

QUARTERLY NEWSLETTER

JULY 2025

From the President's Desk



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Together, let us channel our collective energy and collaborative spirit to deliver measurable impact across India's healthcare ecosystem.

Dear Members and Partners,

It is my pleasure to welcome you to the quarterly edition of NATHEALTH's newsletter for FY 2025–26. As we progress through the year, India's healthcare sector continues to undergo rapid and meaningful transformation. At NATHEALTH, we remain committed to advancing this change with clarity, collaboration, and purpose.

Our efforts are anchored around **4 strategic themes** that reflect the sector's evolving needs:

- **Sustainable long-term growth in healthcare:** Shaping a dialogue with public and private insurance to shape the future of health financing towards growth, sustainability, quality/patient safety and innovation.
- **Regulatory streamlining:** Removing compliance bottlenecks, adopting digital single window regulatory architecture and design a forward-looking regulatory architecture that is transparent and focused on standards.
- **Digital health adoption:** Bringing the ecosystem towards a convergent digital health agenda and build capacity among smaller providers through training, handholding and smart financing.
- **Proactive risk mitigation:** Align and shape progressive legislations and operating rules to ensure enhanced patient trust and collaboration between different healthcare stakeholders, while ushering predictable governance and a sustainable expansion of the healthcare eco system.

These themes are not just directional—they represent *active workstreams* that are already driving impact. Through focused task forces, policy dialogues, stakeholder whitepapers, and state-level engagements, we are steadily advancing our shared goals.

Under constant supervision of the LT, GC, and Past Presidents, and with an active secretariat project management, these tracks will see overarching participation and engagement with all sections of NATHEALTH across functional, regional and clinical forums.

Over the past month, we engaged with key stakeholders, including the Union Ministry of Health, State Governments, Department of Pharmaceuticals, Cabinet Secretariat, NITI Aayog, Tourism Ministry, DGHS, DAPG, MOEA, MOHOA, BIS, and more. These conversations covered a wide spectrum—from state health priorities and medical device regulations, to hospital infrastructure, patient safety, digital health pathways, and compliance frameworks.

The true strength of NATHEALTH lies in the power of its members. I urge each of you to stay engaged—share your perspectives, lend your voice to the important conversations ahead, and actively participate in upcoming initiatives. Now is the time to shape the future of healthcare—together.

Let's keep the momentum going. Together, we will build a more resilient, inclusive, and innovation-led healthcare future for India.

Best Wishes,

Ameera Shah

President - NATHEALTH (Healthcare Federation of India)

Promoter & Executive Chairperson of Metropolis Healthcare Limited

Presenting NATHEALTH Key Priorities and Roadmap Ahead

NATHEALTH has finalized its themes and top priority areas for the year 2025-26. The next steps shall be actively onboarding the themes by GC Members through volunteering and being a part of the respective task forces. Further steps would include formation of Core Working Groups to take each priority forward. Your leadership and participation will be critical to shaping the healthcare agenda.

The below priority areas are based on this year's central themes (presented as Annexures in the following pages).

NATHEALTH KEY PRIORITIES & ROADMAP AHEAD (FY 2025-26)				
Themes	SEAMLESS GOVERNANCE Streamlining Compliances & regulatory Architecture (CLEA, Medtech Act & Digital Health)	OPTIMIZING FINANCING Health Insurance & PPP Financing	SCALING HEALTHCARE DELIVERY Exports, Quality & Overcoming Supply Side Talent shortage	NATHEALTH FOUNDATION
Top Priorities (Sub Themes)	<p>Simplifying Compliance Bottlenecks in Private Healthcare Sector Joint recommendations with Niti Aayog to PMO/States/ Deregulation Commission</p> <p>SaaS platform to help attract smaller healthcare operators to streamline compliances including employee verifications.</p>	<p>Optimising Financing Improving Patient Experience through structured dialogue on how to leverage Digital Health between payors and providers.</p>	<p>Medical Value Travel MVT Full Stack.</p>	<p>Digital Health Adoption and ABDM Spreading awareness among consumers and assess the adoption of digitalization among providers.</p> <p>Forge partnership with smaller providers/clinical associations. Partner with NHA to steer the digital health agenda forward.</p>
	<p>Refining Regulatory Architecture and implementation of Clinical Establishment Act (Diagnostics), Digital Health Regulations & MedTech 2.0 Act.</p>	<p>Public-Private Partnership Financing Advocate for expanded financing mechanisms including medical education loans under CGFEL.</p>		<p>Innovation Scaling innovation beyond the 2nd valley of death & commercialisation - to help the Health Nexus Accelerator Program</p>
		<p>Government Sponsorship Sustainability Push for CGHS rate revisions and rationalization of payment mechanisms under public health schemes.</p>	<p>Patient Safety Health awareness on safe and quality healthcare.</p>	
		AB PM-JAY		

Annexures Central Themes (2025-26)

Providers Theme	
Health Financing	CGHS Price Revision: Advocacy for rational price updates and CPI linked revision for CGHS and all schemes indexed to CGHS.
Governance	Compliance Simplification: Streamline and rationalize compliances, propose a consolidated list of 25-30 key compliances. Oversee implementation of the NATHEALTH-EY compliance report recommendations.
Health Financing	Sustainability and Growth: Focus on growing equity in healthcare, re-position healthcare as a critical sector for India's future.
Health Financing	Insurance Partnerships: Collaborate with insurers to improve processes, address issues of disallowances and float usage.
Delivery	Medical Value Travel (MVT): Seek government support for easier visa processes, advocate for reduced GST rates.
Enabler	Digital Health Mission: Engage proactively with NDHM for better integration, automation and AI opportunities.
Health Financing	Hospital Stratification: Differentiate strategies for metro cities vs tier 2-3 cities and position PPP/health financing models.
Enabler	Inclusive Representation: Enlist more hospitals across India, brainstorm ways to include smaller players.
Health Financing & Delivery	Quality & Patient Safety: Achieve push towards quality and patient safety including changing the narrative from cost to outcomes & value.

