

# Dr Vikas L Krishna

MBBS, MBA | PHYSICIAN, ADMINISTRATOR, CONSULTANT

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## Professional Summary

Strategic healthcare leader and physician with 14+ years of cross-functional experience spanning clinical excellence, healthcare administration, strategic healthcare consulting, and digital health innovation. Proven track record in building patient-first systems, driving transformation, spearheading innovation, and influencing change. Adept at stakeholder alignment, building high performance teams, enhancing patient outcomes, and executing impactful initiatives at scale.

## Core Skills

**Strategic Leadership:** Strategic Planning, Growth Consulting, Financial Planning, P&L Management, Stakeholder Engagement, Problem-solving Abilities, Operations Strategy

**Clinical Operations:** Clinical Excellence, Protocol Design, Quality Improvement, Patient Experience, Consultation

**Technology and Innovation:** Digital Health, HIS/EMR/CRM/HRMS systems, AI in Healthcare, Simulation, AR/VR

**People & Change Management:** HR Strategy, Performance Management, Training, Coaching, Mentoring, Education

**Healthcare Consulting:** Consultative Selling, Product Development, Commercialization, Pre-Sales, Process Redesign

## Experience

### Founder and General Physician | Total Care Clinic, Bangalore

Dec 2023 – Present

Founder and consultant, building a patient-centered digital-first practice emphasizing personalized, superior care. Integrating modern tech tools with grounded traditional approaches to deliver reliable and effective care.

- Achieved >60% patient retention with 20+ min average consults; built a trust-based ethical family care model with below 0.5% referral rate.
- Designed protocols for improving patient education, self-monitoring and simplicity of solutions for adherence.
- Leading novel initiatives in AI-driven health apps, hybrid healthcare, and professional healthcare training.

### Strategic Initiatives Leader | GE HealthCare, Bangalore

Reporting To: Business Head, Education & Service Sales

Feb 2019 – Dec 2023

The Education Team revolutionised the upskilling of healthcare professionals. Leveraging simulators, AR/VR and innovative training models, we created a **USD 6 million education market** from scratch across India in 7 years.

- Designed and launched high-impact upskilling programmes, generating **USD 250k revenue per quarter**.
- Scaled key opinion leader (KOL) panel network **8x in 5 years**, nurturing strong ties with India's best and most respected clinicians.
- Managed global partnerships, unlocking incremental revenue worth **USD 150k per quarter**.
- Led **COVID-19 training and patient care initiatives**, a volunteer-driven effort that supported 1500+ GE employee families, and prepared 6000+ frontline workers globally.
- Created "**Innovator's Toolbox**" – an original in-house initiative, to boost self-leadership and problem-solving.

### Deputy Medical Director | Sagar Hospitals DSI, Bangalore

Reporting To: Medical Director

Nov 2017 – Jan 2019

Medical admin role for a 415-bed state-of-the-art, award-winning and expanding multispeciality facility.

- Orchestrated organization-wide initiatives to drive **clinical excellence**, performance, and patient experience.
- Improved **patient satisfaction scores from 3.6/5 to 4.2/5** through enhanced planning and refined processes.
- Drove clinical excellence via fresh insights from **clinical quality programmes** such as mortality audits, ICU readmissions, unexpected outcomes tracking, and long-stay audits.
- Led **technology integration** efforts, unifying HIS, EMR and CRM systems within budget.
- Saved 12% on referral care network costs, while enhancing the reach and effectiveness.

**Head Operations | BRAINS Hospital Pvt Ltd, Bangalore**  
Reporting To: Founder and Chief Neurosurgeon

**Apr 2017 – Sep 2017**

The venture began in December 2016 as a shop-in-shop setup inside parent hospital Sparsh. Helmed by one of India's most highly decorated, famous and leading neurosurgeons.

- Managed P&L, revenue strategy, operational execution and pricing for **INR 2Cr/month** growing venture.
- Strengthened **financial planning**, optimizing CAPEX / OPEX, and cash flow management.
- Led strategic and special projects – Golden Hour, Allovedas, emergency, ambulance and purchase functions.

**Deputy Manager – Clinical Excellence | Aster DM Healthcare, Bangalore**  
Reporting To: Group Chief Medical Officer and Chief Adviser

**Feb 2016 – Apr 2017**

Our barebones global team catalyzed leaps in quality patient care for 16 hospitals across India and GCC. The aim was to build deep competence, improve accuracy, foster collaboration and encourage research.

- Developed **standardized** clinical protocols and best practices to enable a high level of patient care and safety.
- Developed a **competence matrix** to foster meaningful inter-hospital collaboration and superior patient care.
- Conducted **benchmarking and best practice implementation** for clinical excellence initiatives, fleshed out frameworks for tracking outcomes, improving accuracy and reporting.

