



NATHEALTH[®]
Healthcare Federation of India

Annual Report

*Together Towards Tomorrow.
NATHEALTH 2025 Year in Review*

**20
25**

Together Towards Tomorrow: NATHEALTH 2025 Year in Review

Reflecting on a year that strengthened collaborations,
shaped policy, and advanced
India's healthcare vision

PRESIDENT'S NOTE

KEY PRIORITIES 2025 – 2026

MARK YOUR CALENDAR: ANNUAL SUMMIT 2026

NATHEALTH HIGHLIGHTS OF 2025

Policy Wins

- CGHS Rate Revision: Journey from advocacy to in-principle agreement, CPI-linked future revisions
- GST Reforms for Affordable Care: Reduced rates on diagnostic kits, reagents, medical equipment; tax exemptions on life-saving medicines
- Compliance Framework: NATHEALTH-EY Whitepaper submission to NITI Aayog

Ecosystem Building: Strengthening the Healthcare Community

- Swasth Nari Sashakt Parivar (SNSP) Campaign
- One NATHEALTH Community

ADVOCACY IN ACTION

-  Streamlining Healthcare Compliance
-  Hospital Infrastructure & Building Code Reform
-  Medical Value Travel (MVT) Ecosystem Development

 Health Financing & Insurance Reforms

 MedTech Sector Advancement

 Patient Safety & Quality Standards

 Digital Health & Innovation

BUILDING THE HEALTHCARE MULTIVERSE

 Roundtables over the year:

 Governing Council Meetings

 Community Champions: Leading the Way

 Forum Engagements

SPECIAL INITIATIVES & INNOVATIONS

 Health Nexus Accelerator Program

 Digital Health Masterclass (DHMC)

 Health Unplugged Podcast Launch

AMPLIFYING THE VOICE OF HEALTHCARE

EMERGING PRIORITIES 2026-2027

UNION BUDGET 2026: OUR RECOMMENDATIONS

Looking Ahead: Building the Future Together

Priorities for 2026

Union Budget Recommendations

President's Message

Dear Members and Partners,

2025 was a year of clear choices for NATHEALTH. We chose focus over expansion and depth over activity. By concentrating on a few priority areas, we were able to engage more consistently and contribute more meaningfully to India's healthcare system.

This approach helped strengthen NATHEALTH's role as a trusted voice in healthcare policy discussions. Our inputs were sought across key areas such as healthcare taxes, regulations, financing, and public-private partnerships. This growing trust reflects steady engagement and the collective experience of our members.

These choices were reflected not only in our approach, but in the results, we were able to achieve. Over the year, focused engagement and member-led inputs translated into tangible progress across several priority areas.

Outcomes That Mattered

CGHS Reforms

After sustained engagement over several years, progress was made on CGHS package rate revisions in 2025. This is an important step toward improving financial stability for healthcare providers and strengthening collaboration between the public and private sectors.

GST Rationalization

Through regular discussions with the Ministry of Finance, we helped bring greater clarity on how GST applies to diagnostics, medical devices, and healthcare services. These measures have helped ease cost pressures and support affordable care for patients.



Ameera Shah

President NATHEALTH and Promoter & Executive Chairperson, Metropolis Healthcare Ltd

Where we Made our Mark

1. CGHS Reforms: Restoring Viability, Strengthening Partnership
2. GST Rationalization: Making Healthcare More Affordable
3. Compliance Streamlining
4. Health Financing: Reimagining Sustainability
5. Medical Value Travel: Putting India on the Global Map

Simplifying compliance

We submitted a report to NITI Aayog focused on simplifying compliance requirements for hospitals, diagnostic centres, and medical technology companies. The report emphasised practical changes aimed at reducing complexity and improving ease of operations across the sector.

Health Financing

To address long-term sustainability, we brought together healthcare providers, insurers, and financial experts to discuss more stable and patient-focused financing approaches. The position paper being developed is contributing to broader discussions on strengthening healthcare financing in India.

Medical Value Travel

NATHEALTH worked with central ministries, NITI Aayog, and state governments to support the Heal in India initiative. These efforts are aimed at strengthening India's Medical Value Travel ecosystem and positioning the country as a trusted destination for quality medical care.

Union Budget Recommendations 2026

Our active engagement with the Ministry of Finance, Department of Economic Affairs, the Ministry of Health and Family Welfare, and NITI Aayog ahead of the Union Budget 2026 reflects NATHEALTH's continued role in healthcare-related discussions.

Working better as one ecosystem

Another important focus this year was closer collaboration within the healthcare ecosystem. Leaders from our MedTech and Provider members came together to identify a small number of shared priorities. These include Value-Based Care, public-private partnerships, and digital and AI-related regulations. Joint working groups are now taking this work forward.

Patient safety at the centre

Patient safety remained central to all our efforts. Through initiatives such as Swasth Nari, Sashakt Parivar, we continued to focus on maternal and women's health and reinforce the importance of quality care. Our communication efforts helped bring these issues to a wider audience beyond the healthcare sector.

Looking Ahead

We also launched the One NATHEALTH Community this year, reinforcing our commitment to closer collaboration and shared learning. The Community Champions Programme will encourage greater member participation in advocacy and sector development.



As we move into 2026, our work remain anchored in a clear set of priorities that align closely with the themes of our upcoming **Arogya Bharat Annual Summit 2026 – deregulation, Healthcare Innovations, and Viksit Bharat**. The Summit will serve as a platform to drive actionable dialogue, showcase innovation, and foster partnerships that can scale impact across the healthcare ecosystem.

The progress made in 2025 demonstrates what can be achieved through focus, consistency, and collective effort. We look forward to building on this momentum together.

Warm regards,

Ameera Shah

President, NATHEALTH (Healthcare Federation of India)

Promoter & Executive Chairperson, Metropolis Healthcare Limited

FROM PRIORITIES TO ACTION – 2025–26

Seamless Governance

- Simplifying Compliance Bottlenecks in Private Healthcare Sector

- 1) NATHEALTH-EY Compliance Study submitted to NITI Aayog and all the relevant line ministries including MoH, DoP, Finance Ministry and other key stakeholders.
- 2) NITI Aayog has taken note of the recommendations and pathways will be charted to work closely with NITI Aayog.
- 3) Compliance streamlining analysis released; State Government models are also being planned in parallel.

- SaaS platform to help attract smaller healthcare operators

NATHEALTH and NITI Aayog have agreed on the platform structure and the same will be demonstrated to NATHEALTH stakeholders in the upcoming GC meeting.

- Refining Regulatory Architecture and implementation of Clinical Establishment Act (Diagnostics), Digital Health regulations & Medtech 2.0 Act

NATHEALTH has been recommended for inclusion in the National Clinical Establishments Committee (NCEC). A formal gazette is awaited.

- GST Advocacy

- 1) The Finance Ministry has acknowledged NATHEALTH's recommendations (including NATHEALTH-EY Whitepaper)
- 2) The Government has announced certain slab reductions basis the recommendations.
- 3) NATHEALTH welcomes the reductions, which will unlock embedded credit in the healthcare value chain.

FROM PRIORITIES TO ACTION – 2025–26

Optimizing Finance (Health Insurance & PPP Financing)

- Health Insurance Dialogue

- 1) First composite dialogue between NATHEALTH and GIC completed on 8th July, 2025.
- 2) A follow-up CEO and CFO task force is created within NATHEALTH.
- 3) NATHEALTH is working on a position paper, which is looking at aligning health finance with the delivery architecture.
- 4) A communications campaign that fosters patient trust is also underway.

- Government Sponsorship Sustainability: Push for CGHS/PMJAY rate revisions/GST and rationalization of payment mechanisms under public health schemes.

- 1) Advocacy by NATHEALTH has ensured that the CGHS rates remain a benchmark for Government-sponsored insurance schemes.
- 2) Government has, in principal, agreed to correct the historical rates in line with the CPI inflation and use CPI as a factor for adjusted rates. A revision is expected soon.
- 3) NATHEALTH is working to find solutions around CGHS payment delays and locate financial products offered by banks & financial institutions that can bring more predictability in payment receivables.

