

**Dr. Satadal Saha, MS, FRCS (Eng.)**

**Consultant General Surgeon**

**Medical Career**

I am a practising General Surgeon, with over 25 years of experience, focusing mainly on Laparoscopic & Colo-rectal surgery. My clinical work encompasses complex GI cancer surgery including Pancreatectomy and Breast Surgery.

**PRESENT Professional Career**

**Visiting Professor, School of Medical Science & Technology, IIT Kharagpur**

**Project Director, Dr. B C Roy Super-speciality Hospital – 400-bed Teaching-cum-Research Hospital**

**Founder-Director – JSV Innovations Pvt. Ltd. & Future Speciality Medicare Pvt. Ltd.**

- **Rural Healthcare delivery at Salboni, West Midnapore (A CSR project of JSW Bengal Steel Ltd.) (2011 – ongoing)**

We have been engaged by JSW Bengal Steel Ltd. to deliver rural healthcare among 28 villages around their project site at Salboni, West Midnapore. Regular medical services are provided, including Health Education and Awareness, through a team of doctors and other para-medical workers trained from among the local community (Women). Apart from curative services, we have trained local women and they are now delivering Health awareness and education services to the community, including cultural integration and health-seeking behaviour change within the community.

- **Rural Healthcare Software - Clinical algorithm-based Primary Care Software & Public Health Software**

Medical interventions were leading to the generation of large volumes of medical data that was potentially invaluable in public health research and intervention. Our evolved Rural Health Model thus integrates the 3 “Ts” – Treatment, Training and Technology and gives the complete value-chain in rural health.

- **Skill Development for Rural Poor Youth (School for Skills: Allied Health Sciences)**

‘School for Skills: Allied Health Sciences’ was born in Suri, Birbhum in May 2013; and now has 7 centres across 5 districts in West Bengal.

Over 1000 students have successfully passed in last 4 years, with a placement success rate of over 80%., including entrepreneurship ventures.

- ✓ 40% of our students are girls
- ✓ 75% of the students come from families with annual family income of less than INR 75000

The centres are affiliated with Healthcare Sector Skill Council (HSSC), under National Skill Development Corporation (NSDC)

- ✓ Own multi-lingual Study material
- ✓ Inclusion of English & Computer Skills & Personality development
- ✓ Combination of classroom, skills lab, hospital-based internship, workshop & seminar

- **Research & Development of Low-cost Diagnostic Device**

We work in partnership with multiple Science & Technology Universities across the world towards innovation of low-cost technologies (software systems and diagnostic devices) that would be deployable across last-mile geographies to increase the reach of affordable and high quality healthcare for the rural population. Our partners include –

- University of California, Irvine, CA, USA
- Johns Hopkins University, USA
- Jadavpur University, West Bengal
- University of Calcutta, West Bengal
- IEST, Shibpur
- IIT Kharagpur
- IIT, Hyderabad
- CG & CRI, West Bengal

We have received two (2) prestigious grants from Government of India towards technology development –

- ITRA (Information technology Research Academy), DEITY, GOI
- IMPRINT, DST, GOI

In both these grants, Dr. Saha is recognised as the Co-Principal Investigator.

- **Financially Sustainable Low-cost Rural Primary Care (Rural Health Kiosk)**

Using women trained through our school and technology developed through our research work, we have set up 3 centres across deep rural areas where local women are delivering primary healthcare to the local population, supported by doctors at remote end. We aim to scale up this program in the near future by setting up 100 more.

- **Hospital**

Through association with other partners, we have just established another Hospital, Baroma Sirona Hospital, a 250-bed super-speciality Hospital at Panskura, East Midnapore, West Bengal, a Tier III rural town. The hospital was commissioned in May 2016 with 51 beds and seen steady growth in revenue and utilisation, while delivering very complex critical care to the rural population at price-points significantly lower than urban counterparts. Break-even is expected to be achieved in 2-3 months from now

### **PAST Professional Career**

- **Founder-Managing Director, Westbank Hospital, Andul Road, Howrah (1995 – 2005)**

Greenfield: On my return from UK to India in 1996, I led setting up of Westbank Hospital at Howrah, the first major private investment in healthcare in a Tier II town in West Bengal. This 120-bed hospital delivered high quality speciality & super-speciality services at a price-point affordable to the ‘mass market’ and achieved a good ‘brand image’, apart from being financially profitable.

- **Whole-time Director & CEO, Jubilant First Trust Healthcare Ltd. (2006 – 2010)**

Public-Private Partnership, Acquisition & Greenfield: Between 2006 & 2010, I established 3 more hospitals in different districts in West Bengal - Murshidabad (200 kms away from Kolkata) and North 24-Parganas (25 kms from Kolkata). The business models included Public-Private Partnership (with Government of West Bengal), Acquisition (Private Deal) & Greenfield.

