

NAT+HEALTH[®]

Healthcare Federation of India

INSIDER

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OCTOBER
2025

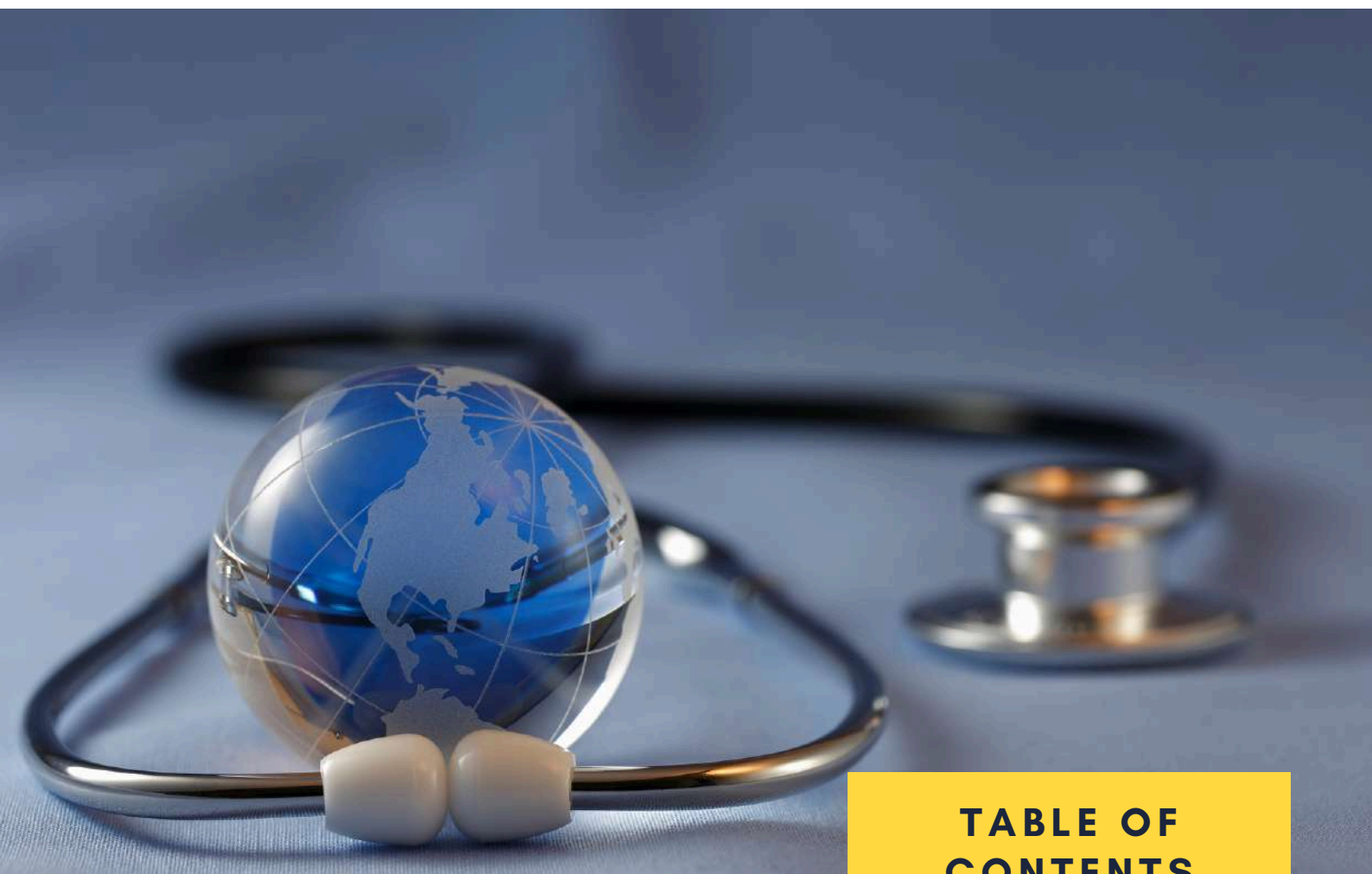


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 <https://nathealthindia.org/>

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FROM THE PRESIDENT'S DESK

Ameera Shah

Dear Readers,

October has shown us, once again, the power of collective action. Each initiative, each conversation, and each member's effort is helping shape a stronger, more inclusive healthcare ecosystem. Here are the highlights that truly stood out this month:

- A **powerful movement for women's health**: The **Swasth Nari Sashakt Parivar Abhiyan** brought our community together with remarkable energy – from screening camps to digital campaigns across India. The Ministry's Letter of Appreciation is not just an honour; it reflects the impact of our united voice.

