



## **NATIONAL CONCLAVE**

### **GOOD GOVERNANCE IN HEALTHCARE FOR GLOBAL WELFARE: A CALL FOR ACTION**

#### **OVERVIEW**

UN Global Compact Network India (UN GCNI) recognizes the grave impact that unclean businesses have on the company and every stakeholder associated with it. Keeping this in mind, we focus on collective action by mobilizing businesses to put a united voice against corruption and lack of business integrity as stated in UNGC's tenth principle "Businesses should work against corruption in all its forms, including extortion and bribery", United Nations Global Compact Network India (UN GCNI) organized a national conclave on Good Governance in Healthcare for Global Welfare in collaboration with Prashanthi Balamandira Trust and the Sri Madhusudan Institute of Medical Sciences and Research (Medical College) on 4th August 2023 in Bengaluru/India. The event was guided by the theme of Promoting Good Governance, Transparency, and Ethical Practices in the Healthcare Ecosystem.

The word governance has its origin in the Latin word, called governor, which means to rule or to steer. Governance, it is said, is about steering an organization in the right direction. Today, organizations and societies face complex ethical challenges on a daily basis around the world and collective action is a key approach to slowing the scale of this issue thereby contributing to sustainable development goal number 17 (Partnerships for the Goals). Thus, Multi-stakeholder partnerships are indispensable in order to effectively tackle and solve the perennial sustainable development problems outlined under Good Health and Well-being in Sustainable Development Goal 3, and for peace, justice, and strong institutions as outlined in Sustainable Development Goal 16.

Through the panel discussion and the multi-stakeholder workshop, we aimed to deliberate not only about the importance of stakeholder involvement in addressing healthcare challenges, the responsibility of multi-stakeholders in promoting transparency, governance, and accountability in healthcare, good practices and innovative approaches, and the role of compliance as an anti-corruption measure in the healthcare sector but also discuss the need for medical professionals to turn out into noble and able personalities who can build sustainable societies based on transformative action which can benefit the most needy in the society.

## Inaugural Session: Conclave on Good Governance in Healthcare for Global Welfare



### Introductory Remarks - Mr. Ratnesh Jha, Executive Director - UN GCNI

Dignitaries on the dais and my fellows who have come for this very important consultation, the context has already been set by Dr. Somnath Singh, Deputy Director and Head of Anti-Corruption Initiatives at UN GCNI.

UN Global Compact is a global network of businesses with a human face. We are not about audit, we are not about measurement, we are about trusting each other and forming a community of like-minded global corporate citizens. All the top civil society organisations, academic institutions, as well as corporate members are forging together hand in hand to achieve these sustainable development goals. And it all begins with a declaration that we believe and practice the ten universal principles that the UN Global Compact espouses, which are in the area of human rights, labour standards, anti-corruption, as well as environmental protection. All of these are reflected in this august gathering, all of you are the young citizens of the world who are being trained in the skills and pedagogy which is suited for the new world, adhering to the diversity and the richness of Indian tradition as well as equipping you to address the major challenges in the healthcare sector. This is in essence what the UN Global Compact strives to do.

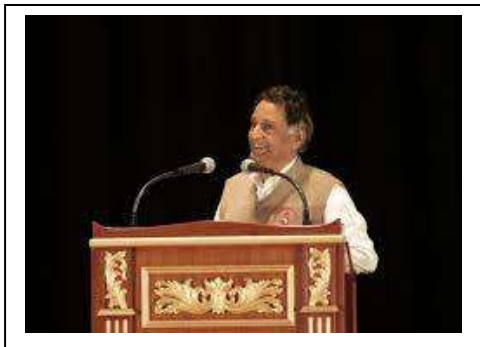


All the progress that we achieved, some of it was we had to backtrack because of two very critical global events. One was the coronavirus pandemic that we all faced that took us away

two years from our lives because we were confined in our own homes, protection and survival was the main issue. Second, the ongoing war is happening between Russia and Ukraine, where all the global energy equations, all the supply chains, and all the efforts at global market integration, have all suffered huge setbacks. This all has a domino effect on all the sectors and ultimately, it's the poor and the marginalized community who have to bear the brunt of any disruption. The domino effect ultimately makes our work more challenging and we are not afraid of it. We just have to be more prepared and as everyone in this hall is aware of the good work that this organization is doing; we together now will expand our area/ horizon of influence, we will learn from each other, we will contribute to each other and how better and how best to address the daunting problems which we face today in the state, in the country and globally. I came here and the first and very important thing that we are going to do today after this inaugural session is we are going to have a panel discussion on how global goals related to health can be solved if all the stakeholders decide to work together and bring about change in the way we operate and the ethical, governance and transparency issues, the challenges faced by us/industries and how your trust has been able to overcome most of them. We are here to learn and whatever we learn today, we are going to try to disseminate it through our similar events that we keep holding across the country.

### **Theme Address - Dr. C Srinivas, Chairman – Sri Sathya Sai Sanjeevani Hospital**

Most revered, beloved Sadhguru Madhusudan Sai, distinguished representatives of the UN GCNI, many healthcare providers and practitioners, students of medicine, and other students of the Sathya Sai institutions, sisters and brothers. “When you visit any country, you go as a



visitor or a tourist, but you visit India only and only as a pilgrim”, These profound words of Martin Luther King formed the platform and the foundation for today's august meet. When we come to India, when we live in India, essentially, life is a pilgrimage. “All life is reverential”, said Albert Schweitzer, the Nobel Medicine Prize winner many, many decades ago. In the Sathya Sai institutions what will be taught at the Madhusudan Sai Institute

of Medical Science is the timeless cardinal virtue that life has to be lived as ‘seva’. Whichever act that we engage in, that it has to be an act of seva, would define whatever we do and who we are. This is most true in the practice of medicine or the delivery of health care.

