

# Risk Management Advisory & Consulting *Healthcare Industry*



**Risk Pro**  
Connect with Risk Professionals

**Riskpro, India**

# Who is Riskpro... Why us?

## ABOUT US

- ❑ Riskpro is an organisation of member firms around India devoted to client service excellence. Member firms offer wide range of services in the field of risk management.
- ❑ Currently it has offices in three major cities Mumbai, Delhi and Bangalore and alliances in other cities.
- ❑ Managed by experienced professionals with experiences spanning various industries.

## MISSION

- ❑ Provide integrated risk management consulting services to mid-large sized corporate /financial institutions in India
- ❑ Be the preferred service provider for complete Governance, Risk and Compliance (GRC) solutions.

## VALUE PROPOSITION

- ❑ You get quality advisory, normally delivered by large consulting firms, at fee levels charged by independent & small firms
- ❑ High quality deliverables
- ❑ Multi-skilled & multi-disciplined organisation.
- ❑ Timely completion of any task
- ❑ Affordable alternative to large firms

## DIFFERENTIATORS

- ❑ Risk Management is our main focus
- ❑ Over 200 years of cumulative experience
- ❑ Hybrid Delivery model
- ❑ Ability to take on large and complex projects due to delivery capabilities
- ❑ **We Hold hands, not shake hands.**

## Risk Management Advisory Services

### Basel II/III Advisory

- Market Risk
- Credit Risk
- Operational Risk
- ICAAP

### Corporate Risks

- Enterprise Risk Assessment
- Fraud Risk
- Risk based Internal Audit
- Operations Risk
- Forensic services

### Information Security

- IS Audit
- Information Security
- IT Assurance
- IT Governance

### Operational Risk

- Process reviews
- Policy/ Process Review
- Process Improvement
- Compliance Risk

### Governance

- Corporate Governance
- Business Strategic risk
- Fraud Risk
- Forensic Accounting

### Other Risks

- Business/Strategic Risk
- Reputation Risk
- Outsourcing Risk
- Contractual Risk

