



Health for All

Nurturing a Healthy Planet,
Society and Institution

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Chairman's Letter



We aim to be a pioneer and trusted partner in the healthcare industry underpinned by a sustainable, robust & quality healthcare delivery model.

EXPANSION IN INDIA'S MEDICAL CAPABILITIES

During the COVID -19 pandemic, when countries across the world were struggling with controlling the virus, India was one of the leading countries that managed COVID-19 better than any other developed country and this was possible because of the phenomenal increase in the number of doctors in the country.

In the last 6 - 7 years, there has been a substantive increase in the number of medical seats at both undergraduate and postgraduate levels, from 82,000 seats in the year 2014 to 1.48 lakhs in 2022. This increase in the strength of doctors and medical professionals was one of the greatest supporting pillars of the Indian healthcare system which helped us fight the pandemic.

In a country like India, with a vast population of more than 1.4 billion, it is very crucial that medical specialists are deployed in every corner of the country, especially in rural areas, to ensure that the healthcare requirements of all citizens are met equally. To this end, two years ago, The National Board of Examination (NBE) launched a two-year diploma in medical courses like paediatrics, anaesthesia, gynaecology, and other basic specialties. This was a remarkable step that ensured that any hospital could become a medical academic institution and nurture qualified medical specialists. Another remarkable healthcare initiative implemented by the government in the past couple of years, is the establishment of National Medical Commission that has proved to be pivotal in selecting the right medical talent, which in turn ensures effective implementation of policies in the long run.

Throughout my professional life as a heart surgeon, I have made constant efforts to make healthcare affordable and accessible to all. I have also believed in a realistic dream that India will be the first country to dissociate healthcare from affluence and prove to the world that the wealth of a nation has nothing to do with the quality of healthcare its citizens can enjoy.

I am optimistic that this dream will be achieved in the next 5 - 10 years. The instrumental initiatives taken by the government in the past few years, especially during the unprecedented COVID crisis, reaffirm my hope for a healthier future.

EMERGING STRONGER FROM THE COVID-19 CRISIS

The outbreak of the COVID-19 pandemic posed incredible challenges but also offered unique opportunities for the healthcare industry. Narayana Health's (NH) response to the pandemic aimed at reducing the healthcare infrastructure gap. During the onset of COVID-19, we arranged for 300 ICU beds, which went up to 800 ICU beds amidst the peak of the pandemic to meet any eventuality. We also converted the nursing college in Bengaluru associated with our hospitals, with a student capacity of 1,000, to an Intensive Care Unit (ICU). During the initial days of the lockdown as the cases were rising, we tried to gather useful insights from similar scenarios in countries like Europe & USA to gain a better understanding of the disease & coping mechanism. We also understood that for us to continue treating patients, the lives of our doctors and nurses need to be safeguarded as a priority. At a time when skepticism and apprehensions confounded decision making regarding the uptake of vaccines to prevent the COVID infection, we not just adopted a universal vaccination programme for all the healthcare workers but conducted clinical research to evaluate the efficacy of vaccination. In the largest study carried out in the country till date, we critically examined the effects of vaccination in 14,837 healthcare workers across 20 different hospitals. The findings of the research were duly acknowledged by one of the leading journals in the world - The American Journal of Infection Control. Being a member of the Supreme Court nominated National Task Force for COVID management, I observed that

what healthcare can offer today is nothing short of magic! COVID also sped up digital transformation in the healthcare industry, among many others, with the introduction of services like telemedicine. We have treated 53,000 patients at NH through teleconsultations, which was earlier not considered valid and acceptable.

THE ADVENT OF DIGITAL HEALTHCARE

At Narayana Health we believe that with all the digitalisation that is happening, healthcare can also be delivered online. Just as Uber is the biggest rental transport business without owning a single vehicle, or Airbnb is the largest hotel provider without owning any property, the largest healthcare provider in the future will be a hospital without any beds and will use software for managing healthcare.

We have implemented several digital initiatives such as the AADI app for doctors, that enables them to monitor ICUs remotely, get real-time status of their patients, and deliver better patient experience.

At Narayana Health, we have tied up with Honeywell for easing the lives of our nurses by providing them with a patch for capturing patient parameters digitally. All parameters like BP, Respiration Rate, Oxygen saturation are displayed on the Nursing Station TV and an analytical tool is developed to show risk score of the patients.

We believe in the idea of developing technology for doctors, nurses and technicians to enable them in providing the best quality of healthcare while achieving time & cost efficiency and minimising clinical errors in healthcare delivery.

ENGINEERING INNOVATION IN HEALTHCARE

About 14% of heart surgeries in India are being performed at Narayana Health. Heart failure is the common cause of death that can be prevented by implanting an artificial heart run by a rechargeable battery. 15 years ago, NH was the 1st Hospital in Asia to implant an artificial heart on a patient. The cost of normal artificial heart implant ranges between Rs. 50 - 100 lakhs and is beyond the reach of a common man. To ensure that artificial heart implants are affordable and accessible, Narayana Health with the help of IIT Kanpur, is in the process of developing affordable advanced artificial hearts. We firmly believe that the future of healthcare will be totally dependent on the interaction between man and the machine. Throughout history, when engineering students have worked closely with doctors, they have produced innovative technology that has transformed the medical profession.

With all these endeavors, we aim to be a pioneer and the trusted partner of choice in the healthcare industry underpinned by a sustainable, robust & quality healthcare delivery model. This can only be achieved with the concerted efforts of our stakeholders, employees, and leaders. I would like to use this opportunity to express my sincere gratitude to all our stakeholders for their incessant support and faith in us.

Dr. Devi Prasad Shetty
Chairman



CEO's Insight



We care for the health of our communities and for the health of our planet.

OUR BEDROCK COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

We are aware that healthcare as a whole is an energy and water-intensive industry and therefore, efficient use of energy and water is imperative for us to reduce our environmental footprint and make meaningful progress in lowering emissions and transitioning to a low-carbon economy. Our interventions in the fields of water and energy efficiency have not just enhanced environmental performance but have had a positive impact on patient safety. We wish to lead by example, so that as the healthcare industry grows it can have the best possible impact economically, socially, and environmentally.

We, therefore, aim to continue to focus and invest in enhancing our renewable energy mix. Through the use of renewable energy across our hospitals, we have successfully sourced 27% of our energy requirements and have made further efforts towards adoption of alternate sources of energy in all our hospitals.

To deepen our positive impact on the environment, we have also made tangible efforts to ensure safe handling of waste. We have established an Environment Management System (EMS) across our hospitals to ensure proper processing, segregation, & disposal of waste in compliance with the applicable regulations.

While we move forward on our mission to provide quality healthcare that is accessible to all, we wish to achieve it in a manner that creates shared value for all our stakeholders, stimulates environmental and societal progress, and forges a cleaner energy future. Sustainability is inherent across our business strategy. By embracing responsible business practices, we aim to thrive on the benefits of a resilient business model so that we can continue to provide responsible and quality clinical care even in the face of disruption.

To fulfill and further our sustainability ambitions, we at Narayana Health have articulated goals within the frameworks of tangible metrics, established guidelines, set a clear roadmap, and adopted internationally benchmarked practices across our networks and lines of operation. We have long acknowledged the negative impact of climate change and incorporated Environmental, Social, and Governance (ESG) principles into our business model.



INCLUSIVE HEALTHCARE FOR SOCIETAL WELL BEING

Healthy people are the foundation of healthy economies and we at Narayana Health are making continuous and concerted efforts to ensure healthy lives and well-being at all ages. To progress on our vision of 'All for Health and Health for All', we search for new, improved, & innovative ways to engage with larger communities and raise awareness about the importance of good health, healthy lifestyles as well as people's right to quality healthcare services, especially for the most vulnerable sections of the society.

In line with our commitment, we have collaborated with Narayana Hrudayalaya Foundation as a knowledge partner for the community radio named Namma Nadi which focuses on health, education, environment, culture, and civic issues within the primary & secondary zones of NH Health City.

To further our dedication to improving people's access to health and healthcare, we have partnered with various government bodies, local leaders, and invested towards free COVID-19 vaccination drives for communities of all age group. Our commitment towards supporting the scholarship education programme for NEET aspirants continues and we have supported large volumes of students this year.

For patients who walk through our doors expecting a healthier and safer future, we are devoted to providing them with the highest standards of clinical care and services. We, therefore, continue to invest in cutting-edge technology and research to achieve the peak of clinical excellence.

Within our network, we are creating a safe, fair, equitable & inclusive working environment so that our people can

work towards reinforcing our commitment to make affordable healthcare a reality.

A ROBUST GOVERNANCE FRAMEWORK TO FOSTER CLINICAL EXCELLENCE

Providing the safest clinical care by upholding responsible business practices is at the core of everything we do at Narayana Health, supported by our clinical service excellence. Being one of the leading providers of quality healthcare in the country, we are cognizant of the onus of our responsibility when being trusted by millions of Indians with their lives and hence, are committed to the highest standards of clinical care & ethical business conduct. To deliver on the trust of our patients we have implemented a robust clinical governance structure through which hospitals are accountable for continually improving the quality of their services and safeguarding high standards of care through an environment which flourishes excellence in clinical care.

Adherence to the framework also helps us in enhancing our relationship with our stakeholders through transparent and timely disclosures of our progress as well as challenges.

Clinical Care for All is the cornerstone of our sustainability efforts, but at NH, the horizon of our sustainability actions expands way beyond.

We have a dedicated ESG Policy in place that captures our position and responsibilities related to Environmental Conservation, Community, Occupational Health & Safety (OHS) practices. We also have ESG Committees at the corporate and unit levels to ensure holistic implementation of ESG-focussed initiatives across NH.

I take great pride in our teams who relentlessly work toward our commitment to building a healthier and greener future. As we remain committed to achieving the goal of making high-quality healthcare accessible to all, I would like to extend my gratitude to all our stakeholders for their constant support and guidance in driving significant progress so far.

Dr. Emmanuel Rupert

Managing Director and Group CEO



CFO's Insight



As a company, we don't just focus on financial metrics, but also on our social impact.

Being a socially responsible organisation, we at Narayana Health are aware that measuring our performance solely against financial metrics does not provide a holistic view of our overall impact on the environment and society. Our values and the unwavering trust that our employees, community, and investors have placed in us have enabled us to make affordable healthcare a reality.

In our 20+ years of excellence in the healthcare industry, we have left no stone unturned to finding new, improved, and innovative ways to

enhance the effective use of our financial capital to achieve better health outcomes.

FOSTERING CONSUMER TRUST THROUGH A COMMITMENT TO TRANSPARENCY

As an affordability-focussed business we believe that transparent pricing equips our consumers to make crucial healthcare decisions better. We follow a scientific process of price determination and disclose our service prices on our microsites on the first day of every year. This initiative has helped us bridge the trust deficit prevalent in the healthcare industry.

INVESTMENT IN TECHNOLOGY FOR EFFICIENT HEALTHCARE DELIVERY

The integration of technologies across our day-to-day operations & clinical specialties has helped us provide quality & affordable healthcare services to our patients with enhanced clinical capabilities. To this end, we have made significant investments to integrate best-in-class technologies across our focussed specialties which include Oncology, Cardiac Sciences, and Robotics, among others. Adding to our pool of technological competence are our state-of-the-art equipment like Linear Accelerator (LINAC), Brachy Therapy, Robotic Surgery System, PET CT, Cath lab, etc.

We have invested in a state-of-the-art Hospital Information System (HIS) called ATHMA which demystifies, digitises, and democratises care in a way that we believe healthcare must be delivered in the future. Our AADI App for doctors enables them to effectively monitor and manage patients in real time across various medical departments through a single platform.

As custodians of the environment, we emphasise minimising e-waste by exploring ways to extend the life of our equipment by bringing in advanced & robust technologies which would stay relevant till & beyond the life of the equipment. By upgrading the existing systems to their latest platforms, we extend the life of an equipment by an average of 5-8 years. We have been able to upgrade various radiation and radiotherapy equipment across our facilities. Recently, we upgraded our existing LINAC from ELEKTA to the Agility platform, and Brachytherapy from Varian to the latest platform.

TRANSFORMING HEALTHCARE ACCESSIBILITY

- We play a meaningful role in the universal healthcare mission of the Government of India. In FY 2022~23, nearly one fourth of our patients were covered under the healthcare programmes of the Government of India. These programmes are significantly discounted with realisation at less than 50% of our regular tariffs.
- We have also mobilised over Rs. 30 crores in funds from various donors to provide healthcare access to those who cannot afford treatments. All these treatments have been offered at a significant subsidy by the hospital with discounts ranging from 10 to 100%.
- We have provided subsidies to our paediatric cardiac programme, bone marrow transplant programme and other economically weaker patients to the tune of approximately INR 100 Crores in FY23.

PRIORITISING PATIENT FEEDBACK

We believe that the only way to improve is to listen. To date, we have collated feedback from over one hundred thousand patients and have been rated 4.8 out of 5 on Google ratings.

Our internal workflows are designed to address patients' grievances in a prompt fashion. Our average time for closure of all patient grievances raised is less than 24 hours and all the feedback is addressed & closed within 48 hours, in cases where no clinical interventions are required.

POLICY ADVOCACY FOR DRIVING IMPACTFUL CHANGE

Narayana Health, being one of the largest healthcare providers in the country, is often consulted by various bodies and the government while making policy decisions.

