

# “A STUDY OF CORPORATE ENTREPRENEURSHIP FOR HEALTHCARE SERVICES –ROOTS & RESONANCE WITH ITS’ PROS & CONS”

Dr. Arundhati Ninawe  
Associate Professor,  
HoD – Accounts & Statistics  
Co-ordinator: COC Dept.

Smt. L.R.T.College of Commerce, Akola (Maharashtra)

## Abstract

*One of the most important services to the humanity is ‘healthcare’. The issues related to healthcare services are increasingly importance due to largely aging population; chronic diseases and of rising costs of such services. Healthcare services have no longer remained as a charity. In fact, healthcare services are using corporate entrepreneurial approach with mission-oriented strategy, techniques & professional skills.*

*Indian healthcare system is in its transition age i.e. Private-Public- Partnership. The present research paper explores corporate entrepreneurship as a root & resort to overcome the problems of healthcare service providers. It can further explore how the corporate entrepreneurship opens door to globalization for health services with quality & better services to humanity.*

*India is a land of full of opportunities for players of the healthcare services. The country has also become one of the leading destinations for diagnostic services. The corporate entrepreneurship is an effective mechanism that can support demand for safe, affordable and quick healthcare. This offers tremendous opportunities for healthcare services making healthcare more accessible to all with quality. The Indian corporate entrepreneurship requires to contributes in several ways i.e. cost reduction & human capital management, effective and efficient use of human resources & staff productivity, high procurement of medical supplies and best use of IT.*

*Most of the corporate house entered in healthcare sector with their own vision, mission and objectives for providing multiple services under one roof. Some of them are worth to appreciate in many respects like Apollo hospital collaborate with government to provide healthcare facilities in rural areas, Tata Memorial Hospital focuses on treatment of cancer at a minimal cost, Max healthcare operates multi specialty hospitals across the country, etc.*

**Keywords:** Healthcare Services, Resonance, Entrepreneurial Approach, Corporate Sector.

## Introduction:

According to Indian Brand Equity Foundation the ‘Indian healthcare sector is one of the fastest growing industries. It is expected to increase at a CAGR of 22.87 per cent during 2015 -20 and to reach USD 280 billion’.<sup>1</sup> It indicates that there is immense scope for enhancing healthcare service and has many opportunities for development. In 2014, India was the sixth largest market globally in term of size and expected to rank amongst the top three healthcare

<sup>1</sup><http://www.indianmirror.com/indian-industries/2016/health-2016.html>

markets in terms of incremental growth by 2020. The quality & affordability are two pillars of Indian medico-services & due to this; on the global scenario India has an advantage over its peers in the West and Asia.

Presently the Indian government is encouraging the PPP Model to increase numbers of healthcare services with private finance. Up to 2015, five big projects completed under PPP scheme with government support for infrastructural, FDI & tax relief. The technology has opened a wide spectrum for healthcare sectors. It mainly contributes for standardized quality service, controlled cost element, time saving and accuracy too. Digital Health Knowledge Resources, Electronic Medical & Health Record, Mobile Healthcare, Hospital Information System, etc. are technology-based projects. The innovative concepts as Health Kart is an online portal started for delivering healthcare products in India.

Some remarkable incentives offered by Indian government to encourage PPP & corporate entrepreneurship are:

- The benefit of section 10 (23 G) of the IT Act has been extended to financial institutions that provide long-term capital to hospitals with 100 beds or more.
- The tax benefit under section 80-IB has been extended to new hospitals with 100 beds or more that are set up in rural areas; such hospitals are entitled to 100 per cent deduction on profits for five years.
- All healthcare education and training services are exempted from service tax.
- Increase in tax-holding under section 80- IB for private healthcare providers in non metros for minimum of 50 bedded hospitals.
- Special deduction for approved expenditure incurred on operating technology enables healthcare services such as tele-medicine & remote radiology.
- Excise duty on chassis for ambulance reduced from 24 per cent to 12.5 per cent.
- Artificial heart is exempted from basic custom duty of 5 per cent.
- Income tax exemption for 15 years for domestically manufactured medical technology products

Pressure continues to mount as health services endeavor to meet the needs of population efficiently, economically and effectively. The healthcare services are no longer remained as a charity. The rising income level, aging population, growing health awareness and changing attitude towards preventing healthcare is expected to boost healthcare services demand in future. To meet such challenges, needs to encourage corporate entrepreneurs. The present research work explores pros & cons of corporate entrepreneurship as a roots & resort for health care service providers.