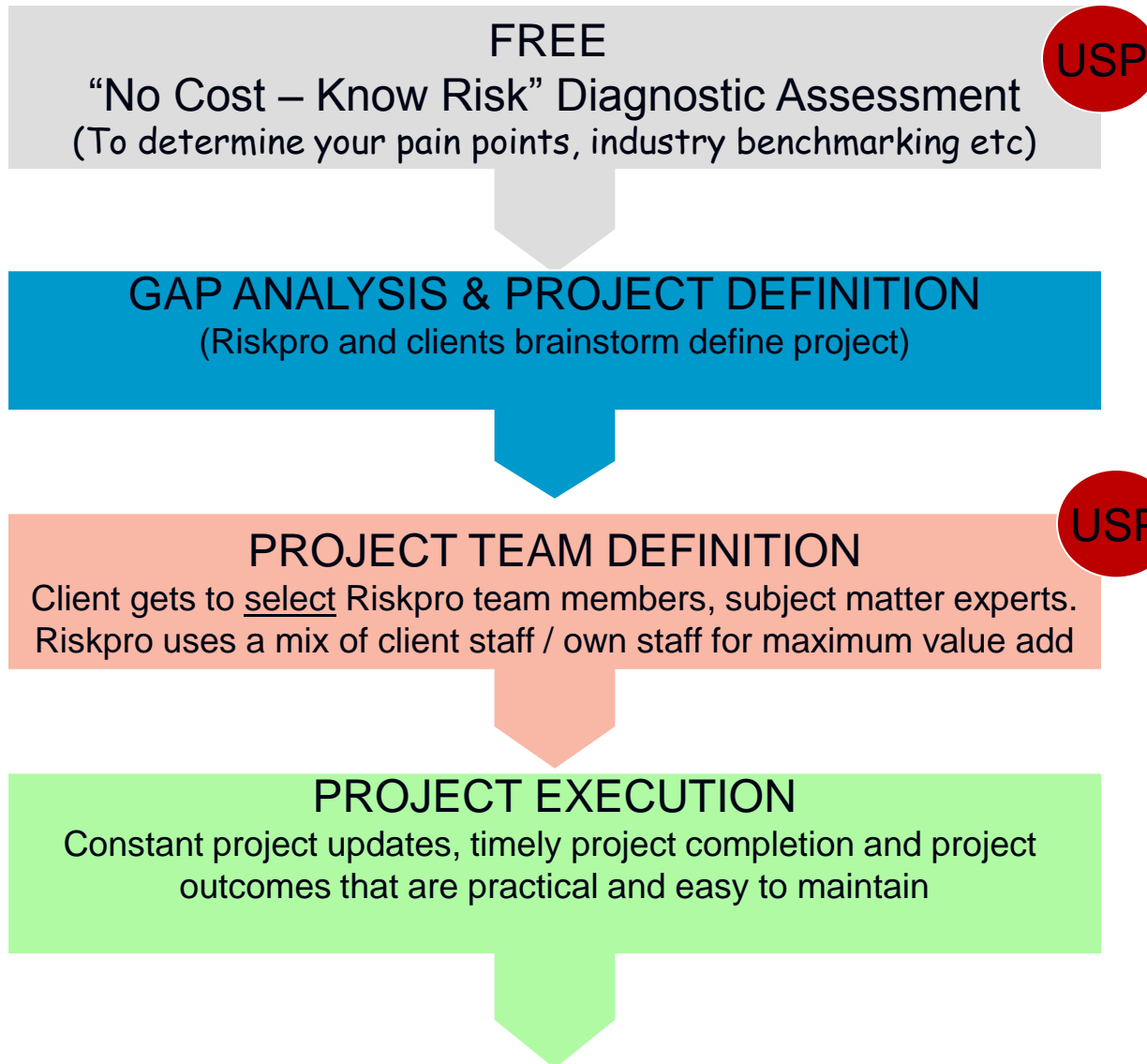
## Training

- Banking – E Learning
- Corporate Training
- Regular Risk Management Training
- Online Training material
- Workshops / Events