- We helped the Department of Health Research (DHR) to develop an exhaustive methodology to arrive at costs for various medical procedures. This exercise was conducted through CII on invitation from NHA.
- Similarly, we helped AHPI develop a recommendation for AB PM-JAY package rationalisation.
- We have also advised on CGHS related issues faced by hospitals.
- We have helped develop a pilot on easing the patient discharge process for the CII Taskforce on health insurance and the CII Payor Provider Execution Group enabling improvement in consumer experience.
- In the insurance area, apart from helping the Government of Karnataka build and manage the successful Yeshasvini scheme, we are in discussion on bringing in a change in areas such as covering the missing middle population.
- Narayana Health was also consulted for the National Digital Health Mission while developing the National Digital Health Blueprint document

We dream that India will be the first country in the world that will disassociate healthcare from affluence. Our sustainability centered business model is deeply rooted in the principles of conscious capitalism, and we believe that eventually this may be the only way to deliver healthcare in the future.

Sandhya J
Group CFO



Corporate Overview



About Narayana Health

Narayana Health is one of India's leading healthcare providers focussed on fulfilling its mission to deliver high-quality and affordable healthcare services to the broader population. Leveraging our economies of scale, capabilities in clinical excellence, and efficient business model, we are providing the highest quality of clinical services, patient care, and customer experience.

We began our operations in Bengaluru, India, in the year 2000 with approximately 225 operational beds. Since then, we have seen exceptional growth and have expanded our operational excellence to 19 Hospitals, 4 heart centres, 21 primary care facilities across India, and an international hospital in the Cayman Islands.

The group now features over 5,888 operational beds through a combination of greenfield projects and acquisitions. In aggregate, our centres provide advanced levels of care in over 30 specialties, including Cardiology and Cardiac Surgery, Cancer Care, Neurology & Neurosurgery, Orthopaedics, Nephrology & Urology, and Gastroenterology.

Our value creation model is based on the principles of innovation & efficiency, compassionate care, accountability, respect for all, and excellence. Through the execution of our business strategy, we seek to generate strong financial performance, build a sustainable healthcare ecosystem, and deliver long-term value to our shareholders.



45 Healthcare Facilities	Operational beds
18 Owned / Operated Hospitals	5334 Beds
01 Managed Hospitals	178 Beds
04 Heart Centres	266 Beds
21 Primary Healthcare Facilities	0 Beds
01 Hospital in Cayman Islands	110 Beds



6186 Capacity Beds
5888 Operational Beds



4.1 mn Average Effective Capital Cost per Operational Bed

18,838 Full-time Employees and Associates including 4,289 Doctors



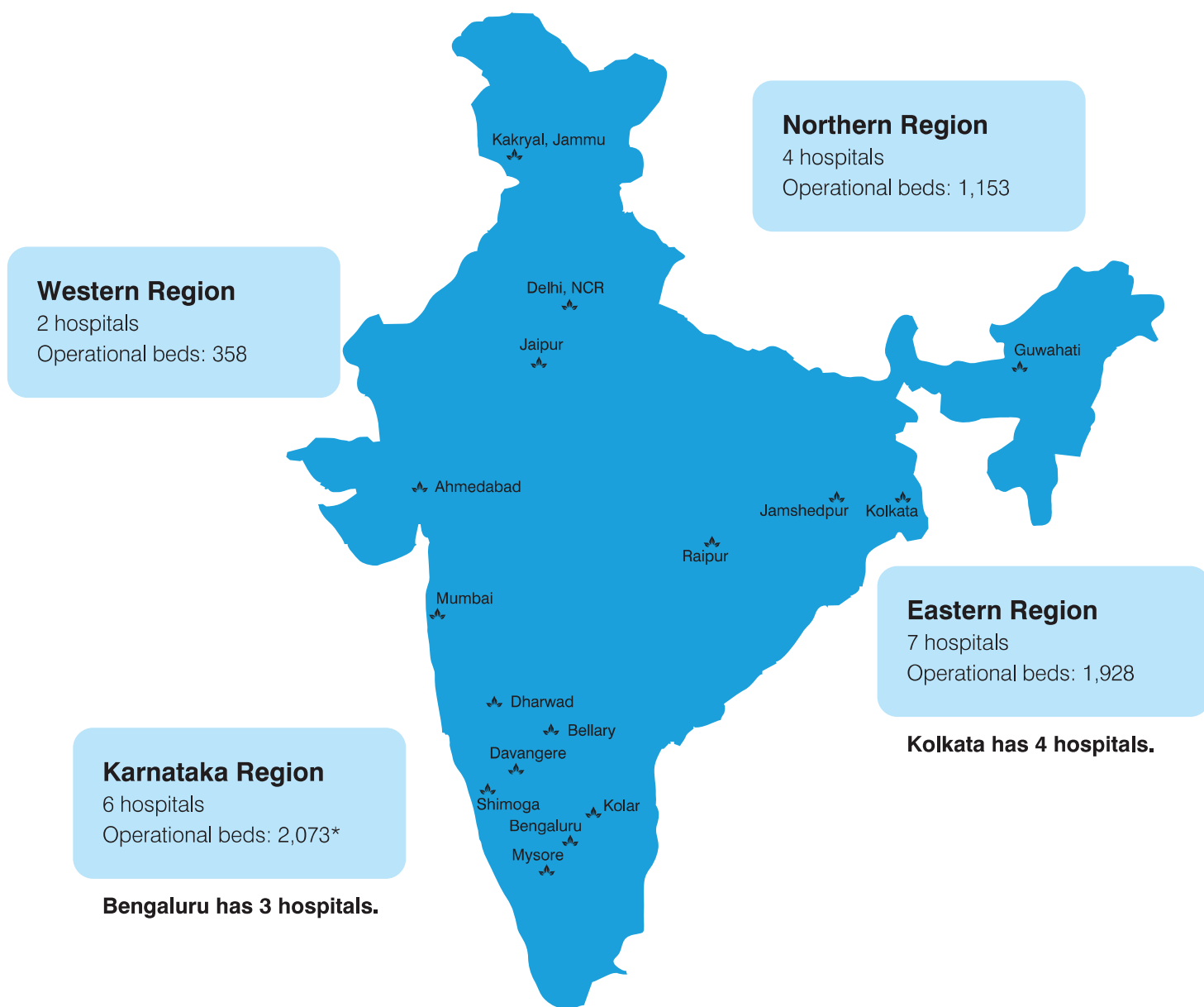
30+ Specialties

Corporate Overview (Contd...)

Our Geographical Footprint

NH operates a network of 19 hospitals across the country, with a particularly strong presence in the southern state of Karnataka and eastern India as well as an emerging presence in northern, western, and central India.

We ventured internationally with the launch of our state-of-the-art hospital in the Cayman Islands.



ESG Governance Framework

Our ESG governance framework leverages the collective expertise of our Board of Directors, ESG Steering Committee, and Functional Committees. We have continued to expand our operational excellence while prioritising environmental and social aspects.



Setting up the ESG Steering Committee

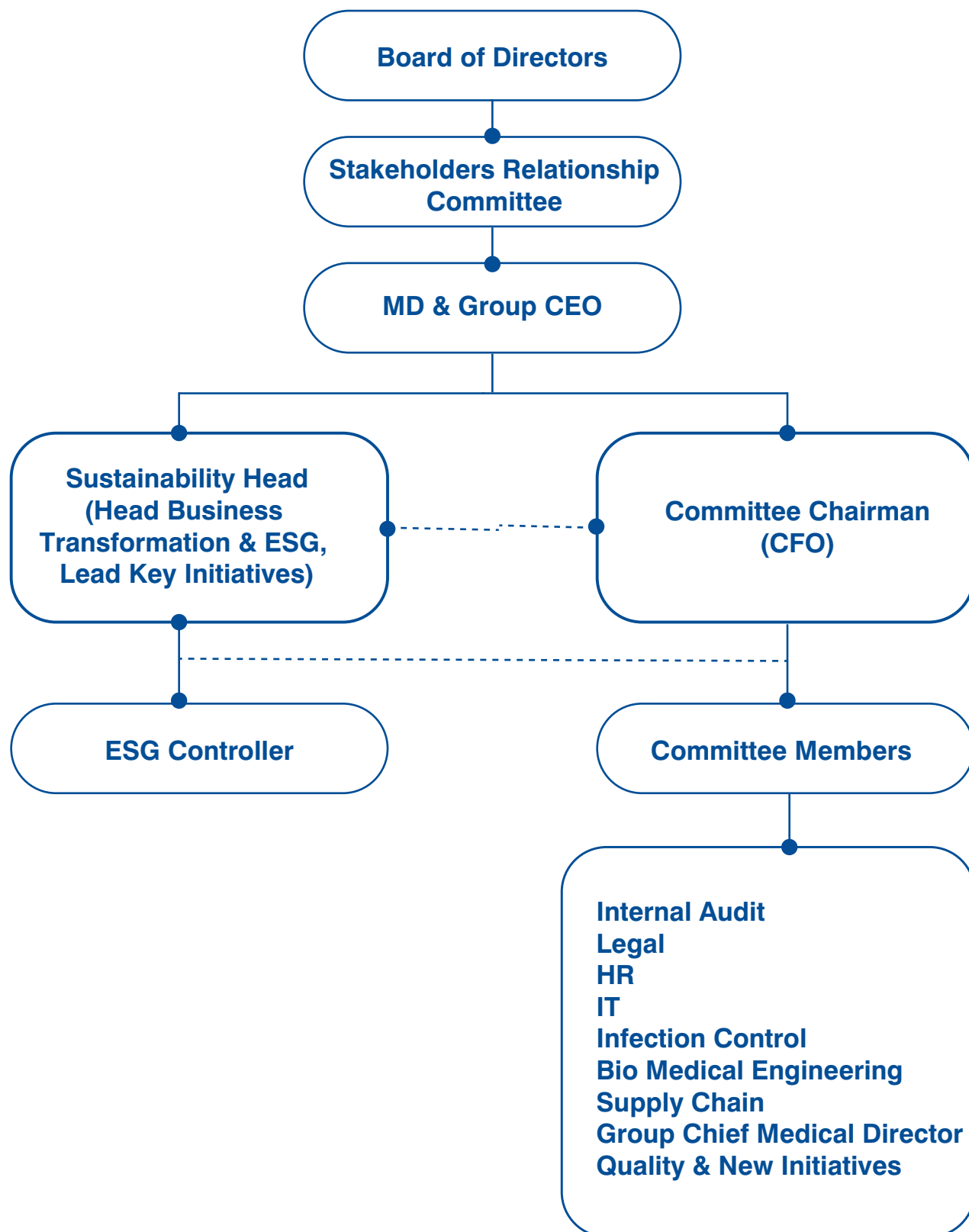
Since 2015, we have been committed to building a sustainable future by constantly monitoring our ESG performance. Our first E&S manager was appointed on the recommendation of our investor – CDC, to oversee ESG performance across all Narayana Health hospitals.

Since then, there has been no looking back. Fast forward to 2023, Narayana Health has a well-established ESG Policy and ESG Steering Committee with an E&S Manager, an Energy Manager, and a Fire Safety Officer reporting to the senior management.

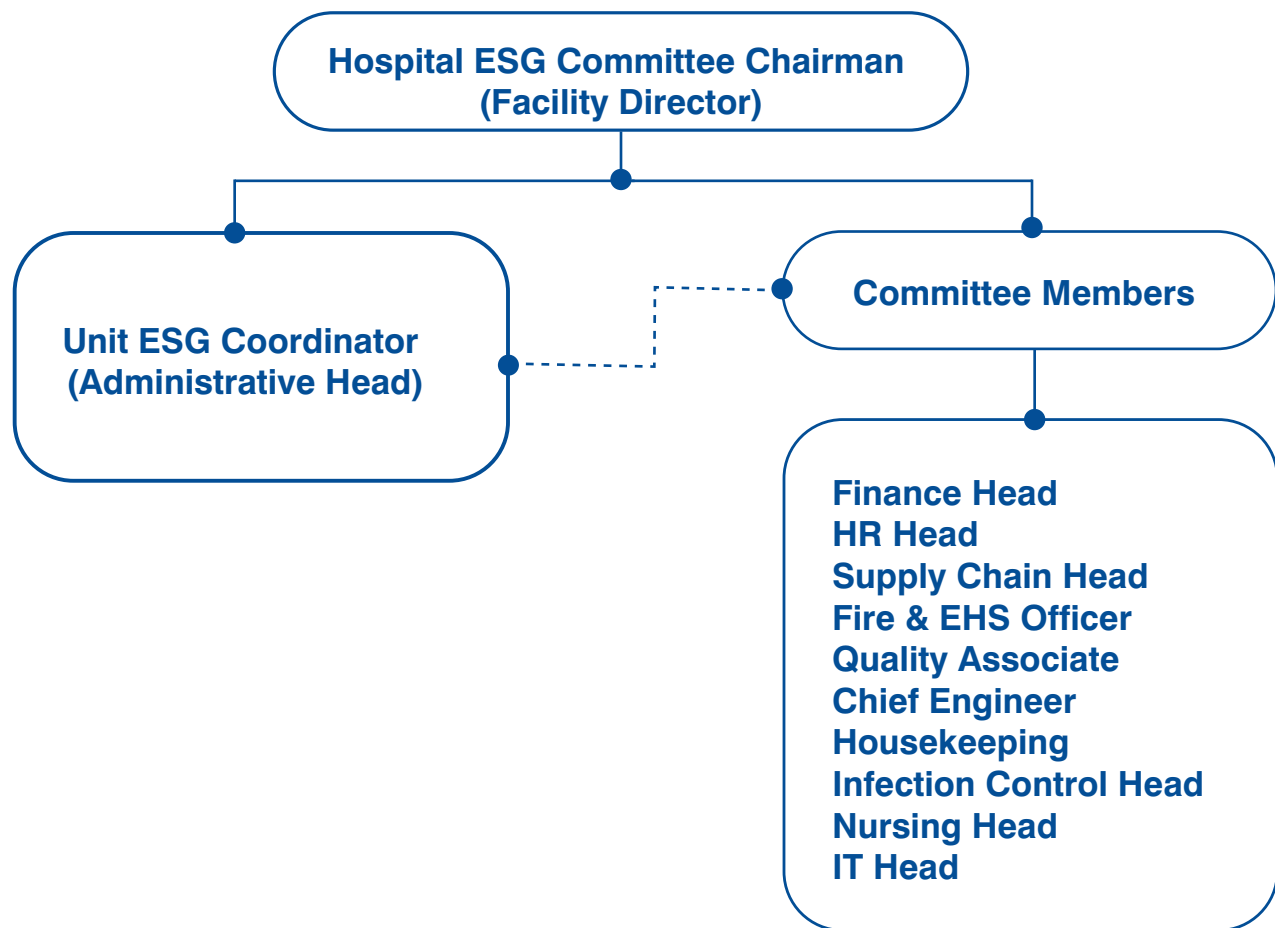
Our ESG Steering Committee is a cross-functional management committee that supports and reviews the organisation's sustainability progress and priorities, ensuring accountability at all levels. The committee holds a quarterly meeting to monitor ESG performance, discuss trends, and propose new initiatives to support the group's strategy. The team has been instrumental in developing and implementing a compelling environment and social management system across all 19 hospitals. To ensure performance-aligned implementation of plans, resolve teething issues, and strategise plans for upcoming activities, a monthly meeting is held by the ESG Functional Committees.