- MedTech priorities

- 1) The Government has constituted an Empowered Group for 32 items to allow refurbished equipment import, which is consistent with NATHEALTH's advocacy efforts.
- 2) Modifications in the medical device marketing practices is also implemented in line with NATHEALTH's recommendations.

FROM PRIORITIES TO ACTION – 2025–26

Scaling Healthcare Delivery (Exports, Quality & Overcoming Supply Side Talent Shortage)

- Medical Value Travel (MVT) Full Stack

- 1) NATHEALTH has an active engagement with the Tourism Ministry, and Commerce Ministry to manage the Heal in India website.
- 2) Co-ordinations are ongoing with all relevant Federations to design a workshop around Heal in India Program.
- 3) SEPC, Tourism Ministry, and the Health Ministry to co-design and recommend an outline for a marketing campaign that will increase footfalls, and also work to reduce operational bottlenecks.

Campaign on Safe and Quality Healthcare- Patient Safety (Diagnostics & Hospitals)

Patient Safety Communications Campaign Phase 2 is ready to rollout.

NATHEALTH Foundation

Digital Health Adoption and ABDM (Forge partnership with smaller providers, partner with NHA)

- 1) Digital Health Masterclass series across 12 cities completed, touching 500+ providers.
- 2) Survey rolled out jointly with AHPI, PwC, MedLern and Koita Foundation on the DHMC trained providers across 16 cities, to articulate the current state of digital health adoption, and subsequently design Phase 2 of the intervention.

- Innovation: Health Nexus Accelerator

- 1) Successful rollout of Health Nexus Program with 25 start-ups selected & supported.
- 2) Completed a workshop with Atal Innovation Center and IIT BHU in Varanasi.
- 3) NATHEALTH is looking at scaling up the program in coming years, and is actively identifying partners.

Mark Your Calendar

12th NATHEALTH ANNUAL AROGYA BHARAT SUMMIT 2026



SAVE THE DATE

DAY-1

13th Annual General Meeting (AGM)



MARCH **24** 2026
TUESDAY

5:00 pm onwards...
NATHEALTH AGM followed by
Networking Dinner

DAY-2

12th Annual Arogya Bharat Summit 2026



MARCH **25** 2026
WEDNESDAY

High-impact, engaging, and
enriching sessions with key
industry leaders.

More details to follow shortly

12th NAT+HEALTH[®]
Healthcare Federation of India
ANNUAL
AROGYA BHARAT
SUMMIT 2026



MARCH 24-25, 2026 NEW DELHI

ANNOUNCING
AROGYA BHARAT SUMMIT
THEME 2026

Catalysing Value, Stimulating Innovation,
and Strengthening Healthcare Service
Delivery and Supply Chains.

**True partnership towards
Viksit Bharat 2047**



Express Your
Interest



2025 – MILESTONES THAT MATTERED

A. Policy Wins: Shaping the Regulatory Landscape

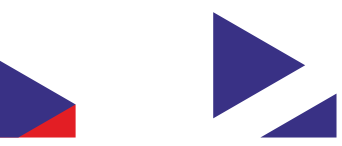


CGHS rate revision and follow-up reforms

After 15 years of stagnation, NATHEALTH's sustained advocacy achieved a landmark victory—the Government's decision to revise Central Government Health Scheme (CGHS) package rates, last updated in 2014.

Our strategic submissions have strongly highlighted the need for a sustainable, predictable pricing framework by recommending the linking of future revisions to the Consumer Price Index (CPI) to account for rising inflation in treatment, technology, and staffing.

This win benefits not just CGHS-empaneled providers but sets a precedent for all government health schemes, strengthening the viability of public-private partnerships and ensuring patient access to quality care remains sustainable.





2025 – MILESTONES THAT MATTERED

GST revision

NATHEALTH's focused engagement with the Ministry of Finance & Health delivered tangible benefits for patients and providers through strategic GST reforms.

We secured GST rate reductions on diagnostic kits, reagents, and essential medical equipment, as well as tax exemptions for select life-saving and rare-disease medicines. These wins directly translate to improved patient affordability.

The win resulted from comprehensive documentation of GST's impact on healthcare affordability, supported by data-driven analysis and consistent engagement with policymakers. NATHEALTH positioned GST reform not as an industry benefit but as a patient affordability and inverse tax burden issue.





2025 – MILESTONES THAT MATTERED

Compliance report launch with NITI Aayog



On July 28, 2025, NATHEALTH released "Streamlining Compliance in the Indian Healthcare Sector," a comprehensive, future-facing roadmap for regulatory reform grounded in extensive stakeholder engagement across the country.

The whitepaper was formally submitted to NITI Aayog, positioning NATHEALTH as a solutions partner to the Government and presenting a positive, industry-backed vision aligned with Ease of Doing Business, digital transformation, and healthcare access priorities.

NITI Aayog acknowledged the recommendations and charted pathways for close collaboration. Agreement was reached on platform structure, which will be demonstrated to NATHEALTH stakeholders, including a SaaS platform to help smaller healthcare operators streamline compliances including employee verifications.





2025 – MILESTONES THAT MATTERED

B. Ecosystem Building: Strengthening the Healthcare Community

Swasth Nari Sashakt Parivar (SNSP) Campaign

In response to Hon'ble Prime Minister Shri Narendra Modi's clarion call, NATHEALTH mobilized the private healthcare sector for an unprecedented show of collective action through the Swasth Nari Sashakt Parivar Abhiyan, launched on September 17, 2025 by the MoHFW.

NATHEALTH President Ms. Ameera Shah issuing a press statement reaffirming the private healthcare sector's commitment to women's health and preventive care. NATHEALTH also launched a nationwide awareness campaign focused on common women's health issues, early screening, and prevention.

On September 12, 2025, NATHEALTH convened members from across all regions in New Delhi, bringing together top private sector leadership alongside senior officials from the Ministry of Health to popularize the program and create actionable strategies. To enhance transparency and coordination, NATHEALTH developed a separate IT page on the One NATHEALTH Community portal, which aggregates industry-led initiatives and shares consolidated data with the National Health Authority (NHA).


The Abhiyan witnessed strong nationwide participation from NATHEALTH members, spanning preventive health, nutrition, adolescent wellbeing, and screening initiatives. In recognition of this collective effort, Ms. Ameera Shah received a Letter of Appreciation from the Ministry. NATHEALTH extends its sincere gratitude to all members for their invaluable contribution.







आराधना पटनायक, आ.प्र.से.
अवर सचिव एवं मिशन निदेशक (रा.स्व.वि.)
Aradhana Patnaik, IAS
Additional Secretary & Mission Director (NHM)



भारत सरकार
स्वास्थ्य एवं परिवार कल्याण मंत्रालय
Government of India
Ministry of Health & Family Welfare
D.O.No.Z.28015/61/2025-NHM-I
Dated: 17th October, 2025

Dear Colleague,

Focusing on the advancement of women's health as a fundamental pillar for fostering healthier families and stronger communities, the Ministry of Health and Family Welfare organized the "Swasth Nari, Sashakt Parivaar Abhiyaan" from 17th September to 2nd October 2025 in convergence with Panch Mahi to promote preventive health, fitness, and nutrition. This nationwide initiative placed special emphasis on adolescent health, child nutrition, and preventive screening. The Abhiyaan aimed to promote early detection of health conditions, enhance access to essential healthcare services, and encourage the adoption of healthier and sustainable lifestyles thereby advancing the vision of a Swasth Nari leading to a Sashakt Parivaar.

I wish to place on record my sincere appreciation for the proactive involvement and commitment shown by your Organization in making this Abhiyaan a grand success. Your active participation through converging with health departments, or providing specialist services was critical to the scale and visibility achieved.

The outcomes achieved during this period have been truly remarkable and commendable. A total of **19.71 lakh health camps** were organized nationwide, including **1.72 lakh specialist camps**, benefiting over **11.01 crore individuals** across the country. Notably, **7.17 crore women** availed health services through these camps.