There are widespread issues related to healthcare service like HR recruitment & training, un-utilization, miss-utilization or overutilization of skill professionals, lack of professional management, etc. The needs based, patient centered approach to healthcare services is essential. The healthcare services should be accessible to all with seamless, affordable and of standards quality and it can served through corporate entrepreneurship.

## 2. Significance of Corporate Entrepreneurship for Healthcare Services:

- i. The corporate entrepreneurship provides wide employment opportunities and allow to innovative approaches. The medico professionals are self-employed and are directly accountable to the clients i.e. patients. The corporate entrepreneurship led to change and modernized the health systems with visionary demonstrative leadership.
- ii The significant gap between demand-supply in healthcare services led to emerge as an attractive sector for private investors. It is gradually gaining acceptance for corporate entrepreneurship and thereby improving access. The corporate entrepreneurship leads to healthcare sector due to their dedicated team of specialists brings a diverse range of client engagement and analytical skills in healthcare strategy, technical feasibilities, operations improvement, healthcare deals and technology experience.

iii Multi-specialty healthcare corporate houses are no longer remained need of metro cities but it's an economical need in and around both urban & rural region. Corporate houses are passively known for wide infrastructure who meets the demand for safe, patient-centered, qualitative services. Due to this, the corporate houses are always in limelight.

On the background of above observations, the present research is an emerging subject, which focuses the increasing demand of corporate entrepreneurship in healthcare sector. This research also explores pros & cons of healthcare reforms i.e. corporate entrepreneurship.

### 3. Research Methodology:

**i. Statement of the Research problem:** The statement of the research problem is 'The corporate entrepreneurship plays unique roles to excel the healthcare services - seamless, affordable, quality care with accessibility'.

**ii. Objectives of the study:**

- To analyze present scenario of corporate entrepreneurship in Indian healthcare sector
- To find out the problems and prospects of corporate entrepreneurship in healthcare sector

**iii. Data Collection:** The research is based on secondary data. This data and information was retrieved from several websites and from books and journals.

### 4. Indian Healthcare Industry at a Glance:

Indian healthcare sector is one of largest sectors in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The health industry is growing at a tremendous pace owing to strengthen coverage, services and increasing expenditure by public as well as private players. The private sector provides majority of secondary, tertiary and quaternary care institutions with a major concentration in metros, tier I and tier II cities. India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asia and Western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe. Healthcare services are now a global opportunity for India. The noticeable facts about Indian healthcare sector are:

- 'Healthcare revenue in India is set to reach USD 280 billion by 2020. The expenditure is likely to extend at a CAGR of 17 percent over 2011-20.
- Rising incomes, greater health awareness, lifestyle diseases and increasing access to insurance will contribute to the growth of healthcare industry.
- As per the Health Ministry in the year 2016, the doctors-patient ratio for rural India was 1:30,000. It is very less than the ratio recommended by WHO 1:1,000.
- As far as availability of a large pool of well trained medical professionals in the country India has an advantage over its peers in the West & Asia in terms of cost of high-quality medical services offered.
- Healthcare sector is attractive opportunity for investors as investment in healthcare infrastructure is set to rise benefiting to hospitals, R&D, educations, and infrastructures.'

(Compiled from: KPMG, Deloitte, Hospital Market –India by Research on India, Frost & Sullivan, LSI Financial Services, 'Report on Healthcare, Telemedicine & Medical Tourism in India)

### 5. Indian Healthcare Market Size :

There is a significant scope for enhancing healthcare services considering healthcare spending as a percentage of Gross Domestic Product (GDP) is rising. Rural India, which accounts for over 70 per cent of the population, is set to emerge as a potential demand source. Healthcare services includes hospitals, nursing homes and diagnostics centers, and pharmaceuticals, constitutes 65 per cent of the overall market. The Healthcare Information Technology (IT) market, which is valued at US\$ 1 billion currently is expected to grow 1.5 times by 2020. Deloitte Touche Tohmatsu India has predicted that with increased digital adoption, the Indian healthcare market, which is worth around US\$ 100 billion, will likely grow at a CAGR of 23 per cent to US\$ 280 billion by 2020. Over 80 per cent of the anti-retroviral drugs used globally to combat AIDS are supplied by Indian pharmaceutical firms.

