8.1: Findings of the Research:

8.1(a): Findings relating to Corporate Governance

1. The term Corporate Governance is perceived as legal obligation on the part of health care organizations

2. Major issues of Corporate Governance are Clinical Governance and Organization Climate of Health Care Organizations

3. The critical challenge observed in the implementation of good Corporate Governance Practice is the perception of legal obligation

4. Awareness of Corporate Social Responsibility is improved after the implementation of Companies Act, 2013

5. Only Board of Directors and top management is held responsible for all Corporate Governance related practices

6. Doctors are bit hesitant about supporting the need of Whistle Blower Policy for their Organization

7. Internal stake holders of the organization are still less prominent in any kind of policy making

8. Per capita health care spending is very less in India as compared to other Asian countries like Singapore, this may be because our economy is still not much focused on preventive health care.

9. Burden of non communicable dieses may increase to 57% by the year 2020 as compared to that of 29% in 1990. (*FICCI Health Initiatives Emerging out of FICCI-HEAL 2008*)
10. The Indian health care sector is dominated by private players capturing about 80% of the total delivery in the market.

11. Corporate hospitals failed a decade ago because they emerged in isolation and were not part of a larger phenomenon.

12. In India, the healthcare industry is worth about Rs.100, 000 crore and accounts for nearly five percent of GDP.

13. Healthcare industry is expected to grow at a CAGR of 17% and reach $282bn by the year 2020.

14. The potential of health services sector is immense in India as there are more than 140 million upper and middle class, growing at over four per cent per annum with combined annual income of over Rs 820,000 crore.

15.  

8.1(b): Findings relating to Corporate Social Responsibility

1. Charity, Health Camps, Promotion of education and Awareness Creation about few Diseases are most common types of CSR activities.

2. Village adoption, Entrepreneurship Promotion, Collaboration with education institutions are considered as emerging CSR avenues

3. Multispecialty hospitals are more conscious about Quality Standards compared to other two categories

4. Respondents’ opinion regarding engaging their partner in their CSR activities is uneven as some

5. Of them either don’t have partners or they have little knowledge about the partners of the organization.
6. Across the three types of hospitals majority of the respondents opine that ethical issues must be communicated among the employees, also they should be communicated regularly via various modes like suggestion box or feedback etc.,
7. Health and safety of patients as well as employees is kept in a priority position by all hospitals and they believe that employees should properly trained in this regard
8. Respondents agree in majority for the support of regional /national events as they believe that it will advertise their services and improve the presence of the healthcare organizations.
9. Almost similar opinions are observed for energy consumption, waste management policy, EMS etc., except for the last question which attempts to build an opinion of employees regarding their leaders. This may be due to differences in thinking of every respondent towards their leader of the organization.

The following observations were made during the conversation with top executives and Doctors of health care organization.
10. Energy consumption is more compared to other industries,
11. Health care organizations are interested in installing onsite renewable energy sources to fulfill their energy requirements,
12. Utmost importance is being given to Clinical Safety and Quality of health service,
13. Stake holders are being reported regarding quality and safety
14. Awareness is being spread regarding the need and importance of Whistle Blower policy,
15. Only top management people are aware of consequences of Climate Change issues

8.1(c): Findings relating to Clinical Governance

1. Clinical Governance is Perceived as most important and confidential matter of the management
2. The elements of Clinical Governance include education and training, risk management, transparency, clinical audit and research & development.
3. The importance of clinical safety is more exhibited by clinicians than non clinicians in all healthcare organizations.
4. Majority of respondents believe in prioritizing important safety measures.

5. High mean score is seen in case of considering patient’s opinion in key improvement plans.

6. More than 80% of the respondents agree that quality and safety matters to be designed according to Government norms.

7. The role of CEO is perceived to very crucial in the matters of clinical governance.

8. Clinical safety is considered to be portrayed as core organizational value across all designations.

9. Reporting by the staff in adverse event has received bit hesitant response from all three types of healthcare organizations.

**8.1(d): Findings relating to Organization Climate**

1. Perception of Organization Climate is quite different between Clinicians and Non Clinicians

2. Like any other organizations Health care organizations treat customers/ Patients satisfaction is most important.

3. Clinicians consider organizations headed by clinicians as most comfortable organization to work with while non clinicians don’t have the same opinion.

4. Employee’s loyalty towards organization is more noticeable in super specialty hospitals as compared to other two.

5. Organization structure of multispecialty and super specialty hospitals are almost same, while organization climate of teaching hospitals is different.

