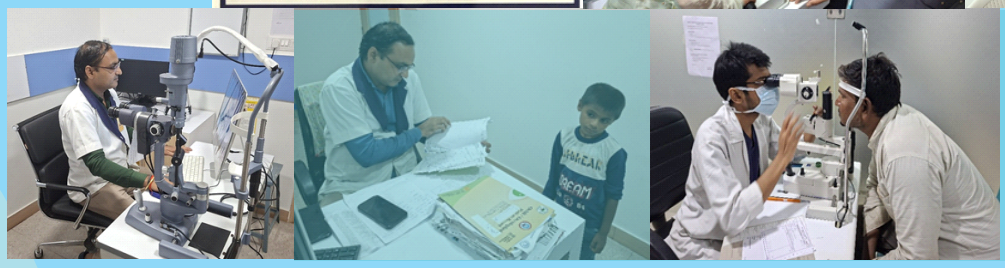
MMJC

NAVIN FLUORINE INTERNATIONAL LIMITED

CSR IMPACT ASSESSMENT REPORT (FY 2023-2024)

An impact assessment study conducted by MMJC in FY 2025-26



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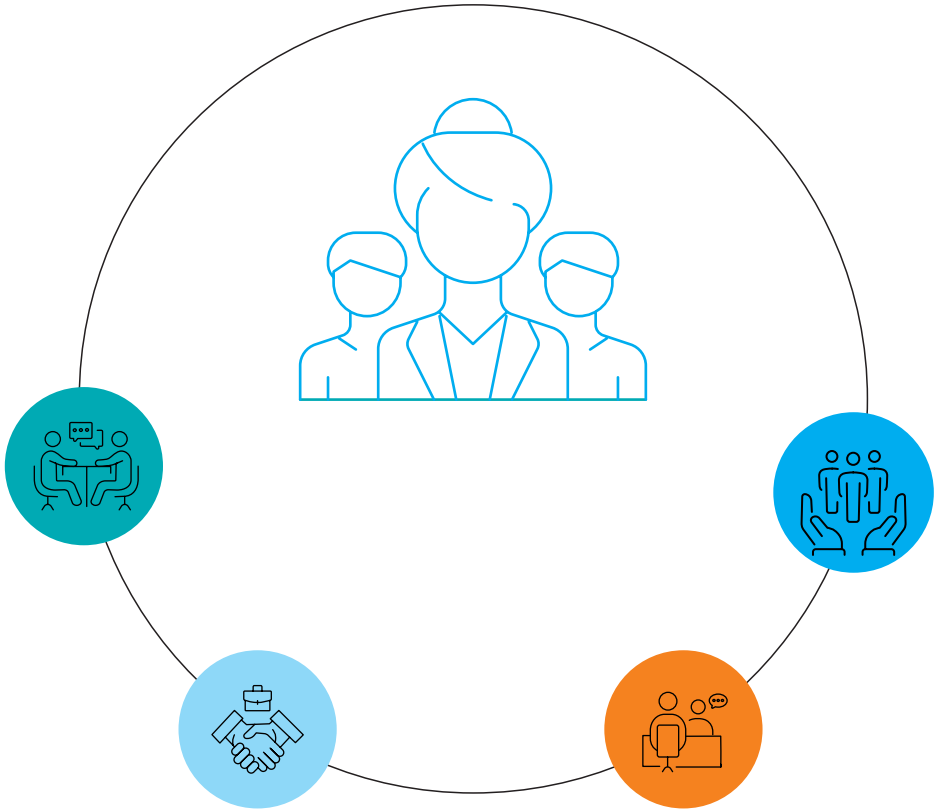
ACKNOWLEDGEMENT

This study, conducted by MMJC Consultancy LLP, explores the effects of Navin Fluorine International Limited's CSR initiatives through Shri Sadguru Seva Sangh Trust, across India during the Financial Year 2023-24. It represents the culmination of a comprehensive Impact Assessment study.

We would like to extend our deepest gratitude to the Navin Fluorine team and SNC, Chitrakoot team for their continuous support and invaluable assistance throughout this process. Their commitment to providing comprehensive information and facilitating access to patients, staff, and facilities was instrumental in the success of this impact assessment. We also express our sincere thanks to the primary and secondary stakeholders who generously provided their insights, perspectives, and valuable time, which significantly contributed to our efforts.

We are deeply appreciative of the patients and their families who graciously participated in our surveys and interviews, sharing their personal experiences and challenges. Their candid feedback provided invaluable insights into the real-world impact of the hospital's services and the effectiveness of recent improvements.



MMJC is a 25 - year-old Corporate Consultancy firm led by Mr. Makarand Joshi, Founder Partner. The firm has 9 Partners catering specialized verticals. The firm has a team size of 190 out of which 70 are multi-faceted professionals being Company Secretaries and/or Law Graduates rendering unique quality and an array of services under one roof, with a specialized focus on acting as Social Impact Assessors. MMJC's Head office is situated at Mulund and has a reach in all states and major cities across India.

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ABBREVIATIONS

SR. NO.	ABBREVIATIONS	ABBREVIATED WORDS
1.	Corporate Social Responsibility	CSR
2.	Impact Assessment	IA
3.	National Accreditation Board for Hospitals & Healthcare Providers	NABH
4.	Pradhan Mantri Jan Arogya Yojana (Ayushman Bharat)	PM-JAY
5.	Navin Fluorine International Limited	NFIL/Navin Fluorine/The Company
6.	United Nations Sustainable Development Goals	UN SDGs
7.	Organization for Economic Co-operation and Development	OECD
8.	Other Backward Classes	OBC
9.	Scheduled Castes	SC
10.	Scheduled Tribes	ST
11.	Brightness Scan (ultrasound imaging)	B-scan
12.	Botulinum Toxin Treatment	BOTOX
13.	Shri Sadguru Seva Sangh Trust	SSSST
14.	Sadguru Netra Chikitsalaya	SNC

EXECUTIVE SUMMARY

Findings of the study:

50% of patients earn less than ~10,000 monthly yet receive high-quality specialized care - 34% receive completely free treatment through various support mechanisms.

Only **3%** of respondents possess a Mediclaim policy. Despite this, the hospital provides quality medical care to all patients, demonstrating a strong commitment to economic inclusiveness in its service delivery.

With **80%** of patients from SC, ST, or OBC categories, the institution clearly serves marginalized communities traditionally excluded from quality healthcare access.

The hospital serves patients across state boundaries, with substantial representation from Uttar Pradesh i.e. **56%** demonstrating regional accessibility.

The high burden of oculoplasty and ocular oncology cases in India, combined with limited regional access and the late presentation of tumours, highlights a critical need to expand specialized surgical services beyond major urban centres. This gap has been effectively addressed by SNC Chitrakoot.

Satisfaction rates among patients and families are high: Over **65%** rated comfort in terms of privacy, cleanliness, canteen facility, nursing care quality, and communication with doctors, availability of doctors as "Excellent".

Notably, none of the patients gave poor ratings for any of these four aspects of medical experience.

Over **60%** of patients rate waiting area comfort as "Very comfortable." The average waiting time is between 30 minutes to an hour.

Relatives shared that navigating the ophthalmic department was highly efficient, with over **75%** finding it very easy to locate consultation and surgery rooms, thanks to the newly installed signage boards and cooperative staff.

94% agree the new department layout improved admission/discharge. Overall patients inward and outward, visitor management is good.

Qualitative findings (Observation & interaction based):

Improved Patient Services and Experience:

- The hospital implements tiered registration fees with separate counters for new and follow-up patients to accommodate diverse economic groups.
- Waiting areas are spacious, well-ventilated, well-lit, and include amenities such as drinking water and accessible washrooms.
- Clear signage and staff support facilitate smooth navigation within the hospital.
- Patient feedback reflects high satisfaction with staff conduct, communication, hygiene, privacy, and overall care quality.

Clinical and Operational:

- The department, with an average daily patient load of 90, benefits from improved facilities that have enhanced patient flow and operational efficiency.
- Rigorous implementation of patient safety protocols, including surgical checklists and site marking, ensures high standards of care.

Research and Education:

- The department actively supports academic pursuits, having published seven research papers in 2023 and anticipating twenty more in 2024–25.
- It conducts training programs for twelve fellows, utilizing upgraded facilities to advance education and research.

- Community outreach initiatives, such as awareness campaigns in schools and health camps, further enhance the hospital's visibility and patient engagement.

