

Aligning CSR activities of Health Care Sector to Developmental Needs of India

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Abstract:

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. This paper is a literature review of CSR Practices being practiced in Health care sector followed with analysis of primary data collected using structured questionnaire from selected health care organizations in Bangalore city.

Methodology: This Paper is based on qualitative interpretative methodology. It is Comprising of responses taken from top executives and employees working in three categories of health care organizations situated in Bangalore. The types health care organizations include 2 teaching hospitals, 2 multispecialty hospitals and 2 super specialty hospitals with bed capacity of more than 300 beds.

Key words: Corporate Social Responsibility, Health Care Organizations, Health Care, Development Needs.

INTRODUCTION:

“There's enough on this planet for everyone's needs but not for everyone's greed”- Mahatma Gandhi

“Development has to be achieved collectively and it has to be quick paced and inclusive”.- PM Mr. Narendra Modi on development of nation

“We, the present generation, have the responsibility to act as a trustee of the rich natural wealth for the future generations. The issue is not merely about climate change; it is about climate justice”- PM Modi at Samvad, Global Hindu Buddhist Initiative

“The single most important material constraint for economic growth is energy. Without sufficient energy, development is impossible since energy is required for every economic activity”. (p69)(<https://deeshaa.org/2012/12/30/a-few-quotes-from-transforming-india/>)

The above quotes are the mere indication that development of the country is very important provided it should not harm the wholesomeness/ quality or goodness of the nature as well as society. Along with economic development there must exists a sustainable society and also a least interfered climate. It is not necessary that only Government should be held responsible for the development of the country and responsibility towards society. Private sector should equally be held responsible for the development of the society along with economic development.

Private sector can participate in societal development and improvement of environment/ Climate through Corporate Social Responsibility Activities. As of now CSR funding may be mandatory for few corporations but others can also take initiatives for such activities. CSR activities are not only beneficial to the society but it will bring good image

to the participating organization also. So it is necessary to evaluate or check whether such CSR activities are contributing to the growth of the nation or not. CSR activities of the organization should be designed or selected in such a way that they will contribute to the development of the nation. In this process private sector can either select those areas/ activities which are identified by the government i.e, by Planning Commission, Health Ministry, Education ministry, etc., or they can choose a part of such activities depending upon their scope of CSR funding.

At present CSR activities are designed by the companies with the help of NGO's, Trusts, and Foundations or with partnership with other companies. These implementing agencies are helping in designing CSR activities according to the needs of the societies. Delivery of CSR activities is observed may be by;

- Identifying thematic areas like rural education, sanitation etc
- Identifying special geographical areas like villages or regions which have observed least development,
- Campaigns,
- Contributions etc.,

These activities are revealed or reported in annual or quarterly reports with different titles like sustainability report, or CSR report etc.

Why Healthcare?

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 our country. With rapid population growth in the country, the need for

high-quality healthcare services is expanding so also the need to provide health care at affordable cost. Health care sector is important as it adds to the economic development of the country by creating job opportunities, though the rate of creation of job opportunities is little less compared other sectors like IT. 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. Whether an Ebola virus outbreak in West Africa, a backlog of basic surgeries in India, persistently high neonatal and maternal mortality, or the worldwide surge in cancer incidence, hospital services remain central to effective responses to existing, new and unexpected health care problems, so developing a competent healthcare workforce across the full spectrum of occupations is crucial for the sector and economic well-being of the state. Along with this, innovative CSR practices are expected from this sector as one of the developmental issue of any country i.e., Health and well being of the people. Hospitals are only marginally included in global health priorities, and donors have effectively ignored them placing continued emphasis on rural primary health care for basic preventive services. In India private hospitals capture significant segments of the upper income market through self pay either via out of pocket payment or health insurance.

One of the thematic area identified by majority of Companies is Health Care along with education, rural development and livelihood generation related activities. Within health care domain specifically very few activities are attracting CSR contributions viz. Health camps, infrastructural and equipment support, maternal and child health, water sanitation and Geriatric care.