6. In teaching hospitals clinicians have three more categories of designations viz. Assistant Professor, Associate Professor and Professor.

7.
8.2: Suggestions based on Findings:

1. Corporate Governance when promoted as a Strategy for Management is well received as compared to legal obligation by Health Care Organizations

2. A separate Definition of Corporate Governance along with list of Corporate Governance Code for Health Care Organizations is needed

3. Corporate Governance Code should include crucial matters like risk management, clinical safety, social responsibility and also profitability.

4. Innovative CSR practices like Women Entrepreneurship Promotion, Village adoption, Funding Start-ups, Subsidizing Geriatric treatment cost and Combining hands with Government in implementing various health programmes

5. Corporate Governance Redefined may be termed as Integrated Governance, Network Governance or even Sustainable Corporate Governance for Health Care Sector.

6. Provisions should be made under suitable laws to treat cost incurred on geriatric care to be considered as CSR funding by health care organizations

7. Innovative ways of taking care of well being of internal stakeholders should be made under the umbrella of CSR activities

8. For implementing CSR activities each regional branch should be treated as separate and should focus on the geographical area where they are situated

9. Corporate Governance and Corporate Social Responsibility should not be considered separately

10. The concept of CSR should be considered as a strategy to run organizations profitably yet in a social and environmentally responsible manner

11. CSR, Clinical Governance and Organization process are interconnected

12. In health care organizations Clinical Governance and Corporate Governance are linked
13. When speaking about accountability Corporate Governance and Corporate Social Responsibility are used as synonyms.

14. Clinical governance opens the windows of meanings behind every clinical duty done by Doctors, Nurses and other employees of the health care organization.

15. Adoption of Primary and Secondary schools where Healthcare Organizations can address not only the problems associated with malnutrition but also other issues like improvement in Psychological problems of students as well as teachers.

16. Joining hands with collages to address the health issues associated with young generation like Obesity, Anemia, Smoking, Drug addiction etc., by creating awareness about healthy lifestyle.

17. To address the scarcity of health care professionals’ private health care organizations can provide scholarships to eligible students with poor economic background to study medicine courses.

18. Funding the research activities which will reduce the burden of healthcare cost on the hospitals as well as patients.

19. Initiatives suggested in Table 1 may be adopted to address the issue of Global Warming as health care sector is one of the high energy or power consuming one.

20. As adoption of village for overall development of the community is undertaken as one of the innovative CSR activity, similarly slums in semi-urban areas could be adopted.

21. As by the year 2017 the number of old age people is anticipated to increase, private healthcare organizations can contribute from their CSR fund to subsidize their medical costs.

22. Health of women being a major area of concern, private healthcare organizations can join hands with such colleges and universities where women strength is substantial, to provide basic facilities for girls studying there. They can also focus on contributing towards their health improvement.
8.3: Conclusion:

Health Care Organizations are bit complex in terms of organization set up, public interaction, Government intervention and Social Obligations etc. Corporate Governance concept when viewed from stake holder theory is completely applicable to Health Care Organizations. Unlike other sectors Corporate Social Responsibility is more expected from these organizations. This necessitates researchers to explore the kind of practices existing in health care sector regarding Corporate Governance & CSR Practices. So in all three categories of health care organizations the relationship between CG, CSR, CLG & OC does exist, however Organization Climate has strong relationship with beta value 0.72 followed by Clinical Governance and CSR practices.

As teaching hospitals produce most of the internal stake holders for all other categories of healthcare organizations, their role is considered crucial for the healthy healthcare sector. Hence in these organizations while imparting medical education to the clinicians judicious care needs to be taken to bring ethical behaviour among the clinicians. As we observe nowadays doctor’s consultation takes on 10 to 15 minutes while diagnostic activities take hours together, or even a complete day. This alarms the development of dependency on machines and at the same time decline in the human touch of the doctor. Hence, human touch should be emphasized more in medical education.

With the advancement of technology no doubt diagnosis has become easier in various dangerous diseases like cancer and obesity etc., but at the same time prevention of such diseases is still remains as challenge. Hence healthcare sector can focus on research development in this arena by utilizing their CSR funds.

Further research could be done to study the relationship of the above factors in different sectors like pharmaceuticals, manufacture and supply of health care equipments etc. Even a single organization could be taken as a case for studying any of the above factors exclusively.