

# Dissertation Ad

*by Aditi Dubey*

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**Submission date:** 01-Jul-2021 09:50AM (UTC+0530)

**Submission ID:** 1614437394

**File name:** DISSERTATION\_REPORT\_Aditi\_Dubey\_737.docx (63.17K)

**Word count:** 4980

**Character count:** 25686

**INTERNSHIP TRAINING**

**At**

**Rxcruit Advisors**

**Changes in Human Resource Management and  
challenges faced in talent acquisition during Covid-19 in  
India.**

**By**

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**PG/19/006**

**Hospital Management**

**Under the Guidance of: Dr. Sumant Swain**

**6**  
**POST GRADUATE DIPLOMA IN HOSPITAL AND HEALTH  
MANAGEMENT**

**2019-21**



**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT  
AND RESEARCH**

**NEW DELHI**

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#### **Ms. Sakshi Jethi**

Sakshi is the Managing Director- Rxcrut Advisors, a Leading Global Healthcare search firm with roots in Canada and Dubai. She has served as Senior Human Resource and Director- Operations with leading Global Organisations. She has worked with esteemed healthcare organisations like Sir Ganga Ram Hospital, Fortis Healthcare, Nova Surgical Speciality and Apollo Healthcare.

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# 1. PREFACE

## 1.1 . Abstract

The onset of covid-19 has impacted and disrupted the services of almost every industry and sector. When specially when focusing on the healthcare industry had seen a very tough time in coping up with these sudden challenges that came up but simultaneously they prepared themselves to provide care & treatment to the people suffering from covid and found out ways to combat this situation

Seeing this scenario , the talent acquisition plays a major role from HR perspective as to how to deal with this staff crisis , how to bring out their best capabilities to perform in this tough times with many problems being persistent already in the system and how to allocate a suitable candidate for a specific role to meet the organizational needs at the moment. As both the <sup>3</sup> government and private hospitals are facing finding troubles to find new talent and workforce with consistent increase in the number of cases.

## **2.DISSERTATION REPORT**

## 2.1 INTRODUCTION

The onset of Covid-19 in India had impacted and disrupted the services of every sector and industry in India. This pandemic situation ended up in affecting the health , economy and several markets. On seeing such a grievous situation, every organization had to adopt themselves to make a lot of changes and adjustments at workplace , in their working pattern and also a lot many changes were done in the policies and procedures of the organization. Healthcare industry specifically faced a very tough time as they had to undergo sudden changes in their infrastructure and their preparedness for the treatment of Covid when initially no proper information was available in the healthcare setting.

Covid-19 had also impacted and disrupted the unregulated and low resourced health systems in India and this also had exaggerated and increased the burden on the human resources in healthcare. Though in covid there had been a subsequent increase in the healthcare workforce but this situation would remain chronic and long lasting in India.

There were lot of challenges being faced by healthcare workers including doctors , nurses and other supportive staff during covid. And its very important to identify the situation and build a strong resilient health work force to fight in this situation and many more to come in near future.

Highlighting the challenges and changes in the human resource management , another question of acquiring a new talent in these times came up which was also a kind challenge faced in the Government and Private healthcare setting. There were some key components which came up while hiring the new

employees be it doctors , nurses and other supportive staff in both Government and Private healthcare facilities.

## 2.2 LITERATURE REVIEW

AUTHOR	COUNTRY	OBJECTIVE	METHODOLOGY	RESULTS
2 Anita Mukherjee , Rakesh Parashar (2020)	INDIA	Impact of the Covid-19 pandemic on human resources for health in India and key policy areas to build resilient health workforce.	Descriptive study	Key components of identification for shortage of human resources
5 Dr Asita Ghewari , Dr Satish Pawar , Tejal Jadhav (2020)	INDIA	Challenges to HR professionals due to Covid-19 Pandemic	Descriptive study	Attracting, engaging and retaining was biggest challenge.
7 Vishwesh Agarwal , Latika Gupta , Samira Davalbhatta , Durga Mishra , Vikas Agarwal , Ashish Goel (2020)	INDIA	Undergraduate medical students in India are underprepared to be the young task force for Covid-19.	Questionnaire study	Knowledge about transmission , clinical features and drugs were adequate.  Understanding of incubation period was less satisfactory.  ¾ were unaware about treatment guidelines
4 Sagarika Kamath , Rajesh Kamath , Prajwal	INDIA	Covid-19 pandemic in India : challenges and silver linings	Observational study	Private care providers pull themselves from providing services.