Health as central to sustainable development:

The International Covenant on Economic, Social and Cultural Rights states that, “the enjoyment of the highest standards of health is one of the fundamental rights of every human being without distinction of race, religion, and

political belief, economic or social condition”. The full enjoyment of the right to health is critical for the enjoyment of other human rights. Good health is thus an end in itself and it plays an integral role in human capabilities and well-being.

Prioritizing a global health goal is essential for sustainable development as indicated above. It is imperative that the health sector address its weaknesses, not least of which are poor governance and weak accountability mechanisms; low status compared to other sectors in the view of finance and planning ministries; serious shortages of well-trained, motivated and supported health workers and unfair distribution of them within and across countries; and lack of knowledge or capability in many key areas such as quality assurance. In the face of such challenges, continuing progress depends, to an important extent, on empowering communities and people as the agents for their own health and as advocates with government.

Around the world, the healthcare industry represents one of the biggest environmental footprints of almost any industry. The combination of rising energy costs, scarce resources and climate change are creating critical challenges for healthcare providers. For one, this nexus has an immediate and dramatic effect on the health of the world’s population: water scarcity and climate change are increasing the incidence of drought and famine leading to significant malnourishment and disease in many regions of the world, while rapidly rising costs for food and energy are – in some cases – forcing families to make difficult choices between putting food on the table and paying the bills.

In these circumstances, it is important that the global health architecture evolve in order to better respond to countries’ needs and priorities and to play a fully effective role in achieving health for all.

Global Warming is one issue which needs to be addressed by every sector and Health Care Organizations are not exceptions. So to tackle this issue they can adopt the following ways:

Table1: Addressing direct and indirect causes of Global Warming:

<p>Energy and Waste Efficiency</p>	<ol style="list-style-type: none"> 1. Comparison of total energy consumed and percentage of renewable energy (eg., Solar, Wind, Biomass) could be made. Proper measures should be undertaken to generate more renewable energy. 2. A close watch of weight of regulated medical waste generation and its disposition should be made. As there is less control over generation of waste generation proper techniques should used to dispose them (e.g.- on-site incineration, landfill, treatment/storage/disposal facility etc) 3. Total pharmaceutical should be segregated into Hazardous and Non Hazardous and proper measures should be adopted to dispose them (e.g.- on-site incineration, landfill, treatment/storage/disposal facility etc)
<p>Climate change impacts on human health and infrastructure</p>	<p>Description of strategy to address the effect of climate change on hospital operation, physical infrastructure, and facility design. Discussion of specific risks (such as physical risk) presented by the changes in frequency and intensity of extreme weather events and changes to the morbidity and mortality of illness and diseases.</p>

Global warming due to climate change is one of the major issues which is hindering the development of any country and India is not an exception. The maximum and minimum temperature levels have increased by 2-5 degrees, water level has decreased drastically, forests are destroyed due to fire etc... and as a result many health hazards are increasing and new diseases due increased heat are being identified. These new diseases are more seen in women and children. Changing temperature and precipitation variability or unpredictable climate can alter yields, health and physical safety and ultimately the paths and levels of development. Climate change affects agriculture in a number of ways. For example, uncertainties in the onset of the farming season, due to changes in rainfall characteristics (early rain may not be sustained and crops planted at that instance may become smothered by heat waves. This can lead to an unusual sequence of crop planting and replanting which may result in food shortages due to harvest failure. Extreme weather events such as thunderstorms, heavy winds and floods, devastate farmlands and can lead to crop failure

Government may introduce stringent measures to control the disposal of pollutants to the environment by industries so as to control the pollution of waters and land for economic purposes. These can be done by making those industries responsible for such offences to pay heavy compensations to such host communities affected. Since Health Care organizations are also required to keep a close watch on effluent management, it is quite desirable to take self initiation towards waste management. Involvement of all stakeholders in both mitigation and adaptation measure to climate change through enhancement of indigenous knowledge and creation of awareness among citizens about the need to be conscious of their carbon foot prints. To do all these activities along with NGOs, the Ministries or Offices of Women Affairs, rural development officials, Corporate Hospitals or Health Care Organizations should also play active roles in the discussions and decisions that are being made in the climate change arena.

