CHAPTER-7

DISCUSSION AND FINDINGS

As explained in the research methodology 6 healthcare organizations were selected for the present research. These hospitals are situated in Bangalore city. Few of the top most quality service providing and NABH accredited healthcare organizations are briefed as below:

1. **Manipal Hospital**: Manipal Hospital Bangalore is NABH accredited and ranked amongst the Top 10 Best Multispecialty hospitals in India. This 50 year old establishment is today the country’s third largest healthcare group with a network of 15 hospitals providing comprehensive care that is both curative and preventive in nature for a wide variety of patients not just from India but also from across the globe. Manipal Hospital is an affordable tertiary care multispecialty healthcare provider. They have been at the pioneers all the way through in terms of offering medical brilliance. Therefore, the hospital has gained international acclamation for their skill to treat multi disciplinary ailments, to offer unmatched medical support and supreme quality.

**Address**: Manipal Hospital, 98, HAL Airport Road, Bangalore – 560017.

**Phone**: 1800 3001 4000

*Source: http://essencz.com/piyalis14/top-10-best-private-hospitals-in-bangalore/*
2. Narayana Hrudayalaya

The name Narayana Hrudayalaya is a chain of multi-speciality hospitals in India with its headquarters in Bengaluru. It is one of the best private hospitals in Bangalore. Narayana Hrudayalaya is India’s most treasured cardiac surgeon and Padma Bhushan awardee Dr. Devi Shetty’s “dream for all”. He established the hospital in Bangalore in 2001 with the view to convey the expensive surgeries affordable to the common people and to offer them a quality health care completely in one place. And now after 15 years of journey, Narayana Hrudayalaya has become destination of Indian as well as thousands of international patients. Narayana Health offers specialty and tertiary care facilities covering a wide range of specialization viz. cardiac surgery, cardiology, gastroenterology, vascular, endovascular services, nephrology, urology, neurology, neurosurgery, pediatrics, obstetrics & gynecology, psychiatry, diabetes, endocrinology, cosmetic surgery and rehabilitation, solid organ transplants for kidney, liver, heart and bone marrow transplant as well as general medicine. The group also offers
oncology services for most types of cancer including head, neck, breast, cervical, lungs, ortho, uro-genital and gastro intestinal.

**Address:** 258/A, Bommasandra Industrial Area, Anekal Taluk, Hosur Road, Bangalore.

Phone: 09686600393/080-71222684/09980807980


### 3. M S Ramaiah Memorial Hospital

For the decent medical performances and strong values, the M S Ramaiah Memorial Hospital in Bangalore has gained world-class recognition. Situated in the Northern Part of the city and close to International Airport are one point place for education, training and treatment. Its a 500 bedded Multi Super Specialty Hospital catering to all general and various unique health needs of the patients. They have an indomitable team of doctors and experts whose prowess is augmented by range of cutting-edge equipment and techno-sharp amenities. The doctors and all the support staffs of this hospital offer the visitors compassionate care with immense medical proficiency to ensure the best treatment affordable by the patients.

Address: New B E L Road, M S Ramaiah Nagar, MSRIT Post, Bangalore – 560 054.

4. **Fortis Hospital Bangalore:**

Fortis has become a highly acclaimed name in medical industry in India during the last decade. Fortis Hospital is a subsidiary of the apparent Fortis Memorial Research Institute and it has six hospitals at different locations in Bangalore. All of these six hospitals are evenly equipped with high-tech avant-garde medical and surgical facilities. Fortis Hospitals in Bangalore has some of the best doctors, surgeons and visiting consultants in the country across all its speciality areas. Among the six hospitals of Fortis Healthcare chain, the hospital on Bannerghatta Road is the most eminent super-specialty tertiary care hospital with more than 40 medical specialty fields. Their advanced healthcare technology combined with years of expertise makes them one of the world’s top destinations for medical tourism.

Address: 154/9, Bannerghatta Road, Opposite IIM-B, Bengaluru, Karnataka 560076.