MedTech Theme	
Governance	Refurbished - Access to Care in Tier II/Tier III
Delivery	Capacity Building (Training in Tier II/III cities for new MedTech Devices)
Health Financing	Price Revision - Medical Devices
Governance	UCMPM
Health Financing	Insurance for New MedTech
Governance	QCOs/BIS/STG/FDA/Issues
Governance	Compliances/Regulation (PCPNDT)
Delivery	Social Media amplification of MedTech Innovation

Annexures Central Themes (2025-26)

Diagnostics Theme		
Key Thrust Areas	Digital & Health Financing	Building Trust: Strategies to enhance trust in diagnostics, particularly around public health initiatives around mass screening and preventive health.
	Delivery	Capacity Building: Training personnel in tier 2 and tier 3 cities to improve diagnostics capabilities.
	Governance	Policy Change: Advocating for unified policies, including remote authorization and standardized procedures for authorized signatories in labs.
	Governance	Minimum Quality Standards: Creating patient safety benchmarks to ensure quality and accreditation in the diagnostics industry.
	Digital	Predictive Data Analytics: Generating data for catastrophic illnesses, promoting screening programs, and advocating for minimum standards.
Short-term Priorities	Governance	<ul style="list-style-type: none"> GST and Duty Structure Anomalies: Addressing issues related to GST and duty structure in the diagnostics sector. Regulatory Pathways: Exploring regulatory frameworks for AI and new-age technologies in diagnostics. Organise workshops/sessions on diagnostics issues, such as ABHA ID & AI - Build capacity among smaller providers. Address Medtech sector opportunities: Including reagent rental fees and digital API integration of inventory and stocks.
Long-term Priorities	Health Financing	<ul style="list-style-type: none"> Growing diagnostics space through insurance: Strategies to promote health insurance benefit package inclusion and national health claims exchange integration for automated claims processing. Remote Authorization: Implementing remote authorization to improve diagnostics last mile connect. Industry Research Collaboration: Building collaboration through the Diagnostics Forum.

Senior Care Theme			
Financing	Capacity Building Key Care Givers Therapists Qualified and Nursing Staff	Advocacy on Regulatory Framework	Education and Skilling

Home Care Theme			
Governance	Digital Health	Health Financing	Capacity Building
Align with government priorities/objectives for recognition of HHC companies as part of healthcare.	Digital application on Home Healthcare.	Incorporate coverage for home healthcare treatment in public and private sector insurance.	Capacity Creation.

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Healthcare Federation of India

UPDATES

June-July 2025



NATHEALTH Advocacy Initiatives of the Month

Meeting with MoS Health on Key Healthcare Priorities

NATHEALTH leadership team including Ameera Shah, President, NATHEALTH and Himanshu Baid, Vice President- NATHEALTH along with NATHEALTH Secretary General Siddhartha Bhattacharya, met Hon'ble MoS Health **Shri Prataprao Jadhav**.



The meeting discussed key proposals including Medical Value Travel (MVT), ease of doing business in the MedTech sector, and the need for CGHS price revision. The Minister shared that the CGHS price revision process is underway and currently under active discussion. NATHEALTH also proposed the setting up of reference labs to ensure quality standards in diagnostics. The Minister's office informed about the government's accreditation initiative for lab quality, and welcomed NATHEALTH's support in strengthening this effort.

Meeting with Hon. Minister of Public Health and Family Welfare, Government of Maharashtra

Ms. Ameera Shah, President, NATHEALTH met with **Shri Prakashrao Abitkar**, Hon. Minister of Public Health and Family Welfare, Government of Maharashtra to discuss key state priorities and the areas of convergence requiring industry partnership and collaboration.



First meeting of the MoHFW Task Force on Patient Safety held

The first meeting of the Government Task Force on Patient Safety, constituted by the Ministry of Health & Family Welfare (MoHFW) under the National Patient Safety Secretariat, was held recently. The meeting was chaired by **Dr. Sujata Chaudhary**, Additional DGHS.



The committee has been set up to plan and execute a year-long series of activities aligned with the World Patient Safety Day 2025 theme: "Safe Care for Every Newborn and Every Child."

The objective is to bring together relevant organisations to collaborate on initiatives spanning from July 2025 to August 2026, with a strong focus on neonatal and pediatric safety. NATHEALTH is a formal member of this Task Force, representing the healthcare industry.