To me, my 50 years in public life, that has been an inspiration and a practice I have tried to serve people ethically. Healthcare cannot end as a transaction - Healthcare has to end as a transformation. Healthcare transforms both the caregiver and the care receiver. The amount of good that is done to those who are sick and in need by those who are blessed with the knowledge of giving medical support and succour is not a transactional exercise, but a transformative experience. The joy, happiness, well-being, and wellness you offer through the delivery of healthcare is a life's pursuit and a definition of the meaning and purpose of one's life. If governance is governed by the goal that life and the delivery of healthcare is not a transaction

but a transformation, you will see a magical difference in the way you become a doctor and the way you practice healthcare.

I leave you with a small thought because we have institutions in several unserved geographies of this country: When you take healthcare as a seva and when you keep the goal of healthcare as transformation, there is not performance but outperformance. You will see that you perform beyond yourself because you are representing a cause, you are representing a great purpose. The conglomerate of the United Nations is an entity not to bring a transaction but a transformation. I hope this healthcare conclave will teach us that life and the furtherance of healthcare should lead and end in transformation and not in transaction.

### **Special Address- Dr. Subramanya Kusnur, Founder AquaKraft**

It's a privilege, honour, and a blessing to stand here today and humbly contribute my experience after stalwarts who are talking about healthcare. I'll speak on Health, Water, and Sanitation in in the capacity of a member of the Governing Council of the Global Compact Network India as well as what we try to do in terms of Health, Water, and Sanitation.

AquaKraft/We've been in the business of water and sanitation for over 14 years today, and we strongly feel that water and sanitation have a direct impact on public health, both on communicable diseases as well as non-communicable diseases. Bacteria is the biggest killer as far as communicable diseases are concerned. Heavy metals in the ground, which is the only source for 80% of the country's drinking water, like arsenic, fluoride, and iron, are the cause of chronic diseases that eventually have a huge impact on public health overall.



While we delved into this entire problem, we thought it was important for us to look at sustainability in what we deliver. Sustainability has a very different conundrum. Sustainability doesn't come from science, it doesn't come from technology, but it only comes from empathy and good health. I'm not trying to tell or promote what we are trying to do, but the idea here to all young people and your medical professionals who are coming across is that we are talking about governance and healthcare. Governance and healthcare have two basic paradigms; One is a trillion-dollar industry that is buzzing, and another is a completely empathy-oriented activity. The whole idea of managing malpractices in the healthcare sector is that each medical professional/ healthcare provider has to be a self-regulator and an activist for promoting good governance in the healthcare ecosystem in the country.

There are 1.3 billion people suffering from healthcare challenges in the country today, the government cannot do everything; therefore, collaboration and partnerships across all stakeholders/sectors in addressing healthcare challenges including healthcare corruption is a must.

**Inaugural Address - Sadguru Sri Madhusudan Sai, Chairperson – Prashanthi Balamandira Trust and Founder - Sri Madhusudan Sai Institute of Medical Sciences and Research**

**सर्वेभवंतुसुखिनः सर्वेसन्तुननरामयाः । सर्वेभद्रानि पश्यन्तुमा कनिद् दुः िभाग्भर्वत् ।**

May all be healthy, may all be happy, may no one have any sorrow, may everybody see auspiciousness everywhere.

This is an old Indian prayer. I think this is the essence of all the sustainable development goals that the United Nations and its partner organisations are attempting to achieve. When we say



everyone, that includes bees, birds, the environment, the rivers, the mountains, and not just human beings across several continents and countries. This prayer has been there as the backbone of Indian culture from time immemorial and several kings, as our Dr. Srinivas was mentioning, have guided people to follow this path through their own example. India being such an ancient civilization has always been the leading light for the world. And today, this place, it's a sacred place

due to the selfless service of so many people who are dedicated workers, volunteers, doctors, teachers, and other partners who are working day and night for the welfare of all selflessly. That's why this place is sacred and here having a conclave like this of not just national but global importance with the United Nations Global Compact Network of India which is working towards achieving the sustainable development goals for the people of India or the global south as Dr. Somnath was mentioning to me. I'm very glad to have this association on behalf of the university and the medical colleges. I convey our gratitude and heartfelt thanks to Mr. Ratnesh Jha, Dr. Somnath Singh, and Dr. Subramanyam for coming over here and sharing their valuable inputs. Also, I express my gratitude to the other eminent healthcare leaders sitting on the dais - the Chancellor of the University, Srinath Sivamurthy, the Director of our hospitals, Dr. Srinivas, Sri Sathya Sai Sanjeevani Hospital, and the Director of the Medical College, Dr. Raghupati.

When we talk about good governance, we talk about good people at the helm of affairs, we talk about the good education that they have been imparted. When we talk of good education that the people at the helm of affairs who carry on good governance must have had, then we talk about good institutions that have imparted such good education. When we talk about such good institutions in the first place, we again talk about good governance. So, it is a cycle. I felt that the change should be made at the institutional level because when we have good institutions that produce good people with moral fabric, with ethical backbone, they are definitely going to do good governance wherever they go. Healthcare is such an important aspect of our lives. Everything else is not a matter of life and death but healthcare is and if there is no life there is no world there is nothing to do over here. Unless healthcare is governed correctly and ethically, we cannot achieve universal health coverage by mitigating all healthcare challenges including corruption. Healthcare is one such area where there has to be a local solution to this global

problem. Good people, good medical graduates, post-graduates, specialists, and all other health care professionals who may not be medical but even non-medical staff, which is a part of a health care delivery system. They should be part of good governance.