Phone: +91 80 6621 4444

5. Columbia Asia Referral Hospital

Columbia Asia Referral Hospital in Bangalore is the ultimate choice for those who are looking for an all-inclusive super-specialty health care service at one place. It’s a 200 bedded hospital that set its own standards in the healthcare regime and is a specialized center where medical professionals deal with severe diseases and body ailments with the help of most advanced therapeutic techniques. The top quality clinical skill and nursing care form the core of this super-specialty hospital in Yeshwanthpur. The hospital follows international standard clinical norms to ensure a complete infection control and hygiene inside the hospital. The availability of avant-garde facilities in this multi-specialty hospital that helps the doctors deliver high-end medical treatment measures to their patients. Bangalore hospital has – 8 Operation Theatres, Ambulatory Services, Critical Care Unit, Endoscopy Suite, Chemotherapy suites, Level Three Neo-natal Intensive Care. At Columbia Asia Referral Hospital, Yeshwanthpur, patients benefit from advanced medical diagnostics, treatment and the personal care.
Address: 26/4, Brigade Gateway, Beside Metro Cash and Carry West, Malleshwaram West, Bengaluru, Karnataka 560055.

Phone: 080 3989 8969


6. **Apollo Hospital Bangalore**

Apollo Hospital Bangalore is a tertiary care flagship unit of the Apollo Hospitals Group. It made a mark in the city of Bangalore in 2007 and is committed to provide quality healthcare and facilities within the reach of every individual. Apollo Hospital, Bangalore is one among the most popular branches of the hospital chain offering the high quality health care in an affordable cost. It is a perfect blend of technological excellence, adequate infrastructure, compassionate care and is equipped with state-of-the art technology. It comprises of an excellent team of more than 100 consultants, who are experts in major medical specialties having a rich clinical background of either having studied or worked in reputed institutes of the world. It is dedicated
to provide the best standard of patient care and hence, is JCI (Joint Commission International) accredited. The Joint Commission is the gold standard accreditation for health care organizations. Apollo Hospitals, Bangalore is ‘World class healthcare under one roof & a global healthcare destination’.

Address: 665, 19th Main, 21st Cross, Near-Sri Rama Medical, Rajaji Nagar 2nd Block, Bengaluru, Karnataka 560010.

Phone: 080 2295 7425


7. St John Medical College Hospital

The St John Medical College and Hospital is one of the best private hospitals in Bangalore. St. John’s Medical College Hospital is a tertiary medical service centre with 1350 beds. It offers specialty and super specialty services, including state-of-the-art diagnostic facilities to ensure the delivery of holistic patient care. The hospital is staffed with dedicated and highly competent members of the medical fraternity along with trained personnel who work with sophisticated state-of-the-art equipment. Started on December 8, 1975, St. John’s Medical College Hospital
now has 24 full-fledged departments to provide specialty and super specialty services. The highly acclaimed doctors and world class infrastructure has made the hospital a choice of all.

Address: Sarjapur Road, Bengaluru, Karnataka 560034.

Phone: 080 4946 6029


8. BGS Gleneagles Global Hospitals

BGS Gleneagles Global Hospitals is one of the best private hospitals in Bangalore, committed to providing world-class tertiary healthcare to people in India and abroad by fusing the benefits of modern technology with the clinical acumen of the leading specialists in their respective fields. The BGS Gleneagles Global Hospitals in Bengaluru is a 500-bed state-of-the-art multi-disciplinary, tertiary care facility with top-notch doctors and world class facilities. The hospital has 14 major operating rooms, the finest imaging/radiology facilities 120 specialty ICU beds, one of the largest Liver ICUs in the country & a host of features to deliver the best healthcare. With the combination of hi-tech facilities and clinical brilliance, BGS Global Hospitals in Bangalore is the hospital that has made its prominent mark in the healthcare industry across India and abroad.

Address: 67, Uttarahalli Main Rd, Sunkalpalya, Bengaluru, Karnataka 560060.

Phone: 080 2625 5555

9. Mallya Hospital

Mallya hospital is located in the heart of the Bengaluru city. Mallya Hospital has substantial bed strength, infrastructure and quality patient care with human touch using state-of-the art technology with quality health care under one roof. Mallya hospital is the first Multispecialty hospital in the country to receive the coveted ISO-9002 certification award which has been recently upgraded to ISO 9001:2008. Further, it has also been awarded the prestigious NABH (National Accreditation Board for Hospitals & Health Care Providers) certification. The consultants and Nursing staff are not only just experts in their specialty, they also give individual attention for maximum treatment outcome.

