

MARKET SCAN

Allied Healthcare Sector in Lucknow



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India Literacy Board

Submitted By
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Tech Mahindra Foundation

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Disclaimer

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A collection of faint, light-colored medical icons including a heart with a pulse line, a stethoscope, a pill, a syringe, a first aid kit, and a microscope, arranged in a pattern on the left side of the red header.

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EXECUTIVE SUMMARY

Literacy House is a pioneering institution with global recognition in the field of adult and non-formal education. In 1956 it was named as India Literacy Board when it got registered under the Societies Registration Act, 1860. The Board includes prolific educationists, social workers and representatives of the Central and State governments. The centre works extensively in imparting training to master trainers, developing basic teaching aids, conducting research and evaluation studies, organizing skill development courses for youth, running family life education activities including population and development of education programmes. It has been able to successfully deliver and empower the youth and adults by developing teaching-learning material for adult education programme and by providing training to the work force in multiple avenues of education. In Lucknow (the capital city of Uttar Pradesh), the Board proposes to start a vocational training academy in collaboration with Tech Mahindra Foundation Resource Unit for Skill Training and Education (TRUSTED henceforth). This will be aimed at offering employment-oriented courses in Allied Healthcare to the unemployed youth. Therefore, it wants to understand the top (5-7) jobs roles in Allied Healthcare on demand in Lucknow currently and understand from the employers the relevance of the job roles for next 5 years in the Allied Healthcare industry in Lucknow. For this purpose, Tech Mahindra Foundation (TMF) has undertaken an Employer Survey towards 2 main objectives: 1) Assessment of Demand side i.e., understand the demand of allied healthcare courses from the employers through interactions and surveys with Major Hospitals, and Diagnostic Centres and 2) Analysis of their perceptions and data points of the identified job roles. This survey focused on efforts in Lucknow, Uttar Pradesh.

The Research, Monitoring & Evaluation (RME) Team at TMF team adopted a phased approach towards the survey which consisted of following phases:

- Preparatory Phase that included a brief consultation meeting with India Literacy Board and desk review/literature review of the secondary data.
- Phase I - consisted of Identification of data collection tools; Identification of Locations of Key Stakeholders; Preparation, finalization and digitization of survey Tools; Plan for Interactions with stakeholders.
- Phase II - consisted of gathering findings and information from the survey and during interactions with key stakeholders.
- Phase III – consisted of analyzing, cleaning, and synthesizing information obtained from various phases as above (literature review, quantitative and qualitative data and interactions) along with insights and Specific, Measurable, Attainable, Results oriented, and Time-bound (SMART) recommendations.

EMPLOYER SURVEY ANALYSIS

Employer survey analysis was conducted with the Hospitals operating primarily in the Lucknow, U.P. To be able to get a comprehensive picture of the demand side specifics on the focus sector, a total of 40 Hospitals were surveyed. Out of which, 10 hospitals were interviewed. After a detailed Qualitative and Quantitative Analysis, the following insights were found. During the interaction with the Hospitals, all of them strongly felt that the top 7 job roles in the Allied Healthcare space are as below:

1. Hospital Front Office and Billing Executive
2. Emergency Medical Technician
3. General Duty Assistant
4. Phlebotomy
5. Medical Laboratory Technician (DMLT)
6. X-Ray & Imaging Technologist
7. Dialysis Technician

They also highlighted that above set of professions will remain relevant in the future and none of them will get outdated in the next 5 years. Hence, exhaustive job descriptions of the above 7 roles which are in demand have been prepared and presented in this report.

RECOMMENDATIONS AND WAY FORWARD

After a detailed analysis of the Allied Healthcare Sector in Lucknow, a huge need has been identified to establish a vocational training institute. This will be extremely relevant and impactful for the Hospitals and other healthcare organisations. Majority of respondents across different hospitals have expressed the need to have institutes that train candidates based on industry expectations, provide enough job exposure and harness the candidates technical and soft skills. The healthcare industry is ever growing. This will lead to an exponential increase in the demand for well-trained allied healthcare professionals. All the 7 allied healthcare job roles that have been identified to be in huge demand and that will remain relevant in the next 5-10 years, are already offered as short term and long-term courses at the TMF SMART Healthcare Academies. India Literacy Board can leverage this to create a vocational training institute in Lucknow to fill the demand gaps for skilled human resource.

Industry Collaboration with Vocational Training Institutes

A meaningful industry participation in skill training programmes can ensure that the curriculum created by the vocational training institute is up-to-date with the latest and most appropriate and necessary skillsets being offered through the skilling programmes.

Enhanced Academic Partnerships with Industries

Potential partnerships with hospitals and other healthcare organizations can provide employees with short training program as currently most organizations do not provide any technical training to their employees.

Taking Learnings from Blended Learning Formats

Technology can be further leveraged to achieve scalability. Blended learning formats can be explored by the proposed vocational training institute.

Creation of an Upskilling Institute

Appropriate infrastructure for upskilling opportunities in the proposed vocational training institute can be beneficial and address the key concern for continuous professional development of the allied healthcare workforce.

1. BACKGROUND

Background and Introduction

India Literacy Board is a pioneer non-profit organization that has relentlessly worked in the field of adult and non-formal education. It was established in the year 1956 under the Societies Registration Act, 1860. The Board of Management includes stalwarts in education, social sector and representatives of the State and Central governments.

Vision and Mission

The vision of India Literacy Board is to promote literacy programme in various forms and forums by empowering adult and non-formal education. This is encapsulated in the words below:

"Principal functions of Literacy House, since its inception, have been the training of the functionaries of adult education, development of material for non-literates and neo-literates, conducting research and evaluation studies, organizing skill development courses for youth, running family life education activities including population and development of education programmes."

Focus Areas

The key areas of focus primarily remain in the domain of Gender, Governance, Legal, Child & Youth Development, Health, Energy & Environment and Education. Major activities in these areas include training programmes, agriculture farming, preparation of teaching learning material for neo-literates research and evaluation.

Some key activities as reported by the NGO are as follows -

- Young Farmer Institute - Bijnaur Agriculture Farm, near CRPF - Chandrawal Road, Lucknow.
- Agriculture Farm- Neewan
- Educational Puppet - Training, Preparation and Demonstration
- Literacy Programme - Block Sarojini Nagar, Lucknow
- News Bulletin - "Ujala" monthly magazine for neo-literates
- Vocational Training Programme
- Welthy Fisher Children's Academy- Class Nur. to High School for weaker section
- Organised Training Programme for various object - Legal Literacy, Financial Literacy, Youth Affairs etc., among others.

Project Objective and Scope of Work

In Lucknow the Board proposes to start a vocational training academy in collaboration with Tech Mahindra Foundation Resource Unit for Skill Training and Education 'TRUSTED', aimed at offering employment-oriented courses in Allied Healthcare to the youth. These courses could be both short-term as well as long-term courses in nature and should have the scope to get well-paid jobs locally.

The assignment undertaken by the Research, Monitoring & Evaluation (RME) Team at TMF, at its core, is an employer survey which includes demand analysis to identify -

1. The top few (5-7) jobs role in Allied Healthcare on demand in Lucknow currently, and
2. Their projections as according to the surveyed employers for next 5 years in the Allied Healthcare industry in Lucknow.

