

Hemant Bhatnagar

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Professional Profile

Hemant Bhatnagar is a senior healthcare management professional with over **23+ years of leadership experience** across **multi-speciality, tertiary, quaternary, and academic healthcare institutions** in India. He has successfully led **hospital operations, P&L management, accreditation programs, quality improvement initiatives, and greenfield projects**, consistently delivering **sustainable financial growth, operational excellence, and patient-centric outcomes**.

As a **Temos Approved Consultant (2025)**, he brings strong expertise in **international healthcare standards, medical tourism readiness, quality governance, and patient safety frameworks**, enabling healthcare organisations to align with **best practices and industry benchmarks**.

Core Areas of Expertise

- Hospital Operations & Strategic Leadership
- P&L Management & Financial Turnaround
- International Accreditation & Quality Systems
- Patient Safety & Clinical Governance
- Medical Tourism & International Patient Services
- Physician Engagement & Clinical Program Development
- NABH, NABL, PMJAY, Nursing Excellence & Green Healthcare
- Greenfield & Expansion Projects
- Revenue Cycle Management & DSO Optimization

Current Role

Facility Director – Narayana Hospitals (NH)

200-bed Multi-Specialty Quaternary Care Hospital | Dec 2020 – Present

- Overall leadership with **full P&L accountability**
- Revenue growth from **₹64 Cr (FY21) to ₹112 Cr (FY25)**; FY26 exit projected at **₹126 Cr**
- Improved EBITDA from **4% to >14%**, maintaining consistent positive PAT
- Reduced **DSO from 127 days to 63 days**
- Led **NABH, NABL, PMJAY Gold, Nursing Excellence** re-accreditations
- Spearheading **Radiation Oncology expansion** and premium patient experience initiatives
- Strengthened hospital brand image, achieving **31,000+ Google reviews with 4.9★ rating**

Previous Leadership Roles

- **Chief Operating Officer – Nirmal Hospitals**
- **Centre Head – Sterling Hospitals & Genesis IVF (ART Centre)**
- **Centre Head – Wockhardt Hospitals (Super Specialty)**
- **Hospital Administrator – Public & Trust Hospitals**

Across these roles, I have:

- Managed hospitals up to **350 beds**
- Led **JV healthcare projects**, IVF centres, oncology programs
- Delivered sustained **EBITDA margins of 15–23%**
- Successfully commissioned **greenfield hospitals and COVID centres**
- Built high-performance leadership and clinical teams

Accreditation & Quality Credentials

- **Temos Approved Consultant – Temos International (2025)**
- **NABH Assessor – QCI**
- **NQAS Assessor – NHSRC, MoHFW (India)**
- **QAI Lead Assessor – Hospitals, ART Centres & Green HCF**
- **Certified Internal Auditor – JCI**
- **Lean Six Sigma Green Belt**

International Exposure

- **Administrative Training & Exposure through PHMI, USA (2010)**
 - Massachusetts General Hospital (MGH), Brigham and Women's Hospital, Dana-Farber Cancer Institute

Professional Recognition & Engagement

- Speaker at **International & National Conferences on Patient Safety**
- Member – **QAI Green Healthcare Standards Technical Committee**
- Visiting Faculty – **IIPH, NIRMA University, GTU**
- Published author in **Medical Buyer & Gujarat Medical Journal**
- Awarded “**Best Hospital – Staff Engagement & Wellness**” (NH Group, 2025)

Academic Qualifications

- **Master in Hospital Administration (MHA) – IIHMR University**
- **Master of Arts (MA)**
- **Bachelor of Science (B.Sc.)**

Consulting Focus for Temos

- International Patient Services & Medical Tourism Readiness
- Quality & Patient Safety Frameworks
- Accreditation Gap Assessments & Implementation
- Hospital Performance Improvement
- Governance, Leadership & Compliance Systems