



Department of Medical Health & Family Welfare
Government of Uttar Pradesh



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NATHEALTH Healthcare Federation of India

Private Sector Partnerships for Healthcare Excellence in Uttar Pradesh

Summary Report

Government of Uttar Pradesh in collaboration with State Agency for Comprehensive Health Insurance and Integrated Services (SACHIS), State Health Agency for implementation of Pradhan Mantri Jan Arogya Yojna (PM-JAY), ACCESS Health and NATHEALTH, a federation of healthcare providers organized a stakeholder consultation workshop to boost private sector participation for healthcare excellence in Uttar Pradesh on January 23, 2023, in Lucknow.

Through the course of the workshop, over 100 participants from a varied group of private sector partners—from industry bodies such as the Association of Healthcare Providers, Confederation of Indian Industry, Uttar Pradesh Nursing Home Association; large private hospitals such as Regency, Yashoda, Metro Group, Shalby, pharma and diagnostic companies such as SRL, MSD, and enterprises such HCL Healthcare; DCDC Kidney Care, Vilgrow, POCT Services National Investment, and Infrastructure Fund and Uttar Pradesh Technical Support Unit—shared their experiences, highlighting how they can be applied to the healthcare ecosystem in Uttar Pradesh.

The open platform for conversations sparked ideas and opened pathways to aid the efforts of ACCESS Health and its partners in making equitable access to healthcare a reality in Uttar Pradesh.



Inaugural Session

Welcome and opening comments: **Shri Partha Sarthi Sen Sharma**, Principal Secretary Health & Family Welfare

Address: **Siddhartha Bhattacharya**, Secretary General, NATHEALTH

Address: **Vinamra Agarwal**, Chairman CII - Uttar Pradesh

Address: **Santhosh Mathew**, Country Lead - Public Policy & Finance, Bill & Melinda Gates Foundation

Special Address: **Shri Raja Mayankeshwar Sharan Singh**, Honourable State Minister of Health, Medical Health & Family Welfare

Keynote Address: **Shri Brajesh Pathak**, Honourable Deputy Chief Minister, Medical Health & Family Welfare

The opening session set the context for the workshop, with government dignitaries citing their intentions for inviting private investment and partnerships to boost the healthcare ecosystem in Uttar Pradesh—while participating panellists shared suggestions on how a successful way forward can be forged.

The crucial role the private sector plays in supporting the Government to better service its citizens' healthcare needs was the main highlight of the session. Both the government and the private players stressed on the need for having an open exchange of ideas to boost the health ecosystem in Uttar Pradesh. In the context of the state, the participants agreed on the need for public-private partnerships to boost the lagging health metrics and ensure better access to healthcare services for all beneficiaries, irrespective of their location.





The challenges in standing in the way of affordable and equitable healthcare in the state were also discussed. The panelists called for incentives for medical practitioners so as to motivate them to practice in smaller towns, instead of setting up base in large cities that in any case enjoy a plethora of healthcare services. *“Manpower continues to a challenge for the health sector, especially at the secondary and tertiary care level. We also need to address the issues of GPs at the primary level, who leave their hometowns to practice in big cities. How can we create incentives to encourage them to stay in their hometown and practice there,”* Vinamra Agarwal, Chairman CII- Uttar Pradesh said. Strengthening the primary care network in the state was also on the agenda.

Regarding public-private partnerships, factoring in the right cost of investment that private players need to compensate for was discussed, as were transparent mechanisms for assuring timely payments. When it came to the topic of servicing beneficiaries, the need to eliminate out of pocket expenditure for beneficiaries was stressed upon. Digitized payment mechanisms that do away with the paper trail, complete observability of a patient's journey, and toll-free numbers to service beneficiaries' medical queries were also discussed.