2. METHODOLOGY AND SURVEY APPROACH

Inception Phase

RME Team, TMF and India Literacy Board coordinated to build a strong foundation upon which the survey was undertaken towards better understanding of the project including background, context, rationale and overall research objectives. This was finalized in consultation with India Literacy Board.

The overall research objectives for the survey were to identify and understand the top few job roles in the allied healthcare sector that is in demand in Lucknow and their projections for next 5 years in the Allied Healthcare industry in Lucknow.

Specific Assessment Outcomes

- List of top 5-7 job roles in Allied Healthcare space in the current time and for the future (next 5years).
- Job Description - Defining the job roles as well.
- Understanding their recruitment processes.

Detailed Methodology

RME Team, TMF adopted a phased methodology for this survey -

Preparatory Phase

- Brief consultation meeting with India Literacy Board.
- Desk review/literature review of the secondary data.

PHASE I - Employer Survey Designing

- Designing of assessment framework.
- Preparation of data collection tools.
- Identification and interactions with key stakeholders.

PHASE II - Collation And Analysis of Data

- Collation and cleaning of raw data.
- Analysis of cleaned data to draw insights.

PHASE III - Preparation Of Employer Survey Report

- Preparation of Draft Employer Survey Report.
- Review and Finalisation from India Literacy Board.
- Design of Employer Survey Report.

Geographical Focus

This employer survey was focused in the area of Lucknow, Uttar Pradesh. This is where India Literacy Board is primarily situated.

Phase-Wise Description

1. Preparatory Phase: RME, TMF team undertook a desk review/literature review of the secondary data from readily available online resources of India Literacy Board to understand the current efforts of the Board. This exercise helped in contextualizing the topic and helped in further fine-tuning the survey framework. The team organized a brief consultation meeting with the Board team to get an overall perspective on the vision and survey objectives. RME Team prepared the data collection tools, finalized on the survey objectives and questionnaire to start the implementation of the survey assignment.

Phase I - Employer Survey Designing: The employer survey was undertaken in Lucknow, Uttar Pradesh. This phase was focused on collecting data and evidence through both primary and secondary research (both quantitative and qualitative). Some of the steps that were undertaken during this stage were:

Identification and interaction with Key Stakeholders

RME Team in collaboration with the Board undertook a detailed mapping and identification of the relevant organisations i.e., Major Hospitals. Purposive simple random sampling method was then used to select individuals from respondents' groups for further interviews.

Preparation of Data Collection Tools

The RME team designed and developed specific data collection tools for the Demand Side analysis (Survey Questionnaires, PI guides) to collect data under the assessment framework.

Finalization of Data Collection Tools

The first draft of the data collection tools (Survey Questionnaires, guides) were prepared in English and shared for review and feedback and were finalised in consultation with the India Literacy Board team.

Digitisation of Tools

The finalised tools were digitised and adapted by RME Team team on its data collection Jot Form and Google Forms to collect information from various stakeholders.

Preparation of Field Work Plan

A specific timeline was prepared in collaboration with India Literacy Board team. Wherein the point of contact from the Board coordinated with key stakeholders and collected data.

Interaction/Consultation Plan for Survey

RME Team held interactions with the finalized list of Key Stakeholders to garner information through personal interview tools administered through Telephonic interactions/meetings. RME team tried to reach out to the finalised list of stakeholders on a best-effort basis. It required the support of India Literacy Board towards liaising or facilitating introduction with the relevant stakeholders.

Phase II - Collation and Analysis of Data: The findings and information gathered during online survey and interactions with key stakeholders were collated, cleaned, analysed and verified. Quantitative data was analysed using Excel software including frequency tables, cross-tabulations. The primary data gathered was cleaned and analysed, verified using triangulation methods, content analysis, pattern analysis etc. using MAXQDA software. Using the data from the research, a synthesis of conclusions and the insights were drawn.

Phase III - Preparation of the Employer Survey Report: The findings and information gathered from various phases as above (literature review, quantitative and qualitative data and information gathered) along with insights and **Specific, Measurable, Attainable, Results oriented, and Time-bound (SMART)** recommendations were collated in the form of **Employer Survey Report - Lucknow**.

3. LUCKNOW - EMERGING HUB FOR HEALTH AND ALLIED CARE

The demand for healthcare in the future is expected to grow exponentially with the evolving demographics in India and with the growing burden of diseases. This will translate into potential growth in the demands for graduates from healthcare and allied healthcare programmes. Currently India faces the challenge of inaccessible quality healthcare. This shows unmet potential in the market. Constantly evolving diseases and new novel ones present a continued need for these services in the foreseeable future. The wide array and comparatively low cost of quality medical services drives the medical tourism influx into this country. The healthcare industry can only benefit from expanding both capabilities and quality of services.

Lucknow, a city in Uttar Pradesh is popularly known as the cultural and educational hub for the area. It has a growing population, and the influence of different ethnicities and cultures look likely to continue to grow in this city. Currently, more than half the population (57.08%) constitutes the working age group^[i] between 16-64 years. The literacy rate as per Census 2011 in urban areas stands at 81.9% and in rural areas – 67.8%^[ii]. The healthcare infrastructure has also grown since independence. According to data available from the year 2021, Lucknow has grown from just 270 beds in two institutions in 1947 to currently about 25,000 beds across 900 government and private hospitals^[iii]. The healthcare infrastructure in the city has grown over 90 times since independence. This has supported the city to evolve as one of the healthcare hubs in northern India.

This expansion has also come with challenges of availability of lack of skilled human resource to work in healthcare and allied professions. While currently the healthcare institutes provide with quality medical services alongside doctors and researchers, the challenge of migration has resulted in lower retention of these medical professionals. Lucknow also enjoys the demographic connection from its strategic positioning close to cities and states like Uttarakhand and Himachal Pradesh on the northwest, Haryana, Delhi and Rajasthan on the west, Madhya Pradesh on the south, Chhattisgarh and Jharkhand on the southeast, and Bihar on the east. As per the 2019 Economic Survey, the percentage of the working age group is likely to decline in these states by 2031-41, while in Uttar Pradesh it is expected to rise. Therefore, UP, especially Lucknow could meet the labour deficit of these states. With the creation of quality training institutes in the field of allied healthcare, it can also help in improving job opportunities in the ever-growing healthcare infrastructure in the city, and therefore can reduce migration.

The availability of allied healthcare professionals has also remained an area of concern. In 2021, the state received a separate body called Uttar Pradesh State Allied Healthcare Council (UPSAHC)^[iv] to regulate the training and quality of education for allied healthcare professionals. This provides cities such as Lucknow an amassment of opportunity to create platforms for allied healthcare training, job opportunities in related medical fields and better retention of professionals. Currently, Lucknow has about 25 allied healthcare training institutes. To match with the high growth in demand for such professionals, this also creates a platform to establish additional vocational training institute for allied healthcare courses that can help in building a cadre of human resource that is skilled and productive. The current training institutes provide a wide variety of training systems that may lead to lack of standardization of allied healthcare skilling for candidates going through different vocational programmes. This creates an opportunity in Lucknow to construct a vocational training institute with dedicated infrastructure for standardized training that meets with the industry demands.