Improving accessibility to medicines, vaccines and quality healthcare for the global population is crucial in preventing disease and improving the well-being of people. It is also important in improving the future sustainability of the corporate entity. Barriers such as lack of trained healthcare professionals, infrastructure and water resources can make it challenging to access basic healthcare, thus making it essential to collaborate closely with government entities, local NGO's and local healthcare facilities and providers.

12th Five year plan report highlights the following issues which are hindering the development of the country (which could be addressed by Health Care Sector):

1. Malnutrition among children- Though the rate of malnutrition has fallen down to greater extent but still it exists. The major contributory in this process is public sector,
2. Malnutrition among adults specifically in women- Due to malnutrition the rate of increase in anemic and high BMI cases is increasing. This is observed in rural as well as urban areas,

3. Heavy financial burden – More than 30% of outpatients and more than 50% of inpatients are relying on private sector for addressing their health care needs. Private health care provides charge high rates compared to the public health care organizations,
4. Shortage of health care professionals – This may be due to few entries to public sector compared to private health care organizations,
5. More focus on Curative health care and less focus on preventive health care, etc.,

“The fastest way to mobilize the world is to mobilize the women of the world” – Charles Malik

The Government of India has launched numerous schemes for women under the National Rural Health Mission (NRHM):

1. Janani Suraksha Yojana (JSY) is a safe motherhood intervention under the National Rural Health Mission (NRHM)
2. The Integrated Child Development Services Programme (ICDS) aims at providing services to preschool children in an integrated manner so as to ensure proper growth and development of children in rural, tribal and slum areas.
3. Kishori Shakti Yojana (KSY)
4. The Nutrition Programme for Adolescent Girls (NPAG)

These are few examples of Government's initiation similar or little more improved activities could be initiated by Health Care organizations operating in India.

Unlike other businesses where price is set by the ability to pay, for the healthcare industry, price at times is subservient to public good. In a country like India where income disparities are large, social insurance limited and an increasingly polluted environment, public good comprising of access to medicines and care, affordability and ethical marketing rests at the heart of a healthcare company's CSR strategy.

The Indian pharmaceutical industry is ranked third largest in volume terms and 10th largest in value terms with about 24,000 players. India exports pharmaceutical products to more than 200 countries. The process of manufacturing these products uses large quantities of water and energy. Also, large quantities of waste are also generated.

LITERATURE REVIEW:

Hopkins (2007) defines CSR as being “concerned with treating the stakeholders of the firm ethically or in a responsible manner”. Richa Gautam and Anju Singh (2010) endorse the need for CSR activities by saying “Business houses all over the world are realizing their stake in the society and engaging in various social and environmental activities in relationship with its different stakeholders so that CSR can be best implemented towards its goals – sustained environmental, social and economic growth. The need of the hour is to formulate effective strategic policies and adopt various instruments according to the company history, its content, peculiarity”. Bhattacharya, C.B., Korschun, D. and Sen, S. (2008) opines that Corporate social responsibility (CSR) is currently a crucial element of

the dialogue between companies and their stakeholders and continues to reap attention atop the corporate agenda. Jorge A. Arevalo and Deepa Aravind(2011) emphasizes on the inclusion of non business sector for the study of practices related to CSR and Corporate Governance. So health care could be taken as non business sector. V.V.Nishandar (2015) opines that as Government can not participate in all social concern related activities Corporate should spend more and more for social responsibilities which will improve the health of the society. CSR activities are not restricted to any particular sector or industry, this is endorsed by Adam Lindgreen et al (2007) by saying “even controversial industries like tobacco, online gambling must mandatorily practice CSR activities”. One can observe that such things are happening in controversial industries. Health care sector as one of the avenue for CSR contributions is observed by Md. Habib-Uz-Zaman Khan (2010). Arlow, P. and M.J. Gannon (1982) say that firms not only need to engage in socially responsible behavior, but also that positive financial gains can be realized in the process. One of the eminent research done by Dima Jamali,

Mohammad Hallal and Hanin Abdallah, (2009) states that Hospitals should be proactive role models, focusing on increasing awareness, promoting prevention, and holding community events relevant to medical issues.