India requires approximately 600,000 additional beds over the next five years, indicative of an investment opportunity of US\$ 25-30 billion. Given this demand for capital, the number of transactions in the healthcare space is expected to witness an increase in near future. The average investment size by private equity funds in healthcare chains has already increased to US\$ 20-30 million from US\$ 5-15 million.

A total of 3,598 hospitals and 25,723 dispensaries across the country offer AYUSH (Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy) treatment, thus ensuring availability of alternative medicine and treatment to the people.

The Indian medical tourism industry is pegged at US\$ 3 billion per annum, with tourist arrivals estimated at 230,000. The Indian medical tourism industry is expected to reach US\$ 6 billion by 2018, with the number of people arriving in the country for medical treatment set to double over the next four years. With greater number of hospitals getting accredited and receiving recognition, and greater awareness on the need to develop their quality to meet international standards. Kerala aims to become India's healthcare hub in five years.

## 6. Investments in Indian Healthcare Sector by Private Investors :

According to data released by the Department of Industrial Policy and Promotion (DIPP) the hospital and diagnostic centres attracted Foreign Direct Investment (FDI) worth US\$ 4.09 billion between April 2000 and September 2016. Some of the major investments in the Indian healthcare industry are as follows:

- Max Healthcare, a healthcare institute - New Delhi, invested Rs 320 crore (US\$ 48 million) to build a cancer care hospital
- OrbiMed, invested around US\$ 40 million in Kolkata-based pathology and radiology services chain Suraksha Diagnostics.
- International Finance Corporation (IFC), has invested around Rs 450 crore (US\$ 67.5 million) for a 29 per cent stake for funding Apollo's expansion activities.
- Abraaj Group, controlling stake in south India's leading diagnostics services provider Medall Healthcare Pvt. Ltd, at an enterprise value of around Rs 1,500 crore (US\$ 225 million).
- Practo Technologies Pvt. Ltd, a digital healthcare start-up, has raised US\$ 55 for expanding its product portfolio.
- UAE-based Gamma Group has outlined plans of investing around Rs 3,000 crore (US\$ 449.68 million) in the infrastructure, health and education sectors of Kerala,
- Aster DM Healthcare, invested Rs 600 crore (US\$ 88.94 million) in various Kerala-based healthcare projects over the next three years.
- Aster DM Healthcare, a Dubai-based healthcare conglomerate, has acquired 25 per cent stake in Ramesh Hospitals, a multispecialty chain headquartered in Vijayawada, in a deal worth Rs 110 crore (US\$ 16.31 million).

- Malaysia-based IHH Healthcare Berhad has agreed to buy 73.4 per cent stake in Global Hospitals Group, India's fourth-largest healthcare network, for Rs 1,284 crore (US\$ 192.84 million).
- CDC, a UK based development finance institution, invested US\$ 48 million in Narayana Hrudayalaya, a multi-specialty healthcare provider.
- IHH Healthcare Berhad acquired a controlling 51 per cent equity stake in Hyderabad-based Continental Hospitals Limited for about approximately US\$ 45.4 million.
- Sanofi-Synthelabo (India) Limited invested Rs 90 crore (US\$ 13.34 million) in Apollo Sugar Clinics Limited (ASCL), a unit of its subsidiary Apollo Health and Lifestyle Limited.
- Home healthcare service provider Portea Medical has raised Rs 247 crore (US\$ 36.62 million) in Series-B funding from investors.
- Attune Technologies Private Limited, a Chennai-based healthcare technology firm, has raised US\$ 10 million to expand its digital healthcare solutions from the current 200 hospitals and laboratories to 25,000 such facilities globally.

(Compiled from Source: Deloitte, Apollo Investor Presentation, RNCOS, Industry estimates)

**7. Government Initiatives for Healthcare Sector:** The major initiatives taken by the Government of India to promote Indian healthcare industry are as follows:

- India's universal health plan that aims to offer guaranteed benefits to a sixth of the world's population will cost an estimated Rs 1.6 trillion (US\$ 23.72 billion) over the next four years.
- In the Union Budget 2017-18, the overall health budget increased from INR 39,879 crore (US\$ 5.96 billion) (1.97% of total Union Budget) to INR 48,878 crore (US\$ 7.3 billion) (2.27% of total Union Budget). In addition, the Government of India made some special announcements in the Union Budget 2017-18:
- Harmonize policies and rules for the medical devices industry to encourage local manufacturing and move towards improving affordability for patients.
- Modify the Drugs and Cosmetics Act to promote generics and reduce the cost of medicines.