This three-tier structure for ESG Governance ensures the development of our ESG strategy, setting up ESG Goals, measuring & monitoring progress, communicating our progress, and taking corrective action in line with our goals.

Organizational Structure of the ESG Steering Committee



Organizational Structure of the ESG Hospital Committee



A story of achieving sustainable growth through strong governance

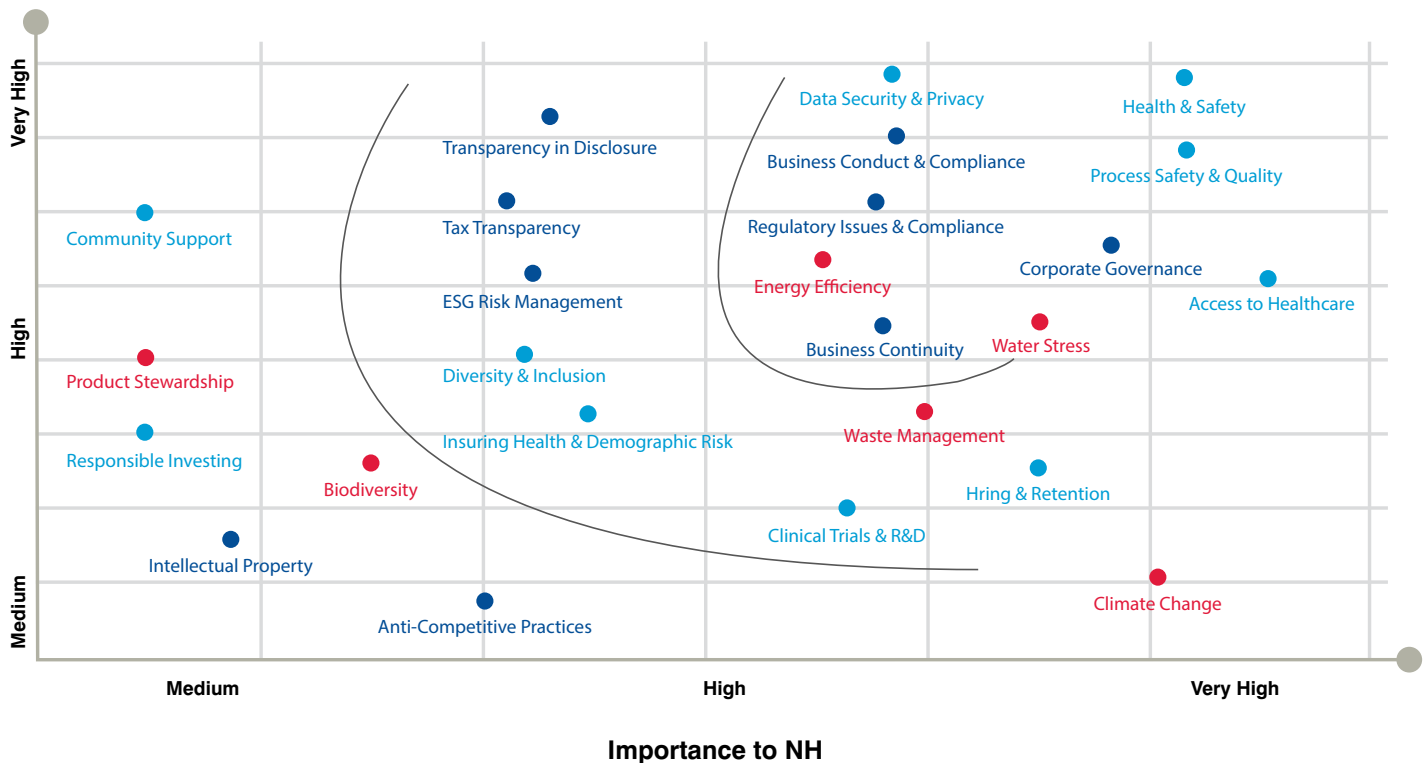
"In 2014, we invested in Narayana Health, which served around 1.5 million patients annually in 18 hospitals during our investment period. CDC's ESG Impact team worked closely with NH to implement high environmental and social (E&S) management standards across their hospitals.

Our investment required that NH create a dedicated ESG team to develop and deliver a comprehensive environmental management system. We worked closely with the senior management team at Narayana Health to increase awareness of the social, environmental, and business value of strengthening ESG capacity within the business. In 2015, we supported the appointment of an E&S manager to oversee ESG performance across all Narayana Health hospitals. By March 2020, when we exited the investment, Narayana Health had a well-established ESG team and ESG policy in place, treated over 2.5 million patients annually, and achieved recognitions through quality accreditations across its 21 hospitals. Narayana Health's ESG approach provides an example to other organisations in the sector, including companies in our portfolio whom we are working with to implement similar initiatives."

- CDC

ESG Materiality Assessment

With demand for transparent & sustainable business practices at an all-time high, we carried out an exercise for the formulation of ESG Strategy for the organisation. For the identification of key ESG Topics, through an online survey, we engaged with different stakeholders, e.g., employees, senior management, board of directors, customers, suppliers, investors & the community, who are directly & indirectly involved with the organisation. The response of stakeholders helped NH identify & prioritise issues that are most material to the business & relevant to the stakeholders.



Final Ranking of ESG Focus Areas for NH

Very High:

1. Health & Safety
2. Access to Healthcare
3. Process Safety & Quality
4. Corporate Governance
5. Business Conduct & Compliance
6. Business Continuity
7. Data Security & Privacy
8. Regulatory Issues & Compliance
9. Energy Efficiency
10. Water Stress

ESG Targets

Going by the vision of "Health for all", Narayana Health has established ESG targets in three categories, viz.:

Healthy Planet: We are conscious about our impact on the environment, prioritising consumption efficiency and resource optimisation for a healthy planet. Following are the targets for the Healthy Planet category-

30% renewable energy mix by 2030: At present 26% of energy is sourced from renewable sources

Carbon neutral by 2040: Established a base line for GHG Emissions for Scope 1 (Direct Emissions) for Stationary, Mobile Combustion & Scope 2 (Indirect Emissions) for purchased electricity.

100% wastewater recycling by 2030: Currently more than 95% of the wastewater is recycled across NH

Optimised waste management process: Following a sustainable approach to waste management

50% less paper use by 2025: By FY '23, achieved a significant reduction in paper use. We have moved from 11 pages being printed per patient to 5 pages per patient & continue to reduce it further through digital initiatives & awareness.

Healthy Society: Committed to building a healthy society by improving access to care, digitalising patient safety & experience and building the workforce for tomorrow. Following are the targets for the Healthy Society category -

Support 4000+ underprivileged academically bright students, aspiring to become doctors by 2030: Till date, through "UDAAN" Project, already supported 1000+ underprivileged academically bright students appearing for NEET & MBBS scholarships.

Touching lives of 20000+ government school children through cleanliness and hunger eradication programmes by 2030: In FY '23, supported 360 children through feeding programmes & benefitted 1,200 children through sanitation programmes constituting toilets redevelopments.

25000+ Doctors, Nurses & Paramedical staff trained by 2030: Till date, trained more than 10000+ Doctors, Nurses & Paramedical staff.

Decreasing disparities in access to care for patients especially children and those with Thalassaemia and Blood Cancer: To Serve 5,000+ Bone Marrow Transplants (BMTs) patients by 2030. To Save 5,000+ Children every year with our Paediatric Cardiac Programme. In FY '23, NH waived off 10-100% of the treatment costs for these and other economically weaker patients to the tune of approximately INR 100 Crores.

560000+ person-hours investment in Associate Development Programmes, including up-skilling by 2030: Invested 3.75 Lakh person-hours in training in FY 23 & will continue to invest in people across a variety of training initiatives

Digitalisation for enhancing patient safety & experience: Further consolidation of digital reports in ATHMA platform & clinical triggers digitalisation initiative to be achieved by Dec '25.

Healthy Institution: We are committed to building strong and sustainable institutions by fostering a culture of innovation and strong governance. Following are the targets for the Healthy Institution category -

Industry Leader in Clinical Governance: Implementation of a 5-layer NH Governance Framework (NHGF) to align the board, governance, clinical team, quality department, audit team, and front-line staff. 125+ KPIs monitored across 25+ specialties, measuring performance and monthly trends throughout the NH Group.

100% NABH & Enterprise Level JCI Certified hospitals by 2025: At present, 17 Hospitals are NABH accredited, 2 Hospitals are accredited by JCI (Narayana Institute of Cardiac Sciences, Bengaluru & Health City, Cayman islands), 10 Hospitals are accredited by NABL & 11 Hospitals are certified by Nursing Excellence.

Investment in Clinical Research: Investment in clinical research to enhance clinical excellence, pave the way for ground-breaking scientific discoveries, deepen our comprehension of the subject and generate path-breaking insights that enable us to expand our strategic vision and improve patient care. A total of 738 publications were done between 2016 to 2000. We aspire to reach over 1000 publications in Peer Reviewed Indexed Journals during the 5 years ending calendar year 2025.

World Class Risk Management: We have Established World Class Risk Management Practices based on Strategic, Operational, Financial, Reputational & Compliance Risk.

We have also ensured, high levels of preparedness during extreme risks including organisation-wide Business Continuity Plan for world class enterprise risk management. This will be sustained, improved and continued to be reviewed by the Audit and Risk Committee of the Board.

Cyber Resilience: Through robust risk management practices. Already achieved ISO 27001:2013 certification in early 2022, Enterprise IDAM and Governance, setting up of a Security Operating Centre and in the process of upgrading to ISO 27001 2022. We will continue to build on this and build a Zero Trust Architecture by Dec '25.



Creating Shared Value through Robust Governance



HOW OUR APPROACH TO GOVERNANCE ISSUES SUPPORT THE SDGs

We, at Narayana Health, foster a culture of trust and accountability. In our pursuit of responsible growth, we have been trusted by millions of Indians as a partner of choice for their healthcare needs. The trust and support of our stakeholders stand testimony to our commitment to protect their interest, underpinned by a robust corporate governance framework.

For us, wealth and value creation are mutually aligned. Our corporate governance framework ensures the highest standards of ethical conduct, integrity, transparency, and accountability in our operations, while avoiding potential conflicts of interest and mitigating actual/potential impacts on the environment and society.

CORPORATE GOVERNANCE STRUCTURE

Our corporate governance framework runs on the guiding principles of the Board of Directors and charters of the Stakeholders' Relationship Committee, Audit, Risk and Compliance Committee, Nomination and Remuneration Committee, and Corporate Social Responsibility Committee.

BOARD OF DIRECTORS

Our Board consists of global leaders and visionaries, acting as custodians of stakeholder interest and supporting NH's long-term goal of wealth and value creation. The Board is also responsible for steering our ESG strategy, the organisation's overall sustainability performance, and achieving targets.

COMPOSITION OF BOARD OF DIRECTORS FY 2022~23

Our Board consists of global leaders and visionaries, acting as custodians of stakeholder interest and supporting NH's long-term goal of wealth and value creation. The Board is also responsible for steering our ESG strategy, the organisation's overall sustainability performance, and achieving targets.

Type of Directorship	No. of Directors	% of Board Strength
Executive Directors	3	25%
Non-Executive Non-Independent Director	1	8%
Non-Executive Independent Directors	8	67%
TOTAL	12	100%

17% WOMEN ON THE BOARD

Please refer to our Annual Report, FY 22-23 for more information regarding our board leadership structure, board nomination process, and other corporate governance policies and practices.

RISK MANAGEMENT

NH recognises the significance of a risk management framework that identifies, analyses, assesses, monitors, and mitigates risks and potential threats that may impede the achievement of our sustainable growth. In the past three years, we have made concerted efforts to establish a robust Enterprise Risk Management (ERM) framework for the organisation.

A three-tiered approach (Corporate, Regional, and Unit Level) is followed for the identification, evaluation, mitigation, and resolution of strategic, operational, financial, reputational, and compliance risks. The process is overseen through half-yearly updates to the Audit, Risk & Compliance Committee. The ERM Policy and Framework are constantly updated by the committee members and the executive leadership team to address the varying nature and dynamics of risks faced by the company.