It is evident from the brief literature review that CSR activities if properly and positively considered definitely benefits every kind of organizations including health care organizations. And hospitals could contribute to the social development of the country by acting as proactive role models.

Objectives: This study aims at studying the CSR Activities being practiced by selected health care organization and suggesting new CSR activities which contributes to the developmental needs of the country.

Methodology: For the present study list of hospitals were obtained from MCI Website, IMA and NABH website. A request was made to participate in the research activity. The willing hospitals were taken as sample for the pilot study. The responses were collected from the respondents by presenting structured questionnaire

Table 2: Details of Respondents:

Characteristics Description	No of Respondent(M)	% of Respondent(M)	No of Respondent(T)	% of Respondent(T)	No of Respondent(S)	% of Respondent(S)
Level of Education						
PG- MBA	30	21%	16	10%	30	21%
MASTERS IN NURSING	22	16%	30	18%	24	16%
MS	20	14%	40	24%	22	15%
MD	28	20%	40	24%	28	19%
PHD	22	16%	10	6%	20	14%
MSC	18	13%	30	18%	22	15%
Years of experience						
< 2 years	06	4%	08	5%	10	7%
2 – 5 years	18	13%	30	18%	20	14%
6 – 10 years	24	17%	38	23%	24	16%
> 10 years	92	66%	90	54%	92	63%
Age Group						
Less than 25 years	12	9%	06	4%	10	7%
26 – 35 years	30	21%	35	21%	32	22%
36 – 55 years	72	51%	90	54%	60	41%
Above 55 years	26	19%	35	21%	44	30%
Designation						
Top Management Representatives	38	27%	23	14%	36	25%
Senior Executives	36	26%	60	36%	40	27%
Managers/Professors	66	47%	83	50%	70	48%
M-Multispecialty Hospital(140) T- Teaching Hospital(166) S- Super speciality Hospital(146)						

Table 3: Statistical Descriptive Measures for CSR

Hospitals	N	No. of items	Means (*)	Standard Deviation(*)	% variance Explained	Composite means(*)
Multispecialty	140	16	3.6964	1.06079	52.736	3.697571429
Teaching	166	16	3.4819	1.10577	55.665	3.482891566
Super specialty	146	16	3.4529	1.04781	34.498	3.453972603

The table 3 reveals that Multispecialty Hospitals exhibits greater sense of Corporate Social Responsibility compared to other two i.e., Teaching Hospitals and Super Specialty Hospitals.

In order to test the reliability of various scales administered for the purpose of the study, reliability coefficient i.e. Cronbach’s Alpha (α) scores have been obtained. In the questionnaire there were total 16 questions on CSR cronbach’s alpha (α) of which is shown in table 4

Internal consistency of constructs is good for all three kinds of as per the above table, as the reliability values for all

constructs greater than .70 considered acceptable (Nunnally, 1978)

The reliability values for constructs of all three categories of health care organizations are all greater than .70, which are considered acceptable (Nunnally, 1978). From the table above it is clearly evident that Corporate Social Responsibility factor score a very high Cronbach’s alpha (α) value thus giving a clear indication that the internal consistency and reliability of the measures.

Table 4: Reliability of the Measurement Instrument Used for the Study

Factors	No. of items	Cronbach alpha (α)	Range of Item to item correlations (R)
Multispecialty hospitals	16	0.939	0.272* - 0.863**
Teaching hospitals	16	0.946	0.389** - 0.703**
Super specialty hospitals	16	0.833	0.407** - 0.784**

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

Table 5: Comparing 3 Types of Hospitals:

