CHAPTER: IV

PROFILE OF HLL LIFE CARE LTD

4.1 INTRODUCTION

A study among 1479, United State men has concluded that sex education appears to delay the age of the first intercourse, and encores condom usage. Men who have received sex education were likely to use condoms. The pre historic cave findings in Egypt and France pointed out that condoms were in use but it was different from the current pencil sheath. However, the historians believe that the Roman soldiers were the first to use the condoms. The soldiers used dried sheep intestine as sheath for protecting against sexually transmitted diseases. Marquis reinvented the condoms in 17th century. Merrill Young was the first company in the world to manufacture and distribute condoms. Condoms are used as a driving force for the prevention of pregnancy and diseases. It is forecast that globally, the consumption of condom will increase by more than 40 percent by the year 2015, from the present figure of 530 million users to 742 million users. The worldwide production of condoms is currently estimated to be slightly over 15 billion pieces annually and the world condom market is projected to reach 26 billion units in the year 2015. As per current sales figure, the United States of America and countries in Europe together account for 63 percent dollar share in the world condom market\(^1\).

As reported by AC Nielson the total Condom market is estimated at 1078 million pieces during the period 2007-08, the market value of which is reported at Rs 263 cores. The commercial condoms market account for 456 million pieces while the subsidized condoms market account for 622 million pieces in the year of 2007-08. In the commercial category four variants, namely plain, dotted and ribbed and delay condoms account for nearly 80 percent of total market\(^2\).
This chapter describes the history of HLL Life care, process that involves in condom production, organisational structure, departments and their responsibilities and so on.

4.2 FORMATION OF HLL LIFE CARE

HLL’s journey started with its incorporation as a corporate entity under the ministry of health and family welfare of Government of India on March 1, 1966. HLL was set up by natural rubber in the rich state of Kerala for the production of male contraceptive condoms for the National family planning programme. The company commenced its operators on April 5, 1969.

HLL as a company has diversified over the years and turned many stones on its way towards the present state of affairs. HLL Life care Limited is the only company in world manufacturing and offering a wide range of contraceptives consisting of condoms intra uterine devices and oral contraceptives pills. The health care range of products consists of blood collection bags, surgical sutures, surgical gloves, hydrocephalus shunts, tissue expander needle destroyers, equipment Iron and folic acid tablets, medicated plasters and oral dehydration salts. The importance of both internal stakeholders and its customers is in achieving aspirations and fulfilling its vision. The company targeted a vision to achieve and sustain a high growth path, aspiring to attain global levels of scale and financial strength in order to complete the deliver in domestic and international markets.

HLL clearly acknowledges its responsibility towards the social sector not only in changing behavioural patterns with respect to reproductive health but also towards providing health care solutions for the weaker section of society in the rural sector and women. As a commitment to social cause HLL has set up a non profit organization HL family planning promotion trust (HLFPPT), HLFPPT’s current activities include implementing sexual and reproductive health projects HIV/AIDS targeted interventions and IEC project funded by national and international development and Government of India. The interventions are directed at creating planned and sustained
behavioural change for having small and healthy families and sexual and reproductive health so on.

HLL Life care Limited has its corporate office at Thiruvananthapuram. Presently it has totally 5 manufacturing units. Two of the company’s manufacturing facilities are situated in Thiruvananthapuram, one unit at Peroorkada which manufactures male contraceptive condoms and other units at Akkulam which manufactures blood bags, intra uterine device, surgical sutures, hydrocephalus shunts and tissue expenders. The third manufacturing unit for male condoms and oral contraceptive pills is located at Kanagala near Belgaum of, Karnataka state. The fourth manufacturing units are located at Kochi where female condoms and male contraceptive condoms are manufactured. The fifth manufacturing is located at Maneswar of Haryana manufactures pregnancy test kits.

Today HLL Peroorkada units is the single largest unit in the world producing male contraceptives condoms with a total operating capacity of more than 1 billion condoms per annum. All these units have ISO 9001, ISO 14001 – quality and environment management system certification. HLL’s Peroorkada, Akkulam and Kanagala plant have OHSAS 18001 certification for efficient occupational health and safety management system. The testing laboratory for finished products at Peroorkada factory has NABL accreditation under ISO/EC 17025.