We have also taken the initiative to formulate a detailed SOP and action plan to effectively address potential risks/threats with minimal impact on all the stakeholders in case of critical external or internal risks. After due testing and fine-tuning, this would be formally adopted and deployed across all NH units.

PARTNERSHIP FOR SUSTAINABILITY

At Narayana Health, we are constantly striving to use our position to benefit the communities in which we operate and the broader healthcare industry. We proactively engage in shaping the regulatory ecosystem in which we operate. Our Chairman and Founder, Dr. Devi Prasad Shetty, leads this culture by example by regularly

participating in various avenues to drive positive change in the healthcare sector, some of which are listed below

(i) Medical Education Reforms have been made through continuous efforts towards generating more opportunities for creating specialists, a cadre of nurses, and nursing assistants.

(ii) NH has been working with the Indian government and MCI to introduce technology in healthcare and create guidelines for teleconsultations, online consultations, and prescriptions.

(iii) NH is also a part of the High-Level Group in the health sector constituted by the 15th Finance Commission, Government of India, and chairs the Academics Committee of the Health Sector Skills Council.

(iv) We have also initiated the creation of courses for intermediate health workers to bridge the gaps in healthcare delivery.

(v) Narayana Healthcare is a member of the XI CAG audit advisory board and the Rajasthan Chief Minister's Economic Transformation Advisory Committee

(v) NH is a member of Health Insurance Consultative Committee (HICC) formed by the Chairman, Insurance Regulatory Development Authority of India (IRDAI), for a wider coverage of the population, complete cashless transactions, and technology enablement in health insurance administration.

PAVING THE WAY FOR A HEALTHIER AND SUSTAINABLE FUTURE

As an organisation and employer, we prioritise sustainability and recognise the impact it has on our planet and people's lives. Our continued focus on sustainability is reflected in the organisation's growing understanding of this

evolving and impactful subject. Today, a robust corporate governance framework charts the best path forward for our environmental efforts while empowering us to improve people's lives everywhere.

Since 2015, we have appointed an Environment & Safety Manager to maintain our ESG vision and timely monitor our performance. To monitor and communicate our ESG progress we have further aligned our efforts with the United Nation's Sustainable Development Goals (UN SDGs). This has enabled us to advance in all our sustainability initiatives and make significant strides in the process.



Our Bedrock Commitment to Environmental Sustainability



HOW OUR APPROACH TO ENVIRONMENTAL ISSUES SUPPORTS THE SDGs

At Narayana Health, as we strive towards expanding our operational footprint to fulfill our commitment of making clinical care accessible to all, we are adopting practices that accelerate our progress toward our environmental aspirations.

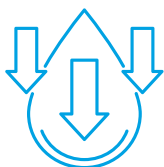
We have long acknowledged climate change and its adverse effect on human health, and we are committed to taking initiatives to transition to a low-carbon economy, with the collective strength of our people, processes, and policies.

Healthcare is an energy and water-intensive industry. To reduce our environmental footprint, we ensure effective and efficient utilisation of resources and enhance our renewable energy mix. To further deepen our positive impact on the environment, we have implemented measures to ensure the safe handling of waste.

WATER MANAGEMENT

Our day-to-day operational activities require intensive water usage, making water a major contributor to our environmental footprint. Our hospitals use water for distinct purposes such as cooling, cleaning, medical process rinses, drinking, etc. The availability of clean water is a basic human need and must be addressed by every enterprise. At NH, we understand the importance of responsible water usage and have implemented several measures to ensure water efficiency in our operations. These initiatives have not only inched us closer to a smaller water footprint, but have also helped us attain lower operational costs, and a positive social impact by mitigating water scarcity risks for local communities in water-stressed areas. We are guided by the 3R model that alleviates the burden on potable water supply and wastewater systems:

REDUCE



- Installation of water efficient taps and flushing systems
- Leak identification & rectification

REUSE



- Re-utilisation of RO rejected water for hospital inhouse purposes
- Rainwater Harvesting for restoring underground water table

RECYCLE



- Recycling procedure for alternative water sources like treated wastewater

Mitigating our impact on water resources includes ensuring wastewater discharges are managed responsibly so that they do not adversely affect human health or the environment. We have taken proactive steps to ensure responsible wastewater treatment which include the following:

- Our hospitals treat their domestic wastewater using on-site treatment plants and repurpose it for suitable non-contact uses like flushing, gardening, green belt development, etc.
- A third party agency regularly tests the performance of sewage treatment plants (STPs) to ensure the parameters are well within the standard prescribed limits set forth by the states' pollution control boards.
- To ensure that wastewater parameters do not exceed the standard prescribed limits, we have installed online effluent monitoring systems at STP outlets at Dharamshila Narayana Superspeciality Hospital, Delhi and Narayana Superspeciality Hospital, Gurugram.

MAPPING OUR PATH:

5% reduction in water intensity (Water Consumed (KLs)/Occupied Bed/Day)

Recycled more than 95% of wastewater

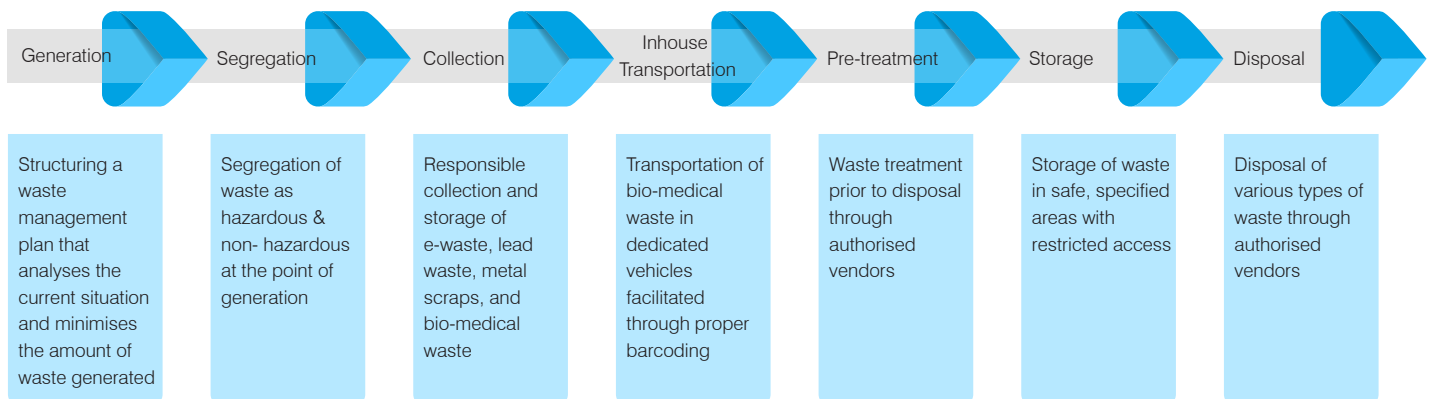
WASTE MANAGEMENT

NH understands that responsible waste management is essential to minimise our environmental impact. Organisational managing of waste generated through healthcare activities requires even more diligence and attention as it poses a potentially adverse impact on the environment and the health of our communities. Excess waste also represents an inefficient use of both business and natural resources.

Therefore, as stewards of the environment, we have adopted a comprehensive approach to waste management, that prioritises the well-being of our patients and employees while ensuring the safe management of waste.

Our sustainable approach to waste management entails a clearly defined process for the safe, reliable, and appropriate handling, storage, & disposal of all types of waste.

A SUSTAINABLE APPROACH TO HOSPITAL WASTE MANAGEMENT



NH has a well-established environment management system in place under which we are implementing the below-mentioned initiatives to ensure the highest levels of waste management and undertaking recycling wherever possible:

- We have installed organic waste converters for converting food and solid waste to compost. The compost is further utilised in our gardens for landscaping within the hospital grounds. In facilities where inhouse organic waste composters are not available, food waste is handed over to authorised vendors.
- All records of individual waste generated, treated & disposed of are maintained regularly.

Our Waste Management Plan applies to all staff in the hospitals and defines the responsibilities of all healthcare personnel for identifying, storing, handling, disposing, and transporting hazardous materials in accordance with regulatory requirements. Regular training is provided to ensure adherence to the plan.

MAPPING OUR PATH:

Achieved a 5% reduction in biomedical waste generated (KG/Occupied Bed/Day)

ENERGY MANAGEMENT

Hospitals, being complex facilities with unique engineering systems, rely on continuous and uninterrupted power supply to sustain high-end medical equipment, life-saving treatments, and access to critical patient data. At Narayana Health, we are aware of our high dependency on electricity and the associated costs. Hence, we are equally committed to protecting the environment by reducing our carbon footprint. With sustainable development and climate change gaining momentum, we are leading from the forefront in the healthcare industry by implementing energy efficiency and energy conservation initiatives such as the introduction of energy-efficient technologies and equipment, and the use of alternative renewable power sources such as solar, wind, and hydropower plants. As a responsible enterprise, we are making constant efforts to turn India's climate aspirations of becoming Net-Zero by 2070 into action.

ENHANCING ENERGY EFFICIENCY

In our endeavor to curb our energy consumption, we have embraced many distinct energy efficient measures. These measures include replacing traditional technologies like boilers & CFL lights with new & efficient electric heat pumps, cooling towers, modifying and optimising chilled water lines for buildings & installation of LED lights at various units. Witnessing the positive outcomes in response to our energy efficiency initiatives, we aim to explore and invest in new avenues to attain the highest levels of energy efficiency. These include:

- Conducting evaluations of energy efficiency & lifecycle costs and exploring opportunities for technology upgrades or replacements as appropriate.
- Implementing an energy monitoring system to ensure efficient energy management.

TOWARD A CLEANER ENERGY FUTURE

To fulfill and further our commitment to environmental stewardship, we recognise the need for robust investment in renewable energy. Renewable energy sources such as solar, wind & hydropower can help us collectively achieve reduced dependency on fossil fuels, reduced energy costs, and improved public health.

We have initiated efforts to integrate renewable sources of energy throughout our network. The renewable energy projects at different sites are tailored to suit the local climate & energy needs, viability, regulatory permissions, and compliance with the state electricity board RPO (Renewable Power Obligation) mandated by the Indian government.

CASE STUDY:

Narayana Health City, Bengaluru, demonstrates the organisation's commitment to sustainability through the development of a solar project from a solar park under a captive model. The health city now uses up to 77% renewable energy for its operations, with approximately 23% of its annual energy needs being met by non-renewable energy resources. The utilisation of 13.8 million units from a solar, wind & hydro farm has resulted in a reduction of 13.17 Kilotons of carbon emissions in FY 2022~23.

ASSURING STATEMENTS THAT REFLECT OUR COMMITMENT TO FORGING A CLEANER AND GREENER FUTURE

"India installed around 1.9 GW of open access solar capacity in the first nine months of the calendar year 2022, an increase of 96% year-over-year, with a majority of projects set up for units in the C&I segment. The commercial & industrial (C&I) segment in India has seen a rapid increase in renewables adoption to save on energy costs and to deliver on sustainability targets. The increased adoption of renewable sources of energy is a testament to the responsible change in business strategies.

These organisations are setting a positive example for other enterprises as to how a sustainable approach to business can foster wealth and value creation. One such notable organisation in the healthcare industry is Narayana Health, a multi-specialty hospital, heart centre & primary care facility chain with a presence across 18 cities in India. The enterprise has saved over ₹40 million (\$482,946) in 2021 by adopting renewable energy to power most operations in India."

- *Mercom India*

MAPPING OUR PATH:

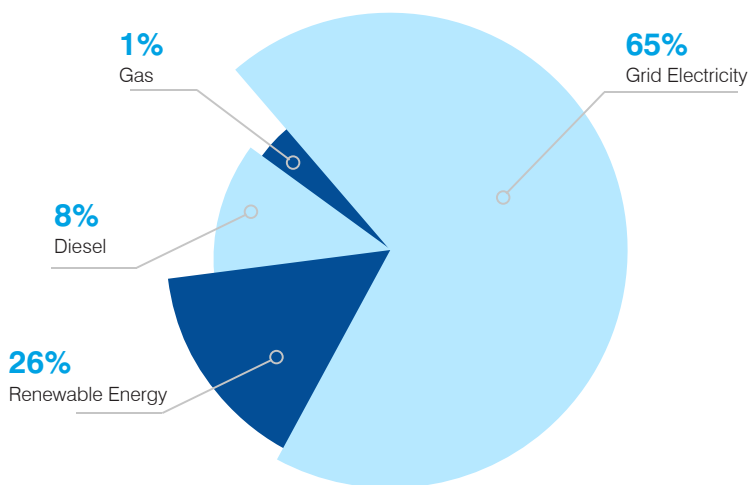
Reduction of **9%** energy cost compared to last year

Reduction of over **18,029** tons of carbon in the past year alone. This is equivalent 4,000 petrol-powered passenger vehicles driven for one year

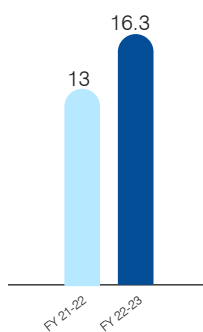
26% of our energy consumption is powered by renewable sources

An estimated INR **6.32** crores of energy-related savings realised for FY 2022~23

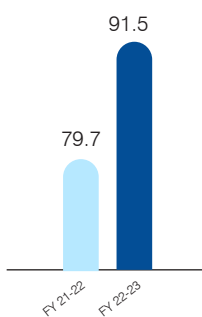
ENERGY USE AT NH (FY 2022-23)



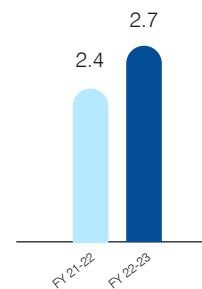
Renewable Energy Consumption (Million Units)



Deisel Conservation (Kilo Litres)

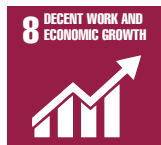


Energy Conservation through initiatives (Million Units)



Energy Source	Savings realized through reduction FY 23 (Lakhs)
Diesel	₹42.1
Grid Electricity	₹179
Renewable Energy	₹411
TOTAL	₹632

Inclusive Healthcare for a Stronger and Healthier Society



OUR APPROACH TO SOCIAL ISSUES AND ITS SUPPORT FOR THE SDGs

To stand true to our vision of, ‘Health for All and All for Health’, we continually seek out enhanced and innovative ways to engage with larger communities and raise awareness about the importance of good health, healthy lifestyle as well as people’s rights to quality healthcare services, especially for the most vulnerable sections of the society. For patients who walk through our doors expecting healthier and longer lives, we are committed to providing them with the highest standards of clinical care and services. Within our network, we are creating a safe, fair, equitable and inclusive working environment so that our people can work towards reinforcing our commitment to make affordable and quality healthcare a reality.