Financial and Social Inclusion:

- The hospital admits an average of 8–10 free patients daily, including beneficiaries of the Ayushman Bharat PM-JAY scheme, which covers 36 listed diseases, with certain exclusions such as cataract surgery for Madhya Pradesh cardholders.
- Case studies demonstrate the significant impact of timely, affordable, and quality care on vulnerable patient populations.

Impact captured:

Improved Access and Utilization:

- Enhanced infrastructure and outreach efforts have expanded the hospital's capacity and appeal, resulting in increased patient footfall and treatment uptake.
- Improved patient navigation and reduced waiting times have further elevated the overall patient experience and follow-up compliance.

Advancements in Diagnostic Accuracy and Patient Safety:

- Modern equipment and well-organized specialty services have enhanced diagnostic accuracy and treatment effectiveness.
- Strict safety protocols have minimized risks associated with surgical errors.

Socio-economic Benefits:

- Financial support mechanisms such as subsidized fees, free beds, and inclusion in government insurance schemes have significantly reduced the economic burden on vulnerable patient groups.
- Positive social welfare outcomes are demonstrated through case studies highlighting restored vision, enhanced quality of life, and successful community reintegration.

Academic and Institutional Strengthening:

- Increased research outputs and clinical training initiatives strengthen the hospital's long-term sustainability and growth as a specialized ophthalmic center.
- This approach exemplifies an effective model for integrating CSR funding to enhance healthcare delivery.

Community Outreach and Awareness:

- Ongoing medical camps and awareness initiatives promote early diagnosis, enhance acceptance of eye care services, and encourage eye donation within the community.

Alignment with the UN Sustainable Development Goals (UN SDGs):

SDG 3 (Good Health and Well-being): By increasing access to high-quality ophthalmic care and surgery, especially for poor and marginalized children.

SDG 4 (Quality Education): Ongoing research, fellow training, and outreach efforts address targets for medical education and capacity-building.

SDG 10 (Reduced Inequalities): By reducing health disparities through access programs for Ayushman card holders and free patient admissions.

Alignment with the CSR activities enlisted under Schedule VII of the Companies Act, 2013

(I) eradicating hunger, poverty and malnutrition, **promoting health care including preventive health** and sanitation including contribution to the Swatch Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water.

A brief:
Navin Fluorine International Limited and its CSR Vision

Navin Fluorine stands as a prominent and highly regarded manufacturer of specialized fluorochemicals within the Indian industrial landscape. It is an integral part of the Padmanabh Mafatlal Group, one of India's oldest and most distinguished industrial conglomerates. Founded in 1967, Navin Fluorine operates as a major integrated fluorochemicals complex, strategically situated in key manufacturing hubs at Surat and Dahej in Western India, as well as Dewas in Central India. It holds a significant position as one of the leading and esteemed Indian producers of specialized fluorochemicals.

Navin Fluorine has three main strategic business verticals:

- Speciality Chemicals
- High Performance Products
- Contract Development & Manufacturing Organisation

Navin Fluorine stands out as a leading player in the realm of fluorination chemistry, boasting a wealth of experience, extensive capabilities, and profound expertise in seamlessly transitioning from research to pilot-scale and full-scale manufacturing. The Company actively engages in collaborative partnerships with its clients, driven by the shared goal of innovating and bringing forth new products, processes, and technologies in an economically efficient and environmentally responsible manner.

VISION

We, at Navin Fluorine, are committed to be a world-class, customer-focussed, innovative organisation in the field of fine and specialty chemicals and a partner of choice to global life science, crop science, material science and new-age industries.

MISSION

- To drive research and development as the sustenance engine of the organisation
- To build infrastructure and operate technologies in the most safe, compliant, environment-friendly and reliable manner
- To partner with our customers by providing world-class fluorochemical intermediates, products and services
- To continuously enhance stakeholder value by optimum utilisation of resources.

CSR Philosophy

'MORE THAN AN OBLIGATION, MORE THAN A DUTY'

Navin Fluorine's CSR policy underscores the fundamental commitment to CSR ingrained within Navin Fluorine International Limited. With its origins tied to the Arvind Mafatlal Group and its current affiliation with the Padmanabh Mafatlal Group, the Company has consistently championed a wide-ranging spectrum of CSR endeavours for more than fifty years. These initiatives encompass vital domains including poverty alleviation, healthcare, education, empowerment of rural women in India, and the preservation of the environment.

About Navin Fluorine's CSR initiatives:

At Navin Fluorine corporate social responsibility is deeply embedded in the company's values and legacy. Guided by the Padmanabh Mafatlal Group's principle of **"Creating Value, Sharing Value,"** NFIL is committed to making a meaningful impact beyond business. Its CSR initiatives focus on **health, education, sustainable livelihoods, animal welfare**, **and community well-being**, reflecting a purpose-driven approach that blends business excellence with social responsibility. NFIL continues to uphold its role as a responsible corporate citizen by fostering inclusive growth and long-term community development.

CSR Policy:

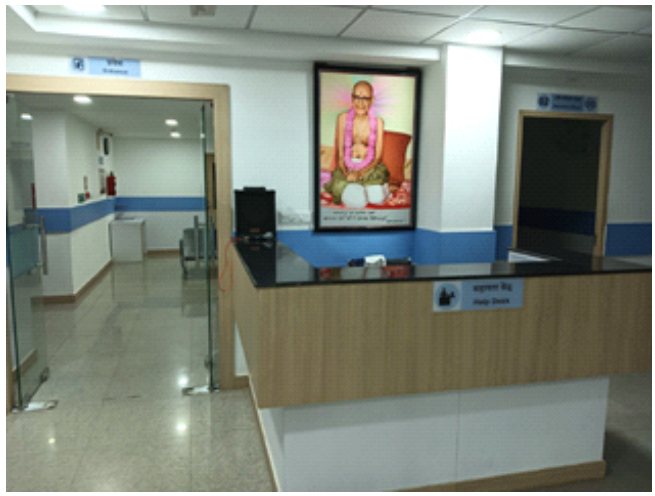
The CSR Policy of the Company is governed by the provisions of the Companies Act, 2013, the rules framed thereunder by MCA i.e., the Companies (Corporate Social Responsibility Policy) Rules, 2014, and other statutory provisions governing the matter.

The CSR policy of Navin Fluorine encompasses its philosophy for describing its responsibility as a corporate citizen and lays down the guiding principles for the selection, implementation, and monitoring of activities as well as formulation of the annual action plan.

The policy of the Company applies to all CSR initiatives and activities undertaken by the Company at the various locations, as decided by the CSR Committee and/or the Board from time to time for the benefit of various segments of the society.

As stated in the CSR policy, the Company gives preference to the local area and the areas around it where it operates, for spending the amount earmarked for CSR activities. On a need basis, CSR activities could be extended to any area of the Country.

INTRODUCTION



Established in 1968 under the visionary guidance of Param Pujya Ranchhoddasji Maharaj, Shri Sadguru Seva Sangh Trust (SSSST) was founded on the belief that service to humanity is the highest form of spirituality. What began as humble efforts to provide eye care to underserved populations in rural Chitrakoot has evolved into a large-scale, multi-sectoral initiative focused on health, education, community development, and environmental sustainability. Rooted in compassion, inclusiveness, and a deep commitment to dignity, the Trust's ethos — **"Food for the hungry, clothes for the destitute, and sight for the blind"**—continues to guide its work. Today, SSSST stands as a beacon of purpose-driven development, blending philanthropic vision with high-quality, accessible services that uplift some of India's most vulnerable communities.

Shri Sadguru Seva Sangh Trust (SSSST) operates a network of healthcare institutions across Madhya Pradesh, with a strong focus on accessible, high-quality care for underserved populations. Its flagship facility, **Sadguru Netra Chikitsalaya** in Chitrakoot, is one of India's leading rural eye hospitals. The Trust also runs **Sadguru Sankalp Netra Chikitsalaya** and **Sadguru Sankalp Chikitsalaya** (a general hospital) in Anandpur, Vidisha, along with **Sadguru Matritva Sadan**, a dedicated maternal healthcare unit. Together, these hospitals reflect the Trust's commitment to comprehensive, compassionate, and inclusive healthcare delivery, especially in regions where medical services are limited.