The committee has following four objectives:

1. Engaging key stakeholders and rolling out a national campaign on patient safety
2. Capacity building of the healthcare workforce
3. Community engagement to raise awareness
4. Research and innovation focused on maternal, neonatal, and pediatric safety

NATHEALTH Advocacy Initiatives of the Month

Meeting with OSD to Health Minister, Government of Maharashtra

NATHEALTH had a meeting with **Dr. Nitin Devmane**, OSD to Health Minister, Government of Maharashtra, on the subjects of Medical Value Travel (MVT) and diagnostic labs. Attendees from NATHEALTH included Dr. Avinash Phadke, President & Mentor, Agilus Diagnostic; Mr. Vivek Talaulikar, Director & COO, Max Healthcare; Dr. Parag Rindani, CEO & VP, Wockhardt Hospitals; Dr. Nilesh Shah, President, Metropolis Healthcare; and Mr. Siddhartha Bhattacharya, Secretary General, NATHEALTH.

Along with discussing the future of MVT in India, the meeting also proposed to setup up to six state-of-the-art reference laboratories across Maharashtra in a phased manner. Each lab will serve as a hub for quality testing and capacity building in its respective region.

Meeting with Additional Cabinet Secretary to discuss Hospital Vertical Expansion

NATHEALTH had a constructive meeting with **Shri K.K. Pathak**, Additional Cabinet Secretary, to discuss NATHEALTH's recommendations regarding the vertical expansion of hospital buildings. The Cabinet Secretariat had reviewed the submission, after which, he invited NATHEALTH for a detailed discussion.

The healthcare sector was represented by Dr. Mradul Kaushik (Max Healthcare), Dr. V.P. Bhalla (Marengo Asia Hospitals), and Dr. Sunil Dagar (Yashoda Medicity), along with Mr. Sanjay Singh from ARCOP. Mr. Pathak engaged meaningfully with the inputs shared and indicated that this dialogue is expected to continue in subsequent meetings as the matter progresses.

NATHEALTH engages with Health and Tourism Secretaries to Strengthen Medical Value Tourism (MVT)

NATHEALTH Senior Vice President Dr. Sangita Reddy and Secretary General Mr. Siddhartha Bhattacharya recently met with **Ms. Punya Salil Srivastava**, Secretary – Health, and Ms. V. Vidyavathi, IAS, Secretary – Tourism, to explore collaborative opportunities in the Medical Value Tourism (MVT) space. NATHEALTH proposed a unified, neutral MVT platform led by the private sector to ensure world-class service delivery, regulatory compliance, and efficient management of the Heal in India initiative. The proposed model includes integrated telesupport, analytics, marketing intelligence, customer experience management, and grievance redressal systems. It envisions a Public-Private Partnership (PPP) governance structure.

NATHEALTH Advocacy Initiatives of the Month

Meeting with Secretary, Department of Pharmaceuticals (DoP) for advancing India's healthcare

NATHEALTH's leadership team, including President Ms. Ameera Shah and Vice President Mr. Himanshu Baid, along with members of the NATHEALTH Secretariat, had a meaningful engagement with the Secretary, Department of Pharmaceuticals (DoP).

The discussion reflected a shared commitment to advancing India's healthcare through meaningful collaboration. Key highlights from the meeting are as follows:

- Fostering collaborative relationships with the United States, as the US is keen to retain its role in the final stages of the pharma value chain, while the rest of the value chain remains with India.
- Discussion regarding the exemption of raw materials used in medical devices from the scope of the Quality Control Order.
- Organizing focused workshops to provide clarity, detailed guidance, and address stakeholder queries related to the Uniform Code for Medical Device Marketing Practices (UCMPMD).

Meeting with DGHS to discuss Key Policy Issues

A high-level delegation from NATHEALTH, led by President Ms. Ameera Shah, met **Dr. Atul Goyal**, Director General of Health Services (DGHS), to deliberate on critical regulatory concerns. The delegation included Dr. Mradul Kaushik, Mr. DN Suresh, Ms. Shobha Ghosh Mishra, and Mr. Siddhartha Bhattacharya. Key issues discussed during the meeting included challenges related to PCPNDT and restrictions concerning building height norms for healthcare facilities.

NATHEALTH Leadership Meeting with Dr. Vinod Paul, Member Health, NITI Aayog

The NATHEALTH leadership team, led by President Ms. Ameera Shah and Vice President Mr. Himanshu Baid, came together to deliberate on critical priorities shaping the healthcare future of India. The discussion covered a wide spectrum of strategic areas, including improving quality standards in diagnostics and strengthening the regulatory ecosystem for MedTech.

A key focus was on advancing digital health adoption among smaller healthcare providers, with an emphasis on enabling equitable access to digital tools and platforms. The team also explored opportunities to boost Medical Value Travel (MVT) and position India as a global healthcare destination.

The leadership also reviewed progress on the policy paper being developed by NATHEALTH in consultation with NITI Aayog, which aims to simplify compliance bottlenecks across the healthcare sector.

NATHEALTH Advocacy Initiatives of the Month

NATHEALTH meeting with key industry leaders

Another delegation of NATHEALTH members met **Dr. VK Paul**, Member (Health), NITI Aayog to get his guidance on various industry issues.

Dr. Rajib Sen and **Dr. Sumanan Arora** from NITI Aayog; **Dr. Upasana Arora, MD**, Yashoda Medicity; **Dr. Shravan Subramaniam, MD**, BPL; **Mr. Manu Kapila** from Fortis Healthcare, and the NATHEALTH Secretariat team were present.