- A **breakthrough after years of advocacy**: The long-awaited revision of CGHS package rates is a milestone for the sector. It strengthens sustainability for providers and reinforces the role of public-private partnership in delivering quality care.

- **Making compliance simpler, smarter and future-ready**: Through continued engagement with NITI Aayog, we're driving reforms that matter –

- A dedicated National Building Code for hospitals
- Rationalised Clinical Establishments Act provisions
- Streamlined workforce registration and blood bank licensing
- Remote validation for diagnostics.

These reforms will help reduce friction and free up time for what matters most: patient care.

- **Strengthening the future of health financing**: Our upcoming position paper with Praxis Global Alliance will offer actionable recommendations to create a stable, predictable, and patient-centric financing environment. Member insights continue to be pivotal in shaping this effort.

This month also included meaningful engagements with key government and industry stakeholders, further strengthening our advocacy efforts and deepening partnerships essential for sector-wide reform. In parallel, the launch of the **NATHEALTH Community Champions**

Program through the **One NATHEALTH Community portal** marks an important step in expanding our network and bringing more voices into the collective effort of shaping India's healthcare future.

As we look ahead, I encourage all members to share their nominations and focus areas for the emerging priorities. Your insights will play a vital role in defining the agenda for the coming year and ensuring that our efforts remain aligned with the needs of the sector.

Finally, I urge you to mark your calendars for the **Aarogya Bharat Annual Summit on 24-25 March 2026**. I look forward to your active participation as we come together to chart the next phase of India's healthcare transformation.

Warm Regards,

Ameera Shah

President – NATHEALTH (Healthcare Federation of India)

Promoter & Executive Chairperson, Metropolis Healthcare Limited



ADVOCACY INITIATIVES: MAKING AN IMPACT

INTERACTION WITH SPECIAL CABINET SECRETARY, SHRI K.K. PATHAK

NATHEALTH President Ms. Ameera Shah and Secretary General Mr. Siddhartha Bhattacharya met with Shri K.K. Pathak, Special Cabinet Secretary, on 22nd October 2025. The discussion focused on streamlining compliance requirements for the healthcare sector, including the need for a separate National Building Code (NBC) for hospitals and reforms under the Clinical Establishments Act. The meeting aimed at facilitating a more efficient and supportive regulatory framework for healthcare providers.

ENGAGEMENT WITH THE CONVERGENCE FOUNDATION

President Ms. Ameera Shah, along with the NATHEALTH Secretariat team, met with Mr. Piyush Doshi from The Convergence Foundation to explore avenues of collaboration aimed at strengthening India's healthcare ecosystem. The discussion centered on NATHEALTH's ongoing initiatives and policy priorities, with a focus on aligning efforts to advance sectoral reforms, improve health system efficiencies, and foster greater public-private convergence.

Interest was expressed to drive impactful partnerships that can accelerate India's journey towards equitable, accessible, and sustainable healthcare for all.

MEETING WITH THE DIRECTORATE GENERAL OF HEALTH SERVICES (DGHS), DR. SUNITA SHARMA

On October 22, 2025, Ms. Ameera Shah along with the NATHEALTH Secretariat team met Dr. Sunita Sharma, Director General of Health Services (DGHS). The discussion centered on the inclusion of NATHEALTH as a member of the National Council for Clinical Establishments, recognizing its role as a key industry body representing the healthcare ecosystem. The meeting also reviewed ongoing efforts to strengthen implementation and compliance under the Clinical Establishments Act.