These achievements exemplify the power of convergence and collective action. The dedicated mobilization efforts of healthcare workers, reinforced by the robust institutional support provided by your Organization, has created a vital synergy that has been instrumental in reaching underserved populations and delivering impactful health services to women and families.

Once again, my profound appreciation to you and your team for your exemplary support and invaluable contribution. This Abhiyaan has truly embodied the spirit of a "Whole of Government" approach, and through our sustained and collective efforts, we are advancing steadily towards the vision that *a healthy woman builds a healthy family, which in turn forms the cornerstone of a strong and prosperous nation.*

With regards,
Yours sincerely,

(Aradhana Patnaik)

Cervical cancer is preventable
Get informed. Get screened. Get vaccinated



Age	Screen	Screen up to
18-24 years	1	3 months
25-64 years	2	5-10 years

Contact your nearest health care facility to know more and get vaccinated

Patient

NATHEALTH

Swasth Nari, Sashakt Parivaar, Shaktishoali Samaj



This Durga Puja, let's celebrate Durga – not just in temples, but in the strength and health of every woman.


Patient

Thyroid Disorders

1 in 8 women prone

With timely treatment, thyroid disorders are manageable

Listen to your body; get checked



Thyroid conditions are common

Thyroid conditions are common in India. They affect millions of women, leading to various health issues. Early detection and treatment can significantly improve the quality of life.

Thyroid problems are treatable

Most thyroid conditions are treatable with medication, surgery, or a combination of both. Regular monitoring and timely treatment are key to managing these conditions effectively.

Risk Factors

Family history, autoimmune disorders, iodine deficiency, pregnancy, stress, and certain medications can increase the risk of thyroid disorders.

Screening & Management

Regular check-ups, blood tests, and ultrasound scans can help detect thyroid issues early.

Patient



2025 – MILESTONES THAT MATTERED

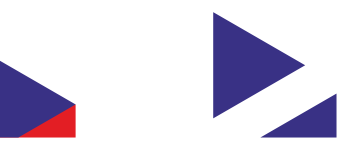
One NATHEALTH Community

Building on NATHEALTH’s ethos of collaboration, One NATHEALTH Community was launched as a unified engagement platform to bring all members under one umbrella and enable deeper collaboration across the healthcare ecosystem. The platform strengthens engagement by offering a centralized repository for industry reports, research, policy submissions, and best practices, alongside customized collaboration through forums, task forces, and working groups aligned to member priorities.

Integrated communication channels ensure members stay informed and connected, while seamless event management supports registrations for roadshows, roundtables, and the Annual Summit. Dynamic member profiles further enable organizations to showcase expertise, update information, and connect with peers across the ecosystem.

The initiative received strong endorsement when presented at the Governing Council meeting and the Mid-Year Cross-Regional Roundtable, with members recognizing its potential to transform engagement and create a truly interconnected healthcare multiverse. Rolled out in phases, the platform has introduced referral-led onboarding, event registrations, and profile updates, with the next phase set to unlock full access to the knowledge hub, collaboration tools, and industry resources. Together, these capabilities enable unprecedented connectivity across providers, diagnostics, MedTech, pharma, insurance, investors, and hospitals, collectively shaping the future of healthcare in India.

The image displays two key components of the One NATHEALTH Community initiative. On the left is a circular diagram titled 'NATHEALTH' at its center, representing the organization's strategic framework. The diagram is divided into several concentric layers and segments, including 'IMPACT VALUE PROPOSITION' (Advocacy - Shaping Policy & regulation), 'FORGING STRATEGIC PARTNERSHIPS' (Central government - ministry & procurement agency), 'NATHEALTH PRIORITIES' (Digital health), 'VOICE OF INDUSTRY' (Healthcare Facilities & Services, Medical Products & Equipment, Healthcare Financing & Insurance), and 'Efficient & safe delivery' (Healthcare Technology & Health Care, Research & Development, Pharmaceuticals & Biopharma). Other segments include 'Platform for networking', 'Academia & research institutions', 'Disruptive Innovation', 'Public-private partnership', 'Thought leadership & innovation', 'Industry association & leadership', 'Collaborative planning & execution', 'Local organisations & think tanks', 'Communication & Collective Capacity Building', and 'State government & health department'. On the right is a screenshot of the 'One NATHEALTH Community' website interface, featuring the tagline 'The Voice of All - Patient First' and navigation options: 'Already a Member?' with a 'Login' button, 'Become a Member', and 'About NATHEALTH' with an 'Explore NATHEALTH' button.



ADVOCACY IN ACTION

A. Streamlining Healthcare Compliance

Meetings with NITI Aayog:

The NATHEALTH leadership team held multiple strategic meetings with NITI Aayog throughout 2025. These discussions covered:

- Improving quality standards in diagnostics
- Strengthening the regulatory ecosystem for MedTech
- Advancing digital health adoption among smaller healthcare providers
- Boosting Medical Value Travel (MVT)
- Reviewing progress on the compliance policy paper developed in consultation with NITI Aayog

Meeting with MoHFW:

Following the submission of the whitepaper to the Ministry of Health & Family Welfare, NATHEALTH met with Shri Ghulam Mustafa, Joint Secretary, to discuss the findings and chart the way forward.

The meeting proved instrumental in driving constructive dialogue on regulatory reforms and strengthening healthcare delivery across all sectors.

DGHS Discussions on Implementation:

A high-level NATHEALTH delegation, led by President Ms. Ameera Shah, met Director General of Health Services to deliberate on critical regulatory concerns. Key issues discussed included:

- Implementation roadmap for compliance simplification
- Inclusion of NATHEALTH as a member of the National Council for Clinical Establishments, recognizing its role as a key industry body
- Ongoing efforts to strengthen implementation and compliance under the Clinical Establishments Act

ADVOCACY IN ACTION

B. Hospital Infrastructure & Building Code Reform

In 2025, NATHEALTH advocated for enabling hospital vertical expansion by submitting a request to Cabinet Secretary, seeking amendments to the National Building Code (NBC) 2016. The representation proposed increasing the permissible height of hospital buildings from 45 metres to 60 metres to help address India's need for an estimated 4–5 million additional hospital beds, particularly in land-constrained urban areas. NATHEALTH also highlighted the potential of vertical expansion to unlock existing infrastructure capacity.

The submission outlined key provisions requiring revision, including evacuation norms linked to floor height rather than roof height and clarity on the use of basements for critical medical services. Further advancing this agenda, NATHEALTH participated in a meeting, convened by MoHUA, where industry representatives reiterated the need for a dedicated hospital chapter within the NBC. The matter is slated for further discussion in an upcoming meeting with the Additional Secretary, MoHUA, and other stakeholders.



ADVOCACY IN ACTION

C. Medical Value Tourism (MVT) Ecosystem Development

Throughout 2025, NATHEALTH actively engaged with senior leadership across the Ministry of Health & Family Welfare, Ministry of Tourism, NITI Aayog, and state governments to strengthen India's Medical Value Travel (MVT) ecosystem under the Heal in India initiative. NATHEALTH leadership held multiple consultations with Health and Tourism Secretaries to explore collaborative, public-private partnership models aimed at delivering world-class patient experience, regulatory compliance, and efficient governance for MVT.

NATHEALTH proposed the development of a unified, neutral MVT platform, led by the private sector, integrating tele support, analytics, marketing intelligence, grievance redressal, and customer experience management. The Federation also contributed to discussions on upgrading and operationalising the Heal in India portal, positioning it as a comprehensive, end-to-end digital platform connecting international patients with accredited healthcare providers.

Capacity building emerged as a key focus area, with NATHEALTH being entrusted to coordinate with industry federations to design targeted workshops on ethics, integrity, service excellence, and regulatory frameworks. Multiple meetings with central ministries, SEPC, and industry bodies laid the groundwork for joint capacity-building programmes aimed at strengthening India's credibility and global positioning in MVT.