If healthcare education is very expensive and is unaffordable and inaccessible, then good governance in the hospitals and healthcare systems cannot happen. So, we cannot make every hospital free. That's not possible. As Mr. Subramanya said, there are models and everybody has to pick and choose their model of healthcare delivery. Everything cannot be just as we do. There are many other ways. The government has its own ways. Also, other non-profits have their own ways. We have our own model of doing things. We need several of us to work together and do the same goal at the end which is to deliver healthcare in a proper way, the most appropriate way to the needy. The effort should be that nobody who needs healthcare should be turned away for the want of finances, for the want of professionals, for the want of infrastructure, for connectivity, or for any other cause. That should not be the way healthcare delivery should happen in our country or anywhere in the world. Anybody who needs healthcare services deserves affordable, accessible, and quality healthcare services; to deliver, it is the collective responsibility of all organisations starting from the United Nations to the governments, to civic bodies, to corporates, to NGOs, and to any other organizations, faith-based organizations, cooperatives, all kinds of healthcare systems must work.

Unless healthcare is released and freed from the shackles of commercialization, corporatization, and profiteering, no good governance is possible in the healthcare sector in the truest sense.

Finally, he said that there are problems, but there are solutions as well. If there are so many people in the world who are capable of delivering on those needs of healthcare. There is only an effort required to bridge the gap between the two and that is what this conclave aspires for.

#### **Vote of Thanks- Dr. Somnath Singh**



Thank you very much, everyone, I am so privileged to be here with the imminent healthcare leaders from across the healthcare ecosystem sitting on the dais and the audience who are from different sectors, even the students from the medical colleges.

Before delivering a vote of thanks to the people who are attending this wonderful workshop, I would like to say a few things about the UN Global Compact -When and why it was formed in 1999 and when the Anti-Corruption mandate was included in the 10 principles to work for the upliftment of public and private sectors and community as well. To work for the welfare of different sectors, we started developing and creating awareness of Human rights, Environment, and Labour standards since UNGC was formed and Anti-Corruption as an important mandate was included in its 10 principles in 2003. UN Global Compact Network India has been putting up lots of efforts to bring about changes in the mindset of the people and leaders from both the public and private sectors and encourage them to promote transparency, good governance, and ethical business practices.

Giving thanks to the speakers, audiences, and other service providers who were present at the conclave, Dr. Somnath Singh drew their attention to join hands with UN GCNI's to strengthen the Healthcare sector through Collective Action.

**The session can be viewed at (<https://www.youtube.com/watch?v=IWojxWIWtqk>)**

## **PANEL DISCUSSION**

The panel discussion was inaugurated with an introductory video covering various institutions formulated under the vision of Sadguru Sri Madhusudan Sai Trust and medical college "Nutrition, Education and Healthcare" are fundamental rights of every child and the collective responsibility of the entire society".



#### Introduction and address by the panellists:

**Dr. K Madan Gopal, Advisor – Public Health and Administration, National Health Systems Resource Centre (NHSRC), Ministry of Health & Family Welfare (MoHFW), Govt of India.**



Said “From the perspective of Public Health Institutions, we envisage that there should be community-level participation to enhance the work of public institutions. We have upgraded our Health and Wellness Centres and we are involved with the Panchayats so that the people can watch how the institution is functioning.” He encouraged the UN GCNI to focus on integrating the Anti-Corruption Collective Action (AC CA) strategy in Government national health initiatives like PMJAY, NDHM and Digital Health, Public Health and Management, and One Health. In addition, he also encouraged healthcare professionals and corporates to join hands with UN GCNI and support them in doing policy advocacy with the decision makers (Govt-

MoHFW) to strengthen transparency and bring patient-centered health policies in India.



**Dr M Srinivas, Director, All India Institute of Medical Science (AIIMS)**, addressed the conference presenting the case of good governance and technological initiatives in ESI Medical College and Hospital in Hyderabad resulting in marked performance improvements. He expressed hope that all academic deliberations will have recommendations for good governance and transparency in the medical sector and create pathways for better health for the country and mankind. He further emphasized the need to strengthen Public-Private partnerships for scaling up Anti-Corruption Collective Action in the healthcare sector in India by ensuring transparency, good governance, and integrity in business.



This address was followed by welcoming all panellists onto the stage along with the moderator for the discussion **Dr Somnath Singh**, Deputy Director, UN GCNI. The panelists included: **Dr. Swarnalatha S**, *Obstetrics and Gynaecology, Fortis La Femme, Bengaluru*; **Dr. R Kishore Kumar**, *Chairman, Cloudnine Group of Hospitals*; **Mr. Venkata Phani Kiran**, *Associate Vice President, Corporate Compliance Dr. Reddy'd Laboratories Ltd*; **Dr. A Velumani**, *Founder Thyrocare*; **Ms. Aishwarya Sitharam**, *Associate Director, Corporate Biocon Limited*; **Dr. Vishal Rao**, *Group Director for Head and Neck Surgical Oncology and Robotic Surgery, HCG Cancer Centre*; and **Dr. Karthik Ramesh**, *CEO, and Founder SAIMA Labs*.

**The discussion ensued as follows:**



**Moderator - Dr. Somnath Singh, Deputy Director, UN Global Compact Network India (UN GCNI )**, started the discussion with welcome remarks to the speakers and he expressed

his gratitude for the gracious presence of the audience. He introduced the speakers briefly and encouraged them to openly share healthcare challenges and the solutions to tackle them.