★ Vision ★
of SSSST

'Service to Humanity'

★ Mission ★
of SSSST

'Food for the hungry, clothes for the destitute and sight for the blind'

SSSST is the first organization in the country to initiate the concept of making a district 'Cataract Backlog Free Zone' through eye hospital SADGURU NETRA CHILITSALAYA. This initiative was taken up by the Trust in District Chitrakoot, Uttar Pradesh and has planned for District Panna, MP and District Banda, UP in the current fiscal year. The Trust is in the process of expansion at SNC - Chitrakoot, by adding 25 Modular Operation Theatres with Inpatient and Outpatient wings as per NABH standards.

Sadguru Netra Chikitsalaya (SNC), located in Chitrakoot, Madhya Pradesh, is one of India's leading rural eye hospitals, providing high-quality and affordable ophthalmic care to underserved communities. Supported by various corporate and philanthropic partners, including through CSR initiatives, SNC has developed advanced facilities for surgeries, diagnostics, and patient care. Contributions typically support infrastructure, subsidized treatments, staff training, and community outreach, helping the hospital expand its impact across central India.

"Our Aim is to bring quality eye care within reach of every individual. We are committed to the achievement and maintenance of excellence in education research and eye care for the benefit of the humanity"

The institution encompasses multiple specialized departments including: -

- Comprehensive eye care
- Paediatric Ophthalmology & strabismus department
- Vitreo-Retina and Uvea department
- Glaucoma Department
- Cornea and refractive surgery department
- Orbit and Oculoplasty Department
- Low Vision and Rehabilitation Center
- Contact Lens Clinic
- Retinopathy of Prematurity Clinic

Type of Support received:

The types of support received by the Ophthalmic department of SNC, Chitrakoot, specifically the Oculoplasty and Ocular Oncology Services are as follows:

Financial Support

₹2 CRORE

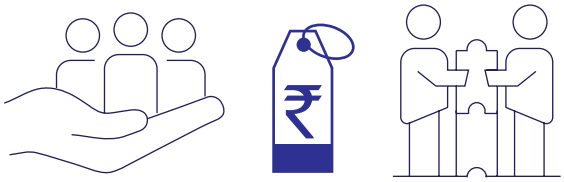
CSR funding received from NFIL in 2023-24, disbursed in two instalments.

Infrastructure Support:

- New building renovation and interior upgrades.
- Furnishing upgrades including furniture and air conditioning units.
- Electrical works and updated signage throughout the department.

Procurement of advanced medical machinery and devices such as:

- Microscope OPMI 1FR
- Multiple slit lamps (SL-1E, SL-2G, etc.)
- Anterior imaging module (AIM)
- Vacuum dryer
- Indirect ophthalmoscope
- B-scan with accessories
- Auto refractometer
- Computerised tonometer (CT-800)
- Photo slit lamp (SL-9900)
- LED slit lamps



Objectives And Methodolgy

Impact assessment is a systematic process that evaluates the effects of projects on individuals and the environment. Navin Fluorine's CSR initiatives are aligned with Schedule VII of the Companies Act, 2013.

Given that this study is designed to evaluate the impact of the Company's CSR initiatives, our primary focus has been to adopt a comprehensive perspective, covering all area and their intended beneficiaries.

Impact Assessment is critical to the lifecycle of a CSR project, providing a structured approach for effectively implementing initiatives. It serves as a key tool for optimizing the use of resources, human capital, and financial investments, enhancing overall CSR efficiency. This process helps assess whether the programs are aligned with community needs and objectives and ensures that the original goals set at the project's inception have been successfully met.

The key objective of the study is to evaluate the impact of Navin Fluorine's CSR intervention:

- **Demographic Analysis**: Evaluate the diversity, reach, and characteristics of the patient population served by SNC Chitrakoot
- **Service Quality Assessment**: Measure patient satisfaction, clinical outcomes, and service delivery effectiveness following infrastructure improvements
- **Operational Efficiency Evaluation**: Assess improvements in patient flow, waiting times, and administrative processes
- **Social Impact Documentation**: Quantification and qualification of the broader socio-economic effects of eye care services on patients and their communities
- **Infrastructure Impact Analysis**: Evaluate the effectiveness of CSR-funded improvements on service delivery and patient experience
- **Sustainability Assessment**: Examine the long-term viability and scalability of current service models
- **Best Practices Identification**: Document successful approaches for potential replication in similar healthcare settings

Data collection during the visit

Scope of the report:

Project Understanding
Review the context, objectives, and CSR funding details for the ophthalmic department.

Document Review
Analyse existing reports, administrative data, patient surveys (surgical and OPD), and stakeholder feedback.

Field Visits
Conduct on-site observations of facilities, equipment usage, patient flow, and general infrastructure.

Stakeholder Engagement
Interview hospital leadership, medical staff, nurses, counsellors, and administrative personnel.

Patient & Family Feedback
Gather and assess views on service quality, accessibility, affordability, and satisfaction.

Data Analysis
Evaluate quantitative data on patient demographics, service volumes, costs, waiting times, and satisfaction ratings.

Framework Application
Use OECD DAC criteria to assess relevance, effectiveness, efficiency, impact, sustainability, and coherence.

Reporting:
Prepare detailed findings highlighting key achievements, challenges, and improvement areas.

Recommendations
Provide actionable suggestions for service improvement, sustainability, and future CSR collaborations.

MMJC adopted a mixed-methods approach, combining quantitative and qualitative data collection and analysis techniques to provide a holistic understanding of the interventions' impact. This approach ensures triangulation of findings, enhancing the credibility and depth of the assessment.

Quantitative data was collected through survey questionnaires.

Qualitative data was gathered through IDIs, FGDs, and case studies to capture the experiences and perceptions of stakeholders.

Primary Data Collection procedure:

- Team Mobilization and Training: Recruited and trained of local enumerators with local language familiarity.
- Fieldwork Logistics: Coordination of travel, accommodation, and access to target Patients.
- Undertake on-site data collection with the presence of MMJC team with key focus on maintaining research ethics during the data collection.

Sample Selection Target Groups:

a. OPD Patients
b. Surgery Patients
c. Relatives of Patients
d. Medical support staff
e. Doctors of SNC, Chitrakoot
f. Doctor of Government Hospitals

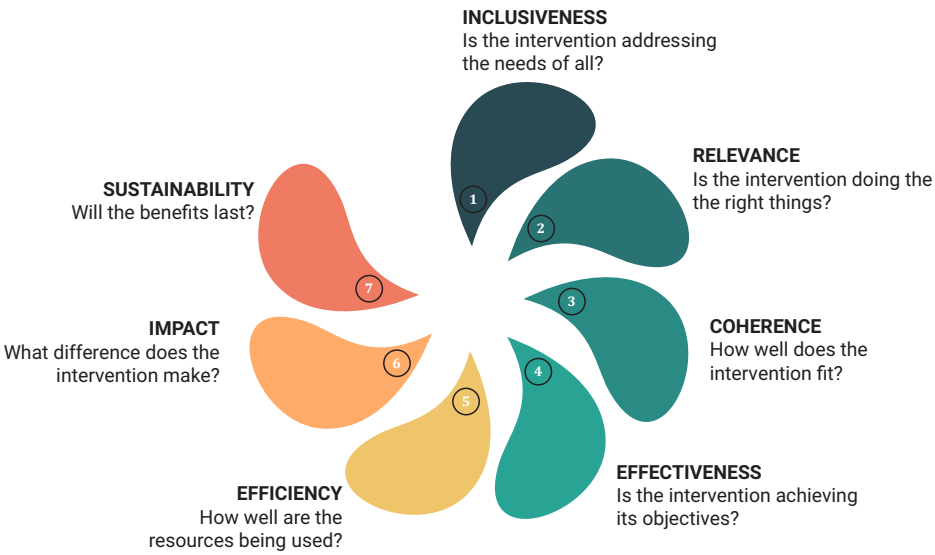
Sample Size

A total of 241 direct beneficiaries and 30 indirect beneficiaries were covered during the impact assessment study.

(Inclusiveness, Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability):

In developing the methodology for the impact assessment, we employed a cognitive approach to understand both the tangible and the more nuanced intangible effects resulting from Navin Fluorine's interventions.

This study follows the widely recognized evaluation criteria established by the OECD. Additionally, we utilized the inclusiveness framework to evaluate the impact of the CSR projects. The impact analysis is based on a structured evaluation method, as outlined below.