(Compiled from the source: Department of Industrial Policy and Promotion (DIPP), RNCOS Reports, Media Reports, Press Information Bureau (PIB), Union Budget 2017-18)

## 8. List of Top Most Corporate Healthcare Houses in India:

Apollo Hospitals, Kovai Medical Center and Hospital (KMCH), Narayana Health, Cadila Healthcare, Doctor Spring, Cloudnine Hospitals, Embrace Innovations, Global Hospitals India, Rainbow Hospitals, Reliance Life Sciences (RLS), Vaatsalya, Lotus Eye Hospital, SRL Diagnostics (SRL), Narayana Health, Opto Circuits, Philips Healthcare, Wockhardt Hospitals, CARE Hospitals Group, Aravind Eye Hospital, Max Healthcare, Fortis Healthcare Ltd, etc.

## 9. Cons of Corporate Entrepreneurship for Healthcare Services :

Asking about the need of corporate hospital sector is a question that needs neither answer nor justification. The sector is not just rising, but is now firmly established. Government health services have been weakened due to many reasons and that is why the scope for corporate hospitals is increased. Due to the entry of corporate, the order of priorities has changed. Now the doctors' priority is no longer the best interests of the patients, but the profit earned by

the shareholders of the company,” says Dr Arjun Rajagopalan, a surgeon from Chennai.<sup>2</sup> There are number of criticism on the overall administrations & functioning of corporate entrepreneurs.

One of the very negative impacts of corporate entrepreneurship is ‘targeted revenue.’ Even the medico-professions criticized corporate entrepreneurship on different background like “in corporate hospitals, investigations are not based on what the patient’s illness is, and whether there is a need for specific investigations. Given any complaint, they produce a list of investigations that must be done,” notes Dr HV Sardesai, practicing physician from Pune. “These hospitals are like malls and our society does not need them. Corporate hospitals often engage in marketing in a variety of ways like ‘Buy one, get one free’, ‘Discount week’... full-page advertisements, mostly full of falsehoods’. The PRO of many corporate hospitals keep roaming around government hospitals to convince doctors to send patients to their hospitals and even offering commission. Fake, bogus & fraud act are regular activity under these corporate houses especially for the sack of insurance and reimbursement from employers. There is a lack of professional-social ethics and humanism in corporate hospitals. Corporate hospitals vie for tie-ups with large public sector companies. In addition, the officials are more than eager to oblige. Further, often the quality of these corporate hospitals is not as good as they claim in their advertisements.

‘These pro-market reform initiatives along with factors like population dynamics, people’s awareness and perception of health, change in treatment -seeking behavior, double burden of disease, changing nature of lifestyle diseases, global integration and medical tourism have been courage private providers/enterprises including foreign investors to exploit the hospital market in India. National and state - level social and pro-poor health insurance schemes are other factors that motivate growth in the private sector. With the growth of the private sector, services have become costly, which, in turn, has increased the burden in the country’<sup>3</sup>.

## 10. Discussion & Findings:

To serve quality services, modern corporate banner is useful step for healthcare sector. The corporate houses are always enjoying great advantages over individual practitioners. Mudit Vijayvergiya, *Co-founder, Curofy rightly pointed out that* ‘if any profession deserves a leeway in terms duties other than their profession, it has to be doctors. Here is the basic fact. They are either making the lives of people better or saving them. Hence it is imperative that doctors do what they are best at. Rest we should learn to share their burden. Running an individual practice is hard. Running an individual hospital is harder. The reason is simple - The resource crunch. The doctors trying to make a name for themselves with an entrepreneurial outlook often have to go through this hardship. At one side you have the swanky corporate set ups where the latest machineries and equipment are always at the doctors' disposal. Whereas the individual practitioners lack the pampering and even the means to get hands on the latest equipment. Not only is it cumbersome for the doctors to contact the Medtech companies, often it is a costly proposition. Today most of the setups are plying their trade with discards of corporate hospitals.’<sup>4</sup>

Getting trained personnel is also a plus point to corporators, which is mostly painful task for the small hospitals. Most nurses and trained staffs choose brand names over smaller set ups. Hence, these small hospitals are left with few doctors with a lot to do with very limited staff. This increases the burden to the professionals and it also increase in

<sup>2</sup> [www.Ehealthworld.com](http://www.Ehealthworld.com)

<sup>3</sup> Shailender Kumar Hooda , Private Sector in Healthcare Delivery Market in India: Structure, Growth And Implications

<sup>4</sup> <https://health.economicstimes.indiatimes.com>

doctor's mental workload. It affects their work efficiency and of patient's well-being. Corporators have a well-defined human resource team who take care of the talent acquisition department and this make professional to focus on their professional skills.