Address: No.2, Vittal Mallya Road, Bengaluru, Karnataka 560001

Phone: 080 2227 7979

10. Sagar Hospitals, Banashankari

Sagar Hospitals, Banashankari, is landmark for health care, for both the domestic and international patients. This hospital provides multi-specialty medical care and treatments at its best. Sagar Hospitals Banashankari (BSK) has 415 beds and four clinics and the professional consultants and surgeons that compares well with their international peers. Sagar Hospitals is well equipped with the state-of-the-art medical equipment like 128 Slice CT Scan, `Birthing Suite` and Green Light Laser Surgery facility. Facilities like video conferencing with relatives living in any part of the globe from the ICU’s sophisticated cubicles provide a new experience to patients. It’s well planned nursing wards and deluxe suites with a high degree of attention to hygiene and ambiance help the recuperating patients be in a pleasant environment. The Sagar Hospitals, Banashankari has been empanelled for extending treatment under the Tamil Nadu, Government`s Kalaingar Insurance Scheme for Life Saving Treatments. The Banashankari facility also treats patients under other government welfare schemes like the Vajpayee Arogya Shree, Suvarna Arogya Chaitanya and student dependents of the BPL Card holders.
Address: Shavige Malleshwara Hills, Dayananda Sagar Institution campus, Kumaraswamy Layout, Bengaluru, Karnataka 560078.

Phone: 080 4299 9999


11. Health Care Global: HCG has been revolutionizing the future of cancer care and helping patients achieve longer and better lives. Since its inception in Bangalore, it has grown to become the largest network of cancer care hospitals. HCG began as the Bangalore Institute of Oncology, which was launched by a dedicated group of oncologists. It is the first private centre in the country to introduce Cyclotron and PET-CT technologies. HCG Bangalore also has the distinction of being one of the first centres to introduce CyberKnife technology to cancer treatment.

HCG Bangalore has an integrated approach to cancer care delivery. It is a combination of an experienced team of specialists and advanced technologies to ensure that patients receive the right care and treatment. Patients have access to the full range of cancer care - from prevention, screening, diagnosis and treatment to rehabilitation and supportive/palliative care.

The diagnostic facility at HCG Bangalore is equipped with state-of-the-art imaging technologies like 3T MRI, PET-CT and SPECT. Triesta specialty laboratories provide state-of-the-art diagnostic testing with expertise in oncology testing. This allows clinicians to get enhanced diagnoses, which aids in deciding an optimal course of cancer treatment and results in better clinical outcomes. The services provided under medical oncology include:

- Haemato Oncology
- Pediatric Oncology
- Breast health
- Preventive Oncology
- Day Care Chemotherapy
At HCG Bangalore, surgery has moved from a more radical approach towards organ preservation, shorter hospital stays and minimally invasive, robotic surgeries. The surgeries performed include:

- General Oncology Surgeries
- Gynaec Oncology Surgeries
- Breast Surgeries
- Uro Oncology Surgeries
- Ortho Oncology Surgeries
- Head & Neck Cancer Surgeries

In the radiation oncology department, patients have access to advanced technologies like CyberKnife robotic radiosurgery, which allows the cancer to be targeted with pinpoint accuracy. For oncology thought leaders, such technology allows pioneering new treatments that go beyond today's clinical norms. For patients, it means a short road back to normal life.

(Source: https://www.hcgoncology.com/hcg-bangalore)
The profiles of the healthcare organizations indicate that, they could be studied under three headings i.e., teaching healthcare organization, super specialty healthcare organization and multispecialty healthcare organization. Due to the difference in nature of organization and nature of their service providing, slight difference in the perception of respondents regarding Corporate Governance and CSR practices is noticed. The following discussion further elaborates such difference in perceptions.

The concept of Corporate Governance is defined from various perspectives like legal, economical and management etc. Whatever may be the perspective the crux of the definitions could be summarized as below:

- It is about how the companies are directed and controlled,
- It is an essential ingredient for Corporate Success and Sustainability,
- The process by which corporations are made responsive to the rights and wishes of stakeholders
- It describes all influences affecting the institutional process,
- It is the process which brings coordination between individual goals and Communal goals
- It ensures greater transparency and accountability in the organization.