ADVOCACY IN ACTION

D. Health Financing & Insurance Reforms

Recognizing that sustainable healthcare delivery requires robust, predictable financing mechanisms, NATHEALTH made health financing a cornerstone of its 2025 advocacy agenda.

Insurance-Provider Dialogue:



Composite Dialogue with GIC: NATHEALTH initiated structured collaboration on July 8, 2025. The discussion focused on advancing healthcare and health insurance affordability and accessibility, expanding coverage beyond hospitalization, widening cashless access across geographies, improving customer experience, and standardizing healthcare processes while working towards a stable pricing framework.

Payor-Provider Collaboration Meeting: This was followed by a CEO-level payor-provider collaboration meeting that brought together leadership from leading healthcare providers and insurance companies. The dialogue centered on improving quality of care, enhancing patient experience, expanding cashless facilities, and broadening the scope of coverage. Facilitated by NATHEALTH, the engagement reinforced the importance of sustained collaboration between insurers and providers in strengthening India's healthcare ecosystem and supporting long-term, sustainable growth.

ADVOCACY IN ACTION

E. MedTech Sector Advancement

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 Department of Pharmaceuticals.

Key Discussion Areas:

1. Quality Control Order Exemptions: Discussion regarding the exemption of raw materials used in medical devices from the scope of the Quality Control Order, addressing cost and supply chain concerns.
2. UCMPMD Implementation: Organizing focused workshops to provide clarity, detailed guidance, and address stakeholder queries related to the Uniform Code for Medical Device Marketing Practices (UCMPMD), ensuring smooth industry adoption.



NATHEALTH also participated in India MedTech Expo 2025, organized by the Department of Pharmaceuticals, Government of India, under the aegis of Bharat Health, as Procurement Session Partner.

NATHEALTH's Secretary General, Siddhartha Bhattacharya, facilitated the meeting with Procurement Agencies, underscoring the power of public-private partnership in shaping the future of healthcare technology.

ADVOCACY IN ACTION

F. Patient Safety & Quality Standards

NATHEALTH positioned patient safety not merely as a compliance requirement but as the foundation of trust between healthcare providers and the communities they serve.



MoHFW Task Force on Patient Safety: The first meeting of the Government Task Force on Patient Safety, constituted by the Ministry of Health & Family Welfare under the National Patient Safety Secretariat, was convened to initiate a year-long programme aligned with the World Patient Safety Day 2025 theme, “Safe Care for Every Newborn and Every Child.” The Task Force is mandated to plan and execute coordinated national activities aimed at strengthening patient safety across maternal, neonatal, and pediatric care.

As a formal member of the Task Force, NATHEALTH represents the healthcare industry and is actively contributing to the initiative’s four key focus areas. These include stakeholder engagement through a national patient safety campaign and public awareness efforts; capacity building of the healthcare workforce through training on neonatal and pediatric safety protocols and updates to clinical guidelines; community engagement to raise awareness among parents and caregivers through grassroots education and safety interventions; and research and innovation focused on evidence-based improvements supported by data collection and analysis.

ADVOCACY IN ACTION

F. Patient Safety & Quality Standards



National Patient Safety Framework Revision: NATHEALTH was invited to participate as a member of the Committee constituted to revise the National Patient Safety Framework (NPSIF) 2018–25, under the leadership of the Ministry of Health & Family Welfare, with a formal gazette notification awaited.

In parallel, NATHEALTH engaged with the Patient Safety Secretariat through a meeting with the Deputy Assistant Director General at the DGHS office to discuss potential areas of collaboration. Key discussions focused on NATHEALTH's support in drafting the revised National Patient Safety Framework, collaboration on quality and safety standards for Medical Value Travel, and partnerships with other organizations working closely with the Secretariat to strengthen patient safety outcomes nationally.





ADVOCACY IN ACTION

G. Digital Health & Innovation

Digital Health Mission Engagement: Partnership with National Health Authority (NHA)

NATHEALTH positioned itself as a key partner to the National Health Authority in steering the digital health agenda forward, particularly focused on:

- Ayushman Bharat Digital Mission (ABDM) adoption
- Digital infrastructure for smaller providers
- Interoperability standards implementation
- Data privacy and security frameworks

Amrit Arogya: AI for Health: NATHEALTH Secretary General attended the Amrit Arogya roundtable launching the national AI for All initiative with MeitY, focusing on harnessing AI to transform healthcare.



BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

A. Regional Roundtables 2025: Connecting Across India

Throughout 2025, NATHEALTH organized a series of high-impact regional roundtables to strengthen member engagement, foster collaboration, and address region-specific healthcare challenges. These events brought together leaders from across the healthcare ecosystem to drive meaningful dialogue and collective action.

01. Pune, Maharashtra



https://en.wikipedia.org/wiki/Pune_district



02. Bengaluru, Karnataka



03. Varanasi, Uttar Pradesh



04. Delhi



05. Kolkata, West Bengal



BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

B. Governing Council Meetings

NATHEALTH held its first Governing Council meeting for FY 2025-26 at The Leela Hotel, Mumbai, while the second Governing Council meeting took place at The Claridges in New Delhi.

The sessions witnessed active participation and engaging discussions from Council Members. The meetings also reinforced the importance of shared leadership and public-private collaboration to build a resilient, inclusive healthcare ecosystem.

Mumbai GC Meetings



BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

B. Governing Council Meetings



Delhi GC Meetings

BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

C. Community Champions: Leading the Way

In line with the objective of creating a unified, collaborative healthcare multiverse, NATHEALTH officially launched the NATHEALTH Community Champions Referral Program through the One NATHEALTH Community portal.

Program Highlights:

- Recognition & Rewards: Members who onboard three or more full-time members will receive:
- 10% waiver on their next year's membership fees
- Recognition across NATHEALTH events and platforms
- Special mention in newsletters and communications
- Spotlight features on digital channels

Mid-Year Community Champions (2025):

Dr. Shravan Subramanyam - Past President, NATHEALTH & Managing Director, BPL Medical Technologies

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

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

These champions exemplified the spirit of collaboration, actively engaging in member outreach, facilitating new memberships, and strengthening the NATHEALTH network.

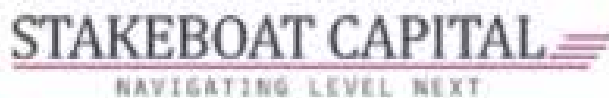


BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

D. Member Ecosystem Growth

NATHEALTH's membership base grew significantly in 2025, welcoming more than 200 organizations across diverse healthcare sectors. This diverse membership expansion strengthened NATHEALTH's representation across the healthcare value chain, enriching dialogue, collaboration, and collective advocacy.