State dignitaries gave a snapshot of Uttar Pradesh's progress in assuring healthcare to its citizens by highlighting the budding list of medical colleges, existing private-public partnerships, and the rapid efforts to build capacity. Shri Raja Mayankeshwar Sharan Singh—Honourable State Minister of Health, Medical Health & Family Welfare—cited the government's intent to push private partnerships in every sector, and stated, *“The private sector has the UP Government's full support; we will try to solve their challenges with our full might.”*

Shri Brajesh Pathak, Honourable Deputy Chief Minister, Medical Health & Family Welfare showcased the rising numbers of medical colleges and spoke about how the state is provisioning for training nursing staff and other paramedical personnel according to WHO guidelines. *"We've also established more paramedical training colleges to ensure we have highly skilled nursing staff in the state. This way we can meet the WHO standard of 3 nursing/paramedical staff per doctor,"* he illustrated.



Snapshot: Key Prospects

Through the conversations, an informal investment scope of sorts was laid out for the private players present to deliberate upon.

- Investment in medical equipment, alongside hospitals and medical colleges, to reduce imports of the same was stressed upon.
- Setting up telephonic referral services to help the beneficiaries get the medical help they need as soon as possible.
- Digital case files that document every step of a patient's journey, from the time of the first visit to the PHC to the end of treatment.
- Setting up transparent audit mechanisms to ensure beneficiaries get the services that are committed to them
- Strengthening the primary healthcare infrastructure in tier-III and tier-IV cities, where establishing tertiary care poses challenges.

Catalysing Private Investment in Strengthening Healthcare Infrastructure Creation

Opening Comments: **Ashwajit Singh**, Chair, North Chapter- NATHEALTH & MD, IPE Global Limited

Presentation: Proposed Private Sector Investment Policy of Uttar Pradesh by **Shri Partha Sarthi Sen Sharma**, Principal Secretary Health & Family Welfare

Panelists:

Anand K, Managing Director, SRL Diagnostics

Srinivas Ramanujam, Chief Executive Officer, Vilgrow

Abhishek Kapoor, Executive Director - Strategy, Regency Healthcare

Sudhir Patro, Head- Corporate Sales, HCL Healthcare

The technical session examined the role of private-public partnerships, particularly from the lens of private investment in healthcare in Uttar Pradesh. The platform also served as an opportunity for the Government of Uttar Pradesh to table the Proposed Private Sector Investment Policy, ahead of the state's Global Investor's Summit 2023. The aim of the policy, as presented by the Principal Secretary, is to increase access to affordable healthcare, and during the presentation several key highlights were shared with the stakeholders for deliberation.

The policy document presented a two-fold approach—the first of which addressed the issue of viability gap funding (VGF) provided by the Government of India. The second approached state-funded incentives, particularly industrial policy incentives, land provisions, OpEx, reimbursements, and VGF for entrepreneurs who bring their own infrastructure and land.



Highlights: Draft Scheme for Government Support for Private Investment for the Development of Hospitals in Uttar Pradesh

- Incentives for private sector to facilitate the development of minimum 200-bedded hospitals within the jurisdiction of 17 Municipal Corporal area, NOIDA, and Greater NOIDA, and minimum 50-bedded hospitals outside of it.
- Viability Gap Funding (VGF) to be made available to the private sector with the Government of UP also providing land for the hospital and joining hands with the Government of India to provide incentives.
- In cases where VGF is not required, State of Uttar Pradesh can provide land for the development of the hospital at subsidized rates, offer incentives, and give reimbursement for healthcare services availed by the beneficiaries under Government schemes.
- Private sector can also provision for land on its own, with the Government of Uttar Pradesh offering the aforementioned incentives and reimbursements.
- Some of the incentives offered include subsidized land rates, operational grants, capital grants, interest subsidies, enrolment as service provider in schemes like PM-JAY, MM-JAY, and CGHS.



In the discussion that followed, the panelists—from varied healthcare chains across the country—shed light on the investment opportunities in Uttar Pradesh, while sharing their comments on how the proposed policy can facilitate the entry of more private players. The Government's intent to provide viability gap funding was lauded; however, a few key challenges were also identified to forge a successful way forward. The need for eliminating out of pocket expenditure was echoed by the participants, along with efforts to bridge the skill gap as the panelists urged the Government to find new ways to build capacity. They also recommended finding ways to bridge the gap of affordability for the beneficiaries and offering low-cost debt to private players. The subject of a completely cashless system was also broached, with Sudhir Patro, Head- Corporate Sales, HCL Healthcare adding: *"Insurance schemes have made the term cashless prominent. While services are cashless for the beneficiary, that's not the case for all players in the value chain. If we could make it cashless for everybody, it will solve a lot of problems."*

The need for highly skilled medical personnel was also voiced during the session, with Srinivas Ramanujam, Chief Executive Officer, Vilgrow—suggesting that the government needs to find new ways to build capacity. “It’s great that we’re building assets. But if the assets cannot handle the patient load any differently from the past, then we’re just going to have linear growth and we will keep building more and more infrastructure. We need to break the paradigm,” he said.