Hence, the aforementioned points show that Lucknow is an important epicentre to create an allied healthcare vocational training institute. The institute will be created in the hub of employment opportunities owing to the growing demand for allied healthcare professionals. It will reap the benefit of the high influx of youth looking for skilling and employment opportunities belonging to the neighbouring states and cities. The city will also benefit from a training institute that is created by vocationally trained and specialised employees. A higher literacy rate in the city will increase employment.

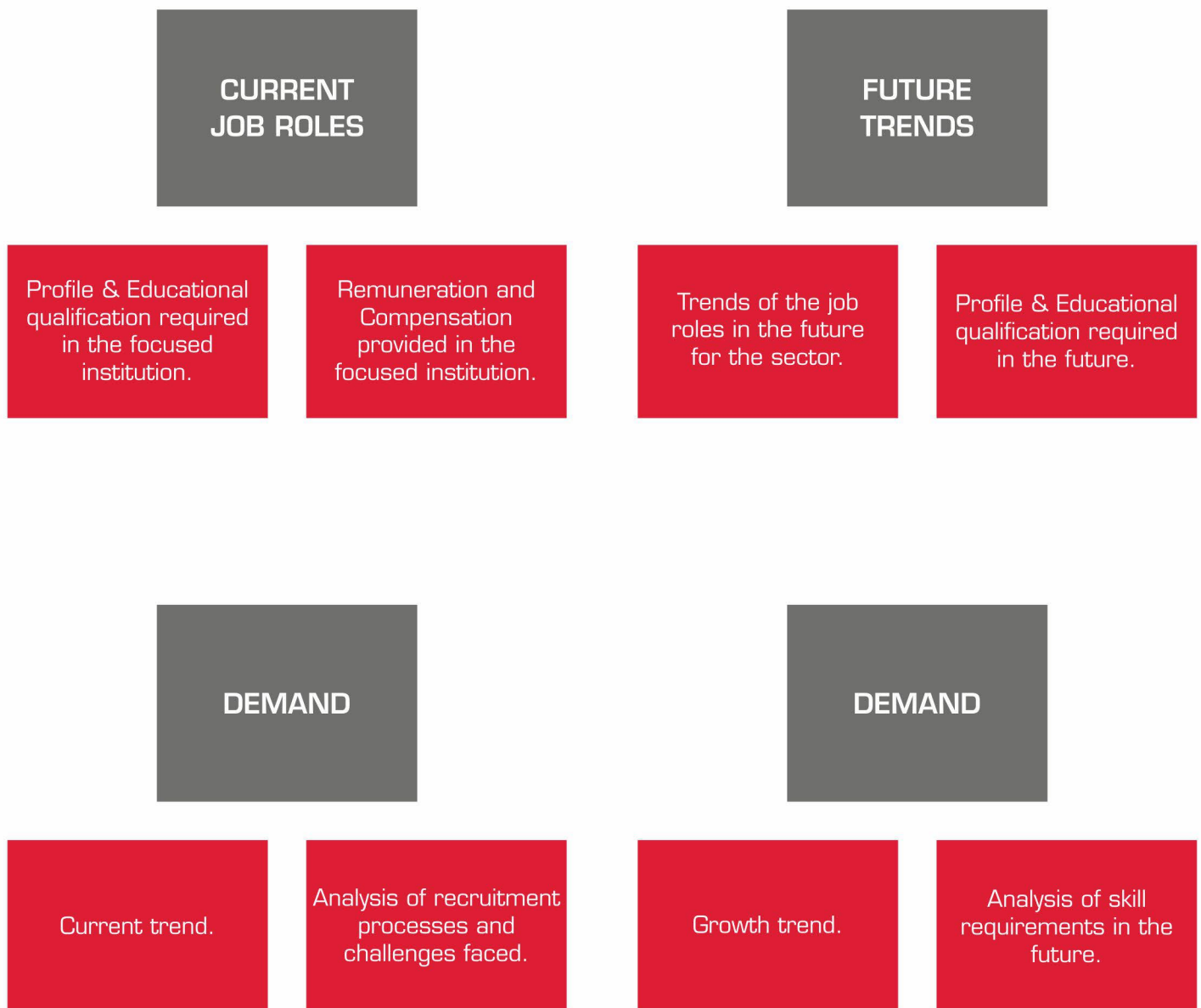
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4. KEY FINDINGS AND DISCUSSIONS

To get a holistic idea about the Allied Healthcare Sector and the demand of key job roles in it, the study was conducted on key stakeholders belonging to different hospitals in Lucknow. All stakeholder respondents helped to understand their perspective about the needs and want from the sector as well as gave us insights on how training in this sector could lead to higher employment. Primary and Secondary studies were undertaken by RME Team to be able to deliver substantive evidence.

The primary research gave insight into the list of current job roles in demand and the list of job roles whose demand will increase in future. To understand their perspectives and expectations a survey questionnaire (Annexure I) was prepared. The survey covered different thematic areas as discussed above for the various stakeholder.



Sample Size

For a comprehensive analysis, 40 private and non-governmental Hospitals were surveyed. The table below shows the distribution of the hospitals. Detailed list of Hospitals surveyed is available in Annexure II.

Table 1: Sample Size of for the Survey

Sr. No	Hospital Size (in terms of no. of beds)	Total
1.	<100	23
2.	100 - 200	13
3.	200 - 300	3
4.	300>	1
Total		40

Table 2: Year of Establishment of Surveyed Hospitals

Years	Total
1955 - 1964	1
1965 - 1974	0
1975 - 1984	2
1985 - 1994	1
1995 - 2004	13
2005 - 2014	15
After 2015 till 2021	8
Total	40