	Teaching hospitals	Multyspecialty hospitals	Superspecialty hospitals
Definition	According to Medical Dictionaries it is a hospital that also functions as a formal center of learning for the training of physicians, nurses, and allied health personnel.	These are the hospitals providing service in or staffed by members of several medical specialties	A super specialty hospital is defined as a hospital that is primarily and exclusively engaged in the care and treatment of the patients suffering from a specific illness. They offer specialized services to their patients.
Employees	Along with doctors and nurses teachers with designations like Assistant Professor, Associate Professor, professors are employed.	Doctors who are specialized in various areas like surgery, Gynecology, Pediatrics, Orthopedics etc., are employed.	Along with general physicians here majority of doctors are specialized in a particular category like Orthopedics or Pediatrics etc., Nurses and other employees are trained regarding the specialized services
Examples	M S R Medical Collage and Research Center, KIMS, BGS Global Medical collage etc.,	Apollo, Fortis, Colombia Asia etc.,	Health Care Global (HCG), Vasan Eye care, Narayana Health (Cardiac Care), Cloud Nine etc.,
Rating/ Accrediting bodies	NABH, NAAC, MCI	NABH	NABH
Activities	Teaching, Training, Diagnostic, Research and Patient Care	Diagnostic, Research and Patient Care	Diagnostic, Research and Patient Care

Table 6: Summary of responses on questions relating to CSR:

	Questions	Multispecialty	Teaching	Super specialty
1	Measurement of customer satisfaction has to be done regularly	SA-85% A-15%	SA-75% A-10% N-15%	SA-85% A-10% N-5%
2	Reaching of some quality standard is important	SA-90% A-10%	SA-85% A-10% N-5%	SA-85% A-15%
3	we should engage our partner in CSR activities	SA-50% A-10% N-15% DA-25%	SA-20% A-10% N-10% DA-60%	SA-88% A-10% N-2%
4	Management should spread the word about ethical issues among employees	SA-95% A-5%	SA-87% A-10% N-3%	SA-90% A-10%
5	Regularly communicate with employees through suggestion boxes, satisfaction surveys etc.,	SA-95% A-5%	SA-90% A-10%	SA-85% A-10% N-5%
6	System for managing health and safety is utmost important for health care organization	SA-98% A-2%	SA-85% A-10% N-5%	SA-92% A-6% N-2%
7	we should train employees in health and safety	SA-60% A-30% N-10%	SA-85% A-10% N-5%	SA-85% A-10% N-5%
8	We should support local/regional/national events, projects or organizations	SA-80% A-10% N-5% DA-5%	SA-85% A-10% N-3% DA-2%	SA-87% A-10% N-2%
9	We should measure the impact of health care business activities on society	SA-65% A-30% N-5%	SA-83% A-12% N-5%	SA-85% A-10% N-5%
10	My organization work with secondary schools or universities	SA-95% A-5%	SA-90% A-10%	SA-80% A-10% N-5% DA-5%
11	We should have environmental management system	SA-65% A-30% N-5%	SA-80% A-12% N-8%	SA-75% A-10% N-5% DA-10%
12	We should have program to control/overview the consumption of energy and water	SA-75% A-12% N-5% DA-8%	SA-80% A-10% N-5% DA-5%	SA-85% A-10% N-5%
13	We should you have waste management policy	SA-55% A-45%	SA-85% A-10% N-5%	SA-85% A-15%
14	We should have a policy to reduce fuel consumption	SA-85% A-15%	SA-80% A-10% N-5% DA-5%	SA-55% A-45%
15	Management should communicate environmental policy with employees	SA-65% A-15% N-10% DA-10%	SA-75% A-10% N-5% DA-10%	SA-85% A-15%
16	My organization's top executives maintains high ethical standards	SA-45% A-25% N-15% DA-10% SD-5%	SA-55% A-15% N-10% DA-10% SD-10%	SA-65% A-15% N-5% DA-10% SD-5%
SD- Strongly Disagree D- Disagree N- Neutral A- Agree SA- Strongly Agree				

The following conclusions could be drawn from the above table:

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

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

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

Of them either don’t have partners or they have little knowledge about the partners of the organization.

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.,

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

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.

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.