Meeting with DADG, Patient Safety Secretariat regarding the National Patient Safety Framework and MVT

NATHEALTH Secretary General, **Mr. Siddhartha Bhattacharya**, met **Dr. Avinash Santhlia**, Deputy Assistant Director General (DADG), Patient Safety Secretariat, at the DGHS office. **Dr. Santhlia** requested NATHEALTH's support in drafting the National Patient Safety Framework and suggested collaborating on issues such as Medical Value Travel (MVT), alongside other organizations currently working with the Secretariat.

Meeting with BIS Committee, to discuss recommendations on vertical expansion of hospital buildings

NATHEALTH team, along with **Mr. DN Suresh**, Senior Vice President, Infrastructure, Max Healthcare Institute, met with **Mr. Sandeep Goel**, a member of the Bureau of Indian Standards (BIS) Committee, to discuss NATHEALTH's recommendations on the vertical expansion of hospital buildings. **Mr. Goel** appreciated the inputs and advised NATHEALTH to submit detailed comments and proposed changes to the National Building Code (NBC) for consideration by the BIS Committee.

Meeting with GIC to discuss Key Policy Issues

NATHEALTH had a meeting with the General Insurance Council, wherein senior officials of GIC such as **Inderjeet Singh**, Secretary General; **Segar Sampahthkumar**, Director, Health, among others, were present.

The meeting highlighted NATHEALTH's commitment to the evolution of healthcare in India, developing a digitally-driven healthcare system, and more. Key discussion points included:

- Role of GIC in making healthcare and by extension, health insurance, more affordable and accessible.
- Rationale behind Common Empanelment initiated by the General Insurance Council as advised by IRDAI.
- Expanding coverage to expenses beyond hospitalisation.
- Cashless access to be widened to provide reach to all geographies.
- Enhancing customer experience and removing pain points.
- Standardising the healthcare processes and evolve a stable pricing framework.

NATHEALTH Advocacy Initiatives of the Month

Meeting with GIC to discuss Next Steps

The meeting between the healthcare providers and health insurance companies discussed solutions to augur improvement in patient experience. The meeting, facilitated by NATHEALTH and GIC Secretariats, mentioned that the providers and insurers are major constituents in the evolving healthcare ecosystem. It is pertinent that these two together provide drive and direction for future growth. Matters that require attention to foster future growth were articulated and discussed during the meeting, like:

- Quality of Healthcare
- Patient Experience
- Cashless Facility
- Expanding Coverage

Participants from NATHEALTH included:

- Ms. Sangita Reddy (Apollo Hospitals)
- Mr. Varun Khanna (Care Hospitals)
- Dr. Ashutosh Raghuvanshi (Fortis Healthcare)
- Mr. Gautam Khanna (Hinduja Hospital)
- Dr. Ankit Thakker (Jupiter Hospital)
- Dr. Mradul Kaushik (Max Healthcare)

Participants from General Insurance Council included:

- Mr. Tapan Singhel, CEO, Bajaj Allianz
- Ms. Girija Subramanyam, CMD, New India Assurance
- Mr. Anand Roy, CEO, Star Health and Allied Insurance
- Mr. Rakesh Jain, CEO, Reliance General Insurance

Along with other senior executives from member companies and the GIC Secretariat.

NATHEALTH In-House Updates

NATHEALTH Governing Council Meeting

NATHEALTH held its first GC meeting at the Leela Hotel, Mumbai. The session saw active participation and engaging discussions, along with sharing of valuable insights by the members.

The meeting's key highlights include:

- Update on FY 2025-26 NATHEALTH Key Priorities & Roadmap Ahead
- NATHEALTH Foundation: Update on Key Initiatives
- Campaign Proposal on Patient Safety and Quality Care-Phase 2
- Treasurer Budget Presentation

The meeting also discussed important inputs from NATHEALTH Past Presidents, the Leadership Team, Governing Council Members and Special Invitees.



NATHEALTH In-House Updates

Western Leaders Networking Session

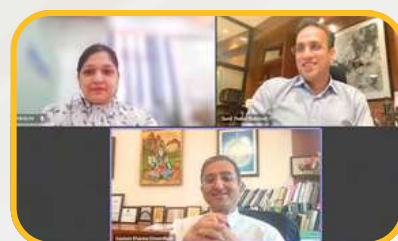
NATHEALTH organized a networking meeting for its Western Region Leaders at The Leela Mumbai Sahar. The dinner session was graciously attended by NATHEALTH Governing Council Members. This meeting aimed to unite key stakeholders for discussing and deliberating on NATHEALTH’s future priorities.



Mr. Gautam Khanna joins the NATHEALTH Foundation Board

The NATHEALTH Foundation is delighted to announce the appointment of Mr Gautam Khanna to its Board. A distinguished industry leader and General Council Member of NATHEALTH, Mr. Khanna brings with him a wealth of expertise in healthcare operations, strategic leadership, and cross-sectoral partnerships. His appointment marks a significant step forward in the Foundation’s ongoing efforts to build a resilient, inclusive, and innovation-led healthcare ecosystem in India.

Mr. Khanna engaged with various Foundation Leaders to discuss the way forward and assured of his continued support for the various Programs under the Foundation.