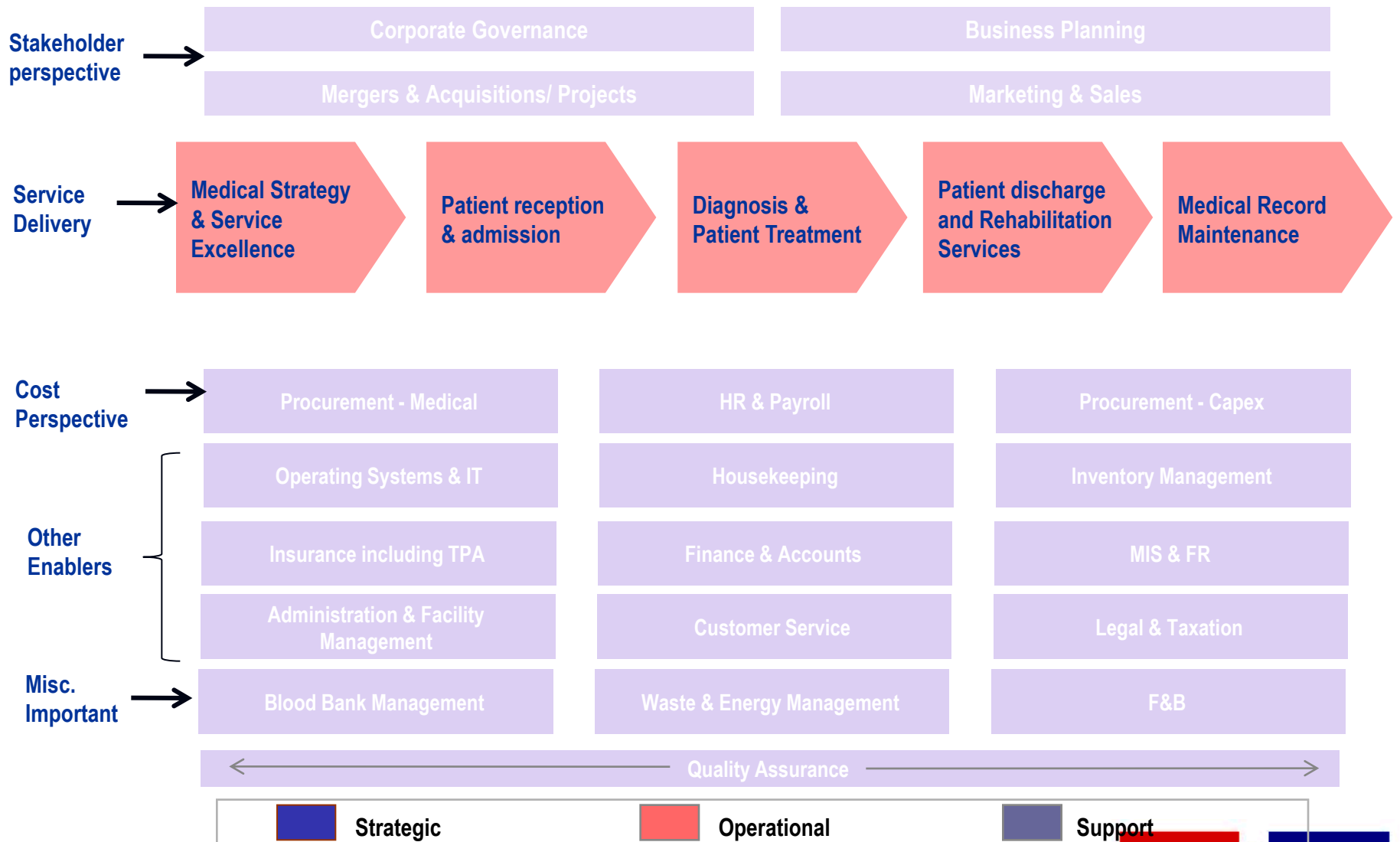
## Recruitment

- Virtual Risk Managers
- Full Time Risk Professionals
- Part time Risk Professionals
- Risk Managers on call – free

# Our Delivery Methodology



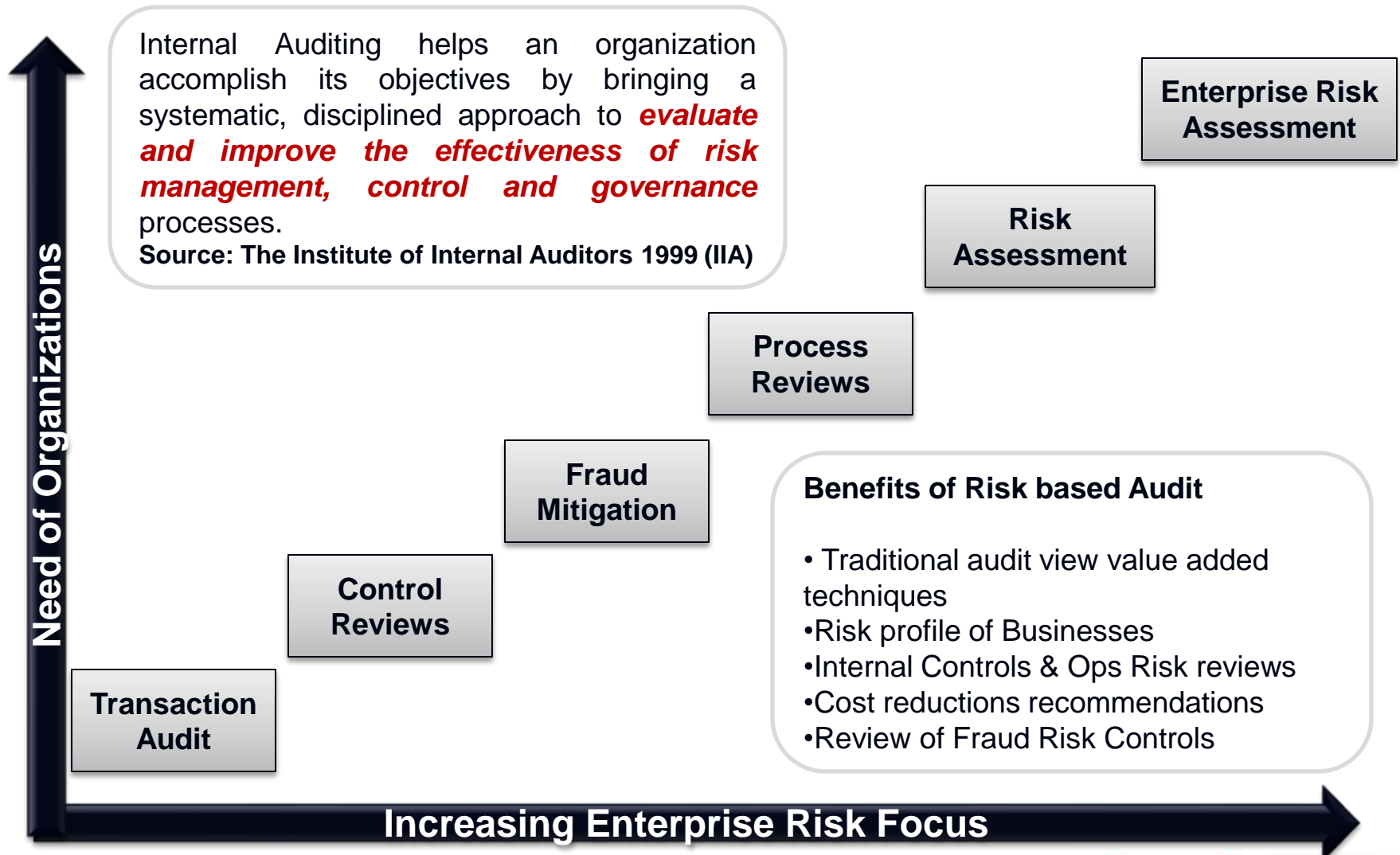
# Business Model – Hospital (Illustrative)