Employer Survey Analysis

The following were the insights gathered through the survey -

Figure 1: Current Hiring Trends

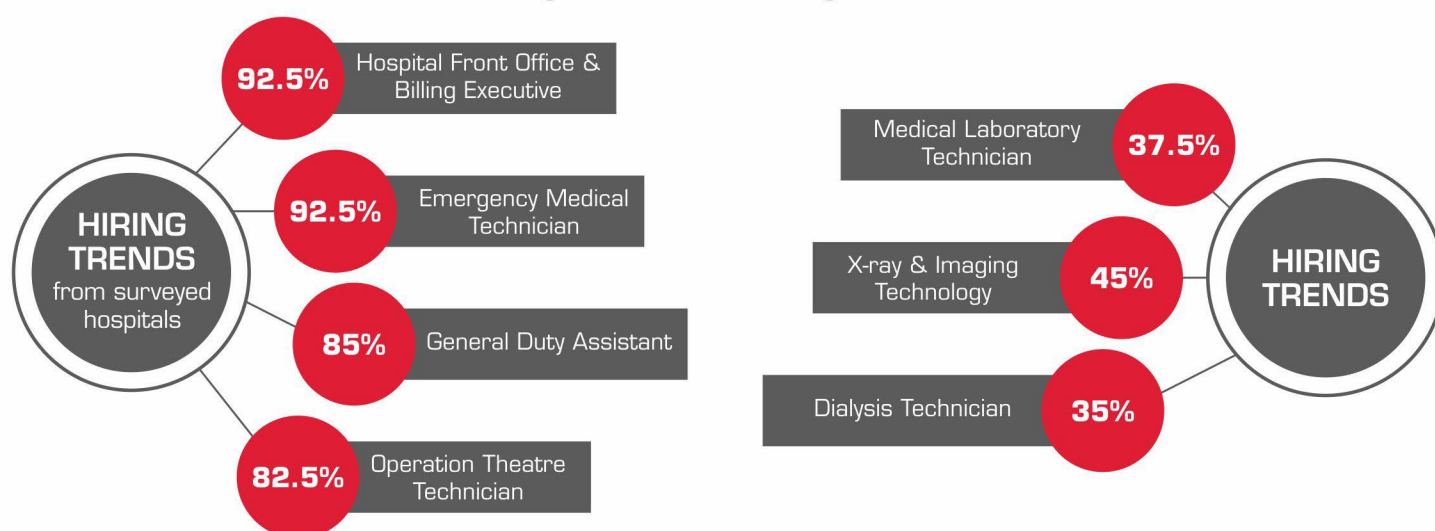
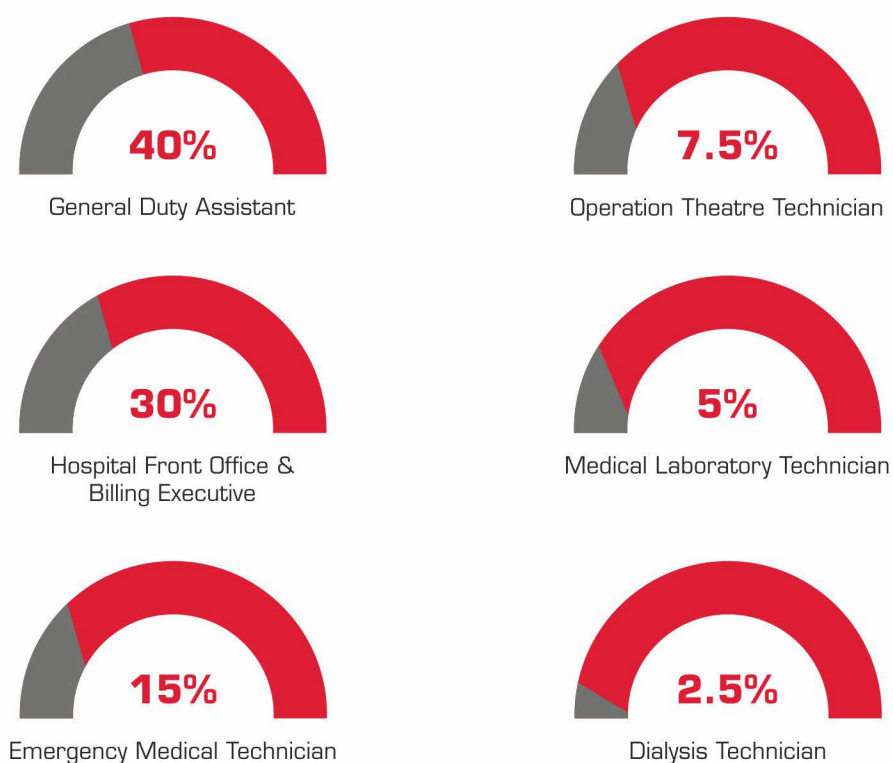


Table 3: Average Pay

Role	Average pay (Per annum)	Basic Eligibility Criteria	No gender preference
Dialysis Technician	1.5 L	Graduate/Diploma	16
Emergency Medical Technician	1.31 L	Graduate/Diploma	35
General Duty Assistant	1.74 L	Graduate/Diploma	24
Hospital Front Office & Billing Executive	0.8 L	Graduate/Diploma	28
Medical Laboratory Technician	2.3 L	Graduate/Diploma	16
Operation Theatre Technician	1.2 L	Graduate/Diploma	32
X-ray & Imaging Technology	1.95 L	Graduate/Diploma	22

Figure 2: Percentage of Hospitals that hire Freshers



No hospital responded to hiring freshers for the job role 'X-ray & Imaging Technology'. According to figure 2, maximum percentage of hospitals hire freshers for General Duty Assistant job roles (40%). This is still less than 50%. It may be concluded that due to lack of skills that meet industry demand, hospitals do not feel motivated to hire freshers.

The above findings indicate that for each job role how many hospitals are currently offering employment opportunities in their organization along with the remuneration paid, prior experience required, and basic education qualification required. As a part of the surveys and PIs, it was also observed that Hospitals are currently hiring for these additional job roles as well -

1. Phlebotomy Technician
2. Cardiac Care Technician
3. Hospital Housekeeping
4. Home Health Aide
5. Vision & Ophthalmic Assistant
6. Hospital Store Assistant

Majority of the hospitals do not have a separate training program for the above job roles. This can be a potential avenue for the India Literacy Board along with the 'TRUSTED' to provide upskilling and reskilling training to the employees of the hospitals.