Mr. Gautam Khanna held productive meetings with Dr. Ashutosh Raghuvanshi (Top L), Mr. Sunil Thakur (Top R), Mr. Neeraj Jain (Bottom L), and the NATHEALTH Secretariat (Bottom R)

NATHEALTH In-House Updates

Meeting with Dr. Prathap C Reddy, Founder President of NATHEALTH

NATHEALTH Secretary General, Mr. Siddhartha Bhattacharya had the pleasure to meet with Dr. Prathap C Reddy, Founder President of NATHEALTH and Founder-Chairman of the Apollo Hospitals Group.

The meeting with Dr. Reddy is a regular initiative that the Federation takes. Wherein, the progress of NATHEALTH is shared with Dr. Reddy, while he shares guidance for the future of the Federation.

This time as well, pertinent subjects relevant to NATHEALTH's key agenda items were discussed in the said meeting.



Welcoming Mr. Prashant Sharma into the new Governing Council

NATHEALTH is pleased to welcome **Mr. Prashant Sharma**, MD, Charnock Hospitals Private Limited into the newly-elected Governing Council (GC) member for the next two years. His leadership will guide NATHEALTH to even greater heights, and NATHEALTH is confident that his expertise and vision will drive the Federation's success.



NATHEALTH Welcomes its New Members

Talent Shark HR Consultancy	Ms. Jannat Singh / Mr. Sanjeet Singh	Founder & Managing Director / Senior Director	Consultancy
Rewind Healthcare Pvt. Ltd. (Nivaan Care)	Mr Nivesh Khandelwal	Co-founder & CEO	Healthcare Provider
Nishith Desai Associate	Dr Milind Antani	Lead, Pharma, Life Science and Healthcare Practice	Consultancy
GMVT Technologies Pvt. Ltd.	Ms Anamika Sikri	Chief Operations Officer	Medical Tourism

NATHEALTH MedTech Forum Meeting

The MedTech Forum met to discuss the core areas of work for the MedTech sector. The discussion mainly revolved around the following:

- Refurbished medical devices – ensuring access to care in tier II/tier III cities
- Capacity building via training in tier II/III cities for new MedTech devices
- Timely price revision
- UCPMP
- Insurance for new MedTech devices
- Compliance and Regulation issues
- Social Media amplification of MedTech innovations



Senior Care, Home Care, and Education Forum Meeting

A virtual meeting was held by NATHEALTH to discuss key thematic areas of senior care forum, home care forum and education forum. Attendees included Ms. Ameera Shah, Mr. Himanshu Baid, Dr. Gaurav Thukral, Dr. Hari Thallapalli, Dr. Karthik, Dr. Ravi Gaur, Mr. Hitesh Sardana, Mr. Jagjit Singh, Mr. Prabhdeep Singh, Mr. Shawnn Coutinho, Mr. Suraj Sharma, Mr. Vaibhav Tewari, Mr. Vikram Verma, and the Secretariat team.

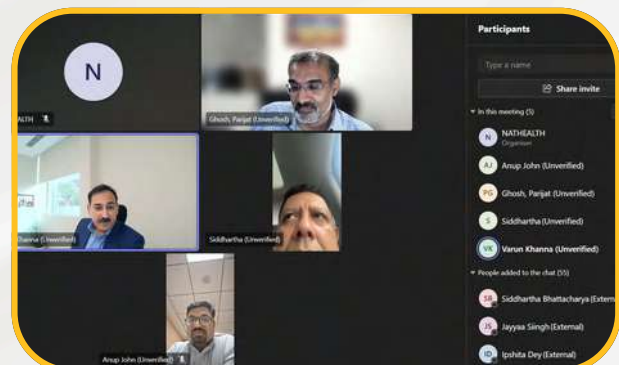
Key discussion areas include:

- Accreditation Framework
- Policy Recommendations Update
- Workforce Skilling & Training
- PPP and Collaboration Strategy



Discussion on Health Savings Accounts (HSAs)

A kick-off meeting regarding the importance of Health Savings Accounts (HSAs) was held, wherein Mr. Parijat Ghosh, Mr. Varun Khanna and Mr. Siddhartha Bhattacharya discussed key strategic steps to help individuals save for medical expenses while enjoying tax benefits.



NATHEALTH In-House Updates

NATHEALTH Treasurer Meeting

NATHEALTH held its Treasurer meeting to understand the strategy for the new year. The team discussed key focus areas and the thematic areas that need further push and support from the Treasurer.



Representation at the Rising Northeast Investors Summit 2025

Recently, NATHEALTH Secretary General Mr. Siddhartha Bhattacharya moderated a panel discussion on 'Advancing Healthcare Delivery in Northeast', at Rising Northeast Investors Summit 2025, held at Bharat Mandapam, New Delhi.

The Summit, **inaugurated by the Hon'ble Prime Minister of India Shri Narendra Modi** was organised by the Ministry of DoNER, Government of India.



The panel discussion featured eminent personalities like Ms. Anupriya Patel, Hon'ble Minister of State (Health) and Hon'ble Minister of Health, Sikkim; Mr. Thavaseelan K, Commissioner and Secretary, Rural Development Department & CEO, Nagaland Health Protection Society (NHPS), Department of Health & Family Welfare, Government of Nagaland; Prof. Ashok Puranik, Executive Director, AIIMS Guwahati; Dr. Bibhuti Borthakur, Director of B. Boorah Cancer Institute (BBCI); and Dr. Srinivasa Rao Pulijala, CEO, Apollo MedSkills Limited.