ADVOCACY INITIATIVES: MAKING AN IMPACT

STRENGTHENING INDIA- JAPAN HEALTHCARE COLLABORATION

NATHEALTH met with Medical Excellence JAPAN (MEJ) representative Ms. Anzu Yakushiji to explore opportunities for collaboration under India projects. The dialogue focused on:

- Enhancing cooperation between MEJ and Indian healthcare organisations
- Leveraging the ME India platform for mutual growth
- Fostering collaborative research and innovation
- Organising bilateral knowledge-exchange programmes

ENGAGEMENT ON HEALTH FINANCING WHITEPAPER

NATHEALTH recently engaged with **Mr. Krishnan Ramachandran, MD & CEO, Niva Bupa**, to review its upcoming position paper on **'Health Financing - Critical Enablers for a Patient-Centred Healthcare System'**, developed in collaboration with Praxis Global Alliance.

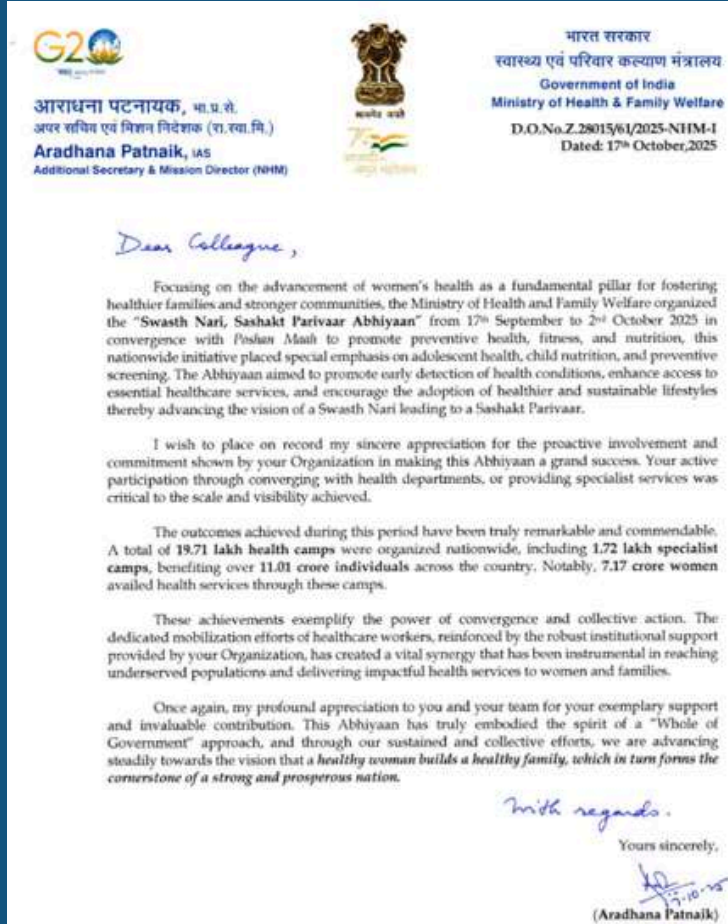
Mr. Ramachandran's deep sectoral insights and policy experience added valuable perspective to the evolving recommendations, particularly around insurance penetration, risk pooling mechanisms, and the role of private payers.

This interaction builds on earlier consultations, including the CFO Group Call convened to gather inputs from financial leaders across the healthcare spectrum. It also follows a focused review session with Ms. Sangita Reddy, Senior Vice President of NATHEALTH, who provided strategic guidance to ensure the paper reflects ground realities and policy relevance.



INNOVATING FOR THE FUTURE

SWASTH NARI SASHAKT PARIVAR ABHIYAN



NATHEALTH extends its sincere gratitude to all members for their unwavering support of the Swasth Nari, Sashakt Parivar Abhiyan.

The initiative saw robust participation from NATHEALTH members nationwide, focusing on crucial areas like preventive health, fitness, nutrition, adolescent well-being, child nutrition, and screening. Our members demonstrated outstanding commitment, successfully executing numerous health screening camps, awareness sessions, and impactful digital campaigns across the country.

This remarkable collective contribution has been officially recognized: NATHEALTH President Ms. Ameera Shah has received a Letter of Appreciation from the Ministry.

To know more about the initiatives undertaken, read our report here: [SNSP Report](#)



INNOVATING FOR THE FUTURE

NATHEALTH COMMUNITY CHAMPIONS: ONE NATHEALTH COMMUNITY PORTAL



In line with the objective of creating a unified, collaborative healthcare multiverse, NATHEALTH has officially kicked off the NATHEALTH Community Champions referral program through the **One NATHEALTH Community** portal.