Along with the above-mentioned impact assessment framework, we also adopted the **4As method** – *Accessibility, Affordability, Acceptability, and Availability*. This framework plays a crucial role in evaluating healthcare programs. The fundamental objective of any healthcare initiative is to ensure that services are **accessible, affordable, acceptable, and available** at all times, across the three key stages of healthcare delivery: **awareness for precautionary measures, treatment, and post-treatment care.**

Implementation Process

Following process was adopted for conducting the impact assessment:

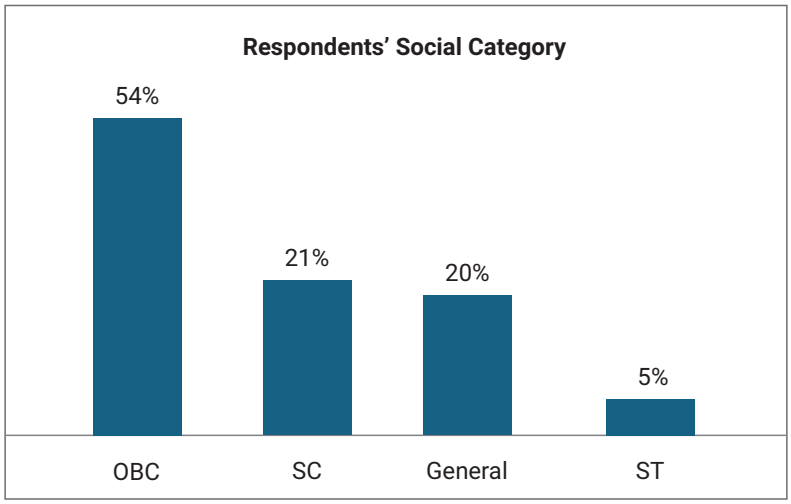
- The MMJC team visited SNC Chitrakoot and interacted with CEO/Trustee, HOD of the Center of Communication Ophthalmologist, Operations Manager, In-charge of Ophthalmic, Head, Oculoplasty and Ocular Oncology Services. The Accounts team discussed the maintenance of accounts and expenses related to the hospital. Additionally, they shared that Utilization certificate for purchasing equipment.
- Further, the MMJC team met patients and relatives of patients and recorded their responses.
- MMJC team conducted 4 Days survey in the hospital, collecting responses from surgery patients, OPD patients, from relatives of patients, and from doctors.
- All the interactions were conducted for 10 to 15 minutes considering the value for patients time.

FINDIINGS & ANALYSIS

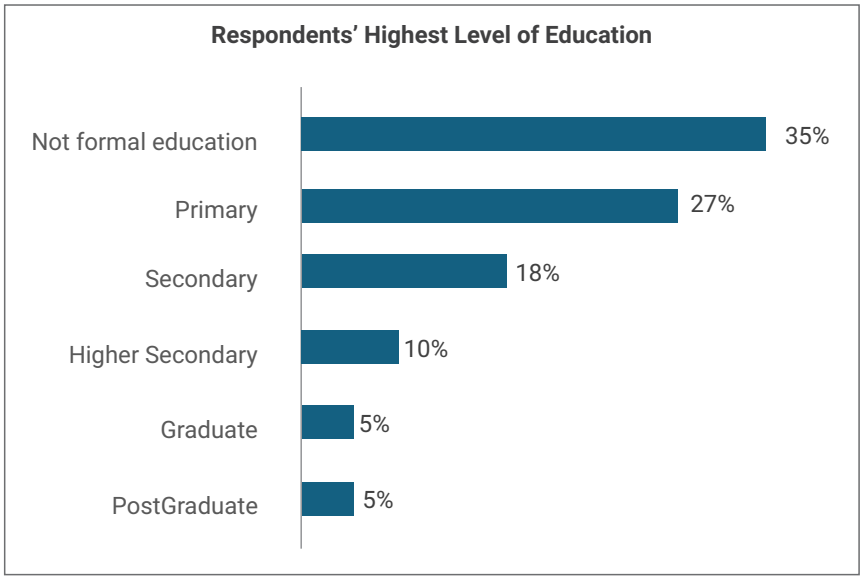
The comprehensive analysis of patient experiences, operational improvements, and social impact reveals significant positive changes following the CSR-funded infrastructure development and systematic enhancements at SNC, Chitrakoot.

INCLUSIVENESS

Social & Gender Inclusiveness:
The hospital demonstrates exceptional inclusiveness across multiple demographic dimensions.



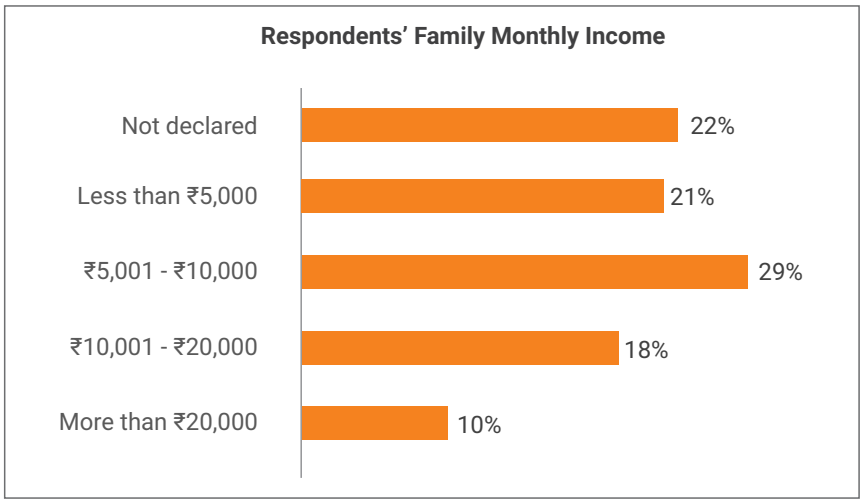
With 80% of patients from SC, ST, or OBC categories, the institution clearly serves marginalized communities traditionally excluded from quality healthcare access.



The majority of respondents fall into the category of having no formal education (35%), reflecting the socio-economic strata of society, while only 20% have attained higher secondary education or above.

The gender balance (50% male, 50% female) indicates successful adaptation enabling female patient access in traditionally conservative rural areas.

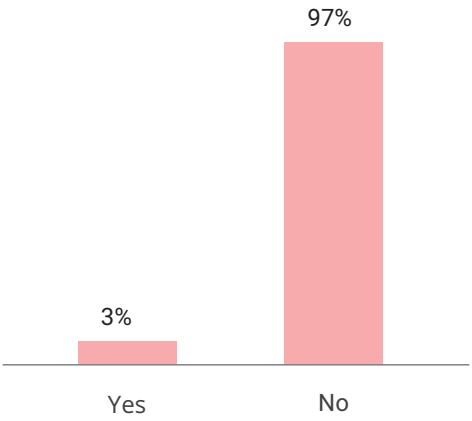
Economic Inclusiveness:



50% of patients earn less than ~10,000 monthly yet receive high-quality specialized care.

34% receive completely free treatment through various support mechanisms - 56% utilize Ayushman cards, demonstrating effective integration with government schemes.

Respondents holding a Mediclaim Policy



The findings indicate that only 3% of respondents possess a Mediclaim policy. Despite this, the hospital provides quality medical care to all patients, demonstrating a strong commitment to economic inclusiveness in its service delivery.

Geographic Inclusiveness:

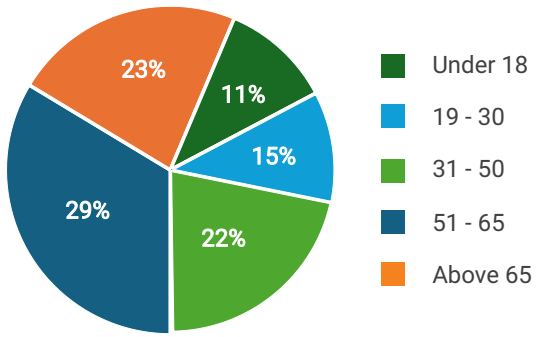
The hospital serves patients across state boundaries, with substantial representation from Uttar Pradesh i.e. 56% demonstrating regional accessibility that transcends administrative boundaries.

Madhya Pradesh	**40%**
Uttar Pradesh	**56%**
Chattisgarh	**1%**
Bihar	**2%**
Gujarat	**1%**

Age Inclusiveness

Service delivery spans the complete age spectrum from paediatric care (11% under 18) to geriatric specialization (23% above 65), ensuring comprehensive community coverage. The infrastructure is developed to support the diverse needs of different age groups.