OUR COMMITMENT TO OUR PATIENTS

We strive to provide the best possible clinical care and experience to our patients, through our clinical excellence powered by cutting-edge technology, clinical research, a robust clinical governance framework, and our core values of innovation & efficiency, compassionate care, accountability, respect for all, and excellence. We aim to emerge as the leader in patient-centric care by fostering an environment that nurtures clinical excellence.

MAPPING OUR PATH:

10 Lakh patient bed days utilised

Conducted Over **1.2** Lakh health checkups

Performed **22** million+ laboratory tests

EQUITABLE HEALTHCARE ACCESS

We strive to decrease disparities in access to care for patients, especially children and those with Thalassemia and Blood Cancer.

Paediatric Cardiac Programme: We have endeavoured to provide congenital heart surgery to children all over India and neighbouring countries from all sections of society. In FY23, we have treated more than 5000 children at subsidised charges as part of our congenital programme.

Bone Marrow Transplant: Bone marrow transplant is a highly specialised treatment for cancer, and we are committed to ensuring that patients from diverse socio-economic backgrounds can access this life saving procedure. These treatments require extensive hospitalisation and follow-up causing significant strain on the patients emotionally and financially. With the largest BMT Programme in the country, we are dedicated to ease the burden of this journey by enabling access to high quality care with needful financial support.

We have waived off 10-100% of the treatment cost for these and other economically weaker patients to the tune of approximately INR 100 Crores in FY23. In addition, we have also raised substantial funds from various sources to support patients from socio -economically weaker sections.

COMMUNITY EDUCATION AND HEALTH

Through our Udaan Programme, we support underprivileged academically bright students aspiring to become doctors and appearing for NEET and help in reducing the financial cost of the MBBS course. We believe that these doctors will be motivated to practice in rural communities to give back to society.

Through our community health programmes, we provide government schools and orphanages with meals, safe drinking water and better toilet facilities. We believe that this will increase attendance in schools.

CARE COMPANION PROGRAMME

NH launched a pilot programme in Mysore in September 2013 in collaboration with the Stanford University School of Design's course called the **Care Companion Programme (CCP)** which is designed to educate patient's family members with low or no prior medical knowledge on attending to the needs of the patient. Our nurses spend daily qualitative time educating care givers. This data is captured via the Care Companion app and close to an average of 4,000+ beneficiaries are educated on a monthly basis.

EMPOWERING INNOVATION THROUGH CLINICAL ADVANCEMENT AND RESEARCH INITIATIVES - FY 2022~23

We have consistently prioritised providing our patients with the highest caliber of healthcare possible. This is achieved by leveraging the benefits of cutting-edge technology, ongoing clinical advancements, and the experience and knowledge of our doctors across the network.

With our clinical expertise, research advancements, and unwavering values, we have established our strong presence and grown stronger every day.



2.6 million+
patients treated every year



19 State-of- the- art
hospitals



18000+
Associates

Service	FY 23 Volume	% Growth Indicator
Liver Transplant	76	50%
Kidney Transplant	699	25%
Bone Marrow Transplant	300	39%
Advanced Electrophysiology	3927	46%
Heart Transplant & VAD	25	47%
Aortic Programme	407	24%
TAVI	158	100%
Robotics	581	156%
IR & Interventional Neurology	2123	45%

CLINICAL GOVERNANCE FRAMEWORK

NH is committed more than ever to ensuring the highest possible quality and safety standards for our patients when they use our services. To live up to our commitment we have implemented a Clinical Governance Framework. The framework entails a variety of procedures and techniques intended to evaluate & enhance the standard of care delivered, recognise & reduce risks, and hold our hospitals accountable for ongoing service improvement.

Our 5-layer Governance Framework plays a critical role in assisting the organisation in taking a transparent and holistic approach to care. By developing transparent and rigorous review and assurance processes, the staff are provided with the data and feedback they require to engage better with their patients.

It also ensures that the board, governance, clinical team, quality department, audit team, and front-line workers are all moving in the same direction. The framework’s design focusses primarily on the engagement of stakeholders at all levels. We carefully select a range of appropriate parameters and data, which are presented in a format that all stakeholders can easily comprehend. Within the clinical governance structure, there are committees, sub-committees, and groups; each have designated responsibilities to deliver strategic goals and objectives.

Some of the initiatives taken under this framework are:

1. Monitoring Clinical Outcomes:

Attention to detail through a strengthened and tailor-made clinical KPI monitoring process has helped define specific measures for over 25+ clinical specialities at NH. Over 100+ speciality specific KPIs are clearly defined, benchmarked, and rolled out across the group. Performance is measured against these KPIs, including monthly trends across departments, units, and NH Group.

Overview of our performance across key Clinical Outcomes:

NAME OF PARAMETER	BENCHMARK (REFERENCE)	FY 2022~23 AVERAGE OUTCOME
1. Adverse Events of Anesthesia	(4.8%) American Society for Anesthesiologists	0.23%
2. Return to ER within 72 hours (with similar complaints)	(1.91%) Christian Medical College, Tamil Nadu, Vellore, India	0.2%
3. Return to ICU within 48 hours	(<5%) ISCCM guidelines for ICUs in India	1.12%
4. Re-intubation within 48 hours	(10%) United States Intensive Care Units Crit Care Med	2.3%
5. Standardised Mortality Ratio (SMR)	(1%) ISCCM guidelines for ICU in India	0.52%
6. Door to Balloon Time (in minutes)	(90 Mins) ST-Segment Elevation Myocardial Infarction	83 Mins
7. International Patient Safety Goals (IPSG)		

International Patient Safety Goals (IPSG) are global goals for accredited organisations aimed to enhance patient safety by addressing specific areas of concern in some of the most problematic areas of patient safety.

There is compliance monitoring for the six IPSGs as below: -

- i. IPSG 1 – Identify patient correctly
- ii. IPSG 2 – Effective communication during verbal order, critical alert reporting and handover
- iii. IPSG 3 – Improve the safety of high-alert medications
- iv. IPSG 4 - Ensure correct site, procedure, and patient surgery
- v. IPSG 5 - Reduce the risk of healthcare-associated infections
- vi. IPSG 6 - Reduce the risk of patient harm resulting from falls

The IPSGs aim to promote safe and high-quality healthcare and system-wide solutions to ensure patient safety by identifying problematic areas in healthcare and presenting evidence and expert-based consensus solutions for these concerns.

The adoption of ISPGs has helped us ensure the following:

- Group-wide process standardisation
- Regular audits to continuously monitor the process
- Data analysis to find gaps and potential for improvement
- Comparing data amongst groups and exchanging best practices

100% implementation of the IPSG Initiative across NH Group with more than 95% compliance

2. Venous Thrombo Embolism (VTE) Risk Assessment & Management

Venous Thrombo Embolism (VTE), which comprises Pulmonary Embolism (PE) and Deep Vein Thrombosis (DVT), is a significant reason for morbidity and mortality in surgical and medical patients in hospitals. Most hospitalised patients have one or more risk factors for VTE. Despite the frequency with which VTE occurs in hospitalised patients and the well-established efficacy and safety of preventative measures, prophylaxis (preventive care) is often underused or used sub-optimally. We aim to ensure timely risk assessment and initiate preventive care right from the admission stage.

VTE Risk Assessments are conducted across 95% of all new admissions across NH Group

3. Mortality Review:

We have developed a mortality review tool using the Institute of Healthcare Improvement (IHI) references to identify causes for mortality as per the World Health Organisation’s classifications. This tool helps identify process gaps, enabling the implementation of evidence-based measures proven to reduce mortality.

Group level mortality review compliance using the IHI tool is more than 95% and lessons learned are discussed on the forum in order to institutionalise the same across the group

4. Escalation Matrix:

To ensure nurses provide safe, quality, and timely patient care to the newly admitted, they are encouraged to escalate patient evaluation and re-evaluation to the highest level on a need basis. This process facilitates a prompt escalation with a primary goal to complete the initial assessment in under 60 minutes with a turnaround escalation response time of under 2 hours.

98% of all newly admitted patients are seen within 2 hours across the NH Group

5. Safety Rounds (PSR)

This project aims to improve patient safety and satisfaction by implementing purposeful two hourly rounds by the nurse supervisor. It is an evidence-based model of care that entails patient evaluation against the 5P's, namely **P**ain, **P**otty, **P**ositioning, **P**ossessions, and **P**ersonal needs, every two hours.

Our inhouse learning and development team has trained senior nurses via script-assisted modules developed inhouse on specific nursing care related indicators to ensure programme effectiveness.

During the day, the nurse sees patients every two hours, and night visits are limited to every 4 hours. Each patient is visited ten times daily with the help of standard scripts to ensure safety throughout. This project has resulted in higher patient satisfaction, lower fall rates, and fewer call bells, enabling our nurses to provide enhanced care to all patients admitted to our wards.

NH Group's compliance with Patient Safety Rounds is 98%



What do our nurses say?



Patient Safety Rounds (PSRs) for nurse Shylaja have been revolutionary in scaling new heights in her patient safety performance.

Ms. Shylaja S
Nursing Superintendent
Shri Mata Vaishno Devi Narayana
Superspeciality Hospital, Jammu

"PSR is a highly meaningful strategic initiative that caters to multiple aspects of patient care through something as simple as hourly nursing rounds. PSRs have yielded numerous benefits related to patient care which our doctors and patients highly value.

Initiatives like pain management through maintaining a pain management score, optimal patient positioning, avoiding accidents such as patient falls, through constant monitoring, and maintaining the privacy and dignity of vulnerable patients by limiting unnecessary body exposure, have equipped us to deliver quality care and experience to our patients. We perform a simple check of the patient's surroundings to ensure the availability of necessities like filled water jugs, spectacles and hearing aids, and train the patient on call bells, all of which have assisted our nurses in developing a personal touch with the patients and their families.

Our two-hourly safety rounds, paired with ALERT (A-Assess, Look for comfort, Scan the environment, R-Remember to ask, T-Tackle the issue), have enhanced patient happiness and experience across our network. It has also contributed to an exceptional patient experience, as evidenced by positive feedback and a rating of 4.8 out of 5 on Google Review.

The capacity building of our nurses on IV Line and Catheter checks has enabled NH to detect and prevent the progression of the elusive Grade 1 Phlebitis. Our most current data reveals that 300 Grade 1 Phlebitis are detected each month with zero progression. This promising trend demonstrates that our efforts successfully ensure patient safety and quality."

Furthermore, our nurses across all wards have shared that the script and the checklist have been beneficial. Their patients felt reassured that someone was checking in on them regularly. The frequency of call bells has significantly declined as patients now know that a check-in by the nurse at NH is just around the corner.



Nurse Amala is better equipped to handle critical medical cases with the Escalation Patient Care Matrix.

Amala Samuel
Nursing Superintendent
NMH Ahmedabad

"Implementation of Escalation Matrix has instilled great confidence amongst the nurses. Our nurses feel empowered to use this matrix as they are now better equipped to handle critical situations without experiencing any fear.

The Escalation Patient Care Matrix approach defines the hospital's decision-making boundaries and channels. This matrix has proved to be even more helpful for nurses working night shifts because patient accountability now exclusively rests in the hands of the assigned nurses. Because we closely abide by the escalation matrix, the assigned nurses understand the first approach and how to manage patients' family expectations better.

These programmes have enhanced the detection of patients whose health has shown no significant improvement and the timely assessment of patients by doctors and nurses, resulting in high patient satisfaction by lowering the incidence of falls, pressure ulcers, medication errors, and call bell usage."

Clinical Research

Clinical research is at the heart of development in healthcare services. Investment in clinical research is a catalytic force to further our clinical excellence. It leads to ground breaking scientific advances, deepens our understanding of the subject, and sometimes provides path-breaking insights that can help us expand our strategic vision and enhance patient care.

In the last 15 years, we have participated in over 600 sponsored studies.

During the COVID-19 pandemic, we undertook several independent and collaborative research projects. One of the largest studies by NH, acknowledged by the leading American Journal of Infection Control, was to examine the effects of the COVID-19 vaccine spanning across 20 hospitals and 15,000 healthcare workers in India.

The initial studies at Narayana Health included observational and registry studies that have expanded to randomised controlled trials, data management platforms, hospital based registries, and multicentric studies with global collaboration. Our research activities have included neurology, respiratory medicine, nephrology radiology, rheumatology, vascular surgery, paediatrics, endocrinology, cardiovascular sciences, oncology, and others. As a part of the research activities, we have published 1652 papers in peer reviewed journals since 2002.

