in FY21 was up by 49% to INR 134 Crore (USD18.3 million).

Key highlights

Apollo 24/7 has become the fastest-growing consumer healthcare app in India, with **over 3.7million downloads** since its launch in February 2020.



The firm sees the future healthcare ecosystem to operate in an omnichannel model. Healthy consumers would be interested in more digital and less modal wellness offerings, while chronic care **patients will have an integrated omnichannel experience.**

Apollo has created an integrated digital platform connecting data from disparate systems like hospital management, patient disease data, marketing, sales, finance and other back-office systems to **create a unified data pipeline and unpack insights.**

Introduction



The ultimate goal of innovation in healthcare has always been to find a model which fosters complete convergence and benefits for all stakeholders - investors, consumers, clinicians, employees, governments and society. Ours is a purpose-led model that achieves this balance and proves that a profitable business can have a significant socio-economic impact."

Prathap C Reddy,

Chairman, Apollo Hospitals Group



Transformation

Apollo 24/7 lays the foundations for the patient-centric future healthcare system envisioned by the management. The app is India's largest omnichannel healthcare platform, and three million registered users and a million weekly active users. The platform has been used to book 65,000+ doctor appointments and has over 3,200 doctors onboarded.

Telemedicine is a big area currently being explored by Apollo. The healthcare giant delivers over 25 specialities via tele-consulting and has so far provided over 700k+ tele-consulting and 400k+ voice and video consulting to patients.

Precision medicine is the third key area for Apollo. The company is introducing digital and genomic

tech to take into account an individual's genetic make-up to create tailor-made health solutions for patients.

The company is using a bottom-up technology approach. Apollo starts with its organisation's core to digitise the core data systems; the next step is to create an intelligent layer based on AI and big data analytics. Finally, the delivery layer focuses on improving patient outcomes and clinical care.

Apollo has built an integrated data platform by combining disparate data sources like MedMantra, Persona, Oracle ERM, AskApollo, Diagnostics and others. It uses the cloud, machine learning, AI, data visualisation and more to create a system of insight that informs strategic business decisions.

Strategy

The future healthcare system Apollo envisions starts with the patient. It is about offering personalised omnichannel healthcare services in the hands of the customer. To enable this, Apollo has created a value agenda based on three pillars:

Cater empowered patients:

The new growth mantra at Apollo is to take healthcare services and utilities in the hands or close vicinity of the patient. Apollo's consumer-facing retail businesses, e.g. Apollo Pharmacy, White Dental, Apollo Dialysis and its like, are directed towards creating the physical infrastructure for true omnichannel and near-patient healthcare experiences.

Digitally networked Apollo:

The company is digitising its core systems to enable integrated care for employees. The approach focuses on optimising admin and clinical processes, empowering caregivers, eliminating manual processes and paperless ward operations. The core is to offer patients personalisation and enable them to choose care options based on their conveniences.

Embrace the changing future:

Some experiments run by Apollo to embrace and lead the future healthcare system include omnichannel healthcare through the Apollo 24/7 app, remote healthcare management via telemedicine and digital doctor-patient connectivity, and the use of precision medicine through deep-tech and analytics.

New growth and performance





Apollo 24/7 is the group's latest innovation in the healthcare space. The app's total user registration has crossed 3.7 million, and weekly active app users are c.1million. Since the app's launch in February 2020, there have been 65,000 doctor appointments made, 2300 consultations daily and 3200 onboarded doctors, respectively.

Apollo's third-quarter FY21 profit was up 49% to INR 134 Crore (USD18.3 million), mainly due to tightening expenses. Revenue for this period stood at INR 2,595.54 Crore (USD355.5 million) versus INR 2,776.46 Crore (USD380.3 million) for the same period last year. In a recent press announcement, the company continued to back its commitment to turning to a more digital end and increasing its investments in precision medicine, AI, data analytics, cloud computing, and more.

Apollo Hospitals DX Framework

Pillar | Define

Key question | Who we are?

Attributes	Score	Apollo Hospitals
Clearly articulate purpose	100%	The mission for Apollo is to bring healthcare of international standards within reach of every individual.
Sharp focus on outcomes and impact	100%	<p>Driven by the vision to make healthcare ubiquitous, its core growth strategy is to leverage digital to achieve this purpose.</p> <p>The value agenda for Apollo is guided by the purpose to create the future of healthcare in India. Three pillars are the foundation of its core strategy:</p> <ol style="list-style-type: none"> 1. Cater to empowered patients 2. A digitally-networked Apollo system 3. Embrace the changing future <p>Key initiatives:</p> <ul style="list-style-type: none"> • A major transition to retail healthcare initiatives and brand expansion - the Apollo Clinic, diagnostics, services focused on women and children, and Apollo White Dental. • Re-engineered IT systems to create the future of healthcare. Apollo created the Integrated Data Platform to build a unified view of the new healthcare ecosystem. • Partnered with leading AI firms to lay the foundations of the digitally-networked Apollo. • Expanded telehealth services to come closer to the end-consumer. • Launched the Apollo 24/7 app to offer a full suite of digital healthcare.
Culture is the key	100%	<p>Glassdoor rankings</p> <div> <div>  <p>4 stars Overall</p> </div> <div>  <p>90% CEO Approval rating</p> </div> <div>  <p>79% Recommend to a friend</p> </div> <div>  <p>394 Reviews (5 March 2021)</p> </div> </div> <p>Apollo believes that the crux of long-term success is 'Strong People Culture'.</p> <p>Every employee of the Apollo Hospitals family embraces the group's "Tender Loving Care" philosophy in dealing with patients and are committed to the Group Vision – "To Touch a Billion Lives".</p> <p>Key culture initiatives:</p> <ul style="list-style-type: none"> • Provide a conducive work environment • Training programs to embed the right culture • Keep up with tech trends impacting HR in the organisation • Empower the right people with the right skills at the right time • Create flexibility so the organisation can change with ease