4.3 MANUFACTURING UNITS

The HLL Life care Limited is having number of manufacturing units in India. The brief detail is given below

4.3.1 Peroorkada factory, Thiruvananthapuram (PFT)

The manufacturing unit at peroorkada was set up in 1969 in technical collaboration with Okamoto Industries Japan. The plant has since undergone continues modernization over the years and has an annual production capacity of 1066 million pieces of condoms. The facility is equipped with modern machines and equipment for production, inspiration and quality testing that meets international
standards. The unit produces many variants of condoms with different flavours and textures.

4.3.2 Akkulam factory, Thiruvananthapuram (AFT)

AFT is a modern state of the art facility for manufacture of blood bags and other medical devices namely IUDs (Intra Uterine Devices), surgical sutures, hydrocephalus shunts, tissue expanders and tubal rings. The manufacturing facility is centrally air-conditioned.

4.3.3 Kanagala factory, Belgaum (KFB)

The Kanagala plant in Belgaum, Karnataka commenced its operation with production of condoms in 1985 using Japanese technology. This unit underwent diversification in 1992 with the tabletting facility for birth control pills - Mala-D/N and the formulation and tabletting of Saheli the indigenous, non-steroidal once-a-week pill. The tabletting of emergency contraceptive pills was started in 2003. Manufacturing facility for centchroman bulk drug was added in 2004. In 2006, commercial manufacturing of women healthcare products was commenced.6

4.3.4 Kakkanad factory, Cochin (KFC)

HLL’s female condom manufacturing facility at cochin special economic zone, Kakkanad, has been set up in technical collaboration with M/s. Female Health Company (FHC), US. The female condom manufactured at KFC is the second generation of female condoms made from synthetic nitrile latex, the product generically being termed FC2. The installed capacity of the plant is 7 million pieces per year. In addition, KFC has a fully automatic testing and packing facility for male condoms with an annual capacity of 150 million pieces per year. This facility mainly caters to the export market.
4.3.5 Manesar factory, Gurgaon (MFG)

HLL’s in-vitro immune-diagnostics kit manufacturing facility at Manesar, Gurgaon of Haryana has an installed capacity to manufacture 26 million rapid pregnancy test kits per year on single shift operation. The unit commenced its operations in November 2007. The unit manufactures rapid test kits for detection of metabolic hormones such as human chorionic gonadotropin (HCG) in urine and prognosis of diseases such as dengue, malaria (different strains), kala-a-zar (leishmaniasis), TB, chikungunya and other infectious diseases.

4.3.6 Indore factory, Indore (MFI)

HLL’s Indore factory commenced operation in April 2010 in the Industrial area in the commercial capital of Madhya Pradesh. The Plant is a formulation facility for the production of a range of pharmacy products including Tablets, Capsules and ORS.

4.4 TECHNOLOGY AND INNOVATIONS

HLL has been constantly innovating to create novel products with the help of modern technology, so that the benefits of modern healthcare can transform everyday lives of the common man. Over the years, every product of HLL, created through constant research and development has aimed at making world-class healthcare available to the society at large. HLL has successfully commercialised indigenous technologies developed by premier research institutions such as Sree Chitra Tirunal Institute of Medical Sciences and Technology, Thiruvananthapuram and the Central Drug Research Institute, Lucknow. This ability to assimilate innovative technology has enabled HLL to produce cost-effective and high quality medical devices, drugs and contraceptives. Through several collaborations with world leaders in technology, HLL has state-of-the-art facilities to manufacture world-class healthcare products and make them available to millions worldwide. The innovative products and services of HLL today reach over 115 countries spanning the seven continents.

4.5 MILESTONE OF HLL

In 2003 receives Memorandum of Understanding (MOU) award from the President of India, for excellence in the achievement of MOU targets for 2001-2002. In the same year the company introduces preventol emergency contraceptive pills, hi-care blood collection monitor and hi-care tube Sealer for sealing blood bags. In 2004 launches moods condoms in 22nd January. HLL’s female condom launched by the secretary, department of family welfare at New Delhi on February 13. In the year 2005 contributes Rs. 20 lakhs to the Prime Ministers relief fund. Condom vending machines installed in Kerala by HLFPPPT on 29th July. HLL launches moods variant spiral condoms, at Hyderabad on 7th August. HLL launches Moods glow condoms at a special function at Thiruvananthapuram on 1st December. In 2006 women’s health care pharma products launched by the Union Secretary for Health & Family Welfare at Thiruvananthapuram on 13th January10.