- **Recognition & Reward:** Members who onboard three or more full-time members will receive a 10% waiver on their next year's membership fees, along with recognition across NATHEALTH events and platforms.
- Early champions are already making waves, and we can't wait to see more members join, connect, and amplify the NATHEALTH network!



SHAPING FUTURE INITIATIVES: EMERGING PRIORITIES FOR FY25-26

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EMERGING PRIORITIES - FY25

Submit your nominations and focus areas today to help shape NATHEALTH's FY25 priorities

Pathways for Fast Tracking AI & Innovations	Exploring regulatory frameworks for AI and emerging technologies.
MedTech-Pharma Sector Opportunities	Topics include reagent rental models and digital API integration for efficient inventory and stock management.
Proposal for a Common Industry Database	To strengthen the ecosystem and prevent fraud and non-compliance, we propose creating a common database of blacklisted individuals/entities. This may include: <ul style="list-style-type: none"> Employees involved in fraudulent activity. B2B customers, franchises, and others with a history of non-payment or non-compliance.
Health Insurance Reforms	Addressing delays in payments from both public and private insurers through reform measures.
Patient Safety	Communication Campaign: Making Patients Win, Building Trust and Guarding Healthcare Safety.
Healthcare Infrastructure	Strategies to reduce the cost of capital for long-term infrastructure development and capacity creation.
Capacity Building & Digital Health (Phase 2)	Strengthening the adoption of digital health technologies, accreditation readiness, and preparing for future healthcare investments.
NATHEALTH Community: OneNATHEALTH	Creating a unified, collaborative healthcare ecosystem – a healthcare multiverse.

The Secretariat recently sent out a communication on the **Emerging Priorities & Forums** for FY25-26. These priorities were identified during various NATHEALTH Forum discussions and are critical to shaping the future of the healthcare ecosystem.

Your insights are crucial to the success of these initiatives. We encourage all members who have not yet done so to submit their nominations and share their specific focus areas by the end of this month. Your input will directly shape the activities and collaborations planned for FY25-26, ensuring that we address the most critical priorities of our industry.

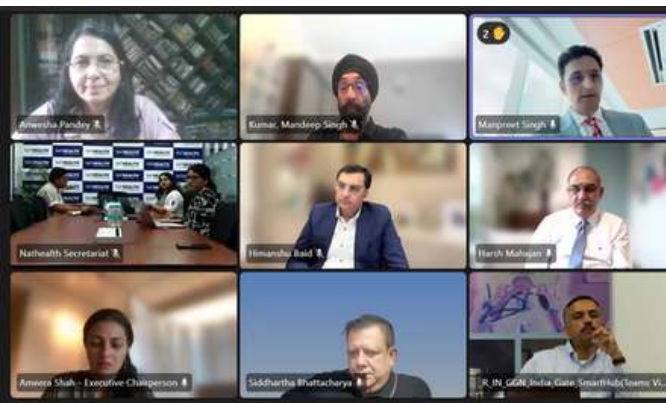
For any queries, please reach out to **Ms Vrinda Chaturvedi, Director, NATHEALTH.**



MEDTECH-PROVIDER COLLABORATION: ALIGNING FOR COLLECTIVE FOCUS

Members engaged in a constructive discussion on aligning MedTech priorities with Provider needs to enhance collaboration and shared growth. There was broad agreement on the importance of concentrating efforts on a select set of high-impact areas which are win-win for both the verticals. The deliberation underscored the potential of leveraging NATHEALTH's integrated ecosystem to identify areas where joint engagement can deliver tangible outcomes.

It was agreed to form joint task forces, comprising representatives from both MedTech and Provider segments, to carry forward this agenda through data-driven insights and focused advocacy.



DIWALI WITH TEAM NATHEALTH

The team came together to celebrate Diwali with a warm and joyful lunch at The Imperial, marking the festive season with togetherness and gratitude.