Salins (2020)				Burden on public healthcare system
Mrigesh Bhatia , D.P Singh (2020)	INDIA	Health sector allocation in India's budget (2021-2022) , a trick or treat	Observational study	Financial budget rested on 6 pillars with health and employee wellbeing on the first pillar.
Ellora Gogai , A Jagan Mohan Reddy , Riddhi Rani (2021)	INDIA	To identify few important factors behind motivational level of healthcare workers towards work at time of Covid-19.	Cross-sectional study	Motivation towards work and job satisfaction was the key points which came out
Dr M.Dillip Anand (2021)	INDIA	A study on Covid-19 pandemic and challenges for human resource professionals.	Descriptive study	Mental health & well being must be on priority

### **2.3 Rationale**

The reason behind conducting this study is to make us and people aware about the impact and challenges of covid-19 on human resource management in healthcare in India and what changes I had brought in the healthcare setting whether be it government or private organizations. The risk of exposure and over burden of work and many such factors came up which led to human resource changes during covid. This study was also carried out to understand and assess several challenges which were being faced in acquiring a new talent in the health workforce like doctors , nurses and other staff to work in these tough times

### **2.4 Objectives**

- To assess the impact of Covid-19 on human resource management and what changes it had brought in the healthcare system ?
- To understand and assess challenges faced in acquiring new talent during Covid-19 to create a resilient health workforce?

## 2.5 Methodology

- **STUDY DESIGN:** Descriptive and Analytical
- **STUDY METHOD** – Data & studies were collected for references and some on ground insights were collected by means of telephonic conversation to understand the changes in the functioning and challenges faced in hiring new people in the healthcare organization to build a strong resilient workforce.
- **SEARCH STRATEGY** – the data was collected using electronic media like Google scholar , PubMed and news articles references were collected.
- **SEARCH KEYWORDS-** changes in human resource management in healthcare , impact of covid on health workforce , hiring challenges
- **INCLUSION CRITERIA** - The studies which highlighted the changes and challenges in the human resource management during covid times and done in time frame of 2020-2021.
- **EXCLUSION CRITERIA** - studies done apart from the covid times were excluded.

## 2.6 RESULTS

The Covid-19 onset had impacted and disrupted almost all the countries but the major impact was seen on the low sourced and middle income countries like India. The impact of covid in India had highlighted many issues which already existed in the system from past many years. In India , the major impact could seen on the healthcare industry be it in public or private sector. And this impact caused even more disruption in the fragmented and unregulated healthcare system of India.

The onset and the extreme impact of covid was not expected by any of the industry including healthcare and had to face a lot of major changes in the functioning of the health system and specifically <sup>12</sup> on the human resource for health in India to fight against Covid. As already it had been the long faced crisis in India for building the resilient health workforce. There were many issues and challenges specific to human resource which came up during these unprecedented times. When we talk about the health work force or the human resource for health it includes doctors , nurses and other support staff. The impact on health human resource came in many unanticipated ways which exaggerated the burden of work and stress in this pandemic as initially no specific information on signs , symptoms and line treatment for covid was available. A lot of changes were also done in the healthcare setting like undergoing infrastructural changes in creating the covid facilities in the hospitals and to alter to the services for both covid and non-covid patients.

On reviewing the literature and going through the practical insights which were collected a lot of key areas were highlighted pertaining to the impact of covid on

organization and their employees and which needs to be improved in future to build a strong and healthy resilient work force. Apart from these key areas , there were many other issues and challenges which came in terms of retention of the doctors , nurses and other staff both in public and private hospitals because of the fear of getting exposed from the disease and their increased stress and overburdened work load. Though there was a substantial increase in the demand of the healthcare workers during covid in India , but apart from covid times when we see the requirement of clinical and non-clinical staff there had been a chronic insufficiency which was persistent from a very long time.