BUILDING THE HEALTHCARE MULTIVERSE

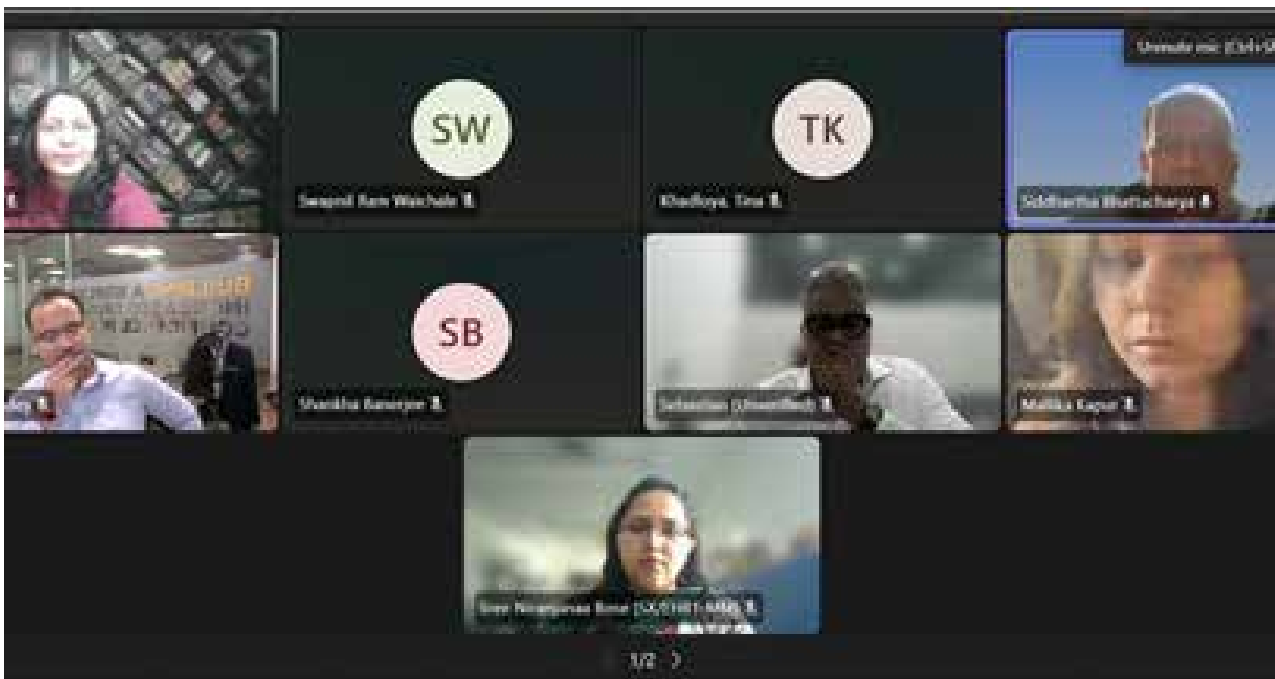
Community-Driven Initiatives & Collaboration

E. Forum Engagements

NATHEALTH's specialized forums served as platforms for sector-specific dialogue, problem-solving, and collaborative action.

MedTech Forum

The MedTech Forum met regularly in 2025 to advance priority actions for strengthening India's MedTech ecosystem. Discussions focused on improving access and affordability through frameworks for refurbished medical devices, particularly for tier II and III cities, alongside capacity-building initiatives for newer technologies. Members deliberated on pricing and financing challenges, including timely price revisions, insurance coverage for new devices, and innovative models such as leasing and reagent rentals.



Regulatory and compliance issues featured prominently, covering UCPMP implementation, Quality Control Orders, BIS and PCPNDT challenges, and improvements in medical device marketing practices. The Forum also emphasized innovation and growth by leveraging software-led R&D, strengthening Brand India for MedTech, adopting digital inventory solutions, and navigating tariff and export dynamics. Ongoing engagement with government stakeholders, including the Department of Pharmaceuticals, remained central to the Forum's advocacy efforts.

BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

E. Forum Engagements

Providers Forum

The Providers Forum convened twice in 2025 to address key challenges faced by hospitals and healthcare delivery organizations. Key discussions included advancing Medical Value Travel under the Heal in India initiative, engagement with SEPC, and planning capacity-building workshops while identifying operational bottlenecks.



The Forum also examined health insurance and financing issues, focusing on payor-provider collaboration, infrastructure financing, hospital stratification across metro and tier II-III cities, and mechanisms to reduce the cost of capital. Members supported government-led health campaigns and reviewed progress on streamlining healthcare compliance, with senior industry leaders and the NATHEALTH Secretariat actively participating in the discussions.

BUILDING THE HEALTHCARE MULTIVERSE

Community-Driven Initiatives & Collaboration

E. Forum Engagements

Diagnostics

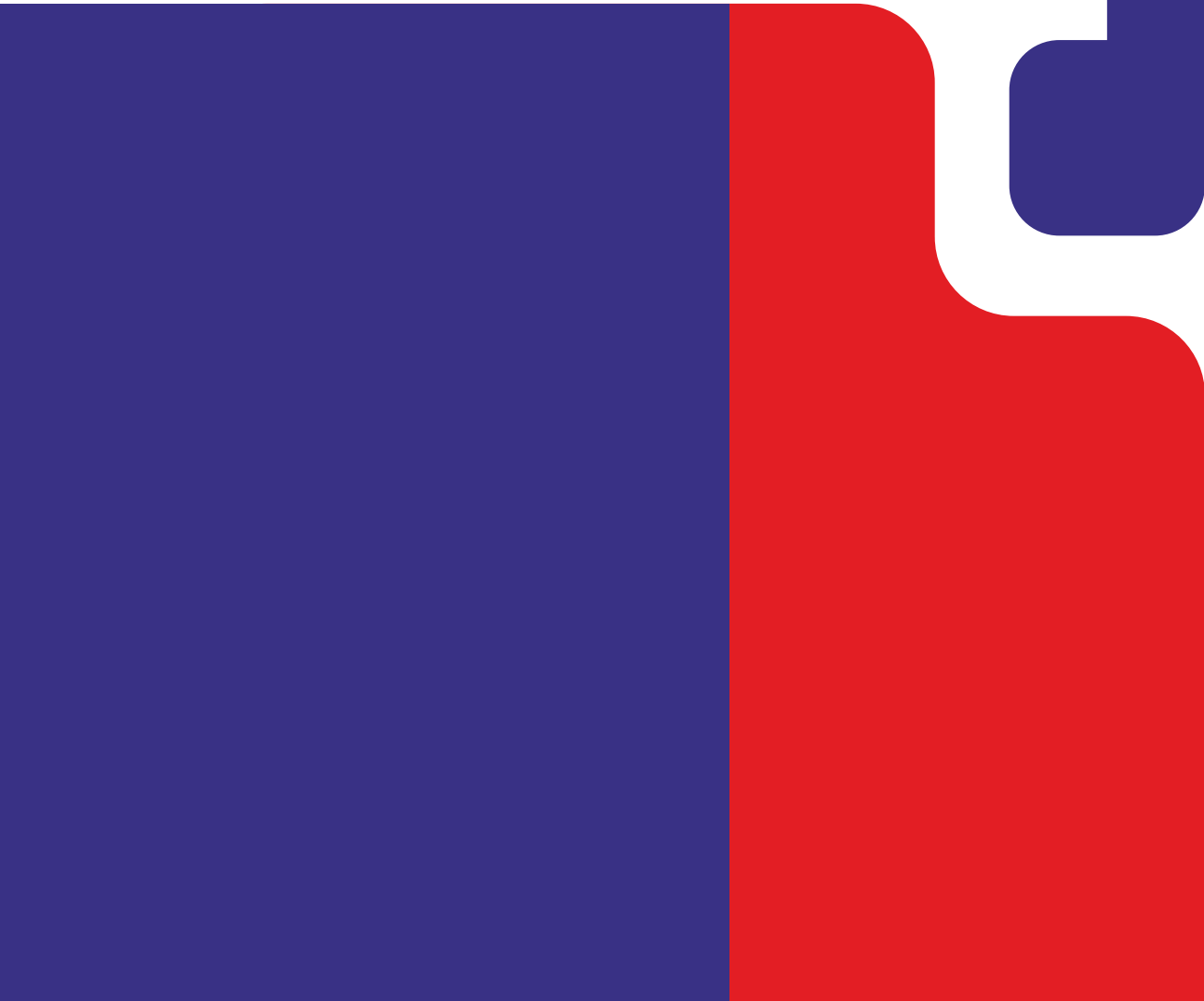
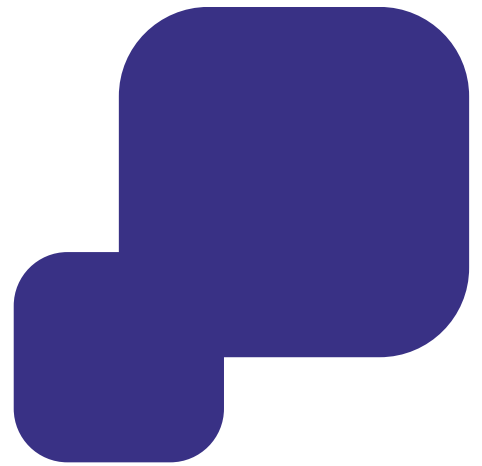
The Diagnostics Forum met to strengthen diagnostics as a core pillar of healthcare through focused discussions on trust, quality, and capacity building. Priorities included enhancing patient safety standards, expanding training and infrastructure in tier II and III cities, and advocating for unified policies such as remote authorization and standardized accreditation norms.