At NH, we believe that the responsible conduct of any research rests on four essential pillars:



We obtain "informed consent" before clinical trials. We hold our patient's autonomy above everything else. The Hippocratic moral obligation to "do no harm" and the commitment to maintaining confidentiality are essential facets of our clinical research.

ADOPTION OF A RESPONSIBLE APPROACH TO CLINICAL RESEARCH

NH adopts a sustainable approach to clinical research. Our clinical research activities are centered on social equity, a transparent governance model, and an environmentally friendly enterprise. The clinical research department functions on a financially self-sustaining model. Financial independence, appropriate resource utilisation, research governance, and a patient-centric approach are key strengths of the department.

- More than 80% of our clinical research staff are women
- We offer a post-graduate research course (MSc) on clinical research under the Rajiv Gandhi University of Health Sciences, Karnataka
- Trainees actively participate in our research activities

Clinical research advances our scientific knowledge, but executing the research is made possible only through patients' active and willing participation. At NH, protecting our patients' privacy and safeguarding their interests is our topmost priority. To this end, we have set up two independent ethics committees (institutional review boards) to oversee research activities and ensure that the autonomy and safety of the participants are protected at all times. All research proposals academic (Narayana Health Academic Ethics Committee) or sponsored (Narayana Health Medical Ethics Committee) must be mandatorily approved and monitored by these independent bodies. Both the ethics committees are registered with the Drug Controller General of India and accredited with the National Accreditation Board for Hospitals & Healthcare Providers (NABH). One of the other vital tasks entrusted to these Ethics Committees is to ensure that there is no duplication of research, thus preventing the wastage of resources.

Driving Innovation Through Technology

At Narayana Health, we are revolutionising healthcare by harnessing the power of technology and digitisation. Our Founder and Chairman, Dr Devi Prasad Shetty, ardently advocates that a robust technology platform, intuitive persona focussed apps, advanced analytics, machine learning, and artificial intelligence are crucial to making healthcare more accessible, affordable, and safe for everyone.

INTEGRATING TECHNOLOGY WITHIN OUR SPECIALITIES

Embracing sophisticated technology into our specialities enables a more efficient and responsible healthcare ecosystem sustained by improved patient care and innovative surgical/medical procedures.

ONCOLOGY:

NH is one of India's foremost private cancer care providers. Oncology is, therefore, one of the most focussed specialities for us. We are expanding our capabilities and equipping our facilities with best-in-class technologies. We have integrated True Beam System from Varian for radiation therapy treatment, delivering various treatments like IMRT, 3DCRT, VMAT, and SRS. We also have a wide-bore treatment planning system that enables radiation therapy treatment planning for many patients. We have added PET CT and Discovery IQ 5 ring from Wipro GE to our pool for more accurate identification of the cancer tissues and their growth in the body. Our other technological capabilities for radiation therapy treatment include the Brachytherapy system, Gamma Med, and iX from Varian.

MAPPING OUR PATH:

2000+ Bone Marrow Transplants (BMT's) conducted to date

9 comprehensive Cancer Centres established

75,000 Chemotherapies administered

1.5 lakhs Radiation fractions administered



CARDIAC SCIENCES:

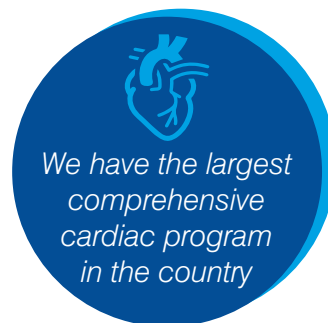
Our cardiac sciences are one of the world's largest and most comprehensive heart practices with a top-ranked team of cardiologists and technologies like Cardiac CT, PET CT, Cardiac Ultrasound, MRI, Cath lab and many more. We have recently added a multimodality Cath lab IGS 5 Auto right from Wipro GE to our facilities, focussing more on cardiac angioplasty and angiography procedures. We have also procured Somatom Force Cardiac CT from Siemens, which enables high-precision diagnosis, improved workforce performance and patient care, helping us serve more patients.

MAPPING OUR PATH:

49 Cardiac Operation Theatres across the NH group

38 Cath Labs across NH group

16000+ Cardiac Surgical Procedures



ROBOTIC SURGERY:

The introduction of the Da Vinci Surgical system at two of our facilities recently, was a critical technological upgrade in our Robotic Surgery capability. The technology ensures improved patient care with fewer injuries, blood loss, and post-operation complications, making it one of the system's best features.

We strongly believe that a Robotic surgery system brings value addition to patient treatments allowing better clinical outcomes through precision, flexibility, reducing TAT (Turnaround Time) of the procedure and LOS (Length of Stay) for the patient. Further, it enables us to perform more procedures within the same time and provide quality service to the patient.

The Da Vinci Surgical System is designed to ensure ease of conducting surgeries through various instruments, including a surgeon's console. This feature helps the surgeon control the surgery procedures without requiring assistance from colleagues, unlike in traditional surgical procedures.

By introducing robotic surgery in our patient care model, we have been able to ease the medical process for our patients and our doctors, who can now perform complex operations with more precision and better results.



Dr. Rohit Raghunath Ranade, Consultant Gynaecology-Oncology & Robotic Surgery at NH Health City, Bengaluru

Dr. Rohit Raghunath Ranade had conducted our first successful robotic surgery in 2018. Since then, we have conducted numerous successful robotic surgeries and have been able to diagnose complex problems with more precision, helping us transform and touch many lives.

MAPPING OUR PATH:

4 Centres with the Robotic Programme

Performed **2,000+** Robotic Procedures till date



Digital Transformation

We are scaling innovation and driving change in our software platforms, which form an integral part of our healthcare system, by leveraging the power of Cloud Computing and other new technologies. We strive on the collective strength of our world class technology team that designs and develops transformational healthcare products, which has enabled us to create a state-of-the-art health ecosystem, streamline operations, reduce financial cost, minimise our carbon footprint and make informed decisions facilitated by improved patient records and Smart EMR.

Some of our recent digital initiatives include:

- **ATHMA**, a comprehensive digital-led information management platform that offers secure and efficient management of health-related data. The platform manages records across distinct areas like billing, pharmacy, electronic health records, lab information systems, blood banks, nursing, admissions, etc.

The ATHMA platform supports **6,500+** concurrent users

Generates - **30,000** invoices per day

7,500 appointments booked on the ATHMA platform per day

700 admissions and discharges per day via the platform

- **NH Care App**, an online platform enabling its users to access healthcare services from their homes. The platform offers a range of services such as online video consultations, remote access to medical records, online booking of medical tests, etc. It also enables patients' transition to digital health records from paper-based records.

0.5 million NH Care App downloads

3 million minutes of video consultation via the NH Care App

NH Care is rated **4.7** out of **5** on the app store



- **AADI (ATHMA App for Doctor Insights)**, equips doctors to monitor and manage patients from anywhere, anytime, readily access diagnostic reports, communicate with patients' families, review/approve discharge summaries, and a host of other functionalities.

Our clinicians have exchanged 10 million+ clinical messages

4,80,000 progress notes exchanged between NH Clinicians

2.9 million lab reports generated

62,000 Medication orders processed

6,000 Investigation orders initiated

- **AHAM (ATHMA Hospital Administration on Mobile) App**, a smart application to speed up discharges and the overall billing process.
- **MEDHA, Advanced Analytics System**, provides insights to enable people at various levels in the organisation to make data driven decisions through gap assessments. This leads to improved patient outcomes, reduced costs, and increased access to care, ultimately helping the organisation in moving towards its objective of high-quality, affordable healthcare for all.

Key Highlights of NH's Analytics Solutions:

Reduced discharge turnaround time by **46%** in just 11 months

84% of patients' lab sample reports processed under 2 hours of submission - improved from 75%

32% decline in delays related to outpatient appointment consultation

While we are continuously working on several digital initiatives, our focus for next year is to drive the adoption of Digital Payments, Online Appointments, Queue Management, Self Service Counters, Digital Claims, Paper Optimisation and Electronic Health Records. These initiatives aim to ensure efficient patient care, improved infrastructure, ISO 27001:2013 grade security & privacy controls and better clinical care quality.



Redefining Patient Care

At NH, customer experience & customer centricity are the cornerstones of providing the highest quality services. Staff are trained to deliver the services as per standardised scripts to ensure a unique delivery experience. All process workflows are regularly verified with the help of stakeholder feedback for customer friendliness.

All service and process outcomes are benchmarked to ensure that patients are serviced within the targeted time effectively, thus reducing the waiting time. These outcomes are further displayed as dashboards with the help of intelligent analytical tools for all the stakeholders to regularly monitor and make improvements.

NH focuses on the following fronts to deliver the utmost service excellence:

- **Customer Communication:** All patients' contact points are well standardised with the help of standard operating documents. Staff are regularly trained and audited for quality-of-service delivery by a third party using digital means to avoid bias.
- **Patient Registration:** 95% of patients complete registration within 7 minutes. The calibrated actions and continuous improvements, such as distributed service counters and automated self-check-in kiosks, make the registration process smooth and quick.
- **Patients Consultation:** More than 78% of all our OPD patients are consulted within 30 minutes, and 81% of all lab tests were reported within 120 minutes, reflecting the agility and responsiveness of our hospital staff and systems.
- **Digitalisation of Medical Records:** To improve patient and staff experiences, all medical information & its access, service delivery, and patient information are being converted to digital process flows in tandem with the digitalisation initiatives.
- **Customer Feedback:** Patient feedback is of utmost value to us. Feedback is collected through digital triggers. The concerned team ensures the patients are contacted, and all their feedback is closed within 48 hours if no clinical intervention is required. Constructive feedback is analysed and resolved to make the service more patient-centric. Corrective and preventive actions (CAPA) are being taken to improve systems, procedures, and services. Team members are assigned to monitor the responses and resolution times for variations. Customer Satisfaction Score (CSAT), Net Promotion Score (NPS), and Google Scores are monitored regularly to improve the patient experience. As a testament to our commitment to service excellence over one lakh patients have rated us 4.8 out of 5 across Google Review.
- **Grievance Mechanism:** Grievance redressals are done through e-mails, phone calls to the dedicated call centre numbers, and review sites. These grievances are addressed through a ticketing system with specific assignment and SLAs. Assigned team members monitor the response and provide resolutions within the scheduled time and any violation of the SLA is monitored and discussed for improvements. We have a 24/7 call cell centre manned by technology and tools to address all patient enquiries and grievances. We are handling more than 2.4 million calls across all units. All calls are recorded for quality reviews and trainings. Call holding time, clarity of communication, humanness, and timeliness of information are audited against the benchmark. All social media platforms are skimmed regularly to understand and pick positive & negative comments on us, to help us better train our staff and model our service lines to be more patient centric.

MAPPING OUR PATH:

95% of patients complete registration within 7 minutes

78% of outpatients are consulted within 30 minutes

81% of all lab tests were reported within 120 minutes

Rated **4.8** out of **5** by ~ 1 Lakh patients across Google reviews



Transparent Pricing

We maintain transparency for both internal and external stakeholders. Internally, our pricing methodology involves an annual systematic process of understanding our cost escalations, benchmarking data, discussion with key stakeholders while ensuring agreement from units & senior leadership and staying in accordance with the major aspects of what our brand stands for.

Transparency towards insurance and out-of-pocket payment patients is achieved by creating a comprehensive Schedule of Charges (SoC) containing detailed service prices and billing guidelines. This is shared with the insurance companies and is available for anyone to access directly on our microsite.

The process is further strengthened at the ground level with the hospital billing team being able to only bill through the chargemaster accessible on the Hospital Information System. The chargemaster is a comprehensive list of all the billable services and items, including procedures, prescription medicines, diagnostic tests, equipment fees, and room charges.

Finally, we have a price estimation desk at each location to address any individual patient concerns or queries. The central pricing team at the corporate level is available to answer any questions from insurance companies about the pricing methodology and Schedule of Charges. Additionally, the internal audit team can conduct compliance checks at any time during the year to ensure transparency from an assurance standpoint.

Our Commitment to Our Employees

At Narayana Health, we have a pool of dynamic and dedicated professionals who collectively bring in a wide range of skill sets and diverse talent. Our employees are our most valuable asset, and we are committed to providing them with a safe and supportive work environment with the best working conditions. We strive to ensure that they are treated with respect, dignity, and fairness, regardless of their gender, race, ethnicity, sexual orientation, disability, or any other factor. We aim to equip them with the necessary tools and resources to make world class quality and affordable healthcare accessible to the majority of Indians.

OUR ORGANISATIONAL COMPOSITION:

We believe maintaining high levels of diversity and inclusion to help us deliver the service excellence we commit to our patients. Our organisational composition reflects this as 60% of our workforce comprise of women. In addition, we aim for an inclusive work environment by hiring individuals with diverse abilities and placing them in positions that allow them to perform to the best of their ability.

Total employees	13702
No. of male employees	5509
No. of female employees	8193
No. of contractual employees	4200

Employee Stewardship at Narayana Health follows a two-pronged approach:

1. Employee Safety & Organisational Compliance
2. Learning & Development.

EMPLOYEE SAFETY & ORGANISATIONAL COMPLIANCE

Ensuring a safe workplace reduces the organisation's total recordable incidents (TRIs) and makes employees happier and more productive. Our Code of Conduct and Business Ethics lays out key guidelines that direct the employees to act in the organisation's as well as stakeholders' best interests.

NH is committed to protecting and respecting human rights and remedying rights violations when they are identified. All our employees, including our contractual workers & trainees, are trained and covered under our POSH Policy, which has been designed as per the Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013. In addition, our organisation has a zero-tolerance policy towards any form of harassment in the workplace.

Narayana Health is committed to creating a secure physical, social, and psychological environment by raising awareness and educating employees against sexual harassment at the workplace through awareness programmes and workshops. We have also established an internal complaints committee to prevent and redress cases of sexual harassment, and to offer support and assistance to victims.