DHMC's 12th Workhop held succesfully at Nashik, Maharashtra

The Hospital Digitization Workshop held in Nashik marked the successful completion of the 12th city under the DHMC Phase 1 initiative. Attended by 41 participants, the workshop received overwhelmingly positive feedback, with 100% of respondents recommending it to other healthcare leaders. Key takeaways included enhanced understanding of digital solutions, strategies for implementation, and the integration of patient experience improvements.



NATHEALTH Roundtable Update

NATHEALTH Pune Roundtable held with Astounding Success

The Pune Roundtable, held at the Lavale campus of Symbiosis Institute of Health Sciences, Symbiosis International University, saw an engaging participation from more than 45 senior leaders from the Western region.

Key focus areas of the event included:

- Discussion on regional focus, challenges and opportunities in West India
- Steps to bridge the healthcare skill gap and understanding the role of academia in building employable talent
- NATHEALTH priorities and progress update
- Focussed discussions on subjects like Health Financing, Governance, Digital Health, Delivery



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UPDATES

April- May 2025



Announcing the new Leadership Team

NATHEALTH is led by experienced professionals representing diverse sectors of the healthcare industry. Their expertise is instrumental in shaping policy, fostering innovation, and driving industry growth.



Ms. Ameera Shah
President,
NATHEALTH,
Promoter & Executive
Chairperson,
Metropolis Healthcare
Ltd.



Dr. Sangita Reddy
Senior Vice President,
NATHEALTH,
Joint Managing
Director,
Apollo Hospitals
Enterprise Ltd.



Mr. Himanshu Baid
Vice President,
NATHEALTH, Managing
Director,
Poly Medicure Ltd.



Mr. Varun Khanna
Secretary,
NATHEALTH,
Group MD, Quality
Care India Ltd.



Dr. Rishubh Gupta
Treasurer, NATHEALTH,
Managing Director,
India & Neighboring
Markets, Roche
Diagnostics India Pvt.
Ltd.

NATHEALTH's AGM and GC meeting highlights

NATHEALTH held its Annual General meeting and the Governing Council meeting on the eve of the Annual Summit. The meetings were a kick-start to understand and strategize NATHEALTH's key agenda items and initiatives for the upcoming year.



Announcing the new Governing Council

NATHEALTH is pleased to announce its newly-elected Governing Council (GC) Members for the next two years. This esteemed group of leaders will guide the 'voice that leads India's healthcare'. Their collective expertise and vision is set to drive the organisation to greater heights of success. **A hearty welcome to all the GC Members.**



Ameera Shah
Metropolis
Healthcare Limited



Dr. Sangita Reddy
Apollo Hospitals
Enterprise Ltd.



Himanshu Baid
Poly Medicure
Ltd.



Varun Khanna
Quality Care India
Ltd.



Rishubh Gupta
Roche Diagnostics India
Pvt. Ltd.



Abrarali Dalal
Sahyadri Hospitals
Pvt. Ltd.



Dr. Anand K
Agilus Diagnostics
Ltd.



Ankit Thakker
Jupiter Life Line
Hospitals Ltd.



Aman Rishi
Stryker India Pvt.
Ltd.



Bharat R Sessa
Philips India
Ltd.



Chaitanya Sarawate
Wipro GE
Healthcare



Gautam Khanna
P D Hinduja
Hospital & MRC



Jaivardhan Iyer
Iqvia Consulting and
Information Services India



Manu Kapila
Fortis Healthcare
Limited



Mohit Khullar
Alvarez and Marsal
India Pvt. Ltd.



Dr Mradul Kaushik
Max Healthcare
Institute Ltd.



Ramesh Swaminathan
Lupin Ltd.



Rohitt Mahajan
Intuitive Surgical
India Pvt. Ltd.



Sanjay Murdeshwar
DHR Holding India
Pvt. Ltd. (DANAHER)



Shankha Banerjee
Dr. Lal Path Labs
Ltd



Shishir Agarwal
Terumo India
Private Limited



Dr. Upasana Arora
Yashoda Super
Speciality Hospitals



Dr. Vishal Goyal
GPT Healthcare
Ltd



Yash Mutha
Krsnaa Diagnostics
Ltd.

NATHEALTH Activity Highlights at a Glance

NATHEALTH represented health industry views on subjects like PM-JAY, social insurance schemes, the opportunity to move from cost to quality, and capacity creation. Representatives from the MoHFW and NHA were also present during the session, along with representations from the WHO, ADB, World Bank and others.



01

NATHEALTH was invited to participate as a Member of the Committee constituted to revise the National Patient Safety Framework (NPSIF) 2018-25 under the chairpersonship of Prof. (Dr.) Atul Goel, DGHS.

NATHEALTH was invited to participate World Health Summit Regional Meeting 2025, for a session on 'Rethinking Health Financing: From Costs to Sustainable Investments'. The session explored key barriers preventing greater private sector participation in health financing, and its solutions.

02

Industry representation via meeting with DoP: Shri Amit Aggarwal, MOCF (Medtech Sector Growth and innovation detailed notes have been circulated).