Further, to make the discussion productive and meaningful, the Moderator “Dr. Somnath” put up relevant questions to the speakers which they efficiently answered.

### Questions to the speakers and their responses

#### **Aishwarya Sitharam, Associate Director, Corporate, Biocon Limited**

- Being elected as one of the top 20 sustainability leaders in the 4th Annual ESG Summit and Awards, could you please share your ideas and insights on how we as a healthcare provider/business can ensure sustainability in the healthcare industry?
- What strategies would you recommend to healthcare organizations and stakeholders in order to ensure collective action in implementing good governance in the healthcare industry?
- Coming from an organization that has been founded by a woman, what strategies would you recommend to increase women in the healthcare workforce?”

**Aishwarya:** Thank you so much and I am very humbled by that recognition. The questions are actually very relevant for us as a pharmaceutical sector. It's a testament to years of focused efforts on sustainability. The one thing that I truly believe, all of us are part of the healthcare industry in some shape or form, either as an NGO, as a student, or as a corporation, we all have a role to play and that role is for bring good health and well-being to the patients. So, if we get it right for the patients that we serve, I think we can consider ourselves successful and sustainable.



Now, how do we do that? I'll borrow from the four strategic pillars that Biocon has always believed in. These four pillars essentially are **accessibility, affordability, availability,** and assurance, which is of the quality of the drug. As long as we are able to maintain these four A's, not only will we be sustainable as an organization, but we'll be also doing what we're supposed to do as a player in this industry. Let's take diabetes as an example.... Over half a billion people globally are suffering from diabetes as of now. Over 6.7 million deaths are because of diabetes. Everyone who has type 1 diabetes, many who have type 2 are dependent on insulin just to survive. How many of these people do you think actually get insulin? Only half of the people who need that life-saving drug to live the next day actually get access to that drug. Therefore, it is our collective

responsibility to ensure that not just half, but all of the population actually get access to this drug. If the healthcare industry ensures four A's (**accessibility, affordability, availability**), we would be able to value-based care to patients in an ethical and transparent way.

**She added,** as a woman, I take great pride in coming from an organization that has been founded by such a strong woman. I'm sure all of you know Kiran Majumdar-Shaw, who founded Biocon back in 1978. She only had about 10,000 rupees in her pocket at that time, yet she started the company in her garage. Today, the company is a 30,000 plus crore market cap organization, with 11,500+ crore revenue. So it's obviously very, inspirational to learn from her and work in close quarters with her. This brings me to the first point, if we need to bring in more women into the workforce, we all need inspiration. We need to get more and more women to join or start studying STEM and then pursue that as a career. Having said that, I don't simply believe in hiring women just because of their gender; therefore, simply hiring women is not going to help any of the sectors - we will lose them if they do not have the right work environment. So, we need to think, about how we can bring women into the inclusion, How we can bring them in the right environment. It requires three things/actions; There is a need to have the right policies in place, the infrastructure, and a culture where they can thrive, where they can grow, where they feel valued. Only and only then can we increase women in the workforce.

**Venkata Phani Kiran, Associate Vice President, Corporate Compliance, Dr. Reddy's Laboratories Limited**

- What are the compliance and ethical issues a pharma company has? What recommendations would you make that can help in maintaining good governance, and transparency in the Healthcare sector?
- What do you think of whistleblower issues in the pharma industry and how they affect the entire industry culture? Taking the best example of your company, can you suggest some strategies to efficiently resolve such issues in the entire healthcare ecosystem?
- How can pharmaceutical companies demonstrate and uphold good governance principles, such as transparency, integrity, and accountability, in their development processes; Do you think that a transparent environment and strong governance system can help handle corruption challenges in the healthcare industry?
- As a compliance head of a leading pharmaceutical company "Dr. Reddy's Lab" " how do you engage with relevant regulatory bodies and industry associations to stay informed about emerging standards and best practices related to pharmaceutical/healthcare governance and business integrity?

**Venkata Phani:** First of all, thank you for giving me this opportunity. For the healthcare sector, one of the important players is the pharma industry. We, as a manufacturer of generic medicines, provide medicines at a reduced price/ affordable price. To discuss the healthcare

challenges and to provide affordable and quality treatment, we can talk about these questions in two segments. One is what are the challenges we have and what we should do differently.



The challenges are of two types. One is what we have in society and what we have for the industry-specific. For society, all of you are aware and acknowledge we are in such an environment where corruption is the highest, whether it is government or other sectors. While we interact with healthcare professionals and pharmaceutical companies, there is always a large noise- “What is the nexus between pharma companies and healthcare professionals?” So that is another ethical dilemma and ethical issue that society faces in terms of challenges. In addition to that, one is manufacture and sale and the second one is research and development. While conducting clinical trials,

whether the companies are following ethical practices, there is another challenge we regularly come across in society.

So, what is the call to action? What should we do differently to address these challenges? At a policy level intervention, we need from the government level, that is currently we have UCMP, that is Uniform Code for Medical Practices. What should we do? What is acceptable? What is not acceptable? So, there are guidelines that are currently voluntary. That means a pharma company cannot engage a healthcare professional in a particular way. Only a speaker is allowed to speak; Families are not allowed. So, there are certain guidelines already mentioned in the UCMP guidelines. Is it imposed strictly? Certainly not, because there is no level playing field, there is no monitoring, there is no imposition of the code. That is one of the calls of action if we have to go and represent the government and other stakeholders, this is one of the important factors we need to bring to the attention that we need to have some timelines for strict implementation of UC-MP-There is a code for interaction.