Snapshot: Key Prospects

The discussion brought forth significant opportunities for strengthening the health system in the state through private investment and public-private partnerships.

- Efforts to boost insurance penetration to reduce out of pocket expenditure, and thus encourage beneficiaries to aspire for quality healthcare.
- Building capacity alongside infrastructure to ensure facilities have the skilled staff they need to service the beneficiary footfall.
- Building public— private partnerships that bring in technology, innovation, long-term gestation funds, skilled manpower, and digital medical care.
- Facilitating interventions that allow for better patient compliance.

Reimagining Service Delivery in Uttar Pradesh— Value Proposition of PM-JAY 2.0 for Private Sector

Opening Comments: **Himani Sethi**, Director Programs, ACCESS Health

Presentation: Value Proposition of PM-JAY 2.0 for Private Sector by **Sangeeta Singh**, CEO, SACHIS

Panelists:

Dr Girdhar Gyani, Director General Association of Healthcare Providers

Ms Upasana Arora, Director Yashoda Hospitals & Member of FICCI – Health Service Committee

Dr Sameer Gupta, Group Director, Metro Group of Hospitals and Director, Umkal Hospital

Dr Sushil Sinha, President, Uttar Pradesh Nursing Homes Association

Dr Anurag Sharma, Business Head - Shalby Orthopaedics Centre of Excellence

Highlighting the successes of Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (PM-JAY) in providing healthcare coverage to underprivileged beneficiaries, the session focused on the high potential for private investment in the scheme. At the outset, the session established the need for private partnerships for bolstering PM-JAY which has seen close to four crore hospitalisations in the last five years—75% of which were in private facilities.



A few challenges were also identified, particularly speciality gaps in tertiary care and scanty availability of services due to a lack of infrastructure in small towns. A value proposition for investing in the scheme was presented to the participants by CEO SACHIS, focusing on the attractive incentives and facilities available—particularly green channel for payments, a 24x7 grievance redressal system, and digitized processes to reduce delays. The availability of differential pricing within the scheme to guarantee better rates in tier-I cities as compared to tier-II and tier-III cities was also discussed, along with the benefits of the state employees and pensioner insurance scheme that is bundled with PM-JAY in Uttar Pradesh and offers better incentives to service providers.

Highlights: Value Proposition of PM-JAY for Private Partnership and Investment

- Comprehensive Health Benefit Package
- Attractive pricing
- Differential pricing based on geographical location
- Additional incentives to accredited hospitals
- Promise of timely payments
- Green channel—50% payments at the time of claim submission to ensure cash flow
- Ease of business with online transparent systems
- Automatic enrolment in the Deen Dayal Upadhaya scheme (for state employees and pensioner insurance scheme) that also offers differential pricing

In the panel discussion that followed, participants expressed their willingness to participate in PM-JAY with many thanking the CEO for allaying their doubts about the scheme with her presentation. They also urged for strengthening facilities at the Primary Health Centre and District Hospital level to reduce the pressure on tertiary care hospitals. Dr Girdhar Gyani, Director General, Association of Healthcare Providers in his comments highlighted that close to 80% of tertiary care facilities in the state are available with the private sector, adding: *“Exploit the private sector if you want to make the scheme better.”*

Upasana Arora—Director, Yashoda Hospitals & Member of FICCI – Health Service Committee—urged private hospitals to increasingly participate in the scheme. Speaking about solutions to ease the disease burden on the healthcare ecosystem in UP, she said: *“Telemedicine services available in big hospitals can be leveraged for patients who can’t reach the hospital.”*



Ensuring quality healthcare services till the last mile with innovative interventions was discussed. On the subject of empanelment, panelists implored the government to offer rewards in the way of better rates, eased regulations, provision of basic amenities at a lower rate, or tax exemptions to participating hospitals. The need to further ensure timely payments and financial sustenance for private players in the scheme, especially small hospitals, was also discussed.