NATHEALTH Member Survey Key Results

We conducted a member 360° study through Bain & Co., wherein we discovered three key findings that will lay the foundation of the Federation's work this year:

03

Industry representation via meeting with DGHS, Prof Dr Atul Goel, MOHFW (Quality and patient safety and detailed notes have been circulated).



The need to sharpen focus on core NATHEALTH priorities.



Identify and create a list of short and mid-term impact areas.



Drive engagement through smaller, sector focused member groups.

Engagement with NATHEALTH via series of Strategic Meetings

01. Leadership Team Meeting

To align on key priority areas for the year.



Leadership Team Meeting

02. Diagnostics Forum Meeting

To identify focus areas for NATHEALTH's upcoming initiatives.



Providers Forum Meeting

03. Hospital Forum Meeting

To understand current challenges faced by providers and explore potential solutions.



Diagnostic Forum Meeting

04. MedTech Forum Meeting

To chart out the annual roadmap and planned initiatives.



Diagnostic Forum Meeting

05. Treasurer's Review Meeting

To assess the current financial status and discuss the plan ahead.



Treasurer's Review Meeting

NATHEALTH's New Office Inauguration

The Federation marked the start of an exciting chapter. The Secretariat team moved into its new office in Surya Kiran Building, New Delhi, on 3 April 2025. The vibes were unmatched as the leadership team and esteemed members of the NATHEALTH family joined in the celebrations on a day laced with laughter and cheer. A big thank you to everyone who celebrated this milestone with us. A special shoutout to Vice President, Mr. Himanshu Baid, for being with us on this occasion.



NATHEALTH's Annual Summit Arogya Bharat 2025 Marking a wonderful year-end



We are extremely happy and thankful to all of you for making the event a grand success. It served as a platform for future deliberations and gave us a clearer picture of the current reforms. [Check out the detailed post-event report of the Summit.](#)



Another highlight of the Summit was an exclusive [Breakfast Session](#) with startups, which was held ahead of the NATHEALTH Annual Summit on 19th March 2025, New Delhi.



For successful completion of Health Nexus Accelerator Program, a collaborative initiative by NATHEALTH and IHFC (I-Hub Foundation for Cobotics), a [Start Up Certification session](#) was held on 19th March 2025, New Delhi

NATHEALTH's Annual Summit Arogya Bharat 2025 Marking a wonderful year-end



We are thrilled to share the success of the Pre-Summit Health Nexus Accelerator Program session with the start-ups at the IHFC Wing, IIT Delhi. As we celebrated Startup-Led Innovation in Healthcare, the session brought together industry leaders, experts, and 13 innovative startups working on groundbreaking healthcare solutions.

Inviting Members & Stakeholders

We invite our members and industry stakeholders to join us in being the unified voice of healthcare. Send us your feedback, your suggestions, your key asks from the sector and the Government alike. Help us understand the industry better and be a part of the action-packed activities all year long. Please refer new leads from your circle of influence to help grow NATHEALTH community.

Contact us to discuss your interests and willingness to be a part of the different initiatives.

NATHEALTH in News

Media presence as the unified voice of healthcare

NATHEALTH Elevates Metropolis Chair Ameera Shah as next president

Ameera Shah, who previously served as the Senior Vice President of the healthcare industry body, will now succeed Ashay Sol, Chairman and Managing Director, Max Healthcare Institute Ltd, as the new President of NATHEALTH.



NEW CHIEF: NATHEALTH has appointed Ameera Shah, Former and Executive Chairperson of Metropolis Healthcare, as the body's new President for FY 2025-26.

Metropolis Healthcare Chairperson Ameera Shah Takes Over As NATHEALTH President

Ameera Shah succeeds Ashay Sol, Chairman and Managing Director, Max Healthcare Institute Ltd, NATHEALTH said.



THE TALKING
Every Friday at 12:30 PM

Universal cover and care for a healthy population

BY INVITATION
SUNIL THAKUR

Healthcare is a cornerstone of a country's economic growth, as it influences the well-being of its people and the productivity of its workforce. In India, a dollar spent on healthcare can generate returns of up to three dollars.

An efficient healthcare system is primarily driven by two critical elements: building a strong healthcare infrastructure, and ensuring access to reliable insurance to fund the medical needs of individuals.

Healthcare infrastructure includes the physical, organisational and technological resources needed to deliver medical services. India has made notable strides in healthcare, but it still faces challenges in providing high-quality, equitable healthcare to all citizens.

Higher allocation to public health spending is a key factor in improving healthcare infrastructure. India's spend is alarmingly low, at about 2.2 per cent of GDP, compared to the global average of 6 per cent.

To start with, focused investment is needed in three crucial areas: expanding hospital bed capacity, enhancing primary healthcare infrastructure, and improving clinical education to address the shortage of healthcare professionals. Currently, India has only 0.79 government hospital beds per 1,000 people, far below the global average of 2.7 beds.

To meet the National Health Policy 2017 recommendation of two beds per 1,000 people, India needs an additional 2.4 million beds. Increased healthcare spending would improve care and stimulate economic growth by creating jobs in the sector.

The country's primary healthcare infrastructure also needs urgent attention. India has numerous public health centres but many are under-resourced and lack essential equipment and trained personnel. Lastly, the shortage of healthcare professionals persists despite initiatives to increase medical seats. By expanding medical school capacity and enhanc-

ing education quality, India can produce a more skilled workforce to meet growing healthcare needs.