1. Energy consumption is more compared to other industries,
2. Health care organizations are interested in installing onsite renewable energy sources to fulfill their energy requirements,
3. Utmost importance is being given to Clinical Safety and Quality of health service,
4. Stake holders are being reported regarding quality and safety
5. Awareness is being spread regarding the need and importance of Whistle Blower policy,
6. Only top management people are aware of consequences of Climate Change issues

Table 7: Stake Holders Ranking:

Stake holders	Ranks
Employees	Second (2)
Government	Third (3)
Patients	First (1)
Promoters	Seventh (7)
Suppliers	Fourth (4)
Other Regulatory Bodies	Sixth (6)
Society	Fifth (5)

Source: Data collection

Table 8: CSR Activities currently practiced by health care organizations:

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

DISCUSSION:

As observed from 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 diseases 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 contribute 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. It is to be noted that in designing CSR activities all branches of the hospitals should be considered independent so that they can concentrate more on the geographical area of their existence, e.g., a multi specialty hospital of one brand (FORIS, APPOLO etc.) in Delhi should have its own CSR program and the one in Bengaluru must have its own. To address the issues highlighted in 12th Five year plan private hospitals may take certain initiatives under the umbrella of CSR. Some of such initiatives may include:

1. Adoption of Primary and Secondary schools where they can address not only the problems associated with malnutrition but other issues like improvement in Psychological problems of students as well as teachers.
2. 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.
3. 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.
4. Private hospitals can also depute their doctors and nurses to villages adopted by them and salary could be paid from CSR reserve fund.
5. Funding the research activities which will reduce the burden health care cost to the hospitals as well as patients, and
6. 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.

CONCLUSION:

Image of any Health Care Organization is based on their activities of provision of their service to the subjects in the society. Different social classes of people exist in society. Hence the benefits of growth in business / industry shall necessarily reach all sections of the population in the society. Otherwise the class of people who were suffering from discrimination will resent the very existence of such businesses. CSR should mean sharing the prosperity with the Entire Community /Society at large. Since Health Care Organizations are experts or exclusive providers of health care services, they should take up such CSR initiatives which closely aligned with health care needs of the citizen of the country. As private sector is equally responsible for the development of the country it should take proper measures to minimize its carbon footprint on the environment and create awareness among private industries especially industries like manufacturing, transportation and health care. Health care organizations can focus on Geriatric Care, nutrition management among children and women, contributing to research on inventing preventive Measures for various diseases like swine flu, chikungunya, HIV, Cancer etc. The Government should also try to join hands with private health care providers to tackle health care needs of the country. Further research may be taken up to identify specific CSR activities for Teaching Hospitals, Multi specialty Hospital and Super specialty hospitals. Also researchers can throw light on CSR activities which could be taken up by Pharmaceutical industry and medical equipment manufacturing industry.

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Note: This research paper is a part of thesis titled “Corporate Governance and CSR Practices of selected Health Care Organizations - Issues and Challenges”. The part of the questionnaire used to collect responses on CSR is given below.

Annexure:

Questionnaire:

- A. Name of the respondent :
- B. Age of the respondent:
- C. Qualification of the respondent:
- D. Designation of the respondent:
- E. Work experience of the respondent:

Instructions:

Read the following statements carefully. Each item has got 5 responses, namely, **SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree and SA – Strongly Agree**. After reading each item put a tick mark against the response which you feel is most appropriate according to you in relation to your organization. Avoid responding neutral as much as possible.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Measurement of customer satisfaction has to be done regularly					
2. Reaching of some quality standard is important					
3. we should engage our partner in CSR activities					
4. Management should spread the word about ethical issues among employees					
5. Regularly communicate with employees through suggestion boxes, satisfaction surveys etc.,					
6. System for managing health and safety is utmost important for health care organization					
7. we should train employees in health and safety					
8. We should support local/regional/national events, projects or organizations					
9. We should measure the impact of health care business activities on society					
10. My organization work with secondary schools or universities					
11. We should have environmental management system					
12. We should have program to control/overview the consumption of energy and water					
13. We should you have waste management policy					
14. We should have a policy to reduce fuel consumption					
15. Management should communicate environmental policy with employees					
16. My organization’s top executives maintains high ethical standards					
17. Which are the top five CSR activities practiced by the organization					
18. Rank these stake holders in the order of their importance to the organization: Employees Government Patients Promoters Suppliers Other Regulatory Bodies Society					