The 51-bed hospital at Berhampore, Murshidabad was handed over to us by the Murshidabad Zilla Parishad in a closed state and within 18 months of take-over, achieved high capacity utilisation in a financially sustainable state through delivery of low-cost speciality services to the rural poor.

Similarly, Kalpataru Hospital (51 beds) at Barasat, 24-Parganas (N) was also taken over from a private trust in a financially 'sick' condition and was turned into a profitable unit within 24 months.

The third hospital in 24-Parganas (N) was a Greenfield hospital (120 beds) and became the most advanced centre within 12 months of commencement in Dec. 2009.

- **Business Process Re-engineering, Institute of Neurosciences Kolkata (2011-12)**

I served with Prof. R P Sengupta as a Consultant at this premier Neurosciences institution in Kolkata at a time when the hospital was suffering from low capacity utilisation, with multiple administrative problems. Over a period of 11 months, all these issues were resolved through introduction of 'Systems & Processes' and revamping the team of doctors. During this time, both capacity utilisation and revenue improved significantly.

- **Consultant – International Finance Corporation (World Bank Group)(Oct. 2012 – June 2014)**

I worked as an Industry Expert in the SBA 4 Healthcare (Sustainable Business Advisory for Healthcare) programme of IFC. The programme envisaged planning and implementation of Operational Efficiency improvement in mid-size hospitals in Tier II & III towns of India, with particular emphasis on North-East India. My specific area of work was in Shija Hospital at Imphal and over 2 years, there was a complete turn-around in the hospital, both efficiency and financial.

- **Chief India Advisor - Abraaj Global Health Fund (AGHF) (Feb. 2013 – Dec. 2015)**

'Abraaj' is a \$7.5 Bn private equity group headquartered in Dubai. I worked as an Advisor to the group in developing a pan-India Low-cost Healthcare business development plan, with high social impact for its \$1.0 bn special fund. My work involved creating the investment thesis, identifying deal pipeline, assist in fund-raising through meeting with major investors and assist in Deal transactions through potential 'Impact' analysis of the target hospitals. My specific contributions involved being a member of the 'Transaction Team' for Care Hospital, Hyderabad, one of the largest investments (Rs. 1800 cr) in India. I also conducted 'Impact analysis' for many other hospitals (Apollo BSR Hospital, GNRC Hospital, Guwahati)

- **Advisor - Leapfrog Investments**

I led development of the Investment Thesis for LF, in its plan to raise \$1 bn for healthcare on a ‘profit with purpose’ platform across India, S. Asia and Africa. This also involved ‘deal’ evaluation from a social impact perspective, for the target hospitals. During this work, I worked with hospitals in Bangladesh.

### **Professional Education**

**National Scholarship** – 1976; Higher Secondary Examination

**MBBS** – Calcutta Medical College, 1983

- Senior Prosector in Anatomy (Highest award) – 1978
- College Scholarship 1979, 1980

**MS (Gen. Surg.)** – Calcutta Medical College, 1988

- Calcutta University Gold Medal in Surgery – 1987
- University topper in Surgery at PG level – 1988

**FRCS** – Royal College of Surgeons of England, 1990

**Senior Research Associate** – CSIR (Govt. of India) on Rectal Cancer, 1995 - 97

### **Personal detail**

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### **Teaching & Related**

- IIT, Kharagpur: Course Name – Master of Medical Science & Technology. I have been instrumental in developing this course as a member of the National Advisory Committee of IIT, Kharagpur.
- Indian Institute of Social Welfare & Business Management (IISWBM): Course Name – Master of Hospital Administration. This is a premier Business Management School in West Bengal.
- Have been a regular speaker in scientific sessions on Rural Primary Care & Innovative Technology development at all major Science & Technology institutions – Jadavpur University, University of Calcutta, IUEST Shibpur etc.

- Have delivered many lectures as ‘Keynote Address’ in national conferences of CII, AIMA, BCCI etc.
- Have delivered ‘Guest Lecture; in multiple international conferences in USA, South Africa (Micro-med) etc.
- Authored technology research (Microfluidic-based) publications in indexed international journals
- Secretary – Thoughtshop Foundation

### **Family**

My wife has been a school teacher for over 20 years. She is now part of our organisation looking after the 7 training centres administratively and teaching English and Personality Development at ‘School for Skills: Allied Health Sciences’.

My older daughter is pursuing MDS in Facio-maxillary surgery. My younger daughter, after completing graduation in Biological Sciences at Presidency University is pursuing M.Sc in Molecular Biology at Kings College, London.

### **Interests**

These revolve around reading books and travelling to mountains and jungles!