The second one is whistleblower programs. I'm not sure how many companies have strong whistleblower systems where complainants can be anonymous. That is one strong policy towards the protection of whistleblowers and non-retaliation policies. At least when I've tried to do the benchmarking in the last week about these aspects in terms of strong policies in terms of the whistleblower process and the strong policies towards the protection of whistleblowers and non-retaliation policy, there is no consistency, there is no level playing field. In some companies like ours, there is zero tolerance for ethical misconduct. At the same time, it is a full protection to the whistleblowers and a strong non-retaliation policy. Whether each and every pharma company is implementing it, probably no. We need to have a self-monitoring mechanism to improve these particular processes.

It is not that everything is negative. We travelled a long way in the last decade. Say for example, for procurement of medicine by government hospitals, or government departments. Everything is largely online now. So, the online tendering process improved significantly in terms of the

corruption level. All the middlemen are removed and it is a transparent process. Like CSR implementation from the Corporate Affairs Ministry of India - these are the good initiatives that brought the healthcare sector to a reasonable level. However, there is a long way to go in terms of mitigating corruption challenges in the healthcare sector in India.

The call to action is clear. We need to have some benchmarking across the industry companies and implement strong policies. Largely for pharma companies specifically, the tone at the top is very important. If a CEO a chairman and the senior management talk about ethical practices, then the remaining line will follow.

### **Dr A Velumani, Founder, Thyrocare**

- In what ways can technology be harnessed to promote preventive healthcare measures and support health management under good governance principles?
- How can healthcare companies proactively address issues of drug affordability and accessibility, especially for life-saving medications, to meet the healthcare needs of people?
- What steps has your company taken to ensure compliance with industry standards and regulatory requirements related to medical equipment manufacturing?

**Dr Velumani:** Thank you for making me a part of this panel. I am from a small village, in Coimbatore. I didn't study medicine or mathematics. Finally, I got into the pathology industry and I started a wonderful business named Tyrocare- A pathology lab. At that time thyroid testing was \$50 per patient, 30 years back. I brought it down to \$5 per patient. I didn't do anything different, but I did that in a different way. I worked on volumes. I worked as a single laboratory for the entire country. From 6000 taluk headquarters, I brought samples to Mumbai and processed them on a single floor and brought down the cost, which means if you want to improve healthcare, three things are most important. **IT, HR, and logistics**. There is nothing else needed. India is fortunately very strong in IT. The world depends upon India for IT solutions. IT is the ultimate solution - it controls, monitors, blocks, and enables every stupidity of the healthcare sector. I also created a robust IT system which helped my company to strengthen transparency within. HR is everything but huge corruption is there, particularly in recruitment and procurement, etc. Logistics is another area in which healthcare faces corruption challenges.



I want to say that one gets to start somewhere very small, S/he doesn't have to have big dreams, but they need to have a sustainable focus. Focus is never a problem - Sustaining focus is the biggest problem. Success is never a problem - Sustaining success is the biggest problem.

Similarly, governance is not a problem - Sustaining governance is the biggest problem but it is a robust mechanism and transparent practices can help resolve these problems/issues. Thus, we can bring improvement in the healthcare sector through ethical practices and technology integration.

**Dr Swarnalatha, MS - Obstetrics and Gynaecology, Fortis La Femme, Bengaluru**

- What are some of the best policies and practices that hospitals can implement to ensure transparency, ethics, accountability, and responsible practices in all their healthcare units /departments?
- Through what ethical practices can hospitals ensure equity in patient care?
- Patient safety is a critical aspect of good governance. What measures can healthcare organizations implement to minimize medical errors and enhance patient safety?

**Dr Swarnalatha:** First of all, good afternoon, everybody. Where can the governance term be employed? Are we going to compile everything, put it up as data, and put it in a nutshell as a small, normal thing where every other person, every other human being can understand, and then do the governance from there? Governance is nothing but a woman's life. Your house management is your governance. Where, when it comes to the maid and the driver, and simple things. In the same way, being empathetic and sympathetic for a patient, when you put a patient



as the centre line, you need to be really empathetic rather than sympathetic for sure. How are you going to make it? There comes, accessibility, accountability, and how accessible you are to that patient at that particular time, which matters a lot.

I see my patients calling me. Of course, not many doctors would give their phone numbers to their patients. Everything has to go into the normal board and then the secretary has to shift the call to us and things like that. But when it comes to certain cases, I especially mention, that I give my phone number to my patients, and say that you can call me anytime. That's what made my patients stay back with me. It's just word of mouth. That is where the empathy lies. When it comes to transparency, A lot of things can happen without our knowledge, but transparency means a lot. I mean, it's definitely a wide term. Where is the transparency going to be? Is it in the system or the transparency is between you and your patient? Again, the flowchart comes, the protocols come, and the SOPs and the things that need to be made this, this. You need to form your own SOPs. And those SOPs also depend on an institutional level, your personal level, and your practice level. I think we need to bring all these things into one single umbrella and then apply it to the situation wherever we are. When it comes to women's problems, the women in the urban areas have different problems. The women in rural areas have different problems I learned this by conducting lots of healthcare camps and discussions with women in rural as well as in urban areas. In my view, the healthcare issues of women should be resolved considering the environment they live in. When it comes

to policy, we all should work collectively and bring decision-makers/Governments on board to bring changes in the healthcare policy, especially for women.

**Dr. Karthik Ramesh, CEO and Founder, of Sentinel AI Machine Learning Quantum Labs (SAIMA Labs)**

- How has the integration of technology in the healthcare industry impacted governance practices and decision-making at various levels within organizations?
- What specific technological innovations have proven to be effective in enhancing transparency and accountability in healthcare governance?
- How can Fintech in healthcare address corruption risks, increase transparency, and detect fraud in pharmaceutical procurement systems?