Digital innovation was a key theme, with emphasis on AI adoption, predictive analytics, ABHA integration, and large-scale screening programs. Short-term priorities addressed GST and regulatory challenges, while long-term discussions focused on insurance inclusion for diagnostics, national health claims integration, and fostering industry-led research collaboration.



SPECIAL INITIATIVES



SPECIAL INITIATIVES

A. Health Nexus Accelerator Program

As part of the Health Nexus Accelerator program's expansion, NATHEALTH organized the Varanasi Health Innovation Conclave in partnership with IIT-BHU and Atal Innovation Center, focusing on collaboration between academia and industry, technology transfer mechanisms, research commercialization pathways, and regional innovation ecosystems.



A significant milestone was the Pilot Testing Initiative for Hospital R&D, facilitated in collaboration with Dr. Praveen Gupta, Chairman, Neuro & Spine, Marengo Asia Hospitals, Gurugram. This initiative provided startups with real-world clinical testing environments, expert medical guidance, validation of healthcare solutions, and iterative product development support.



B. Digital Health Masterclass (DHMC)

The Digital Health Masterclass (DHMC) is NATHEALTH's flagship capacity-building initiative to advance digital health adoption across India.



Phase 1 concluded with a 12-city program, training over 500 healthcare providers across tier I, II, and III cities on ABDM integration and practical digital implementation, with strong participant feedback. Delivered in partnership with Koita Foundation, MedLern, PwC, and industry associations, the program generated key insights through the Digital Health Adoption Index and an adoption survey, shaping Phase 2 interventions focused on advanced training, implementation support, and scaling ABDM integration nationwide.

SPECIAL INITIATIVES

C. Health Unplugged Podcast Launch

In November 2025, NATHEALTH launched Health Unplugged, a thought leadership podcast series hosted on the NATHEALTH YouTube channel, featuring candid, long-form conversations with healthcare leaders, policymakers, innovators, and experts. The series explores healthcare policy, innovation, patient-first collaboration, leadership journeys, and pressing sector challenges, offering an accessible platform for honest dialogue and diverse perspectives. With two episodes live at launch and regular releases planned, Health Unplugged strengthens member engagement, amplifies sector voices.



AMPLIFYING THE VOICE OF HEALTHCARE

MEDIA PRESENCE & REACH - PRINT

PM to launch women, child health campaign on Sept 17

KAVITA BAJELI-DATT @ New Delhi

PRIME Minister Narendra Modi will launch a special campaign, which aims to strengthen healthcare services for women and children, on September 17. As part of the nationwide 'Swasth Nari Sashakt Parivar Abhiyaan', as many as 75,000 health camps will be organised at all the healthcare facilities, including Ayushman Arogya Mandirs and Community Health Centres (CHCs).

The special campaign, which is being launched on PM Modi's birthday, is aimed at addressing the healthcare needs of women and children. The campaign will conclude on October 2, the birth anniversary of father of the nation, Mahatma Gandhi. Taking to X, Union Health Minister JP Nadda, said: "This initiative aims to strengthen healthcare services for women and children across India, ensuring better access, quality care, and awareness."

These camps will provide essential services specifically de-



ernment's vision of inclusive healthcare, he said.

"In addition, Poshan Maah will be observed at all Anganwadis to promote nutrition, health awareness, and overall well-being. Together, these measures aim to build healthier families and empowered communities across the country," he posted. He also appealed to all private hospitals and healthcare stakeholders to come forward and be an integral part of this Jan Bhagidaari Abhiyan.

"With 'India First' as our inspiration, let us strengthen our collective efforts for Viksit Bharat." The special campaign

NATHEALTH, a healthcare federation representing the private sector, and executive chairperson, Metropolis Healthcare Ltd, said, "The launch of the Swasth Nari Sashakt Parivar Abhiyaan is yet another landmark step to ensure that women and children across the country have access to quality healthcare, better nutrition, and greater awareness."

"By strengthening the foundations of family health, this initiative will not only empower women but also build healthier, more resilient communities. Focused attention on antenatal and prenatal care, nutrition, regular health screening, and mental as well as geriatric health will be critical in maximising its impact. By combining better access, nutrition, and awareness, this Abhiyaan has the potential to truly transform community health across India," she said.

Welcoming the special campaign, Federation of All India Medical Association (FAIMA), known as FAIMA Doctors As-

'Medicine bills could see a 6-7% decline'

Prices of diagnostic tests unlikely to change much

GST cut on drugs and medical devices to provide relief to patients: Industry players

NEW DELHI: The government's decision to slash GST on medicines and medical devices while exempting lifesaving drugs from the levy has been hailed as a landmark reform by pharmaceutical and healthcare industry. Stakeholders said Thursday that the move will bring direct relief to patients and families while substantially reducing their financial burden.

Industry leaders noted that the reforms will improve affordability, expand access to quality healthcare, and align with the government's vision of universal healthcare. Indian Pharmaceutical Alliance Secretary General Anand Prakash Jain said exempt-



from GST will immediately ease costs for families. "Equally, the reduction in GST on a wide range of medicines from 12 per cent to 5 per cent will make essential therapies more affordable," he added.

Organisation of Pharmaceutical Producers of India (OPPI) Director General Anil Matai described the reform as "historic and compassionate," point-

ing out that the move would have moved from 12 per cent GST to nil, while three critical medicines for cancer, rare diseases, and other severe conditions have shifted from 5 per cent to nil. He said the reductions on medicines, diagnostic kits, surgical devices, and healthcare supplies would make healthcare more accessible across households and hospitals.

"This move realigns the GST structure, prioritises patient well-being, and strengthens India's journey towards universal health coverage," Matai added.

NATHEALTH President and Metropolis Healthcare Executive Chairperson Ameera

Ammeera would support preventive, curative, and rehabilitative care. "By easing costs, the measure will enhance access to services, promote early disease detection, and ensure consistency across the healthcare ecosystem," she said.

Apollo Health Co Ltd Executive Chairperson Shobana Kamini welcomed zero GST on health and life insurance, calling it "a masterstroke" that makes protection a right rather than a privilege.

Industry leaders unanimously called the reforms a transformative step towards building a patient-friendly, and resilient

डायग्नोस्टिक टेस्ट की कीमतों में बदलाव नहीं

Healthcare body seeks ₹50,000 cr infra fund

SANKET KOUL
New Delhi, 19 November

Healthcare industry body Nathealth has asked the government to declare the sector as core infrastructure and create a healthcare infra fund of ₹50,000 crore for providing long-term, lower-cost capital for hospitals and diagnostic networks.

It said the fund would aim to cater new projects that have long gestational periods requiring flexible mid-term financing.

In its pre-budget recommendations to the government, Nathealth has also asked for increasing the public spending on healthcare to over 2.5 per cent of GDP from the current 1.9 per cent, along with taking urgent action to tackle non-communicable diseases.

With chronic diseases contributing to 65 per cent of all deaths in India and a low uptake of preventive screening, Nathealth recommended a tax deduction for preventive health check-ups of up to ₹10,000.

"This increases preventive care uptake, early detec-

tion of NCDs, and expected long-term reduction in treatment costs and productivity losses," the body added.

It has also asked the government to set up a national network of accredited reference laboratories with an outlay of ₹1,000 crore. It has also asked for creation of national infrastructure for ethical animal testing and pre-clinical validation of medtech innovations.

Among other demands, Nathealth also mooted setting up of an innovation fund for deeptech and provider collaboration with an outlay of ₹5,000 crore to ₹7,000 crore, stating that there is a fragmented innovation ecosystem with limited provider-startup collaboration.

"There is a need for pilots, AI research, and scale-up funding, which accelerates commercialisation of high-impact solutions," it said.