As the cases were continuing to grow the staff crisis in the health work force was also simultaneously getting highlighted. These highlights brought about many changes in the management system for healthcare workers in India during covid.

- 1) Reduction in the salaries or delayed payments and appalling low expenditure on healthcare workforce was the major challenge which boosted in this crisis time. The expenditure on health and health workforce were appealingly low in the past as well but in this pandemic time it got even worse. Changes in the infrastructural facilities and expenditure on the emergency preparedness for covid had drastically affected the expenditure on the health work force in many states of India as there is a disparity in the healthcare funding respectively. Because of delayed salaries and change in the working pattern like long shifts and poor working environment led to reluctance in the behavior of the healthcare workers already working in the public and private sector.

This situation mainly aroused because of the lockdown which was imposed all over the nation and the clinical and non-clinical staff working days got restricted and accordingly their salary was structured. Reduction in the salaries or the shortage of the resources for emergency preparedness for covid led to deployment of many nurses across the states and new hiring for the nurses was only done on condition to work at a low pay or they were hired on contract basis for a year.

Even the same was faced by the doctors and other support staff as well. The doctors were also instructed to work in long shifts with a high risk of getting exposed. Their salaries was also reduced and in some sectors the <sup>3</sup> doctors did not the receive the salaries for the lockdown period and the simultaneously the management staff of various hospitals had changed their contract to patient basis salary structure. This was the main reason that public and private hospitals could not retain the doctors and the nurses even in the crisis times.

2) Another change which came was the fear of getting exposed by the virus.

This was very evident in the initial periods of lockdown where some of the private hospitals set back themselves from not treating the covid patients due to non-availability of the protective equipments and reduction in the number of staff due to movement restriction. When focusing on the public health setting the doctors , nurses and other staff were made to work in unusual long shifts even when they were at a very high risk of getting exposed.

Public and private hospitals then decided to work with limited capacity till the arrangements for their protection was appropriate. The supply of the

PPE kits and testing equipment in bulk amounts also got hampered and delayed due to the imposition of the lockdown. But once it was made available , then the working became a little bit easier. But on contrary this increased the workload and made the nurses and staff overburden themselves as they were given replacement only when their PPE kits get teared. This kind of environment also impacted their moral to work in such crisis situation.

Though this pandemic had paved the way for hiring many new doctors , nurses and other staff but the fear of exposure , poor working environment and overburdened work were the reasons for reluctancy to apply for jobs.

- 3) Short term contracts employment was another shift or change made in the human resource management system of the healthcare system. As their was an increase in demand of the doctors , nurses and other staff but the reduced or low pay was an added clause in the new normal , opened many new ways of working in the healthcare set up. On seeing the overall impact of covid on both public and private sector hospitals , this was the new scheme which was introduced by the government to cover the shortage of doctors and nurses.

Though the recruitment of new health workforce was a little tough because in pandemic because of these above mentioned changes in the system. But many states went on hiring many new people to build a strong workforce for which they decided to pay the doctors , nurses and other staff incentives for working in such crisis time. On contrast to this the pay and short term contract clause remain intact and was being followed in many states like Gujrat , Maharashtra , West Bengal.

Adding on this , there was a ground insight collected from the state of Madhya Pradesh which was also sailing on the same boat struggling with the shortage of healthcare workers. They opened numerous vacancies in the government hospitals for doctors and nurses. Even they were ready to invite the applicants from BDS , BHMS or BAMS background along with MBBS doctors. There were some doctors who willingly turned up for the job though it was on contract basis and in focus MBBS doctors were given the first preference. But in contrast there were many doctors who did not turn up keeping those conditions in mind or some were rejected on the grounds of their background.

- 4) When we talk about the psycho-social impact of covid on people , the doctors and nurses were not left behind in this. The experience of personal violence and abuses by public on doctors and nurses in the public or private hospitals , led to demotivation of employees to work in a proper environment.