It is rightly argued that medical treatments are based on the 'trial & error'. There are several situations where a doctor needs to discuss a case with his peers and seniors. In a corporate hospital, with the availability of multiple doctors with varied backgrounds including super-specialists, discussions happen easily and the diagnosis will be accurate as well. Again latest technology is available to support the doctors to take any decisions, which may be probably lacking in individual private practitioners due to the cost factor. Running hospital is a costly affair and changing technology makes it more critical. Previous references and maintaining an Individual Medical Record can be an affordable task for corporate hospitals due to their strong financial position. The corporate houses also allow more comprehensive, population-based, cost-effective services to patients. These points are a strong support to proposition of corporate healthcare centres.

The collaboration & innovation are key areas of medical field. A corporate house helps spur collaborative teamwork and it widen the scope for the innovation. The evolution of medical knowledge has been exponential in the last five decades due to IT and new ways of treatments have been discovered. The corporate houses built a team of practitioners who pool in their resources to ensure quality healthcare services and techno savvy practices. As a part of mandatory regiment, the social consciousness & professional ethics are also incorporated by corporate houses in their visionary aspects.

Thus, corporate entrepreneurship brings the giant talent pool of medical professionals, both for the benefit of patients and practitioners.

The one of the most sunshine sector, driving employment and revenue generation for India is a 'healthcare'. In India healthcare industry is categorized into two major components - Public/Government & Private sector. The government health services system comprises limited secondary & tertiary care institutions providing basic healthcare facilities in the form of primary healthcare mainly for rural areas. The private sector provides majority of secondary tertiary and quaternary care institutions with major concentration in metros. With a robust domestic demand, rise in innovative healthcare, corporatization of healthcare facilities, influx of medical tourism and the government push towards healthcare innovation, the overall segment has been driving the job market, even as others have ebbed and flowed.

Currently, India stands at a cross-road of high-end, multi-specialty private healthcare services on one end and lack of doctors, support staff, medicines and facilities at the other. High-end facilities and education platforms are concentrated near metropolitan centres. According to World Health Organisation only 26% of healthcare professionals were available to address the needs of 72% of the country's population. While established medical chains like Apollo, Max and Fortis are branching out, new ones are coming up too.

Innovations in healthcare directed towards health outcomes, diagnostic and treatment options as well as the efficiency and cost effectiveness of the healthcare system are frequently considered as the result of information technology rather than human factors. There is a need of corporate entrepreneurship to seek unique roles that will support best practices and fulfill gaps in healthcare services. Innovative and creative corporate entrepreneurship is a need of an hour.

Practically use of creativity to develop a new idea, improve service or delivery methods to develop new products or new ways to use existing products is a fundamental characteristic of corporate entrepreneurship. Combining these characteristics with advanced or specialist skills and knowledge at the very least, entrepreneurial are advanced practice

that creates products or services which they can market to external sources with quality outcomes. A corporate hospital is one run by a corporation who intends to expand the hospital chain as it had expanded itself into a corporate entity. The best quality hospital, with best service, best staff and the best care with best amenities with cheapest tariff may serve by corporate houses.

India continues to be at the top of the healthcare chain and is one of the cheapest destinations for quick healthcare in the world over. The corporate hospital management needs correct push in correct direction with trained administrators.

## 11. Conclusion:

India is a land full of opportunities for players in the healthcare sector. The country has also become one of the leading destinations for diagnostic services with advanced facilities. Increasing awareness about the healthcare among the people supports corporate entrepreneurship. Further, Corporate entrepreneurship is an effective mechanism that supports demand for safe, affordable and quick healthcare. The corporate entrepreneurship offers tremendous opportunities for healthcare services making healthcare more accessible to all with quality. The Indian corporate entrepreneurship require to contributes in several ways i.e. cost reduction & human capital management, effective and efficient use of human resources & staff productivity, high procurement of medical supplies and best use of IT.

With own vision, mission and objectives, most of the corporate house has entered in healthcare sector to provide multiple services under one roof. Some of them are worth to appreciate in many respects like Apollo hospital collaborate with government to provide healthcare facilities in rural areas, Tata Memorial Hospital focuses on treatment of cancer at a minimal cost, Max healthcare operates multi specialty hospitals across the country.