NATHEALTH PRESIDENT, MS AMEERA SHAH VISITS SECRETARIAT OFFICE

A key planning session took place at our New Delhi Secretariat office with Ms

Ameera Shah. The discussion revolved around the upcoming Arogya Bharat Annual Summit, which is tentatively planned in Delhi in March 2026.

The discussion successfully laid the foundation for the event, covering the concept and potential themes. The President's involvement ensures the Summit will be strategically relevant and impactful. More concrete details on the Annual Summit's theme and dates will be shared very shortly.



NATHEALTH WELCOMES ITS NEW MEMBERS

KKR India Advisors Private LTD	Mr Mayank Mishra	Director, Private Equity	PE
Johnson & Johnson Pvt Ltd	Ms Jyotsan Ghoshal	Enterprise Lead	MedTech
MyITManager	Mr Saurabh Gupta	Founder	Digital Health
Schiller Healthcare India Pvt Ltd	Vikram D Sanghvi	Managing Director	MedTech
Motherson Health and Medical System Limited	Dr Sujata Naidu	General Manager, Key Account Management, IRILLIC Motherson	Medtech and Pharma Tech



EDITORIAL || MEDULLA

Written By -

Ms Leonie Mergulhao, Associate Account Director - Digital Content & PR, Medulla Communications

Ms Darshana Sapkal, Medical Consultant, Medulla Communications

PATIENT SAFETY: MAKING PATIENTS WIN, BUILDING TRUST, AND GUARDING HEALTHCARE SAFETY

Care Beyond the Clinic: Rebuilding Trust Through Communication

Every patient's trust begins with one fragile assumption that their health is safe in someone else's hands. Whether in a busy hospital corridor or a quiet consultation room, that trust forms the invisible bridge between vulnerability and healing. Yet today, that bridge is weakening.

The Growing Crisis of Distrust

A recent study from Bihar, India, revealed that ~76% of people have low trust in the public healthcare system.¹ While causes include poor infrastructure and long waits, one factor stands out - a breakdown in communication.

As one patient shared, "The doctor didn't even look at me properly. He just wrote a prescription and left." Such sentiments echo globally. Patients who feel unheard or uninformed are less likely to follow treatment or return for care. In a world of misinformation and digital overload, distrust in healthcare is becoming a public health risk.

Where Trust Breaks Down

- Misinformation:** When healthcare professionals don't communicate clearly, misinformation fills the gap.
- Rushed Care:** According to an international analysis, primary consultations usually last less than five minutes.² This leaves little room for empathy, education, or reassurance.
- Limited Health Literacy:** Nearly 50% of patients globally lack sufficient health literacy to understand medical instructions.³ Confusion breeds fear and fear breeds' distrust.
- Opaque systems:** Complicated billing, unclear processes and delayed reports make patients feel lost rather than cared for.

A Safe Patient Is an Informed One

Patient safety begins with communication. No technology or policy can replace a conversation rooted in honesty and empathy. Patient-centered communication (PCC), built on active listening, empathy, and shared decision-making, may help improve adherence, reduce anxiety, and strengthen satisfaction. Communication isn't a "soft skill"; it's a safety mechanism.

EDITORIAL || MEDULLA

Pillars of Making Patients Win

- 1. Build Trust:** Trust grows through small, consistent acts – greeting patients by name, explaining procedures, and ensuring comfort.
- 2. Equip with Knowledge:** Integrate patient education into every interaction. Use visual aids, multilingual materials, and digital literacy programs to empower patients.
- 3. Systems That Prevent Harm:** Behind every safe patient is a network of engaged professionals – nurses, pharmacists, and technicians – whose empathy ensures care feels human, not mechanical.
- 4. Transparency at every step:** Clear reporting of risks, options and costs eliminates doubt before it becomes distrust.

Trusted in Wellness, Chosen in Illness

Outpatient departments (OPDs) often shape a hospital's reputation. Long queues and impersonal consultations erode trust before treatment begins. Conversely, preventive services – vaccination drives, screenings, community workshops, extend care beyond the clinic, positioning healthcare institutions as trusted allies.