This kind of psycho-social accusations created a devastating impact on the minds of the existing health workforce and also this became a widespread news for the new applicants as well which created a safety issue in their minds for applying for the new job openings in any hospital. All these factors and changes in the human resource in the healthcare setting due to the impact of covid increased and boosted the lacuna in the system though it was persistent for a very long time. But the pandemic times had highlighted these gaps and

changes. This scenario had aroused the reluctant behavior in the clinical and non-clinical staff more than even before.

The impact of covid and the above mentioned changes highlighted all the key areas in the organization which changed the functioning of the healthcare system. These key areas could be categorized like system changes , organization and human resource respectively. System changes like preparedness for emergency with setting up of effective communication and sharing of the resources. Organizational changes like task force availability, their training to provide appropriate treatment and changing the work pattern in this time and lastly the human resource changes like fear of exposure , their prevention and maintenance of their well being were the key areas were the changes were noticeable.

Covid-19 scenario had raised the challenges to the HR professionals also to a great extent. It is a well stated fact that success of any organization is whole heartedly dependent on its workforce , how they are attracted , retained and engaged in the culture of the organization. During this pandemic , health sector had faced many challenges but from HR perspective the main issues were attracting and acquiring new employees and mainly retaining them in the organization to work in this crisis scenario became the front seat issue in the healthcare industry.

The healthcare industry in India during covid had become an epicenter for change. On one hand the healthcare workers were fighting at the forefront with this deadly virus risking their lives by being at a high risk of getting exposed , and on the other hand with overburdening of the work and stress the shortage of the healthcare workers had reached their maximum capacity and shooted up the hiring platform for new people to build a resilient workforce for the future.

This pandemic had seen an increase demand for the doctors , nurses and technicians in the health sector. But apart from this pandemic time , the shortage of the doctors and nurses had been long lasting deficit in India. There were lot of people who lost their jobs but on contrary the health sector have paved the way for about 3 lakhs jobs in the health sector since May 2020. Recruiting scenario in India had been facing a discrepancy in terms of demand and supply of the doctors and nurses.

The HR professionals and the recruiters also faced many challenges during covid in hiring the new employee to the workforce.

1. As we know that healthcare industry is a skill-specific sector , so a lot of attention had to invested in hiring a right candidate for a specific role.

The manual hiring process had been a trend which was being followed from a very long time and still now it exists in the system. The procedure from finding a new talent to the final interview and on boarding the new employee had been done through manual hiring process.

But due to impact of covid in the health sector it has increased the stress for HR professionals to find the right candidate for a specific role. Many of the HR managers in the corporate hospitals of India have changed their way of hiring a new candidate in these pandemic times. As there was prevalence of the reduced salaries and poor working environment in the hospitals , many doctors and nurses themselves have resigned from their jobs

When it comes to acquiring a new talent , a great amount had to invested in searching for best hire , but this pandemic scenario has changed the definition of recruitment in the health sector. Though there was the shortage of health workforce but this crisis scenario had shifted the focus of HR professionals mainly on to the retention of the employees along with the new hiring.

As the cases of covid continue to rise with risk of exposure attached to it , this had led to demotivation of the employees to work in such a complex situation. Also another reason of the lockdown across the states had led to decrease in the workforce in the health sector. As many doctors and nurses were stuck at their home due to lockdown and also fear of exposure change their minds. Many of the staff in many hospitals decided to resign and stay safe rather than working in such critical situation.

Seeing this scenario and understanding the complexity of the situations many leaders and hr managers changed their work pattern and

brought about a lot of changes in their company policies just to ensure that doctors and nurses return back to their duties. They convinced them to return back to their jobs by ensuring their safety and well being as the utmost priority. The company policies were also modified seeing the covid situation. Many corporate hospitals had to make various arrangements for their staff so that they do not resign from their jobs for any reason. Cab services for the staff, comfortable working shifts and environment and provision of the covid allowances were some of the key challenges faced by HR managers in retaining the employees. Personal feedback was collected by some HR managers just to understand the mentality of the doctors and nurses for quitting their jobs so that solutions could be figured out to retain them.