Formation of Life Spring Hospitals (Pvt.) Ltd. - a joint venture between HLL and acumen fund, USA, formed on 18th March. Second Life Spring Hospital, at Mallappur near Hyderabad inaugurated on 16th June and the third Hospital at Nellore
on 20th June, the fourth at Vijayawada on 14th August and the fifth at Vanasthalipuram near Hyderabad on 24th August.

MOU signed with the Rajiv Gandhi Centre for Biotechnology, Thiruvananthapuram, for setting up of Technology Business Incubation Centre, on 4th September 2007. HLL registered its first Pharma product outside India in Peru in South America and launches its once-a-week, non-steroidal oral contraceptive pill in the brand name ‘Ivy Femme’ in Lima, Peru, on 15th October.

HLL signs an MOU with the Government of Kerala for the setting up of three MRI scan centres at Thrissur, Alapuzha and Kottayam Medical Colleges on 1st November 2007. In the year 2009 Hindustan Latex - HLL - took a new name HLL Lifecare Limited on 1st January as an organization whose activities encompass complete health care for all. In 2010 HLL’s second MRI Scan Centre set up by Hindustan labs at the Alappuzha Medical College inaugurated by Kerala Chief Minister Shri.V.S.Achuthananthan on 12 January. Launched moods condoms in Australia in association with Indo Pacific Enterprises Ltd., on 06 February. The prestigious power brand status has been conferred on moods brand recognizing it as one of the top 200 brands in India, on 01 October 2010.

4.6 PRODUCT PROFILE

4.6.1 Condom

Condoms are major profit earning components of HLL Lifecare Limited. Different brands of Condoms produced by HLL Lifecare Limited are niroth, deluxe niroth, , super deluxe niroth, moods, moods supreme, rakshak, gay, share and so on. Brands exported to foreign countries are all night 3’s pack, choco 3’s pack, coloured 3’s pack, dotted 3’s pack, regular 3’s pack, ribbed 3’s pack, ultrathin 3’s pack, all night 12’s pack, choco 12’s pack, coloured 12’s pack, dotted 12’s pack, regular 12’s pack, ribbed 12’s pack, ultrathin 12’s pack, rezendo and velvet.
4.6.2 Blood bags

HLL lifecare Limited started manufacture of blood bag from 1995 running at Akkulam factory, Thiruvananthapuram. The different types of blood bags produced in HLL Lifecare limited are single, double, triple, paediatric and transfer bags.

4.6.3 Copper-T

Copper-T is an intra-uterine device used by women to protect against unwanted pregnancy. Two brands of copper-T products of HLL Life care Limited are T-Care 200 B and T-care 380 A.

4.6.4 Hydrocephalus Shunt

Hydrocephalus Shunt is used to regular the pressure inside the head of children having abnormal brain fluid condition. HLL Lifecare Limited started the manufacture of Hydrocephalus Shunt in the year 1994 at Akkulam Factory.

4.7 QUALITY SYSTEMS

4.7.1 Quality Policy

HLL is committed to provide product and services conforming to international standards in heath care enabling people lead healthy and happy lives. They achieve organisation excellence through continual improvement by adoption of best technologies and practices in all areas. Their Market product and services are globally delivering the highest value for customer through focus on innovation, quality, research and development, cost management, customer relationship management, HLL meeting the highest standards in corporate Governance and corporate social responsibilities.

4.7.2 Commitment to Quality Systems

HLL underlines its commitment to quality by mandating that all manufacturing facilities are certified to a quality system standard. Their manufacturing facilities conform to requirements of ISO 9001:2000, ISO 13485 and various international
product certification marks, thus offering best value to our customers in conformance with international standards.

4.7.3 Management System Certifications

HLL developed and are maintaining excellent environmental, health and safety management systems that meet the requirements of ISO 14001 and OHSAS 18001. The elements followed to maintain quality system in HLL life care Ltd are organizational structure, responsibilities, methods, data management, processes, resources, customer satisfaction, continuous improvement and product quality.