Respondents' Age



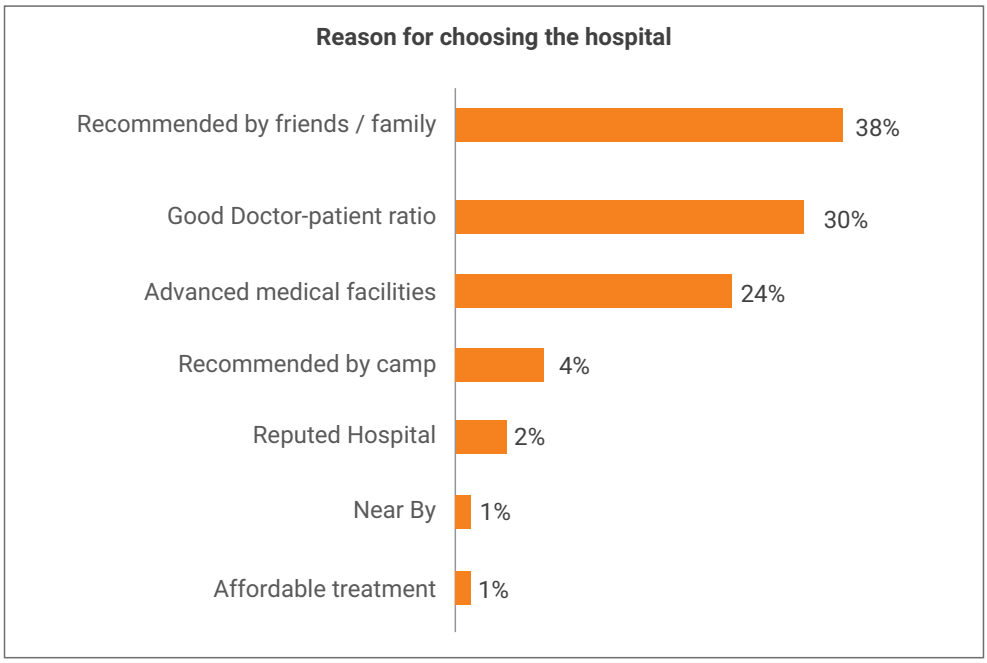
The respondent diversification data reflects that the hospital's infrastructure, amenities, and services effectively address inclusiveness across multiple dimensions—social, gender, economic, geographic, and age—thereby ensuring accessibility and relevance to diverse sections of society.

RELEVANCE

Oculoplasty and ocular oncology represent a significant but often under-recognized share of ophthalmic care needs in India. Tertiary centres such as Aravind Eye Care, LV Prasad Eye Institute, and Sankara Nethralaya report large volumes of eyelid, lacrimal, orbital, and tumour surgeries every year, with eyelid and lacrimal pathologies forming the majority. While cataract dominates the national surgical load, the steady demand for reconstructive and oncology procedures underscores the burden of trauma, congenital anomalies, infections, and malignancies. The absence of a consolidated national dataset reflects the fragmented delivery of these services across government, NGO, and private institutions, but available evidence consistently points to a large unmet need.

Ocular oncology adds an additional layer of urgency. India bears a high absolute burden of ocular tumours, with retinoblastoma ranking as the most common malignant eye tumour in children. Multi-centre registries show that patients often present late, with advanced disease requiring complex surgical intervention. Other malignancies such as sebaceous gland carcinoma, ocular surface squamous neoplasia, and eyelid cancers also contribute to caseloads, especially in older populations. These conditions demand specialized surgical expertise and infrastructure that is currently concentrated in a handful of urban hubs, leaving rural and peri-urban populations with limited access.

Geographic and socio-economic disparities further establish the need for expansion of such services. Referral data indicate that most ocular oncology and oculoplasty cases are clustered around metropolitan centres, forcing patients from semi-urban and rural areas to travel long distances. Many households, especially those with lower education and income levels, cannot afford the cost or time associated with accessing these tertiary services. Establishing dedicated facilities and expanding trained teams in more regions would not only bridge access gaps but also enhance early detection, timely treatment, and quality-of-life improvements for thousands of patients.



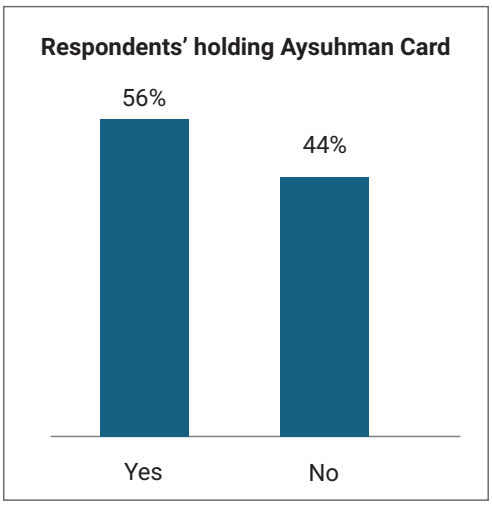
Prior to the CSR funding, the Oculoplastic and Ocular Oncology Services department faced significant challenges. Staff described the old setup as inadequate, small, and lacking dedicated space for specific specialties. This made patient management difficult and limited seating areas created an uncomfortable environment for patients and their families.

Counselling Support

During the field visit, the atmosphere was a stark contrast to this past description. The department was clean, well-lit, and had a streamlined flow. The new, organized layout allowed for a clear patient journey, from the refraction room to the doctor's consultation and counselling rooms. The space felt professional, with posters on eye donation created by local school children prominently displayed outside the department. The staff was friendly and attentive, ensuring a smooth experience for patients and their families as they navigated the new, improved space.

SNC Chitrakoot plays a pivotal role in addressing urgent healthcare gaps in central India by providing affordable, high-quality eye care to low-income and rural populations. The Oculoplasty and Ocular Oncology Department, supported through CSR, delivers advanced services such as eye tumour removal, artificial eye fitting, and reconstructive surgeries—facilities otherwise unavailable or unaffordable in the region. By aligning with the hospital's mission and national goals to reduce blindness and disability, the department not only treats complex cases but also reaches marginalized patients through community camps and outreach, establishing SNC as a critical referral centre for specialized eye care in central India.

COHERENCE



The department participates in the **Ayushman Bharat PM-JAY** national health insurance scheme, providing free treatment for 36 conditions, in line with major national goals on universal healthcare access. While certain exclusions (such as cataract surgery for Ayushman MP patients) exist, most of the covered treatments directly reduce out-of-pocket expenditure and enhance coverage for vulnerable groups

The facility's outreach and mobile clinic model aligns with state best practices on rural health outreach, building community trust and awareness. The hospital is accredited by NABH, ensuring compliance with Indian national standards for hospital quality and safety. Community engagement through educational posters and school programs aids in advancing the national goals on corneal blindness elimination and health promotion

Connection to International Health Policy
The CSR project supports the UN Sustainable Development Goals (SDGs):

SDG 3 (Good Health and Well-being): By increasing access to high-quality ophthalmic care and surgery, especially for poor and marginalized children.

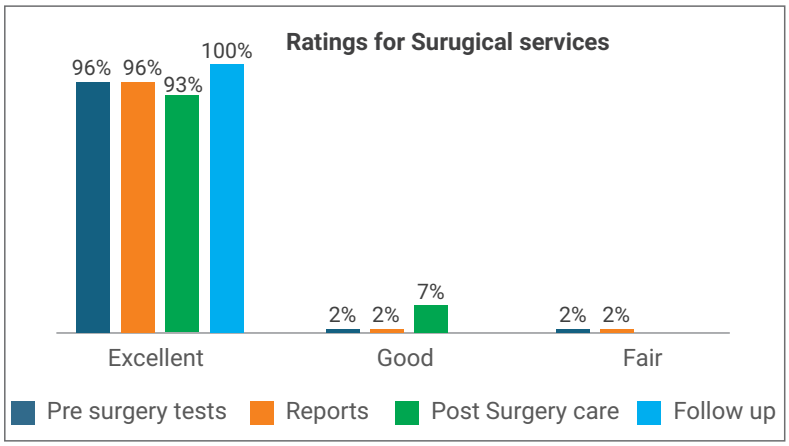
SDG 4 (Quality Education): Ongoing research, fellow training, and outreach efforts address targets for medical education and capacity-building.

SDG 10 (Reduced Inequalities): By reducing health disparities through access programs for Ayushman card holders and free patient admissions.