Towards the end of the session, Dr Anurag Sharma, Business Head - Shalby Orthopaedics Centre of Excellence, announced the chain's expansion in the state. *"We also want to participate in helping the economy of UP grow, as a result we are planning five to six hospitals in UP,"* he said—thus forging a way forward towards specialised orthopedic care in the state.



Snapshot: Key Prospects

Through the course of the discussion, several lucrative investment opportunities and inventive measures to assure access to healthcare were discussed.

- Building infrastructure in districts that have no private hospitals can ensure that those who set up first get business from all PM-JAY beneficiaries in the zone.
- Investing in specialities that are sparse in the state, or in particular districts, can also reap great rewards.
- By focusing on specialities that beneficiaries typically travel outside of Uttar Pradesh to get treatment for, hospitals can access a greater base of patients thus bolstering their business with PM-JAY.
- Leveraging telemedicine services that are available in big hospitals for patients who can't reach the facility can strengthen the primary-care facilities in the state.

PLENARY III

Opening Comments: **Dr Vasanthakumar. N**, Executive Director, Uttar Pradesh Technical Support Unit

Presentation: Public-Private Partnerships—Initiatives and Opportunities in Uttar Pradesh by **Aparna U**, Mission Director, National Health Mission

Panelists:

Neelima Dwivedi, Executive Director - Public Policy, MSD Pharmaceuticals

Aseem Garg, Founder & CEO, DCDC Kidney Care

Saurabh Suneja, Principal - Strategy & Policy, National Investment and Infrastructure Fund

Saurabh Garg, Director, POCT Services

The last session of the workshop focussed on the nature of partnerships that can be explored in the state—particularly on the back of critical gaps in the existing healthcare infrastructure that need to be addressed. The aim of the session was also to bridge the huge gulf in understanding, with the platform serving as a starting point for conversations.

Public-private partnerships, initiatives and opportunities in Uttar Pradesh were discussed, starting with a presentation by the NHM Mission Director. The burden of non-communicable diseases on the state's health infrastructure was addressed, along with the high out of pocket expenditure that beneficiaries in the state currently must incur while getting medical attention they need. The presentation also shed light on some of the State Government's successful public-private partnerships, particularly 108 ambulance service, hemodialysis centres, ePHCs, and mobile medical units.



Highlights: Ongoing Public-Private Partnerships in Uttar Pradesh

- 108 Ambulance services, equipped with EMTs, that respond to medical emergencies and transport the patient to the nearest District Hospital or Community Health Centre in the shortest time possible. Currently there are 2,200 ambulances under this service.
- 102 National Ambulance Services, that currently has a fleet of 2,270 ambulances and serves close to 10 lakh beneficiaries associated with the Janani-Shishu Suraksha Karyakram (JSSK) and Janani Suraksha Yojana (JSY) schemes.
- National Mobile Medical Units (NMMUs) that provide primary, preventive, promotive, and curative healthcare services in remote and inaccessible areas in 53 districts of Uttar Pradesh.
- Advanced Life Support Ambulances with a fleet size of 250 ambulances that operate 24 hours a day, 365 days a year.
- Hemodialysis services, available free of cost, in 74 districts with 72 functional units in the state.
- Free CT scan diagnostic services available in 61 districts in UP, through 62 operational centres.
- Biomedical equipment management and maintenance program, under which more than 96,000 pieces of equipment are being maintained across all levels of healthcare facilities in the state.
- 100-bedded mother and child (MCH) wings that have been operationalized in four districts. Each MCH wing caters to up to 6,000 patients every month.
- Telemedicine and teleconsultation services at 250 CHCs across UP—including teleradiology, which is operational in 75 districts.
- ePHC services at Primary Health Centres, which include video consultations for walk-in patients. This service is currently available at the remotest PHCs in 8 aspirational districts, and 2 UPHCs at Varanasi and Gorakhpur
- Patient Provider Support Agency (PPSA) for TB Care to ensure private sector patients' access to the National TB Elimination Program's diagnostic services, including X-Ray if required.