Shared Responsibility

Rebuilding trust requires everyone's effort:

- **Hospitals:** Invest in communication training patient feedback systems, and simplified processes
- **Healthcare Organizations:** Simplify and verify health information online
- **Governments:** Ensure transparency and clarity in public health messaging
- **Media & Educators:** Promote stories that highlight empathy, accuracy and real impact not just technology

The Path Forward

Trust is not a luxury – it's the foundation of healthcare. When patients feel heard and informed, outcomes improve, and systems thrive. Every conversation – from a nurse's reassurance to a pharmacist's explanation – is a chance to rebuild confidence in care.

A safe patient is an informed one. An informed patient is an empowered one. It's time to recognize that communication isn't a soft skill – it's life-saving infrastructure.

UPCOMING COMMUNITY EVENTS

ROUNDTABLE IN KOLKATA

Register now and be a part of this change. For more information, reach out to **Mr Sachin Sharma, Director, NATHEALTH.**



KOLKATA ROUNDTABLE

Make a Difference. Create an Impact.



 **December 18, 2025 (Thursday)**

 **Over the Lunch**
12:00 PM – 4:00 PM

 **The Bengal Club, 1/1 Russel Street, Park
Street Area, Kolkata, West Bengal – 700071**

 **Investment Workshop**

 **One NATHEALTH
Community Portal**

 **Aligning with
NATHEALTH
Priorities: Key
Wins & Way
Forward**



**TO KNOW
MORE**

Mr. Sachin Sharma
Director
9643158335 | sachin.sharma@nathealth.co.in

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UPCOMING COMMUNITY EVENTS

AROGYA BHARAT ANNUAL SUMMIT 2026

Mark your calendars! NATHEALTH will host the 12th Arogya Bharat Annual Summit on **March 24-25, 2026**, in **New Delhi**. Join us as we bring together leaders across the healthcare ecosystem to drive dialogue, collaboration, and reform.

one NATHEALTH Community
The Voice of All - Patient First

NATHEALTH
Healthcare Federation of India

SAVE THE DATE

Come together with us for
12th Arogya Bharat Annual Summit

March 24 - 25, 2026 | New Delhi
Formal invitation with other
details to follow shortly

FOR MORE INFO, REACH OUT
secretariat@nathealth.co.in

IN THE HEADLINES

Leading publications like **The Hindu Business Line**, **Business Standard**, **Financial Express**, **Business Today**, **Money Control**, **CNBC Awaaz**, **CNBC TV18**, and more featured views from NATHEALTH on:

- Government's decision to revise CGHS rates after 15 years
- Government's move to expedite GST refunds for exporters and manufacturers

Revised CGHS package rates to kick in today

PT Jyothi Datta
Mumbai

From Monday, the revised package rates of the Central Government Health Scheme (CGHS) will come into effect at hospitals that provide medical services under the scheme.

The recently announced revised CGHS rates for treatments and diagnostics, for example, come after about 10 years, and healthcare providers are hopeful it will herald discussions on issues including medical inflation and treatment tariffs, among other things.

PRICE REVISION

Whether this price revision will encourage more private hospitals to support government-run schemes in general, will depend on the impact of the CGHS revision on patients and hospitals, say hospital representatives.



A close watch is also being kept by them on reimbursement timelines — or the time Government takes to reimburse a healthcare provider for medical procedures done under the scheme, a representative with a pan-India private hospital said.

Hospitals have accepted the revised packages, but there are some concerns that have been represented to the Union Health Ministry, says Dr Girdhar Gyani, Director General, Association of Healthcare Providers of India (AHPPI).

Though super specialty hospitals are higher rates at 15 per cent higher than NABH-accredited hospitals for super specialities in the same city category, it is still not on par with medical inflation, Gyani told *business-line*.

Other concerns include the reimbursement reduction for additional surgeries in the post-operative period to 75 per cent, as compared to 100 per cent earlier, he said.

SURGICAL PROCEDURES

In the case of multiple surgical procedures in one session, the second surgery is pegged at 50 per cent, while the third and subsequent procedures would be at 25 per cent, he said, as compared to no cap beyond the second procedure, earlier.

Ameera Shah, President at apex healthcare body NATHEALTH, and Executive Chairperson, Metropolis

Healthcare, pointed to the GST relief, which along with the CGHS rate revision, addressed long-standing concerns of the sector.