Figure 3: Job Roles currently high in demand

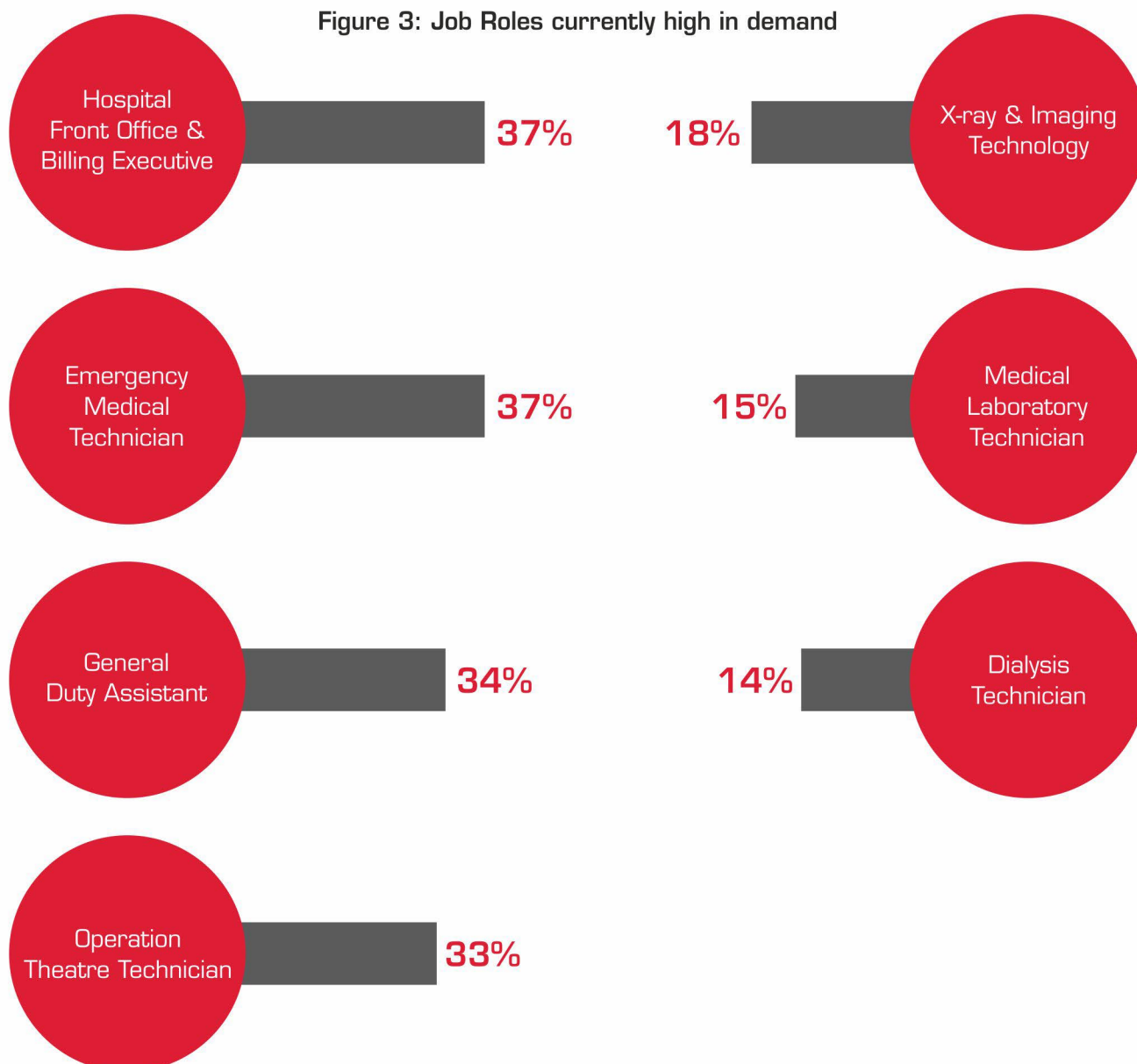


Figure 3 shows the job roles that are currently in high demand and are preferred by the respondents of this survey. According to it, job roles such as Hospital Front Office & Billing Executive and Emergency Medical Technician have the highest demand. Whereas job roles like Medical Laboratory Technologist and Dialysis Technologist have comparatively a lower demand. The survey gathered responses from the HR and Admin staff, Doctors and Senior Healthcare staff at the Hospitals.

Figure 4: Recruitment Trends

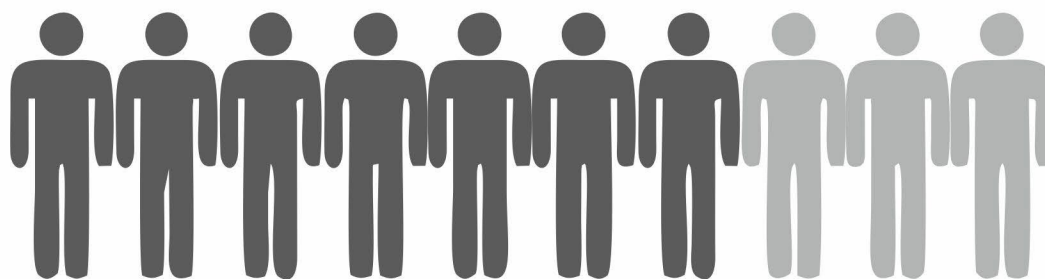


The stakeholders were also asked to identify their most commonly used source lists for recruitment. According to figure 4, maximum stakeholders use the open market for recruiting purposes. This is followed by Employee referral programs, walk-ins and external contacts. The least used avenues include campus recruitment and consultancies. From PI's it was also found that job roles such as Hospital Front Office and Billing Executive, Emergency Medical Technician and Operation Theatre Technician use maximum avenues for campus recruitment (mainly all the listed sources). It was also gathered that 4 out of the 40 organizations run their own campus recruitments - Indira Gandhi School of Nursing, Apollo Medskills, Fatima Nursing, and OP Chaudhary Nursing College.

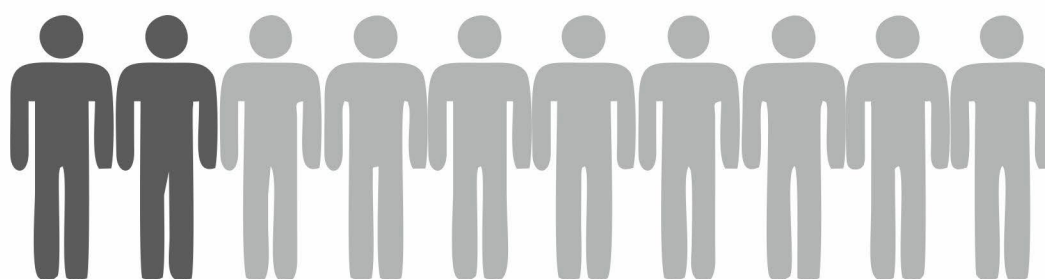
Skilled Human Resources and Training Requirement

The following were the insights gathered in this thematic area -

Figure 5: Availability of skilled Human Resource



75% of stakeholders feel they 'easily' get skilled human resource for allied healthcare job roles.