The important role that public-private partnerships hold in the healthcare ecosystem was the focal point of the discussions that followed. The need to build value-based partnerships that can bring down barriers of accessibility and affordability standing in the way of equitable health was stressed upon by the panelists. Solving for the lack of availability of services at the sub-centre level was also deliberated upon, with potential service delivery models being discussed in the context of dialysis. On the subject, Aseem Garg—Founder & CEO, DCDC Kidney Care—suggested: *“We can open spokes at the taluka level, as standalone centres or PHCs. Additionally, we can use these centres as a hub for peritoneal dialysis and have trained nurses who can go the patients house once a week.”* he suggested.



Saurabh Suneja, Principal Strategy & Policy National Investment, and Infrastructure Fund, stressed on utilizing the capacity in the existing public health infrastructure as much as possible. *“The way Ayushman Bharat is generating demand, it has actually created a business model. The healthcare and referral system, when it works with the PPP, makes for a highly-utilized system,”* he said.



Snapshot: Key Prospects

Interventions for last-mile service delivery, significant investment opportunities that can pave the way for the future, and utilising the existing system to its full capacity were some of the key reflections from the session.

- Strengthening facilities to enable the prevention of non-communicable diseases at the primary healthcare level can ease the heavy burden of NCDs on the state's infrastructure.
- Using hub-and-spoke model to ensure delivery of services like dialysis at the sub-taluka level can reduce beneficiary (temporary) migration to bigger towns and cities to seek care.
- AI-backed solutions that can help clinicians and beneficiaries move away from the brick-and-mortar system to seek treatment for various ailments.
- Deploying skilled paramedical personnel for door-to-door outreach can help service beneficiaries who can't reach facilities.
- Private investment in healthcare segments that are currently lacking can assure better business for hospitals and greater service delivery for beneficiaries.

Outcomes- Intent and Collaborations

- NATHEALTH leads an effort to promote the Global Investor Summit 2023 in Uttar Pradesh among its members.
- Confederation of Indian Industries reaches out to its health provider for participation in healthcare service delivery in the state.
- Shalby Orthopaedics Centre of Excellence, announces expansion in the state and participation in PM-JAY.
- UPNHA commits to support targeted empanelment in PM-JAY through its members in underserved geographies.
- SRL Diagnostic expresses intent to strengthen the availability of diagnostics among the PM-JAY hospital network.
- Partnership intent by National Investment & Infrastructure Fund, Reliance Digital Healthcare, MSD Pharmaceuticals









List of Participants

1	ACCESS Health	Himani Sethi
2	ACCESS Health	Ishan Tripathi
3	ACCESS Health	Manisha Tripathi
4	ACCESS Health	Priyanka Pathak
5	AliveCor	Shobhit Mishra
6	Amity Business School, Lucknow	Dr. Archana Sharma
7	APACMed	Rakesh Mistry
8	Association of Healthcare Providers	Dr. Girdhar Gyani
9	Bajaj Allianz General Insurance Company	Akhilesh Kumar Yadav
10	Bharat Rashmi Nursing Home	Dr. Bharat Sethi
11	Bharat Serums and Vaccines Limited	Vishwanath Swarup
12	Bill & Melinda Gates Foundation	Dr. Santhosh Mathew
13	Bill & Melinda Gates Foundation	Vikas Yadav
14	CAPED	Dr. Mridu Gupta
15	CAPED	Mathangi Ramakrishnan
16	Center for Advocacy and Research	Lokesh Tripathi
17	Center for Advocacy and Research	Ranjana Dwivedi
18	Clinikk Healthcare	Dr. Suraj Baliga B
19	Clinton Health Access Initiative	Col Gaurav Bhatia, PhD (Retd)
20	Clinton Health Access Initiative	Dr. Suresh Kumar Dalpath
21	Confederation of Indian Industry	Faiz Waris
22	Confederation of Indian Industry	Vinamra Agarwal
23	Confederation of Indian Industry	Bharat Asthana
24	DCDC Kidney Care	Aseem Garg
25	Department of Health and Family Welfare	Ravindra Kumar
26	Dr. Lal Path Labs	Rajesh Dutta
27	Dr. Lal Path Labs	Sanjay Kulshreshtra
28	Era's Lucknow Medical College Lucknow	Dr. Naveen Singh
29	Hanuman Prasad Poddar Smarak Samiti	Rasendu Fogla
30	HCL Foundation	Faiq Alvi
31	HCL Foundation	Nidhi Saxena
32	HCL Foundation	Santosh Kr Diwedi
33	HCL Healthcare	Sudhir Patro
34	Hemogenomics	Surendra Jain
35	IPE Global Ltd, Lucknow	Prashant Agarwal
36	IPE Global Ltd, Lucknow	Prashant Agarwal
37	Jio Health Hub (Reliance)	Diveymaan Agrawal
38	Jio Health Hub (Reliance)	Dr. Richa Singh
39	Krsnaa Diagnostics	Pallavi Bhatewara
40	Medoplus	Neeraj Chandra
41	Metro Group of Hospitals and Umkal Hospitals	Dr. Sameer Gupta
42	MSD Pharmaceuticals Pvt. Ltd.	Pankaj S Chauhan
43	MSD Pharmaceuticals Pvt. Ltd.	Neelima Dwivedi
44	NATHEALTH	Siddhartha Bhattacharya
45	National Health Mission	Aparna U
46	National Health Mission	Anjali Singh