When the working definition of Corporate Governance for health care organizations is written with the above ingredients it would be as follows "Corporate Governance is the process by which Health care organizations are directed and controlled, which requires strong Clinical Governance ensuring Patient Safety, process transparency and empathy towards society. This is achieved by good organization climate and Responsible Behaviour towards the society".

So the major issues attached to Corporate Governance practices in Health Care Organizations could be Clinical Governance, Organization Climate and Corporate Social Responsibility Practices of the organization. Among the above three issues organization climate and clinical governance influence the internal practices whereas CSR influences the external image of the health care organization. Hence in this study an attempt is made to explore the nature of connection existing between Corporate Governance and Clinical Governance, Corporate Governance and Organization Climate and Corporate Governance with CSR. Also the challenges being faced by the health care sector in practicing CG and CSR are identified. The results of research reveal that there is a relationship between CG, CSR, CLG & OC. The relationship
slightly varies in different health care organizations i.e., teaching hospitals, super specialty hospitals ad multispecialty hospitals. However the challenges faced by all health care organizations are almost same. It is also noted that health care organizations are showing more interest in identifying innovative CSR activities after the implementation of Companies Act 2013. The Provisions of Companies Act provides certain guidelines for compulsory spending on CSR activities out of their profit.

The following diagram shows the factors influencing Corporate Governance in Health Care Sector.

**Figure 6.24**

*Factors affecting Corporate Governance in Health Care Organizations*
The above picture depicts the factors influencing Corporate Governance practices in healthcare industry. The environment of healthcare organization has two parts, viz external environment and internal environment. External environment of health care organization is almost similar every healthcare organization in the industry whereas internal environment is purely organization specific. Hence internal environmental factors are organization specific while external factors may be generic in nature.

External factors influencing Corporate Governance practices of healthcare organization includes industry ethos, industry complexity, legislations and social responsibility. Internal factors include clinical governance, organization climate, nature of management and type/ category of healthcare organization.

The health care industry is one of the prominent industries in the world. Its prominence is because includes treating patients. The term Patient means a person who is infirm or suffering from physical or mental illness. Health Care industry is deemed to consume more than 10% of GDP of most developed nations; hence it forms prominent of country’s economy. A health care provider is a person who delivers proper health care in a systematic way professionally to any individual in need of health care service. He may also be termed as health care professional. In any health care organization these professionals are termed as clinicians. Clinicians include Doctors and Nurses majorly as they possess suitable medical degree.

Healthcare sector is no doubt a social sector. This is because access to affordable health care and impartial treatment of patients is as important as the need to have further investment. Not only right to access to affordable healthcare has been recognized as a fundamental right in India, there are several international obligations for India to pursue 'access to health care and equity in treatment' in this regard. At the same time healthcare sector, with huge private sector participation, has ever emerging commercial angle.

India’s brand as ‘incredible India’ is not an exaggeration. This is clearly visible as country’s remarkable political, economic and cultural transformation over the past few decades has made it a geopolitical force. Healthcare is one of the Contributory industries that marks this strengthened global presence. The Indian health care sector is dominated by private players capturing about 70% of the total delivery in the market. Although the government has taken several steps in eliminating health care related issues but it still remains insufficient and a lot is needed to be done. Giving due importance to the sector the share of healthcare in 12th five year plan
allocation of total funds is increased to 2.5% of the GDP. The current plan is a step ahead in the journey towards quality healthcare for all.

With such a development oriented industry Health care sector is expected to contribute more towards Nation’s economic as well as social growth. This contribution towards growth is observed only when this sector behaves in notably socially responsible manner. This social responsibility is influenced by Corporate Governance practices of the health care organizations. This in turn is influenced by Clinical Governance and Organization Climate of the Organizations. Hence in health care sector Corporate Governance and CSR practices are noticed as major components for the corporate success and building good image in the society. For such practices major issues influencing are Clinical Governance and Corporate Social Responsibility. In addressing these issues Organization Climate plays a crucial role as a moderator. So in this paper how this relationship exists in Teaching Hospitals, Super Specialty Hospitals and Multispecialty Hospitals is examined separately first and then collectively. The combined model is as represented below. From the combined model stated below it could be said that Corporate Governance Practices of Health Care Organizations are closely related to the Organization Climate, Clinical Governance and CSR practices of Health Care Organizations.