**Dr. Karthik:** Thank you Dr. Somnath for asking the relevant questions to me. I actually never intended to be in healthcare. Initially, I entered the finance world and worked for one of the world's largest financial services and consulting companies “Dun & Bradstreet”. Over the years as I grew through the ranks, basically, COVID time was a turning point that actually taught me, why integrating technology strategy with good governance and healthcare is important. Technology is not the all-pervading answer and solutions to all problems in the world but it helps an industry to ensure and uphold transparency in the system which is the key to fight corruption.



As I already mentioned above, I'm not a healthcare professional, but yet, I decided to apply my technology skills to make the healthcare sector more efficient and transparent. Conclusively, I would recommend integrating AI/Technology across the healthcare ecosystem including other sectors is very important if we want a corruption-free business.

I'll just end on this note that with the rise of technology, governance is going to improve, transparency is going to become easier, and systems are going to become more efficient.

**Dr. R Kishore Kumar, Founder Chairman & Consultant and Neonatologist, Clounine Hospital, Bengaluru**

- As a hospital administrator /management, how would you define good governance and integrity in the healthcare industry?
- Are there any unique policies that your hospital has implemented in improving the quality of care and day-to-day running of the operation to ensure value-based care of the hospital?

- Being from the healthcare sector, what challenges a hospital can face when it promotes good governance? Are there any ways to quantify good governance in the medical /healthcare industry?

**Dr Kishore:** Thank you very much for the questions. Let me give you, my brief background. I left India after graduating as a pediatrician because I wanted to specialize in small newborn babies called neonatology. Initially, I thought I was going out for four years but I ended up spending eighteen years abroad and worked in the UK, Australia, and the USA. One of the things that struck me was I never saw any maternal deaths at all. I hardly saw any newborn deaths there. Every year I used to come to India and attend conferences and talk about why there are no deaths. People said, What you do abroad, cant's you do in India? Subsequently, I did my MBA from Harvard University and came back to India and decided to do something good for the healthcare sector. I started the first healthcare centre in Jayanagar, Bangalore, and so far, we didn't have any maternal mortality, we didn't lose any mothers during delivery, and we didn't lose any babies. Now we have twenty-nine Cloudnines across India, and we have delivered more than two hundred thousand babies, we have lost only two mothers during the delivery process and the survival rate for our babies in Cloudnine is almost hundred percent.

In other words, people said this cannot be done in India and India continues to have one of the highest maternal mortality rates. Currently, it is standing at ninety-three mothers losing their lives during childbirth, Why should it happen? It's a preventable death. Pregnancy is a wellness,



not an illness and most women become pregnant when they are young why should we lose their life? So, there are governance issues that come into the healthcare sector.

I have seen the healthcare system in Kolhagal, which is in India, I have seen the healthcare system in Australia, I have seen the healthcare system in the UK,

I have seen the healthcare system in USA. What I learned each country has a good governance system in place. The governance in the healthcare sector, the government has to ensure there are three things which are laid the foundation for. The government has to provide primary care, the Second thing is preventive health care and the third thing is the Doctor-patient relationship.

As an Administrator, how can I improve the governance? I would like to share an example to understand it better...When I started Cloudnine, what I realized is, that to start a software industry in India, it's very easy because there's a window approach. When I started the hospital, I needed thirty-five licenses to start one single small hospital. And for each license, you can imagine the scenario in India. One of the licenses, I'm not going to tell you what it is, took six months because I refused to pay the common fees. The common fees in a cash manner and I ran the hospital for six months without that license because I managed in a different way. So, the governance has to come in. I think there must be a focus to make a single-window approach for a healthcare institution.



Good governance has to start with every individual, everybody has to take responsibility. If I see water stagnation next to my house, it's not other's problem, it's my problem, so I have to deal with it and the government has to step in. Unless we become aware and you know when three apartment complexes, twenty-five people had dengue, I spoke to them, do you know that you could be having dengue because of water stagnation here- they pleaded ignorance. Are they really ignorant or feigning ignorance? I'm not sure. So I think if there is an education, if it is repeatedly hovered on to the public, saying that water stagnation can raise the mosquitoes, mosquitoes can cause dengue, people will be aware; So it all comes down to public education.

Now moving to Dr. Vishal Rao. The discussion is going on well. So, Dr. Vishal, because my focus always remains on policy advocacy and interventions. What kind of policy does a hospital generally implement from their side and what do we expect the government to just integrate some technology? In the same line, I would like to just put up a question- Are there any unique policies that HCG, Cancer Centre, which is your centre, has implemented in improving the quality of care and day-to-day running of operations to ensure value-based care of patients?

**Dr Vishal Rao, Group Director for Head & Neck Surgical Oncology and Robotic Surgery, HCG Cancer Centre**

- Are there any unique policies that HCG Cancer center has implemented in improving the quality of care, and day-to-day running of the operation to ensure value-based care of the patients?
- What are some of the best policies and practices, like yours, that can facilitate the implementation and ensure responsible, ethical, and accountable business practices in the Healthcare sector in India?
- What according to you are the corruption challenges in Healthcare in India; What solutions do you suggest to address these challenges?