OCCUPATIONAL HEALTH AND SAFETY OF EMPLOYEES

At Narayana Health, safeguarding the health, safety, and well-being of our employees is a fundamental aspect of our operations.

We have established a framework for assessing, evaluating, eliminating, and mitigating unforeseen risks to our employees across our various operations, which include initiatives like:

- Provision of safety training for all employees covering areas such as proper usage of equipment and protection against hazardous material.
- Identifying procedures to protect our employees in case of emergencies like natural disasters, fires, and hazardous material spills, and conducting continuous training on these to educate all our employees, contractual associates, trainees, and any other stakeholder, who is physically associated with the organisation.
- Hazard Identification and Risk Assessment (HIRA) is carried out annually to undertake control measures for each hazard.
- We conduct pre-construction risk assessments to provide guidelines for identifying potential risks associated with demolition, construction, and renovation projects.
- Implementation of safety codes to identify and develop safe practices against potential hazards, disasters, and other risks that can occur in the workplace.

NON-CLINICAL EMERGENCY CODES:

Emergency Codes		
Codes	Raised During	When to Raise
Code Pink	Child abduction	A suspected or actual infant or child abduction
Code Orange	External disaster	External disasters include scenarios such as earthquakes, mass causality events when the hospital itself may or may not be affected but is a critical part of the larger response
Code Red	Fire	An actual or suspected fire
Code Purple	Physical altercation	A combative or potentially combative person, a person with a weapon and/or active shooter and/or hostage situation
Code Hazmat	Hazardous material spill	An actual or suspected hazardous material spill or release
Code Yellow	Influx of communicable disease	Suspected communicable disease outbreak
Code Grey	Internal disaster	Bomb Threat/Internal Flooding/Building Collapse

CLINICAL EMERGENCY CODES:

Emergency Codes		
Codes	Raised During	When to Raise
Code Stroke	Acute Stroke	To prioritize the hyperacute assessment and care of a patient presenting with signs and symptoms concerning for stroke.
Code STEMI	ST-elevation myocardial infarction (STEMI)/ Acute Heart Attack	To immediately notify the hospitals specially trained cardiac team when a patient is experiencing an acute heart attack
Code Omega	Massive Blood transfusion	Response to a patient who is experiencing or perceived to be experiencing an out-of-control bleeding state requiring massive blood transfusion
Code Blue	Cardiac Emergency	A suspected or eminent cardiopulmonary arrest or a medical emergency for an adult or paediatric patient.
Code RRT	Escalation/Early warning sign recognition	Patient vital sign deterioration identified through MEWS monitoring
Code Recall	Drug, Medical Device /Equipment/CSSD items /Implant	This code shall be raised incase of recalls related to Drugs, Medical Device/ Equipment/CSSD items and implants



Fire Safety

NH recognises the importance of fire safety in hospitals, given the presence of flammable materials. To ensure fire safety, we have implemented measures in adherence to the National Building Code 2016 guidelines that cover fire prevention, protection, and life safety.

These measures include fire emergency preparedness, active & passive fire protection systems, annual safety audits, and digital self-assessment of fire and electrical safety in each facility.

Fire safety training is provided by the internal Fire Safety Officer & government fire training department at all levels to reduce the risk related to any potential fire disasters. We carry out mock fire and evacuation drills periodically in the organization, to build readiness when faced with such emergencies. Induction & annual refresher training is provided on fire prevention to reduce fire risks. All our facilities have a Fire Safety Officer, Emergency Response Team (ERT) & Fire Marshals available around-the-clock, with defined individual roles & responsibilities during an incident.



Fire Drill from External Sources: Fire Brigade



Inhouse Fire Safety Training:

Training and Development

At NH, we continue to invest significantly in the continuous holistic development of our workforce. Our training and development programmes provide learning opportunities for our employees and help them upskill, stay up-to-date on the latest advancements in the constantly evolving world of healthcare, and become more effective in their roles.

All new joinees must undergo a mandatory comprehensive orientation programme to understand the organisation's policies, safety, and compliance requirements. We conduct classroom training, virtual training, and digital learning, focusing on skill enhancement. We also encourage our employees to undergo external training & education programmes that sharpen their skills and help them perform better in their roles. All the training programmes are tracked to derive and analyse the final learning outcome.

NH's Learning & Development team in the Human Resources department collaborates closely with the business team to develop need-based and customised training programmes for all staff members.

Employees are invited to enroll in relevant training or education programmes to upskill themselves and advance their knowledge.

We also invest in developing senior and middle level leadership, focussing on operational excellence, cross-functional skill development, core leadership skill development, and interpersonal & communication skills. There are also many policy related mandatory training that all new hires must complete.

Employees provided safety/skill upgradation training in the reporting period

Permanent employees

Permanent female employees

Percentage

77% 

86% 



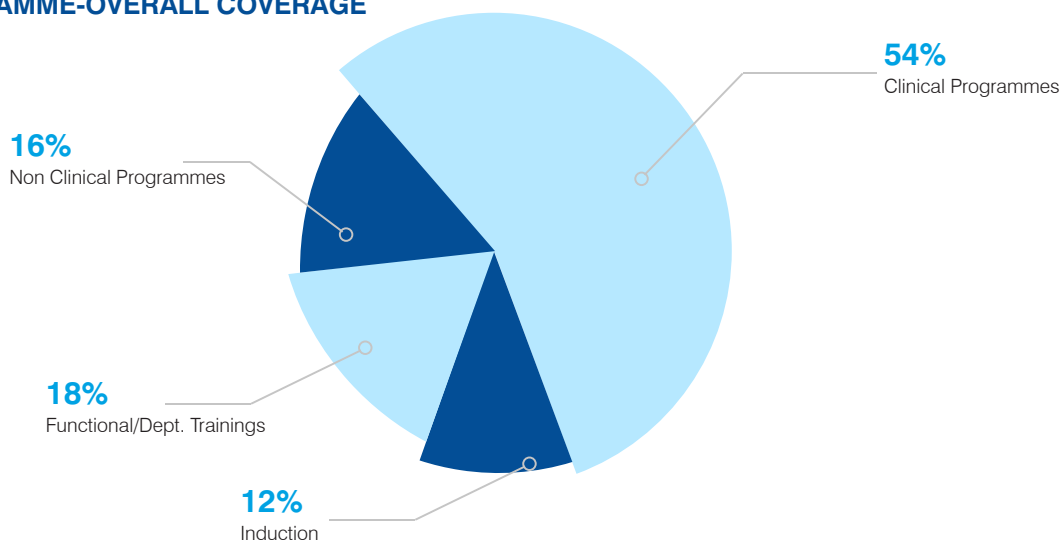
NH Academic Programme

We proudly operate the country's largest academic programme, equipping over 10,000 doctors, nurses, and paramedics with exceptional training. Our commitment to excellence extends to offering more than 140 DNB programmes in collaboration with 35 esteemed affiliations.

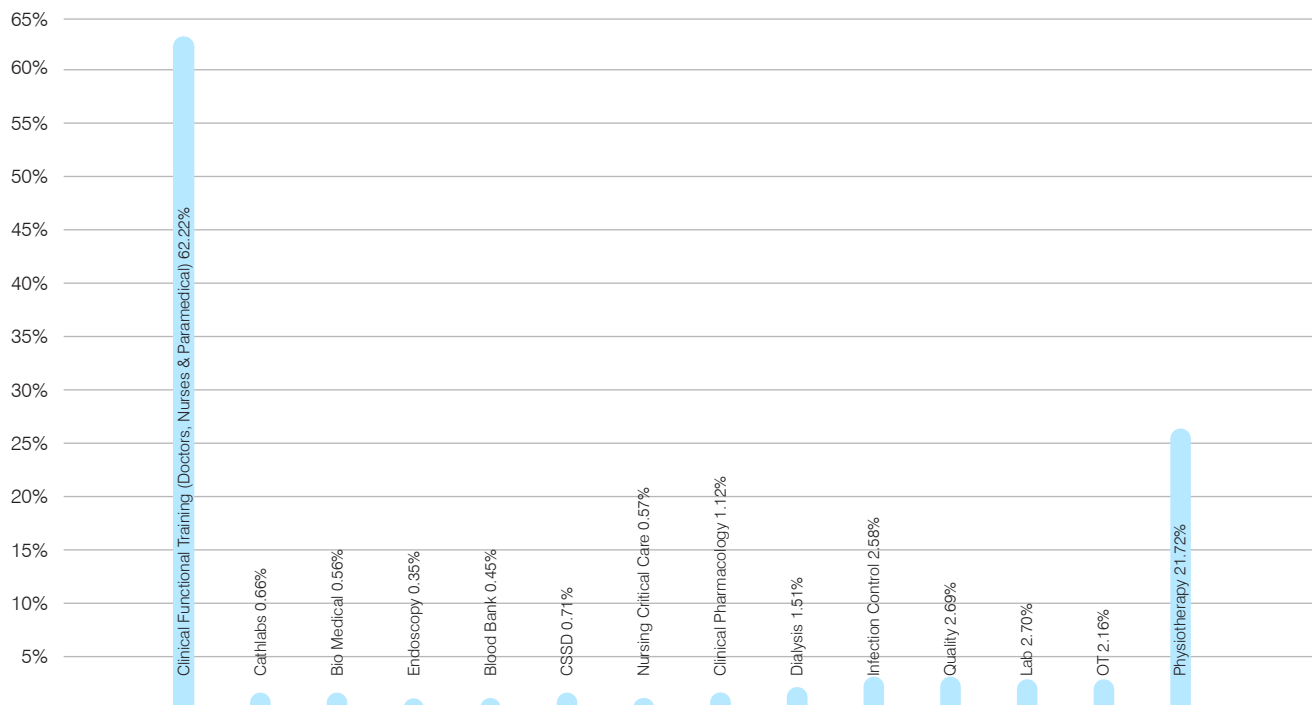
CLINICAL LEARNING PROGRAMMES

Clinical learning programmes account for 54% of our various training programmes. Through audits within the functions, we continuously monitor the effectiveness of these programmes.

L&D PROGRAMME-OVERALL COVERAGE



BREAKDOWN OF CLINICAL PROGRAMMES

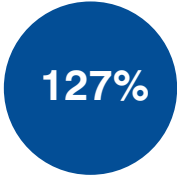


SERVICE EXCELLENCE PROGRAMMES

Our Service Excellence Programmes offer specialised training to ensure the highest quality of service delivery to our patients.

SERVICE EXCELLENCE PERSON HOURS

12,280



127%

Increase in Service Excellence Training Person hours in FY 2022-23 in comparison to FY 2021-22

NURSING TRAINING PROGRAMMES

Additionally, we provide several clinical & non-clinical training courses to our nursing staff, which include behavioral, managerial, and people skills training. These are carefully curated and aimed at delivering better patient outcomes.



17102

Nursing Programmes Conducted Including Nursing Excellence Seminars

262484+

Person hours of Nursing Programmes

TECHNICAL WEBINARS

We hold technical webinars regularly and encourage our employees to participate in various forums. One such forum is iNHouse, where an internal webinar is hosted every quarter. In these technical webinars, all NH doctors and paramedics gather on a digital platform to present interesting case studies, theses and the recent clinical development practices that are being carried out at our hospitals. These are then shared with the larger forum group. With more initiatives like this in the future, we hope to improve learning opportunities for all our employees.

MAPPING OUR PATH:

Nearly **3,80,000** Person hours were invested in the training and development of people through various programmes

90% Employee Base Coverage for Training and Development

TRAINING DURING COVID-19 COVID

Due to the pandemic, we have had to completely rethink how training will be delivered. The team developed an e-Learning platform NH Excelerate that has been extensively used to support the development of skills and competency through 50+ courses on functional, behavioural, and compliance-related modules, as well as a wide range of learning articles, SOPs, clinical, and quality processes. During the pandemic, this tool was also used to deliver several safety and hygiene programmes.

TACKLING THE UNPRECEDENTED CRISIS: COVID-19

The first COVID case in India was discovered in Kerala in January 2020. We formed a committee almost immediately to develop a COVID-19 treatment protocol. To establish our COVID-19 protocol, this committee of over ten distinguished doctors gathered critical research from global teams and the Indian government’s clinical advisory team.

We understood that the central government’s announcement of a lockdown in March 2020 was the time to lay the ground-work. We directed our efforts to increase our operational capacity in preparation for the impending COVID-19 patient surge.

1. Our Bengaluru Health City facility, previously dedicated to international patients, was quickly transformed and diverted towards COVID-19 care.
2. Similarly, at our flagship hospital in Kolkata, the Rabindranath Tagore International Institute of Cardiac Sciences (RTIICS), one of our buildings was entirely dedicated to COVID-19 care.
3. Hospital floors were entirely converted to COVID-19 treatment facilities while maintaining maximum separation of shared resources.