4.8 PRODUCTION ACTIVITES OF CONDOM

Condom manufacturing is a challenging job to protect the people from AIDS and unwanted pregnancy. The manufacturing of condom consists of various process stages. The systematic process flow is given in figure 4.1
4.8.1 General process description

The manufacturing process of condoms in the primary production department can be broadly classified into three main operations namely compounding of latex, moulding of condoms and vulcanisation of model product.

These operations are done in the compounding, moulding and vulcanising section respectively in each plant. The production process starts from primary department operations, which consists of compounding of raw latex, moulding and vulcanizing or powder finishing of condoms.
4.8.2 Primary production plant based on Japanese Technology

HLL commenced its manufacturing operations with installation of two moulding machine at Thiruvananthapuram in Kerala on April 05, 1969 under the technical collaboration of Okamoto riken gomo Co Ltd, Japanese for the manufacture of male contraceptive condoms. These moulding machine were identified as M1 and M2 two more machines were additionally installed in 1977 which are namely M3 and M4. M1, M2, M3 and M4 machine constitute plant A. In 1985 - 86 two plant are installed with the state of art technology from M/S Okamoto riken gomo Co Ltd, Japanese. One plant was installed in Belgaum in Karnataka state and the other in Thiruvananthapuram MA and MB machines of plant B were installed during this period. The machine M1 and M2 installed in 1969 and M3 and M4 installed in 1977 were modernized indigenously in line with the state of art technology. The modernisation programme was commenced in 1989 and completed in 1991. In the augmentation plant namely plant C. There are two moulding machines namely M5 and M6 each moulding machine has two production lines.

4.8.3 Compounding

Compounding is done to make Latex suitable for moulding operations and for making the final product confirming the requirements of the end user. This is achieved by the addition of fixed quantity of liquid compounding chemicals followed by compounding chemicals dispersion to raw latex in miners. The description is prepared by using ball mill /sand grinder / Pearl mill / Attritor mill. The compound is then heated by introducing steam to the jacket of miners after attaining the required degree of cure the heating is arrested by introducing chilled water to the jacket. The compound can be subjected to room ageing also without heating and cooling to achieve the required degree of cure. The Latex properties will be regulated before supply to the moulding process.

4.8.4 Moulding

Moulding process consists of the following operations. Glass formers of required dimensions and type are vertically arranged on an endless conveyor chain cleaned
moulds enter dipping tank at a certain angle and leave with a uniform latex film adhering to it. This is dried and again comes for the second dipping. The open end of the dried film is rolled up by the beading brushes and dried again in the vulcanizing booth. The film sticking on to the moulds are swelled using ammonia solution and treated with anti sticking agent before being stripped off by means of silica slurry jets. The stripped products along with silica slurry move to the vulcanizing section by gravity flow.

4.8.5 Vulcanisation

Vulcanizing operations are done vulcanising machines in order to improve the physical properties. The condoms coming from moulding section are separated from sherry at the dehydrator, partially dried and conveyed pneumatically to the automotive vulcanising machine. The vulcanised condom are collected in crater once in every 45 minutes two production lines at one moulding machine, constitutes 64 production lots (2x32=64 Nos) in 24 hours time. The production lots are transferred to HPQC without losing their identity.¹⁵

4.9 PROCESS OF QUALITY TESTING

Quality testing department contains three major process activities namely half product testing process, electronic testing department online testing process and finished product testing process.

4.9.1 Half Product testing Process (HPT)

Immediately after vulcanizing each lot will be tested for the purpose of process control. First step is providing the lots with lot identity and batch identity. A lot is identified with batch number, lot number and date of production. Every 45 minutes production constitutes a lot. Each lot is inspected for the purpose to find the visual defects, check the dimensions and to check the water leakage.
4.9.2 **Electronic testing Department online testing process (ETD)**

The function of inspection is to electronically test and roll up the condoms received from HPQC. It involves effective segregation of good and bad condoms using a high voltage detection system. The main objective of the section is to ensure 100 percentage segmentation of good condoms from the incoming lots. Each electronically tested and rolled condoms are inspected to find the visual defects, water leakage and inflation properties.