In contrast to this on the other side to fill the vacant positions with the specialist and nurses, HR managers went out of the way to contact their former employees even the nurses to bring them back to the organization to cure for the covid situation and overcome the staff crisis. After all their efforts even when the employees did not turn up, then they went for external hiring with all the terms and conditions intact and even they have to opt for short term contract hirings as well.

Another on ground insight which was highlighted was that many hospitals decided to tie up with many nursing institutions to acquire maximum number of nurses in the health workforce as there had been a chronic insufficiency of nurses and support staff from a long time. But

the hospitals were not able to succeed in this because of the lockdown imposition. The employee safety and well being.

2. Another challenge was the talent shortage. As there had been an increasing pace in the occupation but there was always a gap in the talent pool available in the market. As many senior doctors and sheer leaders were at the retirement age or had retired and the emerging new generation is so young to face such critical challenges and to reach at higher positions so that could deal in this crisis.
3. HR managers when spoke on a personal note to the doctors and nurses on quitting their jobs , they found out that poor working environment and decrease in the employee value and branding impacted the quality of hiring and retention rate in the healthcare organizations. And this in turn ended up increasing the turnover rate in the health sector.

The best practical or an on ground insights which could be mentioned pertaining to the above challenges was – Recently in the state of Madhya Pradesh , a multi specialty hospital was decided to be inaugurated in Feb 2020. The infrastructure , equipments and the contracts with the doctors, nurses and other staff was already been done and finalized. But with the onset of covid and increase in the number of cases as the Government decided to impose lockdown all over the nation , the management staff of the hospital decided to shut down and wait for the situation to get better to reopen.

But as the lockdown period went on increasing , the doctors and other staff were reluctant now to join the hospital at new province and state , so for this the managers had to cancel the contracts of the doctors and nurses which were being hired from across the states as they refused to join amidst the covid. Gradually with time as the situation got better, the CEO and other management staff took a step to reopen and hire the new team of doctors and nurses along with technicians. In this also they had to face many hurdles with the availability of the doctors , some got ready to work on visiting consultation basis and some for full-time. but the major drawback in this situation was that they landed up spending too much to attract and hire new employees for the hospitals as initially they did not fix any pay scale for the employees. But for future they need to rethink on their decision and draft a company policy with fixed pay scale for every level of employee , so that they do not end up over budgeting themselves spending on human resource.

An another recent example or news of June2021 on junior doctors going on strike as the government was not fulfilling their demand and expectations. They went on a strike with moto of being low paid with no incentives and not covering for the health risk of their family members if they get exposed to covid.

## **2.7 CONCLUSION**

The covid-19 pandemic had brought severe disruptions in the healthcare industry at many levels in the organizations. The deficit in the workforce and the organizational policies needs to be revamped and executed in a new manner to build a strong and healthy resilient workforce. The employee well being, anxiety and a good work environment needs to be prioritized from now which will be beneficial in future to acquire new talent and retain them with all the policies in place.

The challenges which were faced by the public health sector was mainly due to the underinvestment in health sector. But somewhere private was on a boom with adequate finances in place. As it was being disclosed by the Finance Minister of India that health expenditure have experienced a spike of about 2.5% of GDP which was helpful in eradicating the gaps and issues in the health sector and overcome the issue of underinvestment. And also the health sector had experienced 137% increase compared to the past budget.

## **2.8RECOMMENDATIONS**

Seeing such a tremendous increase in the healthcare budget being allocated in Feb 2021 , there are few recommendations which could be added to improve the recruitment of new employees and help retaining them for long term in the organization.

1. The introduction of talent acquisition automation for future will be an innovative step in healthcare and will reduce the manual work of sourcing and screening of the people for new hires.
2. With addition of automation , a pre assessment or online skill assessment could be an additive advantage to filter out the right candidate and will in turn reduce the hiring time.
3. The policies for the employees should also cover for their family members not only during covid but for future engagement of the employees with assurance psycho-social support and a clause of compensation to the family if possible.
4. Continuous upskilling of the employees should be scheduled to create a bench mark in the health workforce.
5. Incentivization should enrolled as a permanent clause in the contract for healthcare workers.

6. Employer branding needs to be encouraged on a large scale as a strategy to retain employees.

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