Apollo Hospitals DX Framework

Pillar | **Simplify**

Key question | **How we operate?**

Attributes	Score	Apollo Hospitals
Flat organisational design	50%	Customer experience starts indoors for Apollo. The company empowers and enables employees to operate independently. Strategic HR frameworks help in keeping up with global HR trends. Apollo believes that the start of the journey towards exceptional patient experience lies at the first contact point; the employees.
Treat talent scarcer than capital	50%	<p>The people strategy for Appolo stems from the foundation that people are the nucleus of its core group.</p> <p>Programs related to Talent Attraction, Talent Development as well as Talent Management continue to be institutionalised to deliver outstanding patient experience. Apollo uses training extensively as a potent tool to engage and energise talent.</p> <p>The well-being of employees is part of the business review conducted under the aegis of CEO Smt. Suneeta Reddy. As a result, the well-being policy has its development in consultation with all group employees.</p> <p>The culture of honest and open communication is part of the company's ethics and published policy. Stated policies and systems with single point of contacts (SPOCs) are empowered to help solve employee issues.</p> <p>Apollo offers free company-sponsored annual health checkups.</p> <p>There is also a transparent performance appraisal system based on a strategic business framework with bi-annual appraisals.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • The Company has in place an Employee Grievance Redressal System (EGRS) to primarily address all concerns and grievances from employees. • Employee associations and unions are frequently interacted with by the senior management to address employee issues promptly and engage them in the strategic growth process.
Fast decision-making	50%	<p>"We believe that superior customer experience begins with employees as they are the first touch-point in our care delivery value chain." - Apollo Hospitals</p> <p>Key initiatives:</p> <p>The company's core culture has evolved into systems that allow employees to learn continually and work independently.</p> <p>Employee engagement and empowerment are the key drivers Apollo uses to achieve a patient-first mindset in all employees.</p>

Apollo Hospitals DX Framework

Pillar | **Innovate**

Key question | **How we grow?**

Attributes	Score	Apollo Hospitals
Explore ecosystems	100%	<p>Apollo's primary strategy around ecosystems focuses on finding partners that help them achieve technology use cases. These partnerships vary from global tech giants to specific educational institutions to partner for change and tech development.</p> <p>Key ecosystem partnerships:</p> <ol style="list-style-type: none"> 1. Apollo and Microsoft: Collaborating to create AI-powered Cardiovascular Disease Risk Score API. 2. Partnership with educational bodies: Apollo has partnered with IIT Madras, Ahmedabad University and others to provide access to underserved populations of quality healthcare. 3. Drone technology: Apollo has partnered with US-based Zipline to launch drone healthcare delivery solutions.
Driven by tech	100%	<p>The digital ecosystem at Apollo consists of three core layers:</p> <ul style="list-style-type: none"> • Infrastructure layer: Foundational layer composed of effective data capture, curation, storage and interoperability. • Intelligence layer: Converting data into consumable and actionable insights. • Engagement layer: Curated end-to-end solution for patient care based on proper infrastructure and AI. <p>Key technology initiatives:</p> <ol style="list-style-type: none"> 1. Unified data platform: Company is digitising and combining the data pipelines flowing across every function of the organisation, from Human resources, Finance, Hospital Information management, Electronic medical records, among others. 2. Customer-first digital initiatives are driving the transformation. E.g. Physical patient files and health records data are being digitised via The Digital Diary, enabling customers to keep and maintain all health records digitally. 3. Big data analytics is used to improve clinical processes and protocols. 4. Apollo is exploring apps to aid healthcare support. The company is working on a mobile-based diabetes management app, Sugar. 5. IoT: The company is experimenting with a use case for IoT-enabled medical devices and robotics surgery to digitise and improve patient and clinical outcomes. 6. Telemedicine: Post COVID-19, telemedicine has been a big play for healthcare companies looking for ways to support patients. Apollo has been an early adopter in this space. The company has performed more than 1 million teleconsultations to date. 7. Apollo 24/7- India's largest omnichannel healthcare platform. The move aims to lay the foundations for the future healthcare system. Three million users registered on the app, and there are more than one million weekly active users.

Apollo Hospitals DX Framework

Pillar | **Innovate**

Key question | **How we grow?**

Attributes	Score	Apollo Hospitals
Accelerate organisation learning	100%	<p>All employees undergo safety, healthcare and skills-upgrading training regularly.</p> <p>The firm uses diverse competency enhancement platforms to upskill its employees.</p> <p>The maintenance of monthly and annual trackers ensures employee training activities occur consistently and aligns broadly with the company's strategic transformation goals.</p> <p>The talent team works closely with business heads to identify specific employee training needs. Content arranged from internal or external sources aids in aligning employee upskilling with a specific business unit led purpose.</p> <p>Key initiative:</p> <ul style="list-style-type: none">• Created Apolloite University to manage firm-wide learning. The system offers personalised learning initiatives for all employees.• Employees with critical skills regularly conduct training sessions to mitigate the risk of losing skills or knowledge.



Insights **that find you**

How we think

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