4.9.3 **Finished Product Testing process (FPT)**

The finished product received from packing undergoes the test namely water leak test, inflation test, package seal integrity test, package condition and markings, lubrication quantity test, dimension test, colour fastness test and ageing test\(^{16}\).

4.10 **MAJOR DEPARTMENTS**

4.10.1 **Purchase Department**

“Purchase department is otherwise known as Father of the departments”. All purchases for the company are made by the purchase department . The purchasing function has emerged as a specialized organizational activity. The success of the purchasing department depends upon the quality of the inputs and also upon the ability of the purchasing department personnel to analyze the inputs to the fullest extent.

The purchase manager is head of purchase department. He has got three deputy managers followed by two assistant managers. The company makes all purchases only after obtaining purchase requisition from the stores department. Purchase department has appropriate store coding for all of its raw materials.

4.10.2 **Information Technology Department**

A management information system (MIS) is a system that provides information needed to manage organizations effectively. Management information systems involve three primary resources such as technology, information, and people. It is
important to recognize that while all three resources are key components when studying management information systems, the most important resource is people. Management information systems are regarded as a subset of the overall internal control procedures in a business, which cover the application of people, documents, technologies, and procedures used by management accountants to solve business problems such as costing a product, service or a business-wide strategy. Management information systems are distinct from regular information systems in that they are used to analyze other information systems applied in operational activities in the organization. An MIS is a planned system of the collection, processing, storage and dissemination of data in the form of information needed to carry out the management functions.

4.10.3 Human Resource Development

The objectives of HLL are to exercise leadership in modelling and implementing successful human resource policies and practices that help unleash employee potential, create an organizational ambience where talents can bloom and support the managements efforts to foster a high performance workforce. In HLL Life care (HRD) support local efforts to recruit, develop and retain a highly qualified work force by building market practices and effective employer practices into human resource methodologies. It encourages, support, reward and recognize creativity, innovation, and individual and team performance. They provide competitive terms and conditions of employment to the work force through building up a reward and recognition mechanism that provides value for people.

4.10.4 Finance Department

Finance is the lifeblood of every business. Hence the finance department has significant importance in HLL life care. The financial department activities are managed by manager finance, deputy manager finance and assistant manager finance. Three management departments comprise pay receiver management, cash management and party bill management.
4.10.5 Marketing Department

Over the past two decades, HLL has steadily set up a strong and sound infrastructure for direct marketing. HLL has put in place a vast distribution network covering the length and breadth of the country. HLL’s products today reach over 200,000 retail outlets, covering 3500 hospitals, reaching over 30,000 medical professionals, with over 2800 stock points, has over 700 frontline team members placed in every town, with offices in all metros and mini metros, and reaching over one lake villages in the remote corners of the nation.

It is the leading social marketing organization in the country in the area of contraceptives - with a market share of over 65 percent in the rural and semi urban markets, including in the highly populated states of UP, Madhya Pradesh, Bihar so on. HLL has made vast inroads in the commercial segment too, with the growth in its market share from 0.1 percent in the nineties to 15 percent at present. HLL’s products are today exported to over 115 countries.

With two decades of dedicated efforts in brand building and market development, HLL has developed a sound marketing infrastructure and introduced an extensive range of its contraceptive, hospital and healthcare products, in the domestic and global markets. HLL is a professional marketing organisation comprising various divisions namely consumer business division, hi-care division, world healthcare division, government business division, vending business division and international business division.

4.11 PRODUCT DISTRIBUTION SYSTEM

Clearing and forwarding agents (CFA) are the outsourced agencies appointed by the company to perform that logistics, controlling and distribution state.

Clearing and forwarding agents otherwise called as third party service providers. With the increase in the company market share. HLL introduced 2 tier distribution channel for distributing the products. The dream came true in December
1999 by appointing the first clearing and forwarding agents of HLL M/S Swami sons agency in Hyderabad to distribute the HLL products in the state of Andhra Pradesh.