AMPLIFYING THE VOICE OF HEALTHCARE

MEDIA PRESENCE & REACH - ONLINE

In a panacea for patients, GST slashed on life-saving drugs, medical equipment

Tax benefits have also been extended to a broad spectrum of healthcare products. The GST on all other drugs and medicines has been reduced from 12% to a more affordable 5%.

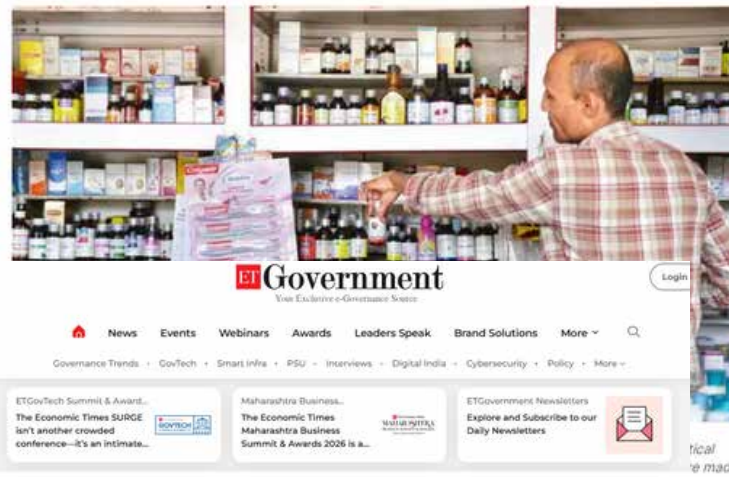
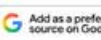
Priyanka Sharma
Published • 4 Sep 2025, 01:31 AM IST



Burdened by over 29,000 compliances, healthcare sector seeks government intervention

A 'white paper' by the industry body NATHEALTH and EY India identifies fragmented oversight, duplicative licensing and outdated regulations as key bottlenecks stifling efficiency and innovation

VISWANATH PILLA | JULY 29, 2025 / 10:56 IST



Medicine bills could see a 6-7% dip, say healthcare representatives

Medical consumables like thermometers and glucometers also cheaper; pharma leaders say new stocks will reflect lower rates

By PT Jyothi Datta & G Naga Sridhar

Updated - September 04, 2025 at 07:27 PM.

Blog • 4 Min Read

High Quality Diagnostics: First Step to Achieve Safe, Efficient Healthcare

Strengthening diagnostic infrastructure and governance is not just about improving care quality, it's about building trust, reducing healthcare costs, and enabling early, life-saving interventions. Without it, the goal of equitable, efficient healthcare for all remains distant.

J. V. R. Prasada Rao
Updated On May 28, 2025 at 09:36 AM IST



Saroj, a patient from a remote area, travels 30-60 km to the nearest diagnostic facility just to get a basic test done. He spends an

Healthcare body seeks regulatory reforms in meeting with Niti Aayog

Nathealth has proposed a digital single-window system to Niti Aayog to ease the healthcare sector's compliance load, citing inefficiencies and duplication across ministries

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GST on essential medicines down from 12% to 5% or Nil

Medicine bills are set to see a dip, with GST being brought down to 5 per cent on all medicines and medical devices, including glucometers and thermometers, among others. GST has been exempted on 36 specified essential cancer and rare disease drugs

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AMPLIFYING THE VOICE OF HEALTHCARE

MEDIA PRESENCE & REACH - ELECTRONIC & SOCIAL MEDIA



Ameera Shah Breaks Down How GST Cuts Will Boost Healthcare Affordability and Industry Growth

Business Standard's post

Business Standard 19 August · 🌐

Nathealth urges the government to cap GST input slabs for healthcare at 5% and allow input credits, citing rising embedded taxes that increase costs for providers and patients.

Sanket Koul reports details

#Nathealth #GST #Patients #Healthcare



BUSINESS-STANDARD.COM

Nathealth calls for GST input slab for healthcare to be capped at 5%

Nathealth urges the government to cap GST input slabs for healthcare at 5% and allow input cred...

Express Healthcare @ExpHealthcare

#Nathealth welcomes #PM's announcement on #GST reforms; Calls for standardised GST at 5% and input credit for #healthcare -

bit.ly/4lEXPyS | #health #healthcarenews #healthtech



GST Council Slashes Taxes On Life-Saving Drugs & Medical Equipment: Healthcare To Get A Boost?

Kavita Bajeli-Datt @KavitaDatt

PM @narendramodi to launch special campaign for women & children on Sep 17

Read the full story here: newindianexpress.com/nation/2025/Sep...

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PM Modi to launch special campaign to strengthen health...

NEW DELHI: Prime Minister Narendra Modi will launch a special campaign, which aims to strengthen healthcare ...

12:53 PM · Sep 9, 2025 · 456 Views



GST Council Slashes Taxes On Life-Saving Drugs & Medical Equipment: Healthcare To Get A Boost?

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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 diagnostic kits, reagents and medical technology items to 5% from
- GST rationalisation termed a festive bonanza for consumers and the economy

EMERGING PRIORITIES 2026–2027

Building on 2025's achievements, NATHEALTH has identified key priorities through extensive member consultations.

Governance: Pathways for New-Age Diagnostics

Exploring regulatory frameworks for AI and emerging technologies in diagnostics.

MedTech–Pharma Sector Opportunities

Including reagent rental models and digital API integration for inventory and stock management.

Proposal for a Common Database for Making the Ecosystem Stronger & Safeguard from Frauds and Non-compliance

To prevent employees (and potentially B2B customers, franchises) involved in fraud or non-payment from moving between companies and repeating offenses, a common database for blacklisted individuals/ entities is proposed. This would make the ecosystem stronger and help the industry be aware of the ground level issues.

It is suggested to expand the database beyond employees to include B2B customers and franchises who have a history of non-compliance or non-payment, with the goal of preventing them from operating within the industry.

Health Insurance

Payment reforms to alleviate the delay in public & private insurance

Patient Safety

Creating a patient-facing campaign around winning with patients

Healthcare Infrastructure

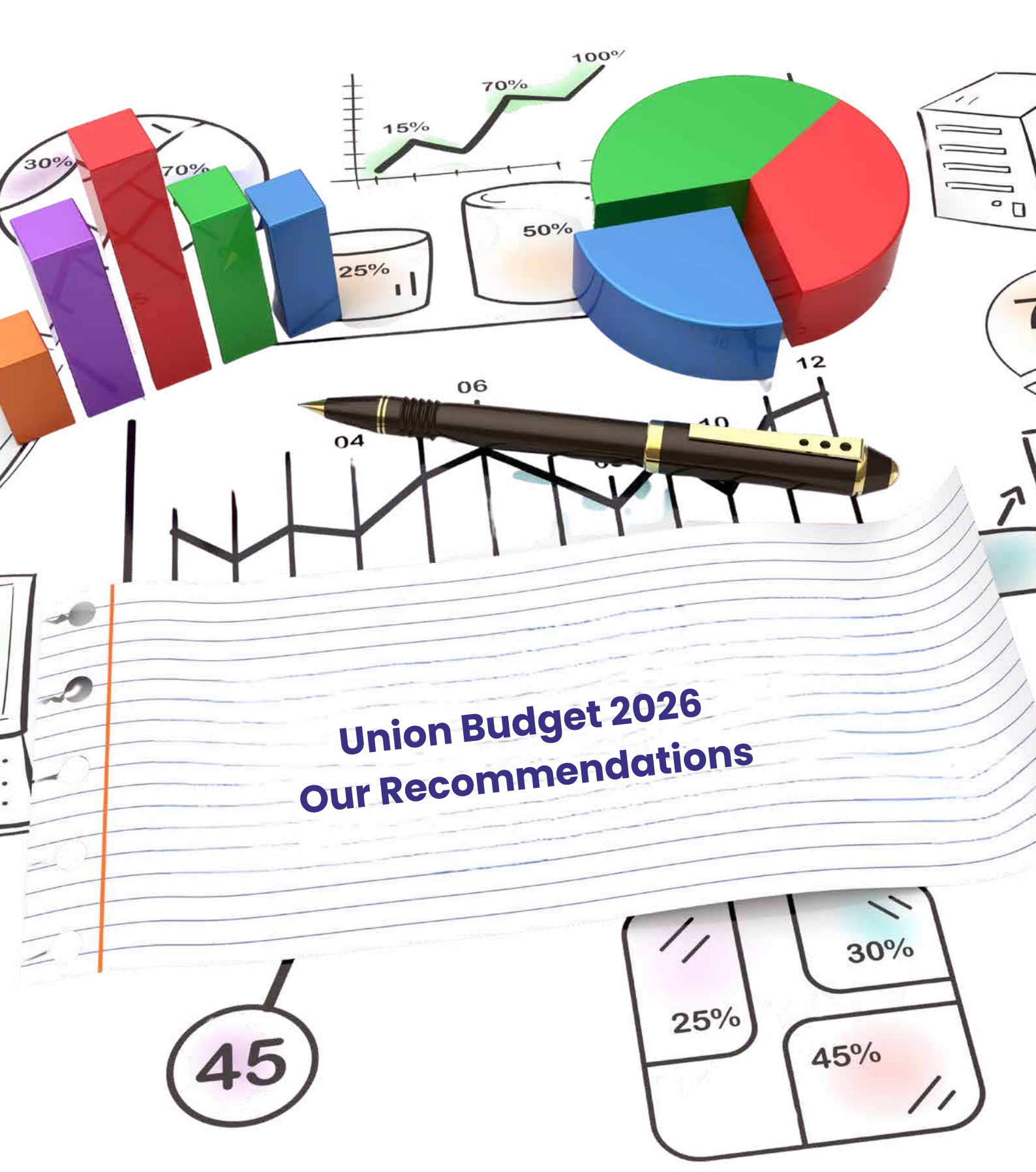
Reducing the cost of capital for long-term infrastructure and capacity creation.