WIN-WIN

"To build on this momentum, we suggest that CGHS and other government-sponsored schemes be periodically benchmarked to the Consumer Price Index (CPI), thereby ensuring predictability, sustainability, and a win-win value proposition for patients, providers, and policymakers," she said.

CGHS rates revision 2025: Key changes in package rates and eligibility

In the first major overhaul of the scheme in 15 years, the Centre has revised the rates of nearly 2,000 medical procedures, accepting the industry's long-pending demand. The new rates will come into effect on October 13

MONEYCONTROL.PF TEAM | OCTOBER 06, 2025 | 14:02 IST

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CGHS rates revised

Hospitals hope to see 8 to 10 % rise in CGHS billings if no devil in the details

Hospitals expect an 8-10% rise in CGHS billings after the recent rate revision, though many remain cautious, awaiting clarity on procedure-wise impact and overall financial gains.

Written by E Kumar Sharma

Updated: October 6, 2025 18:21 IST



Hospitals specialising in various verticals of healthcare are putting the revised CGHS rates under the microscope to study the net effect of the changes announced.

Health industry bodies welcome CGHS' move to revise rates after 15 years



IANS | October 4, 2025 5:00 PM

New Delhi, Oct 4 (IANS) Health industry bodies have welcomed the government's decision to revise CGHS rates for nearly 2,000 medical procedures under

ET NOW @ETNOWlive

GST RATE RATIONALISATION – CORPORATE REACTIONS SO FAR

• Ameera Shah, NATHEALTH: GST cut on diagnostics & medtech will improve affordability, boost preventive care & expand access

• Niranjan Hiranandani: GST cuts on cement & steel a landmark move —boosting housing, purchasing power & GDP growth

#GSTReforms #Healthcare #Housing #Growth @nathealthindia @N_Hiranandani

CORPORATE REACTIONS

- NATHEALTH welcomes GST cut on diagnostics & medtech, and medical technology items to its full 18%
- Reform aligns with NATHEALTH's call for an existing lowest tax framework in healthcare
- Move acknowledges the role of preventive health and medtech in technology in elevating delivery
- Lower GST to ease costs and improve affordability of healthcare services
- Decision to boost growth to quality care and support early disease detection
- Standardised GST rates to bring consistency across preventive, curative, and rehabilitative care

CORPORATE REACTIONS

- GST rationalisation formed a positive business for consumers and the economy
- Reform to enhance purchasing power, stimulate consumption, and promote welfare
- Multiplier effect required to propel GDP growth beyond 8%
- Move strengthens confidence in India's growth trajectory and global value chain
- Industry and consumers both benefit from the progressive step
- GST cut on cement and steel to lift from 20% to a landmark reform
- Affordable housing to gain as lower construction costs are passed on to homebuyers

AMEERA SHAH
NATHEALTH & METROPOLIS HEALTHCARE

HIRANJAN HIRANANDANI
HIRANANDANI GROUP

7:21 AM - Sep 4, 2025 3,960 Views

Company	Price	Change	% Change
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FORTIS HEALTH	1054.40	74.00	7.55%
YATHARTH HOSPITAL	781.25	36.25	4.87%

4:24 Follow Us On @ETNowSwadesh

IN THE HEADLINES

Healthcare industry welcomes faster GST refunds, seeks broader reform

The Central Board of Indirect Taxes and Customs (CBIC) recently announced that 90 per cent of GST refunds will now be released upfront for low-risk taxpayers.



Faster and more inclusive refunds, they said, will help strengthen India's competitiveness as a global MedTech manufacturing hub.

Anjali Singh | Mumbai

3 min read Last Updated : Oct 13 2025 | 7:30 PM IST



NATHEALTH lauds CBIC's faster GST refund mechanism

CBIC has announced that 90% of the refund amount will now be released upfront in all low-risk cases, significantly reducing delays and improving cash flow for industry players.

By ET News Bureau Oct 13, 2025



74 0

NATHEALTH – The Healthcare Federation of India has welcomed the government of India's recent move to expedite GST refunds for exporters and manufacturers, calling it a pragmatic reform that will improve liquidity and enhance the ease of doing business in India.