The two-tier channel enabled the company to directly distribute the products to the stockiest and thereby become closer to the end user. The two-tier system is given below:

**Factory → Clearing and forwarding agencies → Stockiest → Retailer → Enduser.**

The advantages of two tier and three tier channel distribution are such as faster delivery of products, closer to the customer, prompt service to the customers, better receivable management, focused control over the channel member, higher margins, better reach. The percent of margin given to the distributor, stockiest and retailer are 7, 10 and 15 respectively. Presently the products of contraceptive and ethical Business division are dealt through clearing and forwarding agencies or department system of HLL. The company has the following CFA’S to caller the customers of various states.

**Table: 4.1**

**Details of clearing and forwarding agencies**

<table>
<thead>
<tr>
<th>CFA NAME</th>
<th>PLACE</th>
<th>STATE COVERED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travancore Medicines</td>
<td>Trivandrum</td>
<td>Kerala</td>
</tr>
<tr>
<td>Swasthick Pharma</td>
<td>Chennai</td>
<td>Tamil Nadu</td>
</tr>
<tr>
<td>Sumatra enterprise</td>
<td>Indore</td>
<td>M.P</td>
</tr>
<tr>
<td>Excellence Marketing</td>
<td>Kolkata</td>
<td>West Bengal, Assam, North, East</td>
</tr>
<tr>
<td>Good luck Distribution</td>
<td>Ghaziabad</td>
<td>Western U.P</td>
</tr>
<tr>
<td>Bhagawathy Traders</td>
<td>Kanpur</td>
<td>Eastern &amp; central U.P</td>
</tr>
<tr>
<td>Karnani Laboratories</td>
<td>Mumbai</td>
<td>Maharashtra, Gujarat, Goa</td>
</tr>
<tr>
<td>M.K.Enterprises</td>
<td>Delhi</td>
<td>Delhi, Jammu, H.P</td>
</tr>
<tr>
<td>Mittal Enterprises</td>
<td>Jaipur</td>
<td>Rajasthan, Punjab &amp; Haryana</td>
</tr>
</tbody>
</table>

Source: Company manual
4.12 SALES PERFORMANCE OF HLL

The company major business divisions are like contraceptive business division, JE vaccine, institutional business division, international business unit, iron ore and pharmacy division. The last six years sales performance is given in Table 4.2.

Table: 4.2
SALES PERFORMANCE OF HLL

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contraceptive business division</td>
<td>1561.62</td>
<td>*(44.64)</td>
<td>1790.91</td>
<td>*(46.84)</td>
<td>**(14.68)</td>
<td>2425.25</td>
</tr>
<tr>
<td>JE Vaccine</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1167.75</td>
<td>*(10.29)</td>
</tr>
<tr>
<td>Institutional business division</td>
<td>668.69</td>
<td>*(19.11)</td>
<td>839.89</td>
<td>*(21.97)</td>
<td>**(25.60)</td>
<td>1233.09</td>
</tr>
<tr>
<td>Iron ore</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1158.46</td>
<td>*(10.21)</td>
</tr>
<tr>
<td>Pharmacy division</td>
<td>0.37</td>
<td>*0.01</td>
<td>1.96</td>
<td>*(0.05)</td>
<td>**(429.72)</td>
<td>12.3</td>
</tr>
<tr>
<td>Total turnover</td>
<td>3498.33</td>
<td>3823.58</td>
<td>5203.8</td>
<td>6096.34</td>
<td>11344.37</td>
<td>14547.28</td>
</tr>
</tbody>
</table>

Source: Secondary data

* Figures in brackets indicate percentage to total

** Figures in brackets indicate growth rate

Table 4.2 shows that in all the six years the business division of contraceptive had a dominant share in the total turnover followed by international business unit and institutional business unit. The annual growth of contraceptive division was recorded...
262.96 in the year 2006-2007, followed by pharmacy division and institutional business division. Other particulars are seen in the Table.

**4.13 CONCLUSION**

HLL Life care is playing a vital role to the betterment of the society and the nation through their innovative health care products. The health care products are meeting the expectation of the customers in nation and international level. They are continuously maintaining quality in their all round activities. They are formulating various departments to the smooth functioning of the company. The health products are highly supporting public, research department and hospitals to avail the quality product at reasonable price. HLL Life care milestone indicate their vision and mission, hard working, systematic planning and control activities.

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