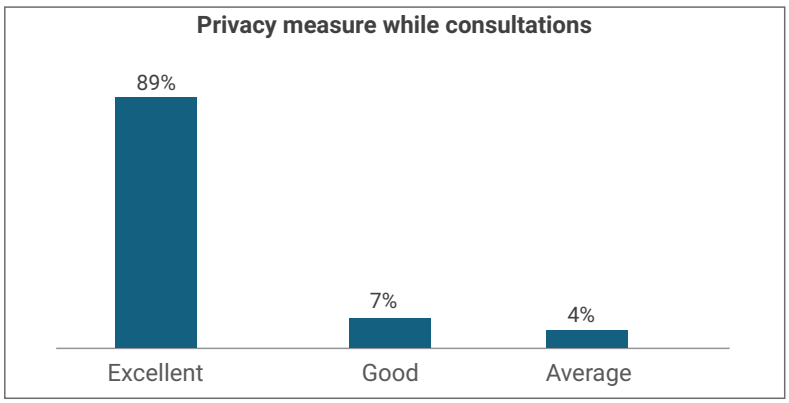
EFFECTIVENESS

The project achieved its stated goals—upgrading infrastructure and equipment, improving care quality, and enhancing staff capacity for clinical services and research. Installation of new surgical microscopes, slit lamps, scanners, and other equipment has boosted diagnosis and treatment capacity.

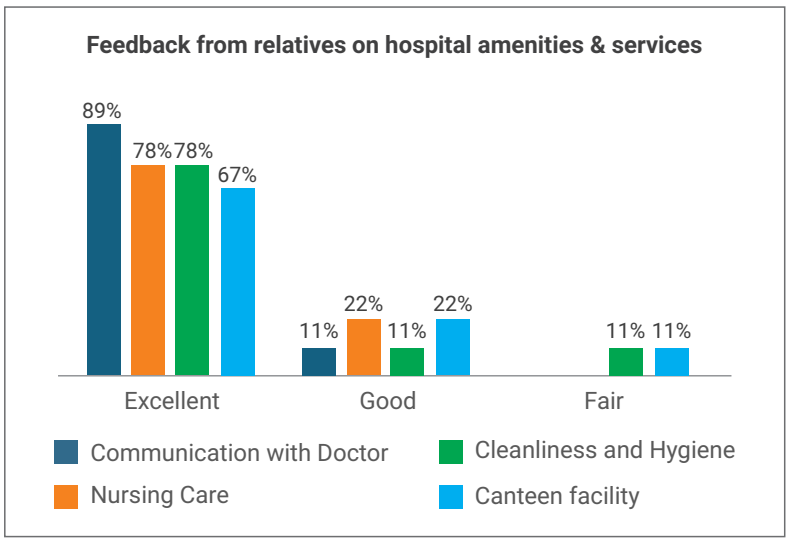
Staff reported smoother patient flows, better emergency response, shorter waiting times, and improved organization.



The graph is self-explanatory, showing excellent ratings for experiences related to pre-surgery tests, reports, post-surgery care, and follow-up. Every step in the surgical process is crucial, and robust systems help build trust in the healthcare system.



Overall satisfaction among patients' relatives or families is high, with over 65% rating factors such as privacy, cleanliness, canteen facilities, nursing care quality, and communication with doctors as "Excellent."



Staff development: 12 fellows now benefit from advanced training and research opportunities.

Better Facilities: The new layout and environment are widely praised, with 100% of patients feeling they have excellent privacy in pre/post-operative areas.

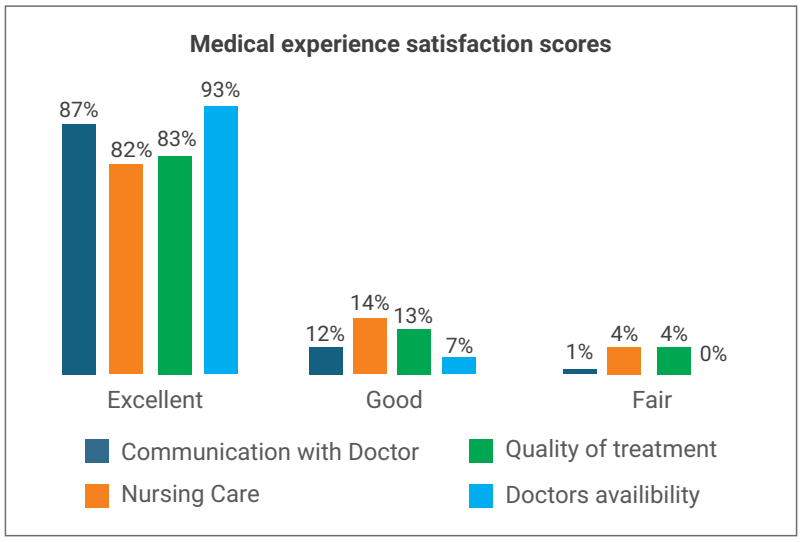
The impact of a well-equipped, technology-driven hospital and its services for eye-related conditions is evident in the increased patient footfall from last year to this year. This rise also indicates greater awareness within communities, reflecting the success of awareness campaigns conducted by the hospital in nearby areas. Additionally, the availability of elite medical facilities is attracting patients from other states as well.

In the assessment year 2023–24, a total of 26,427 people availed services under the Ophthalmic Plastic (Oculoplasty) Department (OPD), and 4,067 patients underwent various types of surgeries. The average daily footfall of oculoplasty patients is approximately 90.

EFFICIENCY

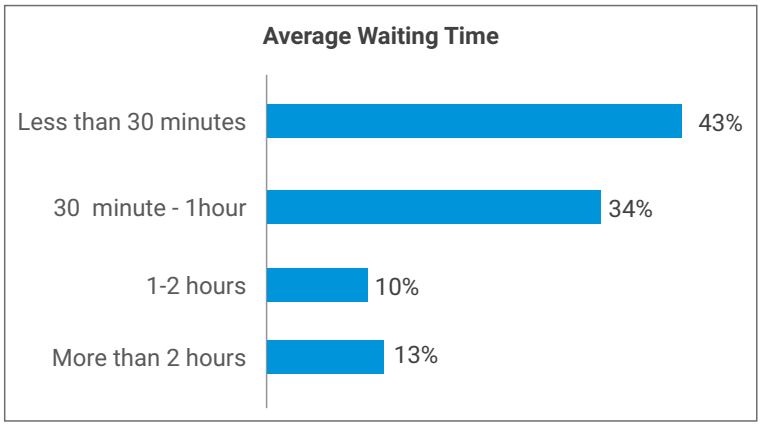
The funds were used to maximize service improvements:

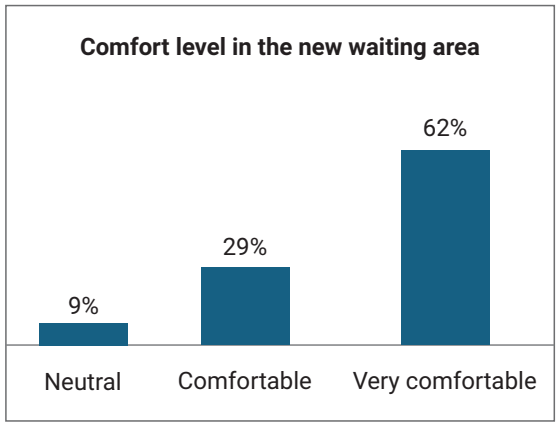
Equipment acquisition and building renovation addressed the major bottlenecks—lack of space, outdated machines, and poor infrastructure. Survey data shows more people served, faster admissions, smoother OPD and operation procedures.



This patient feedback clearly shows that over 80% of respondents rated communication with doctors, nursing care, overall quality of treatment, and availability of doctors as "Excellent". Notably, none of the patients gave poor ratings for any of these four aspects of medical experience.

In today's context—where even urban and metropolitan hospitals face challenges in ensuring consistent doctor availability—this data highlights that SNC, Chitrakoot has successfully established a reliable system, supported by a dedicated team of expert doctors, consultants, and support staff.