**Strategic Consultant | Innov4Sight Health and Biomedical Systems, Bangalore**  
Reporting To: Founder and CEO

**Sep 2015 – Jan 2016**

Innovative health-tech startup looking at solving billion-person healthcare problems in fertility, vision, imaging and healthcare education.

- Designed **people-process-productivity systems** in HR and Operations, scalable with growth.
- Delivered impactful presentations and pitches to investors, successfully secured research **grants** worth Rs 50 L from Bangalore Bioinnovation Centre.
- **Strategic consulting**, supported and augmented core product lines – ParSight, Fertilator, xRx, HITA, of which Fertilator crossed prototype and exists today as a commercial product worth USD 150k per unit.

**Family Physician | Modern Family Doctor Pvt Ltd (Acquired by Bridge Health)**  
Reporting To: Head Medical Services, COO

**Jul 2015 – Feb 2016**

- Led a high-volume **OP practice**, crossing revenue of Rs 2 L a month from the start, with high feedback scores.
- Provided **strategic healthcare insights** from the field to corporate teams, improved service delivery.

**Centre Head | Cloudnine Hospital, Bangalore**  
Reporting To: Zonal Director

**Sep 2014 – Aug 2015**

Responsible for unit P&L, patient experience, revenue, EBITDA, highest clinical standards, transition to matrix culture and training new Centre Heads across India to gear up for rapid growth and expansion.

- Record-breaking 250 deliveries in 1 month (40-bed unit), with 90%+ patient satisfaction.
- Enhanced clinician engagement, reduced patient complaints by 99%, **streamlined** hospital operations.
- Drove culture change, **bias for action**, spot decisions, “wow” customer experience, zero-day issue closures.

**Senior Manager, HR | Executive Secretary to the Chancellor | Consultant – Hospital Management Systems | Sri Ramachandra Hospital, Chennai**  
Reporting To: The Chancellor and Managing Director

**Oct 2011 – Aug 2014**

Transformational role for a large 1800 bed multispeciality hospital, serving 4500+ patients per day and employing 5000.

- Led multiple teams, transformed HR from a compliance-driven function into a strategic business asset.
- Streamlined pharmacy operations, increased gross margins from 20% to 40% and saved Rs 1 Cr per month.
- Led the development of one of South India's first NAAC-certified in-house HRMS and e-governance platforms.
- Created a powerful, unique platform to find, train and retain top talent, reduced attrition from 20% to 8%.

## Projects

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**GE Global Research, Bangalore | NHRD Triads Winner** Nov 2010 – Jan 2011

Award-winning project on HR strategy for GE's engineering talent requirements, exploiting global and local migratory trends and newly emerging transnational communities.

**Accenture Services Pvt Ltd, Bangalore | Summer Intern** Apr 2010 – Jun 2010

Strategic HR project on Inclusion & Diversity - New Segments Research. Articulated a strong business case, presented an original industry whitepaper and position statement.

**Accenture Services Pvt Ltd, Bangalore | Intern** Nov 2009 – Jan 2010

Strategic HR project on Inclusion & Diversity - Best practice mapping and competitor analysis.

## Education

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**Symbiosis Institute of Business Management, Bangalore** (Symbiosis International University, Pune) **2009 - 2011**

**MBA** – Master of Business Administration | Major: Human Resources, Elective: Integrated Marketing Communication

**Kempegowda Institute of Medical Sciences, Bangalore** (Rajiv Gandhi University, Bangalore) **1999 - 2007**

**MBBS** – Bachelor of Medicine and Bachelor of Surgery

## Awards

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"Team With A Purpose" Award – GE HealthCare – for services rendered during COVID-19 – July 2021

Impact Award winner – GE Healthcare – for outstanding team performance – July 2019, October 2021

Awarded certificate by SIBM Bangalore for bringing laurels to the institute – Feb 2011

NHRD TRIADS – Finalist and second-place winner – Jan 2011

## Certifications

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"Certified Master Trainer and Facilitator" – CAMI, USA (Middle Earth HR) – August 2014

"Executive Leadership That Gets Results" – EduQuest India – Jun 2013

"Cloud Computing and Business Intelligence" – CII Chennai – Aug 2013 and Sep 2012

## Interests

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**Technology** – Building agentic AI workflows for health and productivity; co-founded Valley Computers, computer hardware and electronics startup (1999 – 2007)

**Entertainment** - Co-founder, Draftsmen Studios, animation startup (2005 – 2009)

**Wellness** - Diet and nutrition, holistic wellness, meditation, cookery, ancient Indian sciences

## Technical and Language Proficiency

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**Technology:** HIS, EMR, CRM, HRMS, AI, Digital Health Platforms

**Languages:** English (fluent), Hindi (fluent), Tamil (basic), Kannada (basic), Arabic (beginner)