Gone are the days when business organizations considered CSR as only philanthropic way of discharging ones social responsibility. With the introduction of Companies Act 2013, now such organizations are searching new innovative ways of carrying out CSR activities. Earlier contribution to the health care sector by big corporations was considered as one of the way to honor the one’s social responsibility, but now Health Care Organizations are also very active in CSR related activities. Former president of India Dr. APJ Abdul Kalamji rightly considered Health Sector as one of the core competent area of India which will help India to transform from developing country to developed country. Since no one can understand the health care needs of the country better than Health Care organizations, it becomes necessary for them to undertake such CSR activities which address the development needs of the country. The following table gives a picture about how healthcare industry prioritizes their stake holders.
In the above table it is observed that, respondents treat patients as the first important stake holders of healthcare organizations followed by employees. Still respondents consider society as fifth important category of stakeholders which could be interpreted as a little less responsible behaviour towards society. It is opined that if society is treated as 3rd most important stakeholders then other stakeholders like Government and Regulatory Bodies will be automatically taken care of, as the intention of later two respondents is social benefits.

**Source:** Preeti S Desai et al, Aligning CSR activities of health care sector to developmental needs of India /J. Pharm. Sci. & Res. Vol. 8(9), 2016, 1008-1016.
**Table 7.54**

CSR Activities currently practiced by Healthcare Organizations

<table>
<thead>
<tr>
<th>CSR Activities</th>
<th>Remarks</th>
<th>CSR Activities</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health camps</td>
<td>All</td>
<td>Awareness Programs</td>
<td>all</td>
</tr>
<tr>
<td>Sports Events</td>
<td>Majorly teaching hospitals</td>
<td>Scholarships</td>
<td>Especially teaching hospitals</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>All</td>
<td>Health Talks</td>
<td>Super specialty hospitals</td>
</tr>
<tr>
<td>Music</td>
<td>Super specialty</td>
<td>Women Empowerment</td>
<td>Super specialty hospitals</td>
</tr>
<tr>
<td>Environment Improvement</td>
<td>All</td>
<td>Education</td>
<td>all</td>
</tr>
<tr>
<td>Cataract</td>
<td>All</td>
<td>School Camp</td>
<td>Not regularly</td>
</tr>
<tr>
<td><em>Free Consultations for Senior Citizens</em></td>
<td>One teaching hospital</td>
<td>Railway Station Clinic</td>
<td>Teaching hospitals</td>
</tr>
<tr>
<td><em>Cardiac Checkup Package</em></td>
<td>All</td>
<td><em>Emergency Number During Cardiac Arrest</em></td>
<td>One super specialty &amp; one teaching hospital</td>
</tr>
</tbody>
</table>


The table 7.58 summarizes the various CSR activities undertaken by the selected healthcare organizations. Conducting health camps, awareness programmes, contributing to basic education and conducting cataract operation camps are the most common type of philanthropic activities which they believe as CSR activities. At the same time one teaching hospital has started free consultation for senior citizens but not 100% termed it as CSR activity. One super specialty hospital is promoting women entrepreneurship as a part of innovative CSR activity. One multi specialty hospital is started a helpline for medical access during sudden cardiac arrest.
From the above observation it could be said that CSR as a strategy is not yet well known in the healthcare industry. Hence the forthcoming researchers may concentrate on sensitizing CSR activities as a strategy for good management.