MAPPING OUR PATH:

2,40,000+ COVID-19 occupied bed days till date

8 Lakhs + Vaccination shots registered till date

TRAINING DURING COVID-19



TACKLING COVID WITH CARE

- Protecting Internal and External stakeholders;** During the pandemic shortage of PPE and N-95 masks, 3-ply masks, and sanitizers was observed. The NH team reached out with free of cost supplies for not only the internal clinical, nursing, paramedic and housekeeping team, but also towards external communities who were looking for support.
- Creating Isolation wards;** Within no time, the internal operations team established separate isolation wards at each hospital, ensuring that the operation theatres continued to function as usual. We made sure that non-COVID patients admitted for surgical or clinical procedures received the best services by providing doctors with special suits and installing proper screening kiosks for COVID-19 in hospitals.
- Society first approach and community development:** During the peak of the first wave, when the entire country struggled, NH took the initiative to distribute high-end ventilators to the local government hospitals, which had a huge load of critically ill patients and could not cater to their needs due to a lack of technology resources. NH units distributed 123 (Skanray model) ventilators to government hospitals in Delhi, Gurugram, Kolkata, Mumbai, Ahmedabad, Raipur and Jaipur. In locations like Raipur & Jaipur despite logistical challenges, we ensured timely delivery with installation.
- Free Vaccinations:** NH's CSR and community connect team worked extensively to take the free vaccination drive mission far and wide. We launched the Get1 Give1 Vaccination drive, which encouraged individuals from affluent families to donate the cost of one vaccine to someone from an underprivileged community. Thus, the CSR team inoculated 65,000+ individuals from underprivileged communities at all locations where NH is present. The vaccination drives required government permissions, managing crowds with social distancing norms, and maintaining databases for the second dosage. This was done in a streamlined, systemic way with zero casualty and no adverse effects. Most lives touched here were from old age homes, senior citizen forums, truck driver associations, slums, and people from marginalised communities.

We continued to plough through the Delta wave and Omicron pandemic on the strong foundations built during the 1st wave. i.e., strong & capable clinical teams, strengthened evidence-based protocols, ramped-up COVID-19 testing & isolation facilities, increased ICU facilities and technology usage.

MAPPING OUR PATH:

500 additional beds were upgraded to serve ICU patients in the second wave of the pandemic

Served **36,000+** ICU patients (COVID & Non COVID) annually

7 Additional Oxygen Generator plants were added to the NH network of hospitals as a contingency measure



Free COVID-19 Vaccination Camp



COVID Care Centres



COVID Awareness Session with Karnataka Police



Stories of Hope

Remarkable Recovery: Master Charan's Arm Reattachment Surgery Inspires Hope and Resilience

In a touching story of bravery, Charan, an 11-year-old from Kuppam, Andhra Pradesh, encountered a tragic incident as his upper forearm was severed by a grass-cutting machine. However, the incredible skills of the surgeons at Narayana Health Orthopaedics, Spine and Trauma Care in Bengaluru, combined with Charan's resilience, led to an awe-inspiring arm replantation surgery.

As a farmer's son, Charan found himself in harm's way while assisting his parents with their cattle. In an attempt to dislodge a wooden stick from the operating grass-cutting machine, his left hand was tragically severed. Promptly receiving primary treatment at a local medical college, Charan was later referred to Narayana Health in Bengaluru for specialised care.

With his severed hand carefully preserved, Charan was rushed to the emergency department at Narayana Health. A collaborative effort led by Dr. Ravi D R, Dr. Mayur Shetty, Dr. Rakesh Koudki, Dr. Sudarshan Reddy from the

Plastic Surgery Department, Dr. Vikas Ellur from the Paediatric Orthopaedic Department, and Dr. Prasad from the Anaesthesia Department commenced a complex 6-hour surgery at noon on the same day.

Dr. Ravi D R explained, "Replantation of limbs has a higher success rate within the golden period of six hours. However, we faced the challenge of performing the replantation surgery on Charan's hand, which reached us after more than 6 hours from the time of injury. Determined to overcome this hurdle, our skilled team of plastic surgeons and orthopaedics embarked on the surgery."

During the extensive operation, the plastic surgery team meticulously repaired all injured structures of Charan's hand, re-establishing blood flow to the amputated portion of his upper forearm. The procedure, further complicated by the challenges presented by a child's small blood vessels and nerves, required several blood transfusions. Despite these obstacles, Charan's resilience shone

through.

Following the successful surgery, Charan underwent 10 days of intensive observation and medication to ensure a smooth recovery. Thankfully, he experienced no complications and was discharged from the hospital in stable condition, with full functionality restored to his arm.

Charan's inspiring journey of recovery serves as a testament to the remarkable advances in medical expertise and the indomitable spirit of individuals facing adversity, fostering hope in many.



Little Fighter: Premature Baby's Inspiring Battle for Life and Triumph over Challenges

Mrs. Manju delivered her baby prematurely at the 235th day, which is considered pre-viable as babies born before 24 weeks usually have little chance of survival outside the womb. Due to the baby's critical condition, they were referred to us for preterm care. At birth, the baby weighed a mere 665 grams and faced numerous health challenges including severe respiratory distress syndrome, renal immaturity, feeding intolerance, neonatal sepsis, and laryngomalacia.

Recognising the urgency, we immediately admitted the baby to the Neonatal Intensive Care Unit (NICU) for a duration of 6 months. Additionally, the baby also developed severe retinopathy of prematurity, which was

successfully treated with laser treatment by the skilled team at Narayana Nethralaya. Currently, the baby still requires minimal oxygen support due to chronic lung disease associated with prematurity. However, there has been a positive progress as the baby has gained 2.7 Kgs in weight and is now able to take oral feeds.

Considering the improvements observed, the baby has been referred back to the primary hospital and will be discharged with minimal oxygen support. It is important to note that survival at such an early gestation is extremely challenging.

Against all odds, with the dedicated

care of our medical teams and the unwavering support of their family, this little one has overcome numerous challenges. As they prepare to embrace the next chapter of their life, we celebrate their incredible progress and wish them a future filled with health and happiness.



Her Trust, Our Expertise: Overcoming Abnormal Uterine Bleeding and Ovarian Cyst through Robotic Hysterectomy

Mrs. Papiya Kundu Poddar approached Dr. Monika Meena, gynaecologist and expert in robotic surgery at Narayana Superspeciality Hospital, Howrah, seeking relief from her persistent abnormal uterine bleeding and the presence of an ovarian cyst. She had been enduring heavy bleeding for up to 12 days, requiring multiple pads daily, along with severe abdominal pain during menstruation. Additionally, she experienced discomfort during urination and bowel movements.

Upon evaluation, an ultrasound revealed the presence of multiple fibroids in her uterus, alongside normal ovaries. Considering the prolonged

nature of her condition and her desire for surgical intervention, Dr. Monika Meena recommended a robotic hysterectomy with bilateral salpingo-oophorectomy.

With access to state-of-the-art robotic surgical technology, the medical team performed the procedure with exceptional precision and minimal blood loss, completing it within a remarkably short time of one hour. Mrs. Poddar's post-operative recovery progressed smoothly, allowing her to be discharged on the same day. She experienced minimal pain and quickly resumed her regular daily activities.

This successful outcome showcases

the significant advantages of robotic surgery in gynaecological procedures. The advanced robotic platform facilitated precise surgical interventions, minimising trauma, reducing blood loss, and promoting faster recovery.

Mrs. Papiya Kundu Poddar's successful journey exemplifies the transformative impact of robotic surgery in resolving complex gynaecological conditions, offering patients improved outcomes and a return to normal life sooner.

Breaking Boundaries: Robotic Surgery Unlocks a New Chapter of Health

Mrs. Murshidha Begum, burdened by morbid obesity and a range of co-morbidities including uncontrolled diabetes, hypertension, osteoarthritis, and sleep apnea, suffered from frequent illnesses. Recognising the complexity of her condition, a local doctor in Bangladesh referred her to Narayana Health City in Bengaluru, renowned for its expertise in minimally invasive gastric bypass surgery.

Under the skilled guidance of Dr. Ashwini Kumar Kudari, consultant GI & Robotic Surgeon, Mrs. Murshidha underwent robotic mini gastric bypass

surgery, a procedure that reduces the size of the stomach and re-routes the digestive system. Remarkably, she was discharged on the third day after the surgery. During her one month follow-up, her markers and blood sugar levels were under control, and she required only minimal doses of oral hypoglycemic drugs. Within a month, she shed an impressive 8 to 10 kilograms and gained mobility with the aid of minimal support, significantly enhancing her quality of life.

This successful outcome was made possible by the collaborative efforts of

a highly qualified clinical and nursing team, working alongside an advanced technological setup. The synergy between medical expertise, cutting-edge robotics, and personalised care played a pivotal role in Mrs. Murshidha Begum's transformative journey towards improved health and well-being.



Accreditations

Narayana Health upholds national and international healthcare standards securing us accreditations and certifications from various reputable agencies, including National Accreditation Board for Hospital and Healthcare Providers (NABH), National Accreditation Board for Testing and Calibration Laboratories (NABL), Joint Commission International (JCI) and Nursing Excellence Certification by NABH.

At present, 17 units are accredited by NABH, and 4 Hospitals and Heart Centres are accredited by NABH entry level. 2 Hospitals are JCI accredited (Narayana Institute of Cardiac Sciences, Bengaluru & Health City, Cayman islands), 10 Hospitals are accredited by NABL, and 11 Hospitals are certified by Nursing Excellence.



ACCREDITATION STATUS – FY 2022-23

Unit	   			
	JCI	NABH	Nursing Excellence	NABL
Narayana Institute of Cardiac Sciences, Bommasandra, Bengaluru	✓	✓	✓	✓
Mazumdar Shaw Medical Center, Bommasandra, Bengaluru		✓	✓	✓
Narayana Superspeciality Hospital, HSR, Bengaluru		✓	✓	
Narayana Multispeciality Hospital, Mysore		✓	✓	✓
Sahyadri Narayana Multispeciality Hospital, Shimoga		✓	✓	
SRCC Children's Hospital, Mumbai		✓	✓	✓
Narayana Multispeciality Hospital, Ahmedabad		✓	✓	✓
NH Rabindranath Tagore International Institute of Cardiac Sciences, Kolkata		✓	✓	✓
Narayana Superspeciality Hospital, Howrah		✓		
Narayana Superspeciality Hospital, Guwahati		✓		✓
Narayana Multispeciality Hospital, Barasat		✓		
Brahmananda Narayana Multispecialty Hospital, Jamshedpur		✓		
MMI Narayana Superspeciality Hospital, Raipur		✓		✓
Dharamshila Narayana Superspeciality Hospital, Delhi		✓	✓	✓
Narayana Superspeciality Hospital, Gurugram		✓	✓	
Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu		✓	✓	
Narayana Multispeciality Hospital, Jaipur		✓		✓

Awards and Accolades

Over the years, we have pioneered many innovative and responsible health-care models. We have been recognised on different platforms for our commitment to the highest standards of clinical care, community engagement, and named best hospital to work for & for our green initiatives.



EXCELLENCE IN CARDIOLOGY

Excellence in Cardiology Award 2022 for the Multispeciality Hospital of Rajasthan for Excellence in Cardiac Surgery by The Times of India at Rajasthan Health Icons 2022

EXCELLENCE IN CARDIOLOGY

Awarded the Healthcare Summit and Doctors Award for the best Multispecialty Hospital in Rajasthan at Rajasthan Healthcare Summit.



Excellence in Community Engagement awarded to MMI Narayana Super Speciality Hospital, Raipur.



Excellence in Community Engagement awarded to Dharamshila Narayana Super Speciality Hospital, Delhi.



Best Hospital to Work For awarded to Shri Mata Vaishno Devi Narayana Super Speciality Hospital, Katra, Jammu & Kashmir.



Team Nursing at Narayana Multispeciality Hospital, Jessore Road, Kolkata received appreciation for Nursing Excellence from the Confederation of Indian Industry (CII) in Kolkata.



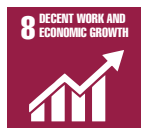
Devraj Mukherjee of RN Tagore Hospital received the ET Inspiring Leaders Awards from the British Deputy High Commissioner, Nick Low (Feb'22).



AHPI Green Initiative Award for NICS 2022.

Sustainability Highlights

SOCIAL



Women constitute 60% of our workforce



Invested 3,75,000 + manhours in Training & Development including up-skilling



Supported six UN DSG's through our social impact investments via health and education



INR 100 Crore+ discount towards subsidised Cardiac Surgeries, BMT and support to under privileged patients



52,000+ patient families trained on providing patient care via Care Companion Programme (CCP)

ENVIRONMENTAL



Reduction of carbon footprint by 18,029 tons



Sourced 26% of electricity from renewable energy sources



Wastewater from hospitals treated in onsite wastewater treatment plants & reused in the hospitals for suitable non-contact purposes like flushing, gardening, etc.



100% Segregation of waste at point of generation & safe disposal to authorised vendors



Presence of a comprehensive Environmental Management System (EMS) across all our hospitals & facilities



Narayana Institute of Cardiac Sciences, Bengaluru won the Green Hospital award from the Association of Healthcare Providers (AHPI)



50% reduction in paper usage through digital initiatives

GOVERNANCE



Board Stakeholder Relationship Committee to oversee ESG Performance



Deployed ESG Committees at a corporate and unit level to implement ESG activities across NH



Cross-functional ESG committee members under the direct purview of the ESG Committee chairman



A 5-layer Clinical Governance Framework that aligns the board, governance, clinical team, quality department, audit team and front-line staff to ensure highest safety standards



Dedicated ESG policy capturing the organisation's position and responsibilities related to Environmental Conservation, OHS, & Community Health & Safety practices

"The only limit to our realisation of tomorrow will be our doubts of today." - Franklin D. Roosevelt

For us, sustainability is not a separate theme but a way of doing business, it is embedded into our way of life

Our commitment to these ESG practices is a testament to our values and vision for a sustainable future. Through our various initiatives, we have made significant progress toward our goals of environmental stewardship, social responsibility, and governance excellence.

We are proud of our accomplishments so far and recognise that there is still much work to be done. Moving forward, we will continue to prioritise ESG considerations in all aspects of our operations, striving to create a positive impact and value for all stakeholders.

We thank our employees, partners, and communities for their support in this journey, and we look forward to a brighter, more sustainable tomorrow.



Narayana Hrudayalaya Limited

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