# Key Issues noticed in Hospitals

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- Short Healthcare Personnel
- Stock Out of Life Saving Drugs
- Improper maintenance of medical records
- Long pending from TPA's/ Corporate
- Loss of star doctor/team
- Issue of expired blood/medicine to patients
- Not maintaining adequate transparency with patients with regard to treatment provided
- Improper waste management
- Customer service not in sync with customer expectations
- Incorrect billing to patients
- Insufficient use of IT in daily operations
- Threat of information theft from external & internal sources
- Continuous dependence to drive revenue through ECHS/CGHS
- Frequent changes in the Project Plan
- Lack of investment in research and development to identify opportunities for new specialty services.
- Improper monitoring of cost and quality against the plan/ budgets
- Lack of focus on Medical Programs
- Incorrect diagnosis/ treatment provided to patients
- Regulatory non compliances
- Unhygienic conditions in hospital kitchen
- Improper segregation and disposal of waste
- Incomplete medical records
- Incorrect provisioning for accounts receivables
- Inappropriate data used for reporting to management
- Weak processes to ensure compliance to JCI/ NABH



# Internal Audit Universe

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Internal Audit may be performed in the following domains for hospitals:

Major focus area

Objective

i	<b>Hospital Governance</b>	Ensuring management's vision , business objectives are incorporated in the governing principles of the hospitals.
ii	<b>Medical &amp; Quality Audit</b>	Ensuring robust procedures supporting clinicians to provide best quality medical care to patients.
iii	<b>Operations Support Audit</b>	Ensuring robust business processes to support effective and efficient operation of units.
iv	<b>People Audit</b>	Ensuring processes to recruit, develop and retain workers and leaders to support achievement of business objectives
v	<b>Finance &amp; Accounts</b>	Ensuring processes and controls for accurate and effective financial accounting and reporting.
vi	<b>Compliance Management</b>	Ensuring processes to help units and HO comply with internal policy and procedures, legal requirements, JCI, NABH and other requirements.

# Internal Audit methodology for Hospitals

## Audit planning

## Audit execution

## Reporting

### Key Activities

- Gaining detailed understanding of your organisation.
- Identification of key business processes supporting patient service.
- Importance mapping of business processes with patient journey.
- Identification of business risks at unit and organisation wide level.
- Organising workshops at unit and HO level to discuss key business processes and risk rating to attain common understanding.
- Identification of operational and clinical processes to be audited (audit wish list).
- Discussion with unit heads and HO to prioritise audits.

- Detailed scoping for each audit in discussion with process leaders, unit heads, FCs and HO to identify key focus areas.
- Conducting detailed process walkthroughs, documentation , risk & controls identification and testing.
- Continuous discussion with management at unit and HO.
- Identification of issues, risks, implications, recommendations and discussion with process leaders.
- Audit issue/ process gap impact analysis on clinical and support processes.
- Benchmarking of processes with leading hospital practices.

- Providing detailed audit issues and supporting evidence (including discussions) to process leaders at unit and management for management comments.
- Organising audit closure workshop at unit with process leaders, unit head and medical director to discuss audit issues, rating and recommendations and attain common understanding.
- Submit final audit report to unit, HO and audit committee.
- Formation of recommendations implementation roadmap in consultation with unit and HO.
- Summary reporting to audit committee and presentation.
- Obtain feedback.

### Deliverables

- Final internal audit plan
- Engagement letters

- Engagement scoping document and timelines
- Regular audit updates
- Audit workpapers and audit issues

- Findings and recommendations report for management comments
- Final report for management and audit committee
- Practical recommendations and implementation roadmap
- Audit committee report and presentation

### Quality Assurance

- Team of professionals with extensive experience in healthcare audits.
- Continuous project reviews by partners and directors of the firm to ensure quality and client satisfaction.