As observed form literature review Corporate Social Responsibility is that responsibility towards society and other stake holders of any kind of organization. Actually it should not matter whether it is practiced due to imposition by the law or practiced sue motto. The ultimate result must be the improvement in the economic or social conditions of one or few or all the stake holders of the organization. Health Care sector is that industry which addresses one of the basic needs of living organism (i.e., human beings, animals which include pet animals and veterinary animals). In the present study it is noted that respondents believe that they should behave in a very responsible manner minimize errors from their side in the treatment of patients. Multi specialty hospitals are more concerned about reaching a certain quality standards while teaching hospitals are more conscious about quality education and training to the medical and Para medical students whereas super specialty hospitals concentrate more creation of awareness regarding identification, prevention, and cure of serious dieses like varieties of Cancers, Heart related diseases etc.,

Before the implementation of Companies Act 2013, CSR was viewed more from Philanthropic perspective by many organizations. Few big health care organizations were attempting to follow GRI guidelines regarding CSR activities carried by the organizations. Now when Corporate are required to spend minimum prescribed part of their annual profit towards CSR activities, they are searching for new avenues for such investments. Few have separate departments to look after CSR activities while others assign this work to HR or Marketing personnel. Health camps, eye check up camps are most commonly termed CSR activities by the health care organizations. Almost all respondents opine that their hospitals are contributing towards environment improvement initiatives and waste management initiatives, but very few are aware of the alternatives available for environment improvement and waste management methods. Hence management can involve all employees and other stakeholders in designing such initiatives or drafting any policies regarding the same. Women empowerment programmes, emergency number during cardiac arrest, music and free consultation for senior citizen are the new avenues for CSR activities. Nowadays we are observing Geriatric Care (Care about Old age people) is discussed more frequently. This is because most of the retired people and people above the age
of 60 years are facing financial problems in meeting their medical expenses as they might have spent all their earnings in the improvement of their children’s life. So hospitals can initiate such methods which will lessen the burden of medical expenses. This could be done as one of the CSR activity.

Apart from the already existing CSR practices, the health care organizations should take up new activities which will contributing towards the fulfillment of developmental needs of the country. In doing so they either join their hands with the government or they can design similar programmes for the betterment of the society.

The healthcare sector plays a critical role in maintaining the health and well-being of a population as well as contributing to the economic development of communities in India. With rapid population growth in the country, the need for high-quality healthcare services is expanding which will require a sufficient pool of qualified workers to provide these services. While most sectors are struggling to rebound from the recent economic distress, healthcare continues to add jobs, though at a slower pace than usual. This provides job seekers with an opportunity to enter and retain employment in a wide range of health occupations and skill levels. Many of these jobs provide good wages and opportunities for career advancement. Developing a competent healthcare workforce across the full spectrum of occupations is crucial for the sector and economic well-being of the country.

Women entrepreneurs are a vital contributor to today’s economy. Yet, there is still a dearth of research on women entrepreneurs. The role of business women in economic development is inevitable now a day’s women enter not only in selected professions but also professions like trade, industry, engineering and Health care. Women entrepreneurship should be molded properly with entrepreneurial traits and skills to meet the changes in trends, challenges, global market and also be competent enough to sustain and strive for excellence in the entrepreneurial area. With rapid population growth in the country, the need for high-quality healthcare services is expanding which will require a sufficient pool of qualified workers to provide medical and allied services. This creates an opportunities for women to try their luck in this sector. Women entrepreneurs in health care sector may be very less as on date but with this number will improve if private health care organizations initiate promotion of women entrepreneurship promotion
using their CSR funds. As startups are booming today with the support of incubators and various consultancies, health care sector can also promote such incubators and consultancies.

Increase in cost of health care is viewed in new dimension. It is considered as stimulus to invention in new technology, service innovation and other aspects which will improve the performance of health care sector. This dimension is not majorly justifiable hence stakeholders of health care sector should ways and means to reduce the health care cost. Today’s health care costs are majorly due to the following reasons

1. Defragmentation of health care sector i.e., the movement from its traditional, fragmented approach to clinical and financial operations to one focused on consolidation, convergence, and connectivity.
2. Cost effective Health care management of population is addressed by service providers and seekers equally and so also by public and private health care providers.
3. Health care providers are making an effort to provide services in such a way that patents will get maximum relief at affordable cost.
4. Health care sector is becoming more conscious about its carbon footprint.
5. Quality is gaining importance over Quantity.