**Dr Vishal:** Thank you for this opportunity. HCG is a chain of cancer centres, we are about twenty-five cancer centres across the world and two-thirds of our cancer centres are in tier two, and tier three cities where we cater to the BPL category - the poorer patients. In value-based care in oncology, if you look at it, today we have cancers on the rise. We have about 200 types of cancers which can be divided into five categories. These cancers needed a focus factor approach. When you conventionally look into the models in India, one is the general hospitals that serve oncology including other chronic diseases and another is an oncology-specific centre that only serves oncology patients. We've adopted the pure oncology route and under that, we have four wings-



the clinical wing, the academics, the research, and the training wing. We have given a complete comprehensive approach to treating oncology with value-based care. We are neither a pure corporate that does only clinical work nor one that only does academics. We are a blend of both where we do research, training, innovations, and the clinical job together through which we are benefitting the patients and the community as a whole.

We are also the host centre for the National Cancer Grid for Rehabilitation. We call it the National Cancer Grid Life Program, living it to the fullest extent. And we just started this as a quality-of-life measure from pre-habitation to rehabilitation. I have just given one simple example of this and an extended part of process and governance. I want to close with saying that good governance and value-based care can be ensured only through ethical practices and collective action by all the stakeholders including the Government.

**Deep Chandra Papnoi, Deputy Director, UN Global Compact Network India (UN GCNI)**

First of all, I would like to express my gratitude to Prashanthi Bala Mandir Trust (PBMT) and Sri Madhusudan Sai Institute of Medical Sciences and Research (Medical College) for collaborating with us (UN GCNI) to co-host today's National Conclave on Good Governance in Healthcare for Global Welfare.



My heartfelt thanks to Dr. Somnath Singh, Deputy Director and Head of Anti-Corruption at UN Global Compact Network India for moderating the panel discussion wonderfully with the eminent and experienced healthcare providers. Finally, I express my gratitude to all the speakers from diverse sectors including the Government for their insightful discussion and recommendations. Now, I close my address with lots of thanks to the audience for their productive participation and patient listening.

**Outcomes**

- ✚ Enhanced understanding of healthcare organizations and businesses on healthcare corruption challenges and solutions.
- ✚ Created ownership to the companies/businesses to enhance collective action against healthcare corruption.
- ✚ Built policy strategy for advancing technologies in healthcare as a way of reducing unethical practices.

**The Panel Discussion can be viewed at ( <https://www.youtube.com/watch?v=lbO-nmte2XE> ),**

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# Multi-Stakeholders Workshop on Collective Action

Addressing Healthcare Corruption through transparent and ethical business practices



Dr. Somnath Singh, Deputy Director, UN Global Compact Network India (UN GCNI) set the tone of the discussion and gave an overview of corruption saying Corruption, conflict, and instability are meanwhile profoundly intertwined. Corruption not only follows conflict but is also frequently one of its root causes. It fuels conflict and inhibits peace processes by undermining the rule of law, worsening poverty, and facilitating the illicit use of resources. Promoting transparency and strengthening institutions are therefore critical for sustaining peace.

Collective Action is evolving toward a “hybrid co-regulation.” Formal regulation efforts at a global and national level have increasingly been complemented by self-regulation efforts stemming from proactive cooperation between business actors from specific sectors. This often includes the participation of civil society, the public sector, corporates, and other organisations. These complementary approaches have reinforced one another, creating positive synergies that are required from businesses in the context of the 2030 Agenda for Sustainable Development.



Through the closed group session, we aimed to foster collective action for strengthening transparency and accountability and devise strategies to combat corruption and improve good governance.

After the context was set through introductory remarks by Dr Somnath Singh followed by a welcome address by Mr Ratnesh Jha, the session began. “We at UNGCNI strive to do something in an innovative way so that we can break the barriers and reduce the struggles and problems faced. If you look at the 17 Sustainable Development Goals adopted worldwide in September 2015, we are standing midway and were backtracked by the global pandemic and the Russia-Ukraine War which has led to setbacks in global market-trade relations. Ultimately, the domino effect of all these disruptions has a severe impact on the lives of the poor and marginalized which makes our work more challenging and we have to be more prepared. We together now will expand our areas and horizons to best address the daunting problems which we face today in the state, in the country, and globally.”

**Mr. Arya Dev**, Assistant Programme Manager, UN GCNI, gave an overview of UN GCNI and the initiatives that it has taken on Anti-Corruption.

He also shared the objective of the event saying this multi-stakeholder discussion (FGD) has been planned to know about major challenges in the healthcare sectors, new initiatives and innovations by healthcare sectors, and to seek your valuable suggestions and recommendations to mitigate corruption challenges at all levels.



Following him, Dr. Somnath Singh requested all the participants to openly share their views on the kinds of corruption existing in the healthcare industry and the solutions that they think can help mitigate healthcare corruption and strengthen the healthcare sector by promoting transparency, accountability, and value-based care.

To take the discussion forward, I would like to invite Dr. Satish Babu, Board of Management, Sri Sathya Sai Sarla Memorial Hospital, and Sri Madhusudan Sai Institute of Medical Sciences and Research.

**Dr Satish** delved into the discussion and shared his views on why multi-stakeholder engagement and collective action is important to improve and strengthen the healthcare ecosystem in India.

Indian healthcare is growing at a brisk pace. A huge number of the population in India and around the world lacks access to quality health care services. Corruption in the healthcare sector has been found to take many forms in various areas, such as in health facility construction; equipment and supply purchasing (Procurement); pharmaceutical distribution and use (Price transparency and Service Delivery) ; health worker engagement; falsification of medical research, lack of political will and unwanted involvement of decision makers. The effects of corruption on a population's health may not always be clear and direct, but they are present in the system which negatively affects the health of a community or nation in multiple ways.

Collective Action is born out of companies' need to foster more ethical, transparent, and less corrupt business environments while mitigating potential business risks.



Collective Action can complement, enhance, and further develop current and future laws and regulations. Businesses and societies face complex corruption challenges on a daily basis, and Collective Action is a key approach to slowing the scale of this issue.