Capacity Building

Digital health adoption phase 2 and building capacity in the emerging healthcare landscape for accreditation and investment

NATHEALTH Community

One NATHEALTH Community: Creating healthcare multiverse.



Union Budget 2026 Our Recommendations

NATHEALTH submitted comprehensive Pre-Budget Recommendations to the Ministry of Finance, outlining actionable measures to strengthen healthcare financing, infrastructure, and accessibility.

Proposal	Sector Concern / Issue	Duration of Support	Expected Impact
<p>1. Declare Core Infrastructure & Create Healthcare Infrastructure Fund (₹50,000 Cr)</p>	<p>Limited access to long-term, lower-cost capital for hospitals and diagnostic networks; new projects have long gestational periods requiring flexible mid-term financing.</p>	<p>Long Term (5-10 years)</p>	<p>Enables infrastructure financing norms, attracts complementary private/foreign equity capital; supports greenfield/ brownfield expansion and equitable access across Tier 2-4 regions.</p>
<p>2. Set up National Network of Accredited Reference Laboratories (NABL/ISO)(1,000 crores)</p>	<p>Diagnostic variability and limited access to high-quality reference testing reduce diagnostic accuracy and public health response.</p>	<p>Medium to Long Term</p>	<p>Improves diagnostic quality, supports surveillance and clinical validation; reduces variability and aids faster approvals for indigenous products.</p>
<p>3. Create national infrastructure for ethical animal testing and pre-clinical validation of MedTech innovations</p>	<p>India lacks dedicated facilities and standardized ethical frameworks for animal testing and pre-clinical validation, forcing innovators to rely on overseas centers. This increases cost, delays product development, and limits indigenous MedTech innovation. Establishing accredited, ethical testing infrastructure under national oversight will strengthen research integrity and compliance</p>	<p>Long Term</p>	<p>Enables safe, reliable pre-clinical validation within India; reduces dependency on imports; accelerates domestic MedTech R&D; and supports global competitiveness.</p>

Proposal	Sector Concern / Issue	Duration of Support	Expected Impact
4. Innovation Fund for Deep-Tech & Provider Collaboration — ₹5,000–7,000 Cr	Fragmented innovation ecosystem with limited provider-startup collaboration; need for pilots, AI research, and scale-up funding.	Medium to Long Term	Supports deep-tech AI research, joint MedTech-provider pilots, and shared R&D facilities; accelerates commercialization of high-impact solutions.
5. Tax Deduction for Preventive Health Check-ups up to ₹10,000	Low uptake of preventive screening; high burden of NCDs (~65% of deaths) and associated economic loss.	Short Term	Increases preventive care uptake, early detection of NCDs, and expected long-term reduction in treatment costs and productivity losses.
6. Payment Facilitation Mechanism via PSU-led Financial Intermediary	Chronic payment delays from government and large payers strain cash flows of hospitals and MedTech MSMEs.	Short Term	A PSU bank or intermediary lends upfront against verified receivables, ensuring timely payments, improving liquidity and business continuity.
7. MVT Campaign Fund — ₹750 Cr annually over 3 years	Limited global market access and low structured promotion for Medical Value Travel.	Medium Term	Boosts exports, aligns 'Heal in India' demand-generation via PPPs, increases forex inflows and creates jobs in healthcare services and hospitality.

Proposal	Sector Concern / Issue	Duration of Support	Expected Impact
8. Support Mechanism for Subsidised Universal Health Insurance Base Package	Low insurance penetration and unaffordable premiums limit coverage; absence of a standardized base package raises costs.	Long Term	Government subsidy or reinsurance support to enable insurers to offer an affordable minimum base package, improving coverage and reducing per-policy costs.
9. Targeted Incentives & Customs Relief for Critical High-Value Assets (e.g., LINAC) with lead time for comparable domestic supply commercial availability	Domestic suppliers for certain complex assets are limited; high import duties raise capital costs for advanced care.	Short to Medium Term	Temporary customs reduction/exemption and capital subsidy for strategic assets to enable rapid deployment of critical infrastructure while domestic capacity scales.
10. Greenfield Hospital Incentives & Climate-Smart Infrastructure Tax Breaks	High initial capital needs for new hospitals and lack of incentives for climate-resilient design.	Long Term	Tax exemptions/accelerated depreciation for greenfield projects and climate-smart upgrades; promotes sustainable infrastructure and regional access.

Proposal	Sector Concern / Issue	Duration of Support	Expected Impact
11. Establish Digital Health Innovation Sandbox & Fast-Track Regulatory Pathways	Regulatory uncertainties slow digital health/AI pilots and scaling; interoperability and cybersecurity need strengthening.	Short to Medium Term	Five-year sandbox with tax benefits, fast-track approvals, and NDHM integration to validate and scale AI-enabled diagnostics and digital health products.
12. Include Diagnostics & Labs under Section 35AD / Accelerated Depreciation	Capital-intensive diagnostic equipment faces slower asset turn and limited tax incentives relative to hospitals.	Short Term	Allow full capital expenditure deduction or accelerated depreciation for diagnostic labs and high-end equipment to lower entry costs and spur rural/urban expansion.
13. Export Promotion	Limited global market access and low structured promotion	Short Term	Allocate Rs.100 crore annually for a MedTech Export Acceleration Mission - covering export credit support, regulatory filings, and market access in top 20 geographies. Provide interest subvention of 3-4% on export credit for MedTech MSMEs.

Proposal	Sector Concern / Issue	Duration of Support	Expected Impact
<p>14. Exemption of Customs Duty and IGST on Polymerase Chain Reaction (PCR)-based instruments and HPV testing kits</p>	<p>Cervical cancer, caused by persistent HPV infection, is preventable through early detection. Screening women above 30 years with HPV tests is the only effective way to identify infection early. However, HPV kits (HSN 38220019) currently attract 10% Basic Duty + 12% IGST, and PCR instruments (HSN 90278090) attract 18% IGST, increasing test costs. Duty and tax exemptions will make screening affordable and help achieve the goal of screening 70% of eligible women.</p>	<p>Short Term</p>	<p>Affordable large-scale cervical cancer screening, early detection, and improved women's health outcomes.</p>

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