# Patient Journey View - Illustrative

## Standard steps/ stages in a patient journey in an hospital

List of departments supporting service delivery

Service Delivery on Patient journey  Key departments/ functions	Patient entry	In case of OPD Patient							For Emergency Patients							Case III - I										
	Patient Greeting Basic information provided to patient/family	Booking specialist appointment	Maintaining adequate clinicians as per patient needs	Providing guidance to patient re screening and making	Maintaining medical supplies and providing to patient	Maintaining doctor name	Diagnosis/Consultation/Treatment	Referral to Emergency/POD	Maintaining Patient Data Records	Billing	Pick up of patient - Ambulance	Receiving patients at Emergency	Obtaining adequate details from patient and updating in system	Transfer for Diagnosis	Diagnosis & reporting to doctor/ Post Specialist Assessment	Referral to Cathlab	Maintaining adequate clinicians as per patient needs	Giving emergency treatment to patient	Transferring patient to ICU/ OT	Providing guidance to patient re screening and making	Maintaining and providing correct medical supplies	Information provided to billing department	Obtaining adequate details from patient and updating in system	Booking specialist assessment and providing details to patient	Providing guidance and complete treatment details to patient and	
<b>Marketing Department</b>																										
Business development Planning & Initiatives	M																									
Promotions	M																									
Brochures and content management	M																									
Service offerings	M																									
Service rates		M										M														M
<b>Administrative Dept.</b>																										
<b>Reception</b>	M	M																								
<b>Front office</b>			M																							
Fire and Security	M						M	M											M							M
Parking	M		L														M									
Lounge	M	M			L			L													L					L
Housekeeping	M	M						M											M	M						M
Admission		M																								
Discharge																										
Procurement including CPC																										
Inventory management including wards & nursing stations																										
Foods & Beverages																										
Waste Management																										
Laundry																										
Third Party Insurance Cell																										
Artifacts & Sign boards																										
Record storage																										
<b>Autopsy and Mortuary Management</b>		L															L	L								M
<b>Medical record management</b>			M	M																						
<b>Quality Assurance</b>																										
Patient safety		L		M	M	M	M																			
Patient feedback		L	M	M	M	M	M				M															
Quality assurance training		L	M	M	M	M	M																			
Compliance to standards		L	M	M	M	M	M				M															
Incident management & reporting																										
Quality Audit		L	M	M	M	M	M																			
Infection control		M		M	M	M	M																			
<b>Support Service Deptt.</b>																										
Pharmacy		M	M																							
ATM & Banks		M	M																							
Gift Shopping		L	L																							
Flowerist		L	L																							
Book Stores		L	L																							
Ticketing		L	L																							
Spiritual Ministry		M	M																							

Business importance assigned to departments on basis of degree of involvement in providing patient care/ service

# Other factors to be considered for Scoping

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- ▲ **Multi-specialty Vs. Super Specialty hospital.** More intense IA's in case hospital is multi & super specialty.
- ▲ **Business Objectives** – have to be kept in mind for each hospital/ unit and IA scope should be fine tweaked accordingly
- ▲ **Age of the hospital** – for new hospitals, key focus is effective implementation of SOP's, clarity in roles & responsibilities, service delivery monitoring. Stable/ Mature hospitals focus more on operational excellence, introducing industry best practices.
- ▲ **Integrated Compliance Risk Management** – Most hospitals review same controls more than once, for eg. Billing process may be reviewed in NABH/ JCI and/ or in Internal Audit and or in ISO and or in Internal Controls over financial reporting review. Management should consider developing an integrated compliance risk management framework whereby risk is assessed/ tested once and reported in multiple places as required.
- ▲ **Past IA scope** – key issues/ challenges play important role in direction setting. Audit Charter should cover key processes/ controls monitoring regularly. Non key processes/ controls can be tested/ reviewed once in 2/3 years.
- ▲ **Fraud vulnerabilities** should be reviewed while ascertaining IA scope
- ▲ Maturity of **IT/ ERP system** is crucial factor for scoping



TrainingCentral



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Our team members have worked at world class Companies

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### Manoj Jain

- ▲ **Founder - Riskpro**
- ▲ CA, CPA, MBA-Finance (USA), FRM (GARP)
- ▲ Over 10 years international experience – 6 years in Bahrain and 4 years USA
- ▲ 15 years exp in risk consulting and internal audits
- ▲ Sox Compliance project for Fannie Mae, USA ( \$900+ Billion Mortgage Company)
- ▲ Specialization in Operational Risk, Basel II, Sox and Control design
- ▲ Led medium to large engagement teams

### Rahul Bhan

- ▲ **Co- Founder - Riskpro**
- ▲ CA (India), MBA (Netherlands), CIA (USA)
- ▲ Over 15 years of extensive internal and external audit experience in India and abroad.
- ▲ Worked with KPMG United Arab Emirates, PKF South Africa, Ernst and Young Kuwait, Deloitte Netherlands and KPMG India.
- ▲ Worked with clients in a wide variety of industries and countries including trading, retail and consumer goods, NGO, manufacturing and banking and finance. Major clients include banks, investment companies, manufacturing organizations, aviation etc.