47	National Investment and Infrastructure Fund Limited	Saurabh Suneja
48	Nav Bhartiya Nari Vikas Samiti	Azhar Ali
49	Neera Nursing Home	Dr. Singh
50	Noora Health	Dr. Tanmay Pathani
51	PATH	Dr. Sachin Ashok Gupte
52	Pathkind Labs	Anurag Mishra
53	POCT Services	Mr. Singh
54	POCT Services	Saurabh Garg
55	Project Concern International	Tejbir Singh Soni
56	Rajshree Medical Research Institute, Bareilly	SANJEEV JOSHI
57	Regency Healthcare	Abhishek Kapoor
58	Regency Healthcare	Ashish Shukla
59	ROCHE Products Pvt. Ltd.	Amritayan Das
60	SACHIS	Ajay Singh
61	SACHIS	Anamika Tripathi
62	SACHIS	Anil Tripathi
63	SACHIS	Dr. B K Srivastava
64	SACHIS	Dr. Rajendra Kumar
65	SACHIS	Nitu Singh
66	SACHIS	Pradeep Kumar
67	SACHIS	Sangeeta Singh
68	SACHIS	Satya Vardhan
69	SACHIS	Saurabh Tiwari
70	SACHIS	Shahadat
71	SACHIS	Shatrughan Thakur
72	SACHIS	Shivam Gupta
73	SACHIS	Vandita Singh
74	Santosh Medical and Dental College Hospitals	Dr. Nidhi Bansal
75	Sevamob	Vivek Mishra
76	Shalby Hospitals	Adarsh
77	Shalby Orthopaedics Centre of Excellence	Dr. Anurag Sharma
78	Siemens Healthineers	Brijesh Singh
79	Smith and Nephew	Ankit
80	SRL Limited	Anand K
81	SRL Limited	Dr. Srivatsa
82	SRL Limited	Dr. Srivatsa Prakhya
83	SRL Limited	Kshitiz Singh
84	Surgical Nursing Home, Lucknow	Dr. R.C. Singh
85	T S Misra Medical College & Hospital	Dr. Sanjay Mishra
86	T S Misra Medical College and Hospital	Vishal Gupta
87	Tata Trusts	Abdullah Faizan
88	TENDER PALM HOSPITAL	Dr. Pawan
89	TMU Hospital Moradabad	Anul Tandon
90	Uttar Pradesh Nursing Homes Association	Dr. Sushil Sinha
91	Uttar Pradesh Nursing Homes Association	M K Sarwgi
92	Uttar Pradesh Technical Support Unit	Dr. Vasanth Kumar. N
93	Villgro Innovations Foundation	Mohammad Azhar
94	Villgro Innovations Foundation	Srinivas Ramanujam
95	Yashoda Hospitals	Upasana Arora