Other than the above mentioned reasons from service providers’ side, there are various issues which are leading to the increase in healthcare cost from population side. They are listed as below:

1. Demographic
   a. Aging population
   b. Chronic Dieses
   c. Communicable Diseases
   d. Access
   e. Consumer Engagement
2. Operational
   a. Infrastructure
   b. Waste
c. Alternative Care Delivery/ Operational models

d. Talent

e. Mergers and Acquisitions

3. Regulatory
   a. Patient and Product Safety
   b. Cyber Security
   c. Fraud and Abuse

4. Innovation
   a. Medical Advances
   b. Digital Connected Health
   c. Data/ Analytics

5. Financial
   a. Govt. Spending
   b. Health reforms
   c. Alternative financial/ business models
   d. Public private partnership
7.1: Comparison CG, CSR, CLG & OCL:

7.1(a): Corporate Governance:

Table 7.55

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>N</th>
<th>No. of items</th>
<th>Means (*)</th>
<th>Standard Deviation (*)</th>
<th>% Variance Explained</th>
<th>Composite means(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty</td>
<td>140</td>
<td>10</td>
<td>3.3128</td>
<td>1.03865</td>
<td>66.222</td>
<td>3.312857143</td>
</tr>
<tr>
<td>Teaching</td>
<td>166</td>
<td>10</td>
<td>3.4976</td>
<td>1.07627</td>
<td>58.374</td>
<td>3.497590361</td>
</tr>
<tr>
<td>Super specialty</td>
<td>146</td>
<td>10</td>
<td>3.4521</td>
<td>1.09485</td>
<td>33.388</td>
<td>3.452054795</td>
</tr>
</tbody>
</table>

According to table 7.55 it could be inferred that teaching hospitals exhibit more sense of Corporate Governance compared to other two types of hospitals.

Table 7.56

Reliability of the Measurement Instrument Used for the Study on CG

<table>
<thead>
<tr>
<th>Factors</th>
<th>No. of items</th>
<th>Cronbach alpha (α)</th>
<th>Range of Item to item correlations (R)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty hospitals</td>
<td>10</td>
<td>0.935</td>
<td>0.276* - 0.868**</td>
</tr>
<tr>
<td>Teaching hospitals</td>
<td>10</td>
<td>0.919</td>
<td>0.347** - 0.732**</td>
</tr>
<tr>
<td>Super specialty hospitals</td>
<td>10</td>
<td>0.741</td>
<td>0.397** - 0.784**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

The above table states that the instrument used for the collection of responses is found most suitable (as Cronbach alpha score is more) for multispecialty hospitals, followed by Teaching hospitals and Super specialty hospitals.
7.1(b): Corporate Social Responsibility:

Table 7.57

Statistical Descriptive Measures for CSR

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>N</th>
<th>No. of items</th>
<th>Means (*)</th>
<th>Standard Deviation (*)</th>
<th>% Variance Explained</th>
<th>Composite means(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty</td>
<td>140</td>
<td>16</td>
<td>3.6964</td>
<td>1.06079</td>
<td>52.736</td>
<td>3.697571429</td>
</tr>
<tr>
<td>Teaching</td>
<td>166</td>
<td>16</td>
<td>3.4819</td>
<td>1.10577</td>
<td>55.665</td>
<td>3.482891566</td>
</tr>
<tr>
<td>Super specialty</td>
<td>146</td>
<td>16</td>
<td>3.4529</td>
<td>1.04781</td>
<td>34.498</td>
<td>3.453972603</td>
</tr>
</tbody>
</table>


The above table reveals that Multispecialty Hospitals exhibits greater sense of Corporate Social Responsibility compared to other two i.e., Teaching Hospitals and Super Specialty Hospitals.

Table 7.58

Reliability of the Measurement Instrument Used for the Study for CSR

<table>
<thead>
<tr>
<th>Factors</th>
<th>No. of items</th>
<th>Cronbach alpha (α)</th>
<th>Range of Item to item correlations (R)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty hospitals</td>
<td>16</td>
<td>0.939</td>
<td>0.272* - 0.863**</td>
</tr>
<tr>
<td>Teaching hospitals</td>
<td>16</td>
<td>0.946</td>
<td>0.389** - 0.703**</td>
</tr>
<tr>
<td>Super specialty hospitals</td>
<td>16</td>
<td>0.833</td>
<td>0.407** - 0.784**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

Table 7.56 indicates that the measurement instrument used is most appropriate for Teaching Hospitals (.946) followed by Multispecialty Hospital (.939) and Super Specialty Hospitals (0833).