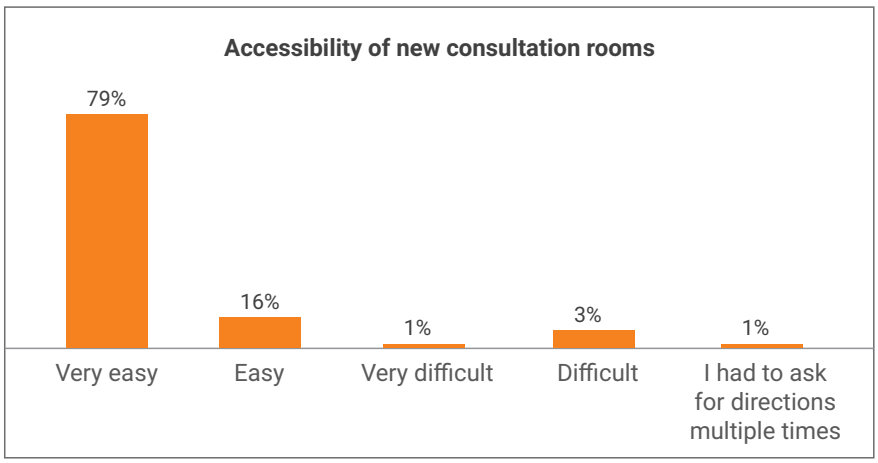




Although the average waiting time ranges from 30 minutes to an hour, comfort during the wait is ensured through proper seating arrangements, ventilation, canteen facilities, washrooms, and more.

More than 60% of patients rate waiting area comfort as "Very comfortable."

94% agree the new department layout improved admission/discharge.



Relatives shared that navigating the ophthalmic department was highly efficient, with most (more than 75%) finding it very easy to reach consultation and surgery rooms. Staff support and clear guidance ensured that visitors did not face delays or confusion. Even when asking other people in the department, directions were provided smoothly. Overall, the process was simple and well-organized, reflecting the department's efficiency in patient and visitor management.

The overall efficiency of the hospital increases not only through its services but also through infrastructural developments. Comfortable waiting areas, availability of a canteen, smooth admissions and discharges, availability of doctors with effective communication, qualified and empathetic nursing staff, and overall cleanliness all contribute to efficient systems and procedures. These factors deliver a positive medical experience and strengthen the trust of patients and their relatives.

Case Study: Lakshmi Rani's Journey to Better Eye Health

Background:

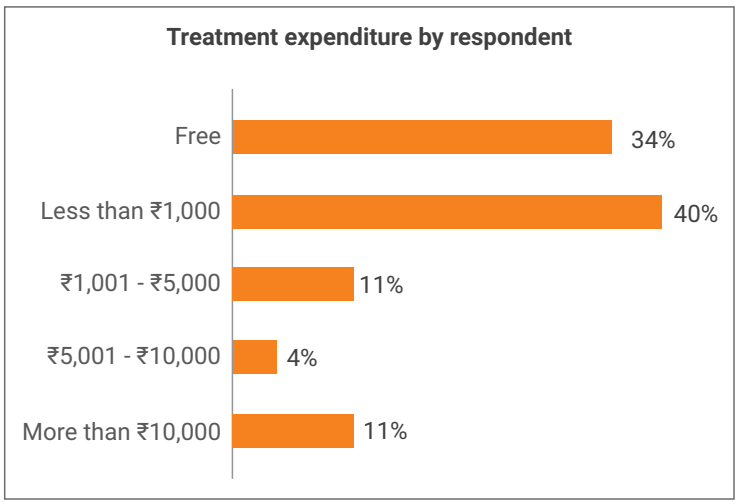
Lakshmi Rani is a 54-year-old woman from Madhya Pradesh, belonging to the OBC community. She earns a modest monthly income of ₹3,000 to ₹4,000 by selling vegetables in her local market. Her village is located approximately 400 km away from the hospital. For some time, Lakshmi had been suffering from watery eyes and pus discharge, which affected her well-being and made it difficult for her to carry out her daily work.

Lakshmi first heard about the hospital through a medical camp conducted in her village. Many members of her community prefer this hospital for treatment, as it is known to offer affordable and reliable care. Choosing this hospital over others, which were reportedly very expensive, Lakshmi travelled by private bus, spending ₹1,200 on the round trip. The total cost of her treatment ranged between ₹15,000 and ₹16,000.

Hospital Experience and Impact:

She was particularly pleased with the respectful and caring attitude of the doctors and staff. Following her surgery, Lakshmi noticed a significant improvement—her eyes no longer water, allowing her to focus better on her vegetable-selling business. She expressed satisfaction with the outcome and said she would return to the hospital if she ever needed medical care again.

IMPACT



The availability of free or affordable surgeries, combined with a dignified and compassionate care experience, has positively impacted not just individual patients but also their families and communities. Several children—including Pratap Singh and Ali Ansari—received life-saving interventions at a fraction of the cost compared to other hospitals.

Feedback from both staff and patient relatives highlighted a "very good" environment across multiple parameters, including cleanliness, staff assistance, and communication—often described as better than other hospitals they had previously visited. The positive environment has also led to increased staff morale and opened up new opportunities for professional learning, training, and research.

Relatives of patients expressed deep appreciation for the new ophthalmic department, which they felt provided a far superior experience. They praised the enhanced cleanliness, empathetic and supportive staff, and the availability of affordable yet effective treatment. The department ensured smooth processes, timely medical care, and paid special attention to the comfort of both patients and their families. Overall, the experience was described as transformative, with many calling it the best hospital care they had ever received.

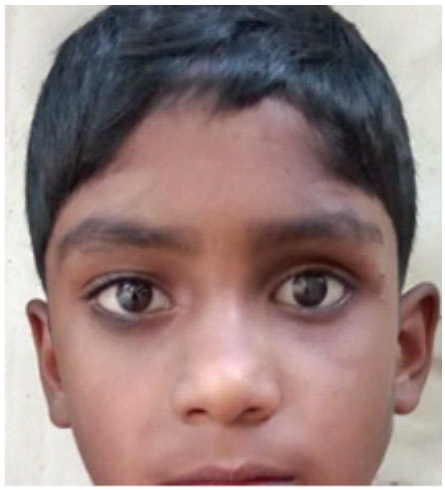
- Increased daily patient footfall (around 90 per day in department).
- 28 beds serve a variety of patient types, including Ayushman card holders, free and paid cases.
- 7 publications in 2023 and 20 projected for 2024-25, building local expertise and knowledge.

The hospital's patient-centric approach has strengthened trust in public healthcare. The ripple effect of quality care is visible in increased patient footfall and word-of-mouth referrals. It has set a benchmark for accessible and dignified eye care. Families now see the hospital not just as a treatment center, but as a place of healing and hope.

Government Doctors with Advanced Clinical Skills

Case Study: A Story of Hope: Beating Childhood Eye Cancer

Pre-Operative



Post-Operative

An 8-year-old boy from Sidhi, Madhya Pradesh, came to Sadguru Netra Chikitsalaya, Chitrakoot, with complaints of poor vision in his left eye. His worried mother shared that the problem had begun about a month earlier. During consultation, the child mentioned a pencil injury to his eye almost a year ago, which had seemed minor at the time.

What appeared to be a simple vision issue soon turned serious. On examination, doctors found severe inflammation, very high intraocular pressure, and signs suggesting something more critical. Further investigations and imaging confirmed a rare and life-threatening diagnosis — Primary Orbital Retinoblastoma, a form of eye cancer in children.

The child was immediately started on a structured treatment plan, beginning with Examination Under Anesthesia (EUA), bone marrow and CSF tests, followed by six cycles of high-dose chemotherapy. Each cycle brought improvement, and MRI scans showed a significant reduction in the tumor with no optic nerve involvement.

Encouraged by this progress, doctors performed an enucleation (surgical removal of the affected eye)—a difficult but life-saving step. Tests confirmed that the tumor was contained within the eye, with no further spread.

After surgery, the child received 17 sessions of radiotherapy and completed all 12 cycles of chemotherapy by December 2023. A swollen lymph node initially caused concern but was later found to be benign.

Four months after completing treatment, the boy returned for follow-up—healthy, energetic, and full of life. He is now disease-free and back to enjoying his childhood.

Today, he proudly shares his story with others in his community, encouraging early medical attention for eye problems. His journey stands as a testament to the skill and compassion of the team at Sadguru Netra Chikitsalaya and the power of timely, dedicated healthcare.

SUSTAINABILITY

Durable Upgrades (Equipment, Infrastructure, and Training): Investments in modern medical equipment, new buildings, and staff training have laid a strong foundation for long-term service delivery. These upgrades ensure that future patients continue to benefit from high-quality, reliable care.