### Casper Abraham

- ▲ **Co-Founder - Riskpro**
- ▲ PGD (Electrical & Electronics & Computer Programming)
- ▲ 30 years of experience in Information & Communications Technology (ICT) Solutions for Retail, Garments, Manufacturing, Services Industries.
- ▲ Has created Companies, Divisions, Products, Brands, Teams & Markets.
- ▲ Consulting in Business, Technology, Marketing & Sales & Strategic Planning.
- ▲ Advisory, Training, Workshops & Implementation in Systems Thinking, Systems Modeling & Balanced Scorecard
- ▲ Worked with TIFR, Mahindra, Ambience, Communico-Graphique & Ionidea Inc, USA,

### Kumar Bhukhanwala

- ▲ **Co-Founder - Riskpro**
- ▲ B.Com, CA
- ▲ 30 years of accounting, finance and risk management experience
- ▲ Most recent employment with Emerson, a USA Fortune 500
- ▲ Worked for Hinduja, Pidilite, Excel Industries and internationally
- ▲ Strong Financial Process and internal controls experience

# RESUMES - PARTNERSHIPS

Andrew Hiles

- ▲ **Specialist Risk Consultant – Business Continuity**
- ▲ Founder and 15-year Chairman of Survive, the first international user group for Business Continuity professionals
- ▲ Founding director and first Fellow of the Business Continuity Institute
- ▲ Over 25 years international consulting expertise in Risk, Crisis, Emergency, Incident, and Business Continuity and ICT Disaster Recovery Management
- ▲ Multi-sector experience including Banking, Insurance, Finance, Oil, Gas, Energy, Manufacturing, Retail, Hi-Tech & Telecom
- ▲ Western Press Award for services to business, 1994; BCI/CIR nomination for lifetime achievement in BC, 1999, London; inducted into BC Hall of Fame by CPM magazine, 2004, Washington DC.

Mr. V K Gupta

- ▲ **Specialist Risk Consultant – Internal Audits**
- ▲ Chartered Accountant and CISA, with over 12 years of experience in business risk services.
- ▲ He has advised leading national and international clients.
- ▲ He was working with Ernst and Young (NZ). He has extensive experience in conducting internal audits, risk assessment, drafting standard operating procedures, sarbanes oxley etc.
- ▲ He has helped organisations to improve business processes leading to increased efficiency and effectiveness. He specializes in industries like healthcare, manufacturing, IT/ITES, financial services.

# Contacts

## MUMBAI

### **Manoj Jain, Director**

B-44 Glaxo Building, Near  
Mt. Mary's Steps, Bandra  
(W), Mumbai 400050

M- 98337 67114

E- [manoj.jain@riskpro.in](mailto:manoj.jain@riskpro.in)

## DELHI

### **Rahul Bhan, Director**

C-561, Defence Colony,  
New Delhi-110 024

M- 99680 05042

E- [rahul.bhan@riskpro.in](mailto:rahul.bhan@riskpro.in)

## BANGALORE

### **Casper Abraham, Director**

No. 62/B Modi Residency  
Millers Road, Benson Town  
Bangalore 560 046

M- 98450 61870

E- [casper.abraham@riskpro.in](mailto:casper.abraham@riskpro.in)

Email : [info@riskpro.in](mailto:info@riskpro.in)



Web: [www.riskpro.in](http://www.riskpro.in)



# THANKS

# **Detailed Coverage - Hospital Audits**

# Detailed Coverage – Hospital Governance

## (i) Hospital Governance

Sub Areas	Business Criticality	Whether IA recommended
Mergers & Acquisition – Internal Control DDR	H	Yes
Medical Strategy & Quality	H	Yes
Capacity Management	H	Yes
Quality Compliance Management – NABH/ JCI	H	Yes
New Projects	H	Yes
Corporate Governance Matters	H	Yes
Marketing	H	Yes

# Detailed Coverage – Hospital Governance

## (ii) Medical & Quality Audit

Sub Areas	Business Criticality	Whether IA recommended
Allied Health operations	M	Yes
Stress Care Centres	H	Yes
Medical Psyh Units	M	Yes
Operation Theatre's	H	Yes
ICU, MICU, ICCU & PICU	H	Yes
Imaging Centres & Laboratory's	H	Yes
Progressive Care Unit	M	Yes
Vascular Rooms	H	Yes
Cardiac Recovery rooms	H	Yes
Prep room	H	Yes
Recovery room	H	Yes
Ambulance services	H	Yes
Surgical Services	H	Yes
Blood bank management	H	Yes
Nurse/ Doctors bay	M	Yes
Pediatrics/ Orthro/ Neuro Unit	M	Yes

