

Frugal innovation cuts healthcare costs

At the Narayana Hrudayalaya Cardiac Hospital in Bangalore, Devi Shetty and his fellow cardiologists perform coronary bypass surgery – a procedure that can cost over \$106,000 in the U.S. – for as little as \$1,580

■ **Logistics:** Web-based cloud computing used instead of expensive licensed systems

■ **Cost cutting:** Locally made sutures, disposable surgical gowns, scrubs and drapes save 50-60% on imported equivalents

■ **Energy costs:** Air conditioning only used in operating theatres and intensive-care units

■ **IT network:** Single radiology unit interprets CT scans, X-rays and MRIs for all of **Narayana Health's** 21 medical centres

Dr. Devi Prasad Shetty ▶

Hospital beds



Capital cost per bed



Annual pay of cardiac surgeon



Operations (per surgeon per week)



*Six-day week

Sources: Narayana Health, Bloomberg, American Heart Association, American Hospital Association

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