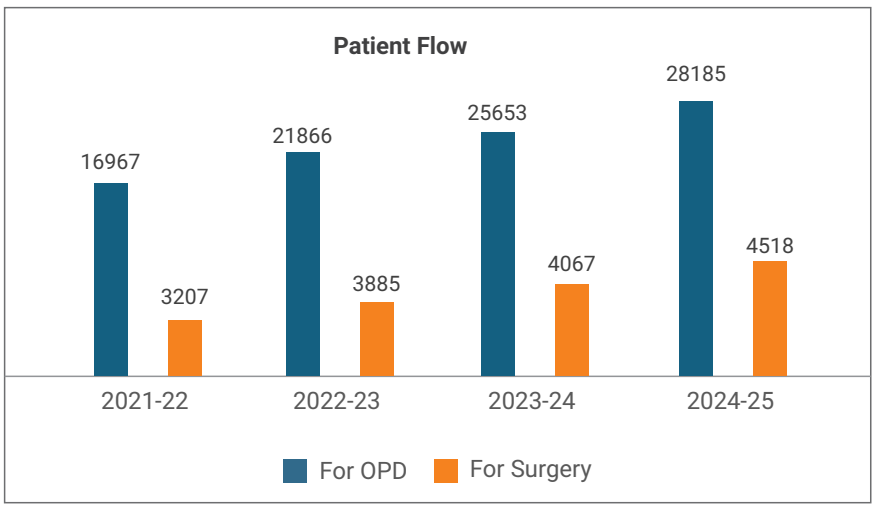
Emphasis on Feedback, Patient Safety, and Community Outreach: Hospital practices now incorporate regular patient feedback to improve services and uphold safety standards. Simultaneously, community outreach programs promote health awareness and encourage early intervention.

Strategic Investment in New Technologies and Services: Staff has recommended further investments in advanced diagnostic and treatment services such as MRI and radiotherapy. These additions reflect a forward-looking approach and a commitment to expanding the hospital's capabilities.

Growth of Research and Training Initiatives: Research and continuous training are becoming integral to hospital operations, enhancing staff expertise and ensuring the adoption of the latest medical practices. This focus supports service quality and long-term institutional learning.

Awareness Camps for Community Engagement: Regular awareness camps are organized in rural and underserved areas to educate communities about eye health and available treatments. These camps strengthen trust, increase health-seeking behavior, and ensure the hospital remains connected to the communities it serves.

Significant infrastructure upgrades and modern equipment installation accomplished with ₹2 crore CSR funding. Improved patient experience: high satisfaction with cleanliness, privacy, staff behaviour, and clinical care. Active community outreach increased awareness and patient referrals. Strengthened academic output with research publications and training programs for fellows



How Patient Flow Increased:

Renovated infrastructure and expanded space enabled better segregation of services. New diagnostics and treatment capabilities attracted more patients, increasing trust and referral rates. Enhanced signage and staff assistance improved patient navigation, reducing delays. Community outreach and surveys identified and brought more patients from rural areas. Positive patient experiences (cleanliness, respectful care, reduced waiting times) led to higher satisfaction and increased return visits. Seasonal factors (e.g., winter peak) also contributed to growth in surgical volumes.

Case Study: Ali Ansari – A Journey Toward Healing and Hope

Background

Ali Ansari, a three-and-a-half-year-old boy from Madhya Pradesh, comes from a family with limited financial means. His father is a daily wage laborer. While the family holds an Ayushman card, Ali himself was not covered under it.

Ali's parents began to notice a white spot in one of his eyes, which appeared to glow more under light. Concerned but unsure, they waited eight to nine months as the spot continued to grow. Eventually, they consulted a doctor, who diagnosed Ali with eye cancer. In February, his eye had to be surgically removed. He then underwent 25 sessions of radiation therapy at a government hospital in Jabalpur. To afford the travel costs, his parents borrowed ₹2,000 from a friend.

Hospital Experience and Impact:

Ali's parents expressed immense relief upon finding a hospital that was not only affordable but also known for successful treatments and a clean, supportive environment. They were particularly appreciative of the doctors, who communicated clearly and provided compassionate counselling throughout the treatment process.

Ali's health has significantly improved. Despite the loss of one eye, his overall condition is stable, and a similar issue in his other eye was caught early and successfully treated—thanks to regular follow-up visits and timely intervention.

The family now continues their visits for ongoing care with renewed trust in the healthcare system. They are grateful for the care received and feel confident returning to the hospital in the future, knowing their child is in safe hands.

Assessment focusing on **Accessibility, Affordability, Acceptability, and Availability** in the context of the CSR-funded Oculoplasty and Ocular Oncology Department at SNC, Chitrakoot.

ACCESSIBILITY

The hospital exhibits strong accessibility through multiple dimensions:

Physical Access: Located in Chitrakoot, the hospital can be reached via shared autos, buses, and nearby railway stations; parking is available, and the hospital is designed for easy wayfinding. Family members and patients repeatedly mention that navigation is "very easy," with staff actively assisting and clear signage provided throughout the facility.

Procedural Access: OPD and surgical flows are streamlined; almost 87% of patients are seen within an hour, and patient pathways, from registration to recovery, are clear and efficient.

Outreach: Mobile outreach teams conduct village camps and actively refer marginalized patients, dramatically boosting access for those in remote locales.

AFFORDABILITY

Registration Desk

Low Fees: The hospital offers a tiered system: ₹50 for general, ₹200 for private, and ₹500 for premium registration.

Treatment Costs: Nearly 34% of surgical patients receive treatment free of charge, and many pay less than ₹1,000. Even complex surgeries and cancer treatments are available at a fraction of market cost.

Insurance and Schemes: The hospital has a PM-JAY Ayushman Bharat registration department, offering cashless care for 36 covered diseases, reducing out-of-pocket expenses for qualified patients.

Support for Vulnerable Groups: Free beds, and flexible payment models are available for those in need. Case studies repeatedly illustrate how poor families accessed essential medical services without catastrophic financial hardship.

ACCEPTABILITY

Services are widely accepted by the community and meet high standards for cultural, social, and patient-centered care:

Patient and Family Satisfaction: Surveys show universal satisfaction with staff attitude, doctor communication, privacy, comfort, and hygiene. Most relatives describe the hospital as very good.

Care Experience: The system respects patient dignity, with efficient registration, short waiting times, emergency protocols, and helpful staff.

Community Trust: Many patients return for follow-up; new patients are often referred by friends, families, and community outreach—demonstrating ongoing acceptability and trust.

AVAILABILITY

The department provides a wide array of specialized, regularly available services:

Clinical Scope: Oculoplastic and ocular oncology services include surgery, artificial eye fabrication, treatments for eyelid disorders, and tumours.

Staffing: Two consultants, 12 fellows, and a wide support team ensure continuous availability of care, as reflected in high ratings for doctor/nurse availability in surveys.

Facilities & Equipment: The CSR project has provided advanced diagnostic and surgical devices, modern OT, photography, lab, and recovery spaces, guaranteeing ongoing service for complex cases.

Insurance Coverage: Most Ayushman conditions are covered, and the hospital is open to private insurance patients, further broadening service availability.

Outreach and Community Linkage: Ongoing education, village camps, and the hospital's eye bank support not just episodic care, but steady, accessible service for populations who otherwise would be left behind.

CONCLUSION

SNC Chitrakoot stands as a model for inclusive, patient-centered, and sustainable healthcare delivery in central India. Through its CSR-supported Oculoplasty and Ocular Oncology Department, the hospital addresses critical gaps in specialized eye care—providing services such as tumour removal, artificial eye fitting, and reconstructive surgery that are otherwise inaccessible or unaffordable in the region.

With a holistic approach rooted in **Accessibility, Affordability, Acceptability, and Availability**, SNC ensures that even the most marginalized population can receive high-quality care without financial hardship. From efficient OPD and surgical flows to tiered fee structures and Ayushman Bharat coverage, the hospital reduces both logistical and economic barriers to care.

Community outreach and awareness camps not only drive early detection but also deepen trust and engagement across rural and underserved areas. Durable investments in infrastructure, modern equipment, and staff training ensure that quality care remains sustainable for long term, while ongoing research and learning enhance service delivery and professional growth.

Feedback from patients, relatives, and staff confirms the hospital's commitment to respect, cleanliness, communication, and dignity—making SNC not just a treatment center, but a place of hope, healing, and transformation. As patient footfall continues to rise and word-of-mouth referrals grow, SNC Chitrakoot is setting a benchmark in accessible, affordable, and equitable eye care across India.

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