## 12. Opportunity to Corporate Entrepreneurship in Indian Healthcare Sector:

As per the projection of Indian Brand Equity Foundation, there are immense opportunities for corporate entrepreneurship in India. According to this foundation -

- Additional 3 million beds needed for India to achieve the target of 3 beds per 1,000 people by 2025,
- Indian healthcare market to hit US\$ 372 bn by 2022
- India will need 2.07 million more doctors by 2030 and 2.4 million nurses required to meet the growing demand for healthcare
- Cost of surgery in India is nearly one-tenth of the cost in developed countries
- Investment of USD86 billion required to achieve above stated targets
- Over USD200 billion is expected to be spent on medical infrastructure by 2024
- About 60 per cent of global clinical trials is outsourced to developing countries Medical tourism
- The Indian medical tourism industry is expected to reach USD8 billion in 2020 from USD3 billion in 2015 and
- In 2015, India is likely to see 3.2 million medical tourists annually

\*\*\*\*\*

## Reference:

1. Parboteeah & Cullen., *Business Ethics*. Noida: Roulledge, 2000.
2. Dwivedi D.N., *Principles of Economics*. Noida: Vikas Publication, 1999.
3. Albuquerque. Daniel, *Legal Aspects of Business*. New Delhi: Oxford Publication, 2005.
4. Tricker, Bob. *Corporate Governance*. New Delhi: Oxford Publication, 2001.
5. Kuchhal, Kuchhal. *Business Law*, New Delhi: Vikas Publication, 2000.
6. Kotabe, Helsen. *Global Marketing Management*. India: Wiley Publication, 1999.
7. Behera, P.K. *Sustainable Bio-medical Waste Management Vol. I & II*, Delhi: Dominant Publication, 2008.



8. Sloan, Legrand & Chen, *Sustainability in the Hospitality Industry*. Noida: Routledge Publication, 2007.
9. Boella & Steven, *Human Resource Management in the Hospital Industry*. Noida: Routledge Publication, 2002.
10. Jain, P. C. *Handbook For New Entrepreneurs*. New Delhi: Oxford Publication, 2000.
11. Verma, Shalini, *Development of Life Skills & Professional Practices*. Mumbai: Vikas Publication, 2000.

#### Journals :

1. Dr. Ninawe, Arundhati. "Personnel Management: A Solution to Challenges of Healthcare Human Resources." *International Journal For Administration in Management, Commerce & Economics (IJAMCE)*, Jan. 2015: 410-418.
2. Dr. Ninawe, Arundhati. "Setting New Agenda: Critical Study of Perspectives of CSR Practices in Indian Private Corporate Hospitals." *International Journal of Science & Research (IJSR)*, April.2016:101-107.

#### Web references retrieved from :

1. <<http://www.ncbi.nlm.gov/pmc/articales/PMC3180941>>
2. <<http://wmr.sagepub.com/content/24/6/584.abstract>>
3. <[www.iacsit.org](http://www.iacsit.org)>
4. <[www.ijesd.org](http://www.ijesd.org)>
5. <<http://iproxy.inflibnet.ac.in>>
6. <<http://www.academia.edu>>
7. <[www.isca.in](http://www.isca.in)>
8. <[https://en.wikipedia.org/wiki/Healthcare\\_in\\_India](https://en.wikipedia.org/wiki/Healthcare_in_India)>
9. <<https://www.ibef.org/industry/healthcare-india/showcase>>
10. <<http://isid.org.in/pdf/WP185.pdf>>
11. <<https://www.tforg.com>>
12. <<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1285083/>>
13. <<https://www.cdc.gov/chronicdisease/overview/index.htm>>
14. <<https://www.ncbi.nlm.nih.gov/books/NBK215400/>>
15. <<https://www.quora.com/What-is-the-number-of-healthcare-startups-in-India>>
16. <[https://en.wikipedia.org/wiki/Aster\\_DM\\_Healthcare](https://en.wikipedia.org/wiki/Aster_DM_Healthcare)>
17. <<http://www.asianheartinstitute.org/about-us/hospital-overview/>>
18. <<http://zyduscadila.com/>>
19. <<http://www.cloudninecare.com/about-us/>>
20. <[www.ijarcsse.com](http://www.ijarcsse.com)>

\*\*\*