# Detailed Coverage – Hospital Governance

## (iii) Operations Support Audit

Sub Areas	Business Criticality	Whether IA recommended
Parking, Reception & Front Office	L	Yes
Admissions	H	Yes
Procurement including CPC	H	Yes
Inventory Management	H	Yes
Foods & Beverages	M	Yes
Laundry & Housekeeping	M	Yes
Centre for Community Service	M	Yes
Discharge & Billing	H	Yes
Autopsy & Mortuary management	M	Yes
Patient Safety – Incident Management	H	Yes
Pharmacy	M	Yes
ATM, Café, Spiritual ministry	L	No
Insurance including TPA	H	Yes
Bio / Non Bio Medical equipment	H	Yes
Energy & Water consumption	M	Yes
IT Support – FOS, ITGC, ERP, Business Continuity & DRP	H	Yes

# Detailed Coverage – Hospital Governance

## (iv) People Audit

Sub Areas	Business Criticality	Whether IA recommended
HR Planning & Recruitment	H	Yes
Employee training	H	Yes
Hospital and clinician relationship management	M	Yes
Roster management	H	Yes
Employee Records	M	Yes
Leadership Development Initiatives	H	Yes
Payroll end to end	M	Yes
Salary benchmarking	M	Yes
Performance Appraisal process	H	Yes
Employee Satisfaction Survey	H	Yes

# Detailed Coverage – Hospital Governance

## (v) Finance & Accounts

Sub Areas	Business Criticality	Whether IA recommended
Budgeting	H	Yes
Accounts Receivable	H	Yes
Accounts Payable	H	Yes
Fixed Assets Management	H	Yes
Cash & Bank Management	M	Yes
Capital Expenditure	H	Yes
Treasury	M	Yes
Stock Options	M	Yes
Taxation	H	Yes
Financial Reporting	H	Yes
Foreign Exchange	M	Yes
Investments	M	Yes
Share Capital And Funds Utilization	M	Yes

# Detailed Coverage – Hospital Governance

## (vi) Compliance

Sub Areas	Business Criticality	Whether IA recommended
Medical Records	H	Yes
Secretarial	H	Yes
EHS	H	Yes
Other enactments	H	Yes
JCI standards compliance	H	Yes
NABH standards compliance	H	Yes

## Examples of our Services



### Company level

- Define Risk Appetite
- Risk Scorecard
- Risk Heap maps
- Reputation Risk Scorecards
- IT Governance
- New Product Approval Policy
- Scan of Emerging Risks

#### Governance

- Align Corporate Governance to global practices
- Board Committee reviews
- Review and enhance Risk Governance
- Policy and Process Framework
- IT Governance
- Whistle Blowing Framework

#### Risk management

- Risk assessment
- Process and Control Review
- Insurance & Loss Alignment
- Incident Reporting Process & Tool
- Implementation of 20-30 top Key Risk Indicators (KRI)
- Fraud Risk Management Services

#### Compliance

- Compliance Risk Policy & Framework
- Regulatory reviews and audits
- Global regulation compliance
- Compliance Reporting
- Contractual Risk
- 3<sup>rd</sup> party audits of units
- Internal Control testing Tools

### Support Processes

- GRC Technology Implementation – Provide recommendations and select vendor for GRC Tool
- HR Policies and Processes to minimize people risk, frauds and strengthen succession planning
- Training and Awareness build up – Targeted and Ongoing training in areas of concern.
- E Learning Courses in Risk Management, Fraud Risk Management, Governance etc

### Govern risk & compliance with business benefits

- Riskpro helps organisations adapt to change, manage risk, and effectively comply with the risks and regulations which effect their businesses.
- Helps in successfully managing risk and achieving compliance in an ever-changing environment while reducing costs and improving corporate performance every day.

### Riskpro Partnerships with GRC Vendors

- Riskpro has several partnerships with world leaders in implementation of GRC software solutions.
- (BPS Resolver, Methodware, Bwise, Odondo, Rocsys)
- Riskpro is also actively interacting with other Leading vendors for GRC Technology rollout (Bwise, Oracle)
- Riskpro can review the company's circumstances and provide an unbiased opinion n the best product for the circumstances.

You select the level and size of ERM efforts to suit your needs and budget.