Multi-stakeholder partnerships are indispensable in order to effectively tackle and solve the perennial sustainable development problems outlined in SDG 17. The evolution of Collective Action is also the overall evolution from Compliance to Integrity. It is not only about individually avoiding and mitigating the risks, pitfalls, and likely costs of corruption such as legal or financial, but above all seizing the opportunities and associated benefits of a robust culture of integrity that is fostered and implemented collectively by a committed group of likeminded stakeholders/Sectors.

Aggregated healthcare decisions by individuals are of paramount importance to public health professionals and policymakers, especially in situations where collective participation is a prerequisite for achieving an important public health goal such as herd immunity. In such circumstances, concerted action often falls short of the common good through a lack of sufficient participation.

Further, encouraged the participants to share their views and insights on the following areas of concern...

➤ Areas of concern in the healthcare ecosystem and business community

### **1. Service delivery**

- Access to quality & equitable/affordable healthcare
- Poor Healthcare infrastructure and services
- Procurement and supply chain
- Health workers/professional commitment and active engagement
- Lack of community awareness and accountability

### **2. Healthcare corruption.**

- Non-transparency and good governance /IT-enabled solutions.
- Lack of ethical practices and integrity
- PPP implementation and monitoring

**Dr. Vishal Rao ( Medical professional and Hospital Administrator),** If you broadly have to categorize, corruption into five categories – patient-related, Hospital-related, pharma-related, devices-related, and consumable-related. These are the five areas that finally directly or

indirectly impact healthcare in some way financially or quality-wise. These are the five broad categories, where the topic of corruption has to be looked into.

Alternately, there is internal and external corruption. When it comes to doctors and patients, what issue I commonly see in doctors is Commercialization, lack of concern, and poor communication. Somewhere in this, medical education has a pivotal role to play, because if value-based education is not introduced into medical curriculums, there are chances of corruption to increase in the healthcare sector in the future.

**Dr. Kartik Ramesh (MIT-Artificial Intelligence)**, spoke about the need for technology/Artificial Intelligence to bring transparency to the healthcare sector. Therefore, what is the need of the hour is in my opinion threefold- One is to focus on the fundamental human values, which are driving these behaviors. The action required is to identify the corruption issues through research and collaboration with like-minded organizations and Institutes that drive human behavior toward corruption.



The second point is - Whatever you do, does it impact the poorest person in the nation; and how is it going to make a difference in people's life? We can use those success cases to encourage others to be corruption-oriented. This way we can drive the healthcare providers/professionals to do the ethical practices for the people and the nation as a whole.

The third and last point from my side is to create a health tech doctor - which means the doctor should be skilled with technology. Integrating all three points/ suggestions will really improve the accuracy of the healthcare database strengthen value-based care and reduce /minimize corruption incidences in the healthcare sector.

**Aishwarya Sitharam (BIOCON-Pharmaceutical)** took forward the conversation by



elaborating on the need for compliance in the healthcare industry. The healthcare industry should understand what is the cost of non-compliance and how this will impact the company/industry. In an organization/company, for example, how do you implement a code of conduct and adhere to it? As a healthcare provider/professional, non-compliance should not happen and it should not be tolerated. If we tolerate it, it will move the employees as well as the entire industry/company towards corruption.

**Venkata Phani (Dr. Reddy's Lab – Pharmaceutical)**, reiterates the points suggested by the other speakers and says that the healthcare sector needs to have robust technology, a non-tolerance policy for non-compliance and corruption, and an attitude assessment system of the service providers/ professional towards eradicating corruption. He presents an example of his company “Dr. Reddy's Lab” saying that we have a strict zero-tolerance policy and nobody can dare violate that because they know that there is a bad consequence - and they may lose their job, and reputation if they fall into non-compliance and corruption instances. Therefore, not in a company/industry only, there should be strict rules/laws by the Govt against the sector/industry, especially the healthcare sector which is accountable for caring for the lives of the people/human beings.



**Dr. Raghupati (Director- Sri Sathya Sai Hospital)** added, “I agree with the views and recommendations of the panellists to address corruption challenges in the healthcare eco-system; Yet, I would like to share that, we make a lot of rules and regulations- Problem is enforcement. We act in such a way that we think that I am good and others are bad. We think about how to bind them but we don't know what his enforcing officer is going to do. Therefore, there should be a punishment for the people who indulge in corruption and it should not be tolerated at all. Ensuring the implementation of laws/rules against corruption, there is a need for active engagement and action by the Government, and for this, we all should work collectively to advocate for eradicating corruption from the healthcare industry.



**Dr. KB Murli Krishna (Hospital/Medical Practitioner)** added to the ongoing discussion as follows: “Have you ever thought that why is there corruption in India? Because we have lost our basic values. Unless and until we inculcate basic human values right from childhood, corruption is not going to go away from India. So, before we go for any action, we need to create awareness about human values, and then only we can get rid of this corruption in our country.



**Amit Yelkar (Legal Compliance Expert)**, shared that I feel there should be a proactive approach in terms of awareness and communication; so if all the community /people/industry are made aware of legal and compliance issues and corruption and its consequences, I think corruption level can be minimized in the healthcare sector.





- ❖ It successfully encouraged stakeholders to adopt standards or laws on business integrity; promote business regulation; and/or facilitate the adoption of a model to prevent corrupt practices. It also explored possibilities and areas to develop partnerships and collaboration.
- ❖ Around 1000 audiences with a majority of the healthcare sector had attended the conclave.

### Some glimpses from the National Conclave on Good Governance in Healthcare