7.1(c): Clinical Governance:

Table 7.59

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>N</th>
<th>No. of items</th>
<th>Means (*)</th>
<th>Standard Deviation (*)</th>
<th>% Variance Explained</th>
<th>Composite means(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty</td>
<td>140</td>
<td>18</td>
<td>3.5278</td>
<td>1.15281</td>
<td>52.202</td>
<td>3.527857143</td>
</tr>
<tr>
<td>Teaching</td>
<td>166</td>
<td>18</td>
<td>3.5676</td>
<td>1.18698</td>
<td>42.758</td>
<td>3.567228916</td>
</tr>
<tr>
<td>Super specialty</td>
<td>146</td>
<td>18</td>
<td>3.4581</td>
<td>1.04634</td>
<td>36.118</td>
<td>3.457945205</td>
</tr>
</tbody>
</table>

The above table exhibits the means and composite means for Clinical Governance. Relevance of Clinical governance is approximately same for multispecialty and teaching hospitals while it bit less in the case of super specialty hospitals.

Table 7.60

<table>
<thead>
<tr>
<th>Factors</th>
<th>No. of items</th>
<th>Cronbach alpha (α)</th>
<th>Range of Item to item correlations (R)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty hospitals</td>
<td>18</td>
<td>0.937</td>
<td>0.363* - 0.697**</td>
</tr>
<tr>
<td>Teaching hospitals</td>
<td>18</td>
<td>0.920</td>
<td>0.258* - 0.778**</td>
</tr>
<tr>
<td>Super specialty hospitals</td>
<td>18</td>
<td>0.892</td>
<td>0.335**- 0.840**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).  
*Correlation is significant at the 0.05 level (2-tailed).
The cronbach alpha calculated is high for multispecialty hospitals followed by teaching hospitals and super specialty hospitals. Hence instrument is well understood and answered by the respondents in multi specialty hospitals, moderate by teaching hospitals and slightly less by super specialty hospitals.

7.1(d): Organization Climate:

Table 7.61
Statistical Descriptive Measures for OCL

<table>
<thead>
<tr>
<th>Hospitals</th>
<th>N</th>
<th>No. of items</th>
<th>Means (*)</th>
<th>Standard Deviation (*)</th>
<th>% Variance Explained</th>
<th>Composite means(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty</td>
<td>140</td>
<td>21</td>
<td>3.3857</td>
<td>1.07610</td>
<td>37.034</td>
<td>3.385714286</td>
</tr>
<tr>
<td>Teaching</td>
<td>166</td>
<td>21</td>
<td>3.4490</td>
<td>1.17963</td>
<td>48.638</td>
<td>3.448333333</td>
</tr>
<tr>
<td>Super specialty</td>
<td>146</td>
<td>21</td>
<td>3.4605</td>
<td>1.08099</td>
<td>32.919</td>
<td>3.460273973</td>
</tr>
</tbody>
</table>

As per the above table Organization climate is perceived more positively by Super Specialty hospitals, followed by teaching hospitals and multispecialty hospitals. Hence it could be inferred that organization climate of Super specialty hospitals is more employee friendly as compared to other two.

Table 7.62
Reliability of the Measurement Instrument Used for the Study for OCL

<table>
<thead>
<tr>
<th>Factors</th>
<th>No. of items</th>
<th>Cronbach alpha (α)</th>
<th>Range of Item to item correlations (R)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multispecialty hospitals</td>
<td>21</td>
<td>0.911</td>
<td>0.273*- 0.878**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>---</td>
<td>--------</td>
<td>------------------</td>
</tr>
<tr>
<td>Teaching hospitals</td>
<td>21</td>
<td>0.933</td>
<td>0.357** - 0.811**</td>
</tr>
<tr>
<td>Super specialty hospitals</td>
<td>21</td>
<td>0.805</td>
<td>0.378*** - 0.843**</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).  
*Correlation is significant at the 0.05 level (2-tailed).

According to above table the relevance of the instrument used for the collection of responses is high in the case of teaching hospitals and slightly less in multispecialty hospitals, while it is lesser than the other two in the case of super specialty hospitals.