<p><b>1 Foundation</b></p>	<p><b>2 RISK IDENTIFICATION</b></p>	<p><b>3 BASIC ERM</b></p> <p>Risk Identification</p> <p><b>Foundation</b></p>	<p><b>4 ENHANCED ERM</b></p> <p>Risk Identification</p> <p><b>Foundation</b></p>
<ul style="list-style-type: none"> <li>•ERM vision</li> <li>•Goals and objectives</li> <li>•Policies</li> <li>•Organization structure</li> <li>•Alignment to strategies</li> </ul>	<ul style="list-style-type: none"> <li>•Risk Assessment</li> <li>•Gap Analysis</li> <li>•Risk Mapping</li> </ul>	<ul style="list-style-type: none"> <li>•FOUNDATION TASKS</li> <li>•RISK ASSESSMENT TASKS</li> <li>•Risk Mgmt for 2-3 critical risks</li> <li>•Evaluate existing RM structures</li> <li>•Enhanced management reports</li> <li>•Dashboards</li> <li>•Monitoring tools</li> <li>•Risk based Communication</li> </ul>	<ul style="list-style-type: none"> <li>•Foundation Tasks</li> <li>•RISK Identification</li> <li>•Enhanced Framework</li> </ul>

### IS AUDIT

- Operating Systems Audit
- Database Audit
- Networking Audit
- Firewall Audit
- IDS Audit
- Web Application, Data Center Audit
- Internet Banking, Core Banking Audit
- Performance & Forensic Auditing
- Application Systems - Functional review
- Compliance with IS Policies & Procedures

### INFORMATION SECURITY

- Penetration Testing
- Application Systems - Security review
- Review of IS Controls
- BS 7799 / (ISO 27001) Implémentation
- Formation of IS Security Policy
- Compliance with IS Policies & Procedures

### IT GOVERNANCE

- COBIT
- ValIT
- Balanced Scorecard
- IT & Business Maturity Models

### IT ASSURANCE

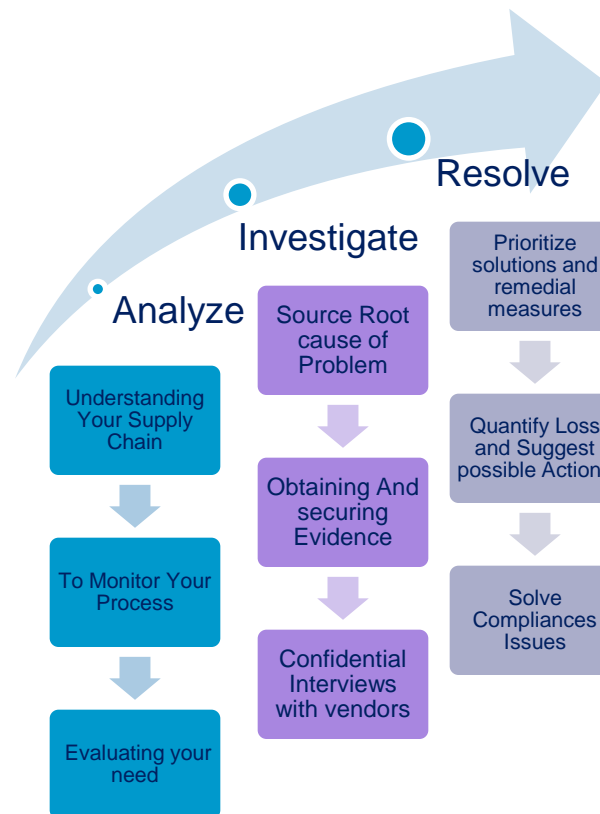
- Business Continuity Planning
- Computer Crime Investigations
- Training in IT
- Compliance with IS Policies & Procedures

Based on our understanding of your requirements, we have customized a package of our solution offerings to meet your needs, which is detailed in the ensuing slides.

**To detect and prevent fraud and evaluate Code Of Conduct Compliance on following parameters :-**

- ✓ Fraud Detection
- ✓ Fraudulent Vendor
- ✓ Recruiting new dealers, suppliers, franchisees or distributors
- ✓ Anti-Fraud Measures
- ✓ Monitoring Compliance and Authorization
- ✓ Workplace Practice
- ✓ Background check for employees
- ✓ Background check for customers
- ✓ Prevent default of high value bills

### Our Solution for you



### Benefits To You

- Protects you from any Monterey or Reputational damage
- Code Of compliance establishment
- Enables you to identify risks / control gaps
- Helps you identify any undisclosed production
- Risk Mitigation