The Central Board of Indirect Taxes and Customs (CBIC) has announced that 90% of the refund amount will now be released upfront in all low-risk cases, significantly reducing delays and improving cash flow for industry players. The new mechanism applies to both export-related and inverted duty structure (IDS) refund claims – where taxes on inputs are higher than those on finished goods.

GST refunds to get fast-tracked as Centre mandates risk-based approvals

While the proposal by GST council is yet to be incorporated in the Finance Act, as an interim measure, the Central Board of Indirect Taxes and Customs (CBIC) has directed to sanction 90 per cent of refund claims provisionally, based on a case-by-case risk evaluation.

Abhijeet Singh · ETHealthWorld

Updated On Oct 14, 2025 at 12:16 PM IST



New Delhi: Addressing the Inverted Duty Structure (IDS) challenge, arising from the latest rate revision exercise undertaken by the GST council, the Central Board Indirect Taxes & Customs (CBIC) has

directed to release 90 per cent of the refund claims on provisional basis.

In a letter dated October 3, 2025, the Central Board Indirect Taxes and Customs (CBIC) has directed the principal and chief commissioners of central tax to sanction 90 per cent of the refund claim provisionally on a

HEADLINES OF THE DAY

NATHEALTH welcomes faster GST refunds

October 14, 2025



India's healthcare and medical device industry has welcomed the government's latest move to fast-track GST refunds, but at the same time, requested that it extend refund eligibility to input services and capital goods essential for maintaining tax neutrality and easing liquidity challenges faced by manufacturers.



The Central Board of Indirect Taxes and Customs (CBIC) recently announced that 90 per cent of GST refunds will now be released upfront for low-risk export-related and inverted duty structure (IDS) cases. The decision and trust-based reform, is expected to significantly improve cash flow for manufacturers.

While the move addresses long-standing concerns over delayed GST refunds, industry players stress that GST 2.0 must go further to include refunds of input services, rentals, logistics, warehousing, testing, quality assurance, and along with machinery and equipment used in manufacturing.

"The new refund mechanism is a welcome relief, especially for exporters and manufacturers. It will improve liquidity and enhance the ease of doing business in India," said Himanshu Baid, vice-president, NATHEALTH, and managing director.

Nathealth lauds faster GST refund mechanism as a timely boost for India's manufacturing and export ecosystem

Our Bureau, Bengaluru
Monday, October 13, 2025, 16:15 Hrs (IST)

Nathealth - The Healthcare Federation of India has welcomed the Government of India's recent move to expedite GST refunds for exporters and manufacturers, calling it a pragmatic reform that will improve liquidity and enhance the ease of doing business in India.

The Central Board of Indirect Taxes and Customs (CBIC) has announced that 90% of the refund amount will now be released upfront in all low-risk cases, significantly reducing delays and improving cash flow for industry players. The new mechanism applies to both export-related and inverted duty structure (IDS) refund claims - where taxes on inputs are higher than those on finished goods.

Himanshu Baid, vice president, Nathealth and managing director, Poly Medica said "This is a progressive and much-needed initiative by the Ministry of Finance and CBIC. Timely GST refunds have been a long-standing request from industry, and this move will greatly ease working-capital pressures, especially for MSMEs. By improving liquidity and ensuring predictability in cash flows, the government is enabling Indian manufacturers to reinvest in innovation, quality, and capacity expansion."

The medical device industry has experienced challenges due to the inverted duty structure, where raw materials and components attract higher GST rates compared to finished devices. The faster refund mechanism is a constructive step that will help ease these challenges and further enhance India's competitiveness as a global MedTech manufacturing hub, he added.

As part of the new framework, tax officials are now required to record written reasons in cases where the provisional 90% refund is not granted - a step that will improve transparency, accountability, and consistency in the refund process.

The principle of GST is tax neutrality - to ensure businesses are taxed on value addition, not on their working capital. However, industries operating under an inverted duty structure often accumulate large amounts of unutilized Input Tax Credit (ITC), restricting liquidity. By accelerating refunds, the government is helping manufacturers reduce borrowing costs, stabilize operations, and improve their ability to compete globally.

Nathealth emphasized that while this reform marks an important milestone, the next phase of GST evolution should also include input services and capital goods within the refund process to achieve full tax neutrality.



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