MISSING MIDDLE: There isn't the need for insurance for the "missing middle". True universal healthcare entails making it affordable, especially for the "missing middle"—the 30 per cent of India's population that lacks financial protection for healthcare. This group of roughly 400 million people falls between those covered by government schemes like Ayushman Bharat and those with private insurance.

To address this gap, the government must collaborate with the private sector to design low-cost insurance products, coupled with tax incentives and subsidies.

ROLE OF CSR: Other measures that can usher in improved health infrastructure and insurance access include setting up a dedicated healthcare account for corporate social responsibility (CSR) to pool unlimited CSR money at the year-end, steering small and medium-sized enterprises (SMEs) and large corporates to contribute to health insurance programmes, similar to their contributions to provident fund accounts, and creating a separate allocation for health insurance within the health and education cess charged as part of direct tax.

These measures will go a long way in ensuring that India progresses on the back of a healthy and more productive population.

—Sunil Thakur, Chairman, NATHEALTH Foundation, and Former, Quality Capital Views

NatHealth urges stronger PPPs to meet India's growing healthcare demands

NATHEALTH also underscored the potential of digital health to increase efficiency and improve healthcare delivery.



INDIA'S HEALTHCARE SYSTEM REMAINS ANTAGONIC, REPORTING ORGANISATIONS BELIEVE. STRONGER PPPs CAN DRIVE GREATER PRODUCTIVITY AND BETTER PATIENT OUTCOMES.

By Anjali Singh, Mumbai
2 min read | Updated: Mar 19, 2025, 11:56 PM IST

VOICE OF HEALTHCARE's Post

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Update
Ameera Shah Appointed as NATHEALTH President for FY 2025-26.
#Leadership #Appointment #President #Industry #Healthcare #Metropolis #Hospitality #Equality

Read More
<https://bit.ly/3kXZEXFR>

Ameera Shah Appointed as NATHEALTH President for FY 2025-26

PULSE

By invitation. Universal cover and care for a healthy population

An efficient healthcare system depends on strong infrastructure and access to reliable insurance

By Sunil Thakur
Updated: March 22, 2023 at 11:12 PM



Hospitals - 2 Min Read

Corporate Hospitals Can't Join Ayushman Until Scheme Is Viable: NATHEALTH

During a media interaction on the sidelines of an event, the NATHEALTH top board stated, "Most corporate hospitals are an urban phenomenon where the cost structure is slightly different, and until the Ayushman Bharat scheme becomes viable for them, they will be unable to participate."

Abhijeet Singh • ETHealthWorld
Updated On Mar 19, 2025 at 05:58 PM IST

New Delhi: Amid the mounting pressure on

Indragyan

Indragyan meets DR ANJALI SINGH, Director, Health Infrastructure at the President of NATHEALTH - Healthcare Federation of India for 19/03/2025.

Indragyan Shah on the new leadership and Dr. Sangita Sahay, as Senior Vice President, Vishnu Sharma as Secretary and Dr. Anjali Singh as Treasurer.

Click to read <https://www.indragyan.com/indragyan>

Over 600 private hospitals have opted out of Ayushman Bharat since 2018

Private hospitals have been opting out of the scheme since 2018.

Several hospitals have opted out of the scheme since 2018.

Sankar Kulkarni, New Delhi
5 min read | Updated: Mar 19, 2025 at 12:04 PM IST

Pvt hospitals want change in National Building Code as country needs '4-5 million more hospital beds'

Leaders in Coimbatore, Maharashtra, led a consortium of private players, while 100 patients remained in the hospital, which is 45 m to 60 m for adding additional 3-4 floors.



NEW DELHI: A group of India's top private hospitals, including corporate ones, are pushing for changes in the National Building Code (NBC) with an eye to allow raising the height of existing buildings to accommodate tens of thousands of additional beds. The plan has been...

NatHealth urges stronger PPPs to meet India's growing healthcare demands, @AnjaliS92692729 reports

Business Standard @bsindia

NatHealth urges stronger PPPs to meet India's growing healthcare demands, @AnjaliS92692729 reports

#NatHealth #Healthcare #HealthSector

NatHealth urges stronger PPPs to meet India's growing healthcare demands

From [business-standard.com](https://www.business-standard.com)

12:21 PM - Mar 20, 2025 - 1,066 Views

Challenges in the MedTech Sector and Strategies to Enhance Business Growth in India

Given the high cost and complexity of achieving certifications like FDA clearance or CE marking approvals, would it be possible to explore ways to support smaller organizations in managing these challenges? Perhaps there could be opportunities for regulators to simplify processes or enhance international collaboration, which would provide significant relief to the industry and foster innovation.

Ansh Bafna • ETHealthWorld
Updated On Mar 23, 2025 at 02:12 PM IST

533 Industry Professionals

'Over 600 pvt hospitals have opted out of Ayushman Bharat since 2018'

BACKING OUT
Over 600 private hospitals have opted out of the Ayushman Bharat scheme since 2018, according to a report by the industry body NATHEALTH.

The report, titled 'Private Hospitals Opting Out of Ayushman Bharat', states that the number of hospitals that have opted out has increased from 100 in 2018 to over 600 in 2025.

The report also highlights the reasons for the opt-outs, including high costs, complex regulations, and the need for infrastructure improvements.



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