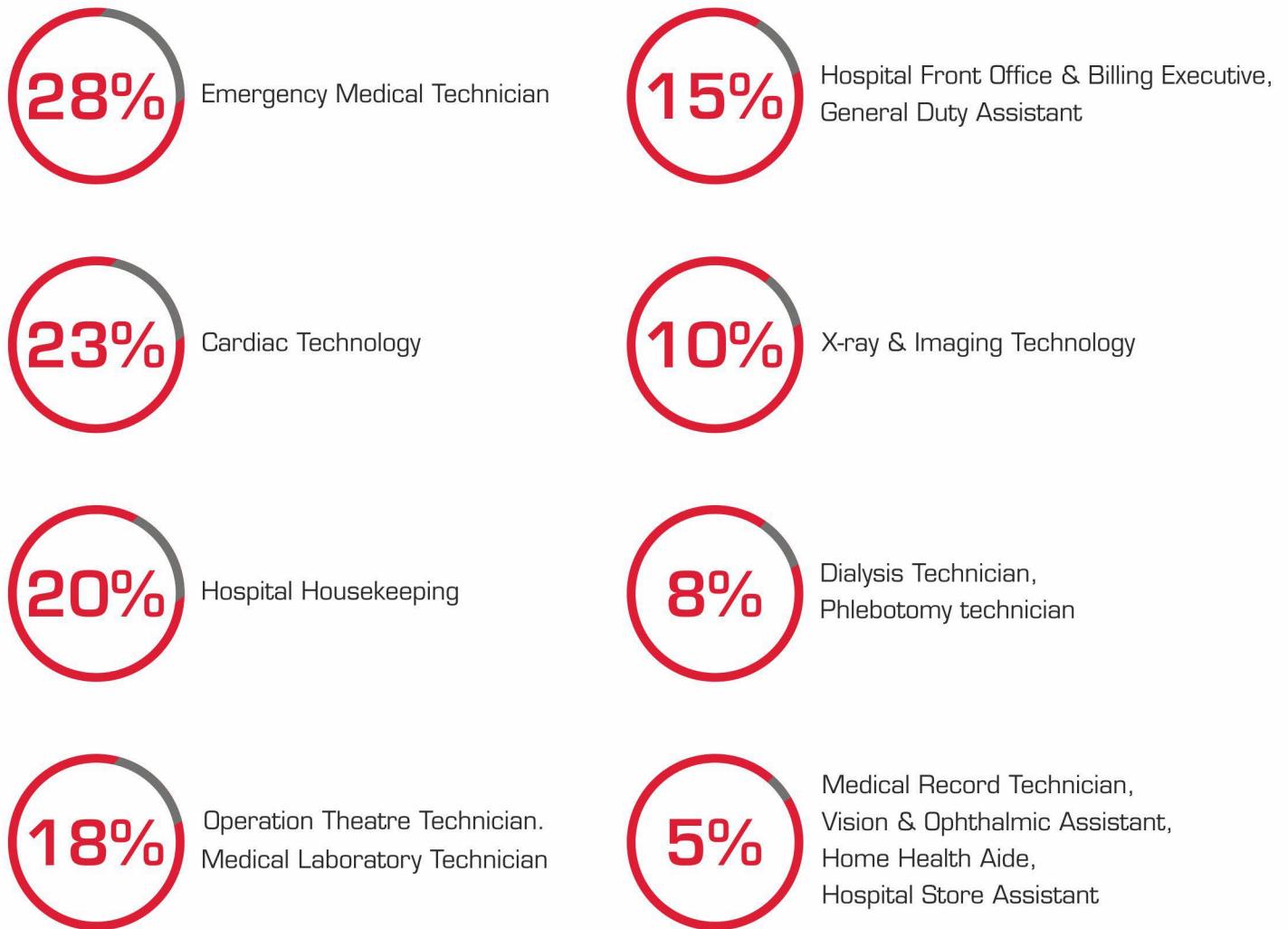


23% of stakeholders feel they 'sometimes' get skilled human resource for allied healthcare job roles.

*3% stakeholders feel it is 'difficult' to get skilled human resource

According to figure 5, greater majority of stakeholders find skilled human resource easily, for the different job roles in allied healthcare. Easily was defined in terms of the frequency of finding skilled manpower. Stakeholders who have experienced a higher frequency of recruiting skilled manpower identified the task as 'easy' in comparison to stakeholders who had lower frequency of recruiting skilled manpower. Even though more than half the stakeholders said they do not find it difficult to hire skilled resource, they have still identified specific job roles that are difficult to hire (refer to fig 5).

Figure 6: Job Roles difficult to hire



According to figure 6, stakeholders have identified the above job roles as difficult to hire for. With Emergency Medical Technician topping the list, lack of technical skills, and industry-level knowledge were cited as the common reasons. The stakeholders elaborated, with two-third (65%) saying there is a mismatch between expected technical skill set vs available skill set for different job roles in the allied healthcare sector. When asked to rate the mismatch according to their perspective, over two-fifth (46%) rated it to a 'medium'. Followed by 35% as 'high' and 19% at 'low' (refer to figure 6).

Figure 7: Mismatch in skillsets



Surveyed stakeholders were also asked to give further insight into their key steps to ensure capacity building of their employees. Following were the observations captured -

37% of the organizations have the training infrastructure to give regular technical/soft skills training to their employees.

30% of the organizations have tie ups with agencies for training human resource, with 10% as in-house and 20% as external tie up.

Less than one-third of organizations have the training capacity for their employees. The organizations that do have capacity have between 1-2 weeks of training for their employees. On further analysis through PIs, stakeholders expressed the lack of availability of quality training institutes where the institute is equipped with the latest industrial curriculum, and impart knowledge and build skillset according to the latest medical challenges.

Future Trends

The survey with all Hospitals brought out a strong understanding that the above set of professions will remain relevant in the future and none of them will get outdated in the next 5 years. Adding to the list, stakeholders identified a few more areas that will have relevant future demand. According to the respondents, the jobs are -

1. Physiotherapy
2. Bedside Patient Assistance
3. Biotechnologist^[1]

^[1]Biotechnologist, by definition is a professional who conducts experiments in private and government laboratories to develop new products. Biotechnologists do not work in hospital settings. RME Team, keeping this definition in mind, followed up through PIs with all respondents who wrote this term in their survey form to understand what they mean. They all responded with job descriptions that match the profession of a 'biomedical engineer' and not a biotechnologist. The hospitals expect the profession of biomedical remain relevant for atleast the next 5 years. The key job role of this profession is to maintain and repair biomedical equipment in hospitals.

An exhaustive job description of the job roles currently in demand have been prepared keeping in mind the respective job responsibility and basic qualification requirement of the Allied Healthcare Industry. This list can be found in Annexure III.

Challenges and Suggestions

During the survey, several respondents shared challenges and suggestions. The common ones were -

1. There is a dearth of skilled candidates who have up-to-date knowledge of the latest industry demands for the allied healthcare job role they apply for. Candidates also come with a lack of exposure of working in a professional hospital/healthcare environment. The need for continuous professional development was highlighted by the surveyed hospitals.
2. With the improvement in technology used for most allied healthcare job roles, the hospitals are facing a huge challenge recruiting experienced and knowledgeable workforce with relevant technical skills.
3. To create a set of skilled workforces, a few organizations created in-house capacity building programs. However, the experience has been effort intensive.
4. Organizations face a high search cost to identify the right candidates for their establishment.

5. RECOMMENDATIONS

After a detailed analysis of the Allied Healthcare Sector in Lucknow, a huge need has been identified to establish a vocational training institute. This will be extremely relevant and impactful for the Hospitals. Majority of respondents across different hospitals have expressed the need to have institutes that train candidates based on industry expectations, provide enough job exposure and harness the candidates technical and soft skills. The healthcare industry is ever growing. This will lead to an exponential increase in the demand for well trained allied healthcare professionals. All the 7 allied healthcare job roles that have been identified to be in huge demand and that will remain relevant in the next 5-10 years, are already offered as short term and long-term courses at the TMF SMART Healthcare Academies. India Literacy Board can leverage this to create a vocational training institute in Lucknow to fill the demand gaps for skilled human resource.

Identification of priority allied healthcare courses for the vocational training institute

- This employer survey brought out certain job roles that are currently high in demand and are expected to remain relevant in the next 5 years. The courses that will support the development of skills and knowledge for such domains can become the priority courses offered by the proposed vocational training institute. These courses include - Hospital Front Office & Billing Executive, Emergency Medical Technician, General Duty Assistant, Operation Theatre Technician, Medical Laboratory Technician, X-ray & Imaging Technology and Dialysis Technician. These can be designed as short term as well as long term courses.

Industry collaboration with Vocational Training Institutes

- A meaningful industry participation in skill training programmes can ensure that the curriculum created by the vocational training institute is up-to-date with the latest and most appropriate and necessary skillsets being offered through the skilling programmes. Curriculum design must ensure industry participation to synchronize course structures and curriculum with industry needs.
- Collaboration with healthcare institutes can potentially improve the awareness of such institutes in finding skilled candidates with more robust recruitment processes with quality checks.
- A systematic Internship process can be established with the industry to increase industry exposure of candidates before joining full term employment.
- Awareness regarding newer skill training avenues can be gained through meaningful partnerships. Such avenues can be added to the portfolio of the vocational training institute – and also, diversify its value offering and make its presence felt.

Enhanced academic partnerships with industries

- The vocational training institute could partner with the hospitals and other healthcare organizations to provide their employees with short training program as most of them do not provide any technical training to their employees.
- Different model of industry tie-ups can be explored through workshops, webinars, meet and greets with its students, industrial visits and exposure visits, learning workshops and trips etc.

Taking learnings from Blended Learning^[2] Formats

- Vocational training institute can explore the 'blended learning' format that incorporates face to face learning techniques with digital learning techniques. With COVID, many of the education, skilling and training institutes have been forced to move to digital models. This is a step in the right direction and technology can be further leveraged to achieve scalability.

Creation of an upskilling Institute

- It has also been realized that appropriate infrastructure catering to providing upskilling opportunities in the proposed vocational training institute can prove to be beneficial. This will help address one of the major challenges cited by the surveyed respondents with respect to the need for continuous professional development of the allied healthcare workforce. This infrastructure can be extended to the existing hospitals as many do not have their own infrastructure and resources to achieve the same.

^[2] The term blended learning means the practice of using both online and in-person learning experiences when teaching students.

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- ^[iv] HT Correspondent. Now, UP has separate body to govern training of technicians in medical field. (2021). Hindustan Times. Available from: <https://www.hindustantimes.com/cities/lucknow-news/now-up-has-separate-body-to-govern-training-of-technicians-in-medical-field-101632409617806.html>

7. ANNEXURE

Annexure 1 - Employer Survey Questionnaire

A. Establishment Details

1. Name of Hospital
2. Year of Establishment
3. Number of beds in your hospital
4. Name of Contact Person
5. Designation of Contact Person
6. Office/Contact Person Email ID
7. Official Phone Number
8. Website
9. Address
10. Nature of Hospital
11. Number of Staff

B. CURRENT TRENDS - CURRENT JOB ROLES OFFERED

This section has a list of job profiles in the allied healthcare sector.

INSTRUCTIONS FOR THE RESPONDENTS -

Please tick the correct option and let us know which of the following job roles your organization hires for and for which it doesn't. For the ones you hire, kindly give us more details.

For any job role that you DON'T HIRE, please choose the option "no" and scroll down to go to the next section.

1. Hospital Front Office & Billing Executive

1. Are you hiring for this job role?
 - a) Yes
 - b) No

If YES, then please proceed to answer the following -

- 1.1. What is the salary offered for the above role?
- 1.2. Do you hire freshers for this job role?
 - a) Yes
 - b) No
- 1.3. What eligibility do you require for this job role?
 - a) Diploma
 - b) Graduate
 - c) Both

- 1.4. Is there any gender preference?
 - a) Yes
 - b) No
 - c) Maybe

2. Emergency Medical Technician

2. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

- 2.1. What is the salary offered for the above role?
- 2.2. Do you hire freshers for this job role?
- a) Yes
 - b) No
- 2.3. What eligibility do you require for this job role?
- a) Diploma
 - b) Graduate
 - c) Both
- 2.4. Is there any gender preference?
- a) Yes
 - b) No
 - c) Maybe

3. General Duty Assistant

3. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

- 3.1. What is the salary offered for the above role?
- 3.2. Do you hire freshers for this job role?
- a) Yes
 - b) No
- 3.3. What eligibility do you require for this job role?
- a) Diploma
 - b) Graduate
 - c) Both
- 3.4. Is there any gender preference?
- a) Yes
 - b) No
 - c) Maybe

4. Operation Theatre Technician

4. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

- 4.1. What is the salary offered for the above role?
- 4.2. Do you hire freshers for this job role?
- a) Yes
 - b) No
- 4.3. What eligibility do you require for this job role?
- a) Diploma
 - b) Graduate
 - c) Both
- 4.4. Is there any gender preference?
- a) Yes
 - b) No
 - c) Maybe

5. Medical Laboratory Technician

5. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

5.1. What is the salary offered for the above role?

5.2. Do you hire freshers for this job role?

- a) Yes
- b) No

5.3. What eligibility do you require for this job role?

- a) Diploma
- b) Graduate
- c) Both

5.4. Is there any gender preference?

- a) Yes
- b) No
- c) Maybe

6. X-ray & Imaging Technology

6. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

6.1. What is the salary offered for the above role?

6.2. Do you hire freshers for this job role?

- a) Yes
- b) No

6.3. What eligibility do you require for this job role?

- a) Diploma
- b) Graduate
- c) Both

6.4. Is there any gender preference?

- a) Yes
- b) No
- c) Maybe

7. Dialysis Technician

7. Are you hiring for this job role?
- a) Yes
 - b) No

If YES, then please proceed to answer the following -

7.1. What is the salary offered for the above role?

7.2. Do you hire freshers for this job role?

- a) Yes
- b) No

7.3. What eligibility do you require for this job role?

- a) Diploma
- b) Graduate
- c) Both

7.4. Is there any gender preference?

- a) Yes
- b) No
- c) Maybe

C. RECRUITMENT PROCESS

Kindly give us information about your recruitment process for the jobs you hire for in your organization.

1. Which job roles do you have difficulty in hiring?

You may choose more than one option from below.

- a) Hospital Front Office & Billing Executive
- b) Vision & Ophthalmic Assistant
- c) Emergency Medical Technician
- d) General Duty Assistant
- e) Home Health Aide
- f) Hospital Store Assistant
- g) Phlebotomy Technician
- h) Cardiac Technology
- i) Operation Theatre Technician
- j) Medical Laboratory Technician
- k) Medical Record Technician
- l) X-ray & Imaging Technology
- m) Hospital Housekeeping
- n) Dialysis Technician
- o) None of the above

2. What is your recruitment source?

You may choose more than one option. If there is any source missing from the given list, please choose the 'others' option and mention your source(s).

- a) Employee Referral Program
- b) External Contacts
- c) Open Market
- d) Outsource
- e) Walk-In
- f) Campus Recruitment
- g) Internal Job Posting
- h) Consultant
- i) Other_____

3. Do you get good skilled manpower?

- a) Easily
- b) Moderately/sometimes
- c) Difficult

4. Any other remarks/or comments?

5. Does the organization run any campus recruitment programs?

- a) Yes
- b) No

5.1. If YES, please list such campuses/academics –

6. Does the organization give feedback on technical/managerial/administrative/soft skill sets deficiency to these campuses?



D. TRAINING REQUIREMENTS

Kindly give us information about the Demand-Supply mismatch on the skill sets for the offered jobs in your organization.

1. Is there a mismatch in expected technical skill set vs available skill set for different job roles?

- a) Yes
- b) No

1. 1. If YES, please rate –

- a) High
- b) Medium
- c) Low

2. Does your organization give any Technical Training?

- a) Yes
- b) No

2. 1. If YES, what is the duration of training? You may choose more than one option, if applicable. If you don't find the correct duration of training as given in your organization, please choose the "others" option and mention the duration.

- a) Less than a week
- b) Between 1-2 weeks
- c) More than 2 weeks

3. Does your organization regularly conduct training (Technical/Soft Skill) for its staff?

- a) Yes
- b) No

4. Does the organization have training infrastructure?

- a) Yes
- b) No

5. Does the organization have tie up with any agency for training human resource?

- a) Yes
- b) No

5. 1. If YES, what is the nature?

- a) In-house
- b) External

6. Does the organization encourage its staff to pursue high end technical courses?

- a) Yes
- b) No

7. Does the organization provide incentive to its staff to pursue high end technical courses?

- a) Yes
- b) No

8. Does the organization pay the fees (Part/Full) for such courses?

- a) Yes
- b) No

9. What is your expectation from an allied healthcare training institute?

E. FUTURE TRENDS

Based on your experience in the sector kindly help us to understand the future trend of skill set requirement of the industry-

1. Do you think apart from the roles that you offer, is there any other job role that will get out-dated in future?

a) Yes

b) No

1. 1. If YES, then please list such job roles –

2. What are the new job roles and correspondingly skill set that will be required in the next 10 years?

3. What types of jobs will come up in the focus sector in the future? 5-10-15 years down the line?

4. What kind of educational qualification will be required for these jobs?

Annexure II - Contact List of Hospitals

Name of the Hospital	Name of Contact Person	Designation of Contact Person	Office/Contact Person Email ID
Chandan Hospital	Dr. Rajgopal Reddy	Medical Superintendent	drrajgopal@chandanhospital.in
Apollomedics Super Speciality Hospital Lucknow	Pramit Mishra	Head Operations	pramit_m@apollohospitals.com
Globe Medicare	Mukharji	Administrator	globemedicaretpa@gmail.com
Icon Hospital	Dr Indu Singh	EMO	hospital.icon@gmail.com
Jeevan Deep Hospital	Ajit Kumar Gupta	Director	dr Gupta. ajit@gmail.com
Lal Hospital	9993034608	Administration	lalhospitalsan@gmail.com
Fathima Hospital	Pratik Mishra	H.R	hrpathimahospitalko@gmail.com
Vikram Hospital	Vikram Prasad	M. Director	vikramhospitalbathre@gmail.com
Sahara Hospital	Dr. (Col) Randhir Puri	Admin Head	randhir.puri@sahara.in
Ajanta Hospital and IVF Centre Pvt Ltd	Dr. Anil Khanna		support@ajantahospital.com
Saraswati Hospital & Research Centre	Dr. E Debaraju Reddy	Director	contactsdc@saraswaticolleges.com
Deepak Life Sciences Hospital and Trauma Center	Mr. Prakash Kumar Singh	Manager cum Administration	deepaklifescienceshospitalpvtltd@gmail.com
Shri Sai Hospital	Dr. Sandeep ku	MD	sandeepko3@rediffmail.com
Maa Chandrika Devi Institute of Paramedical Science	Dr. Gayatri	Principal	drgayathrasingh@gmail.com
Vidhya Hospitals and Trauma Center	Dr. Vivek Tripathi	MD	vidyahospitals@gmail.com
CAREER Institute of Medical Sciences and Hospital	Dr. Bhola Kumar Singh	Chief Medical Superintendent	CAREERMEDICAL@CAREERTRUST.IN
Amrapali Hospital & Trauma Centre	Dr. Shyam Singh	MS MCH	shyamdrsingh@gmail.com

Highway Hospital & Trauma Centre Pvt. Ltd.	Dr. Manoj Kumar Singh	Founder MS Ortho	hhtc.md@gmail.com
ALTIS hospital	Ajay Gaurav Sharma	Administration Head	altishospital24@gmail.com
Pulse Hospital and trauma centre	Dr. Birendra Yadav	MD	pulsehospitallucknow@gmail.com
St Joseph Hospital	Sr. Josetta	Administration Head	stjoseph2004@yahoo.com
Regency Hospital	Dr. Atul Kapoor	Founder	info.lko@regencyhealthcare.in
Fehmina Hospital & Trauma Centre	Dr. Salman Khalid	MD	Fehminahospital@gmail.com
Krishna Medical Centre	Dr. Chandravati	Director	drchandravati@gmail.com
Medanta Hospital Lucknow	Alok Pandey	Administration	alok.pandey@medanta.org
Mayo Medical Centre Pvt Ltd	Mrs. Anupama Singh	Director	mayo_medical@yahoo.com
Prasad Institute of Medical Sciences, Lucknow	Dr. Hariom Dixit	MD	prasadhospitalhr@gmail.com
Dr. O P Chaudhary Hospital & Research Center	Lt Col Dr. Mahipal Singh	Administration	dropchospital@gmail.com
Shatabdi Super Speciality Hospital	Dr. D. C. Gupta	Director	drkapildewerma185@gmail.com
Rajdhani Hospital	Dr. Shudhanshu Verma	Director	rajdhanihospital01@gmail.com
Medison Hospital and Blood Bank	Dr. Faizan	Director	faizan1584@gmail.com
Atharva Multispeciality Hospital & Research Center	Dr. Sandeep Kumar Gupta	MD	atharvhospital05@gmail.com
Vinayak Medicare Hospital	Dr. Pranjal Singh	MD	vin_medicare@yahoo.com
Advance Neuro and General Hospital	Dr. Vinod Kumar	MD	drvinodtewari@gmail.com
RSD Samarpan Institute of Nursing and Paramedical Science	Dr. R S Dubey	Founder and Chairman	contract@sinps.org.in
Neera Hospital	Dr. Nishant Gupta	Coordinator	neerahospitallucknow@gmail.com

Health City Hospital	Dr. Sandeep Kapoor	Management	healthcitylko@gmail.com
City Hospital & Trauma Centre	Dr. Rajesh Mehta	MD	city.lko@gmail.com
Precision Urology Hospital	Dr. S K Mishra	Medical Director	admin@precisionuro.com
Avadh Hospital & Heart Centre	Satendra Kumar Bhawnani	Director	avadhhospital@gmail.com

Annexure III - Job Descriptions of Allied Healthcare Roles

S. No.	Role	Job Responsibility	Skill Set Required
1.	Hospital Housekeeping	<ol style="list-style-type: none"> 1. Respond to emergencies in relation to cleaning hospital environment. 2. Clean and wipe windows, floors, etc. 3. Dispose of wastes in wastebaskets as well as clean the wastebaskets. 4. Appropriately dispose of medical waste products like syringes, hand gloves, face mask, sachets of tablets, etc. 5. Dust furniture as well as equipment. 6. Collect dirty clothes for appropriate washing. 7. Iron the water-washed cloth and appropriately distribute water-washed cloth to patients. 8. Wipeout blood or other body fluids and then disinfect the area of contact. 9. Use various types of cleaning equipment, like vacuum cleaners, washing machines, etc. 10. Document the procedure involved in the disposal of hospital waste products, ensure that the right procedure in line and with the standard practice of the hospital, is followed. 	<ol style="list-style-type: none"> 1. Good organizational skills as well as strong hygienic practice. 2. Mathematical skills needed to mix cleaning agents appropriately in accordance with the prescription of the manufacturer. 3. The ability to take the initiative. 4. Knowledge of the process of sterilizing equipment. 5. Proven ability and/or inclination to follow instructions. 6. Ability to maintain a positive disposition at all times. 7. The ability to work under exposure to dust. 8. An understanding of the English language. 9. A certificate proving completion of high school is necessary. 10. The ability to maintain an open mind to the acquisition of new skills and knowledge while on the job, especially the use of chemicals & understanding of basic safety procedures.
2.	Hospital Front Office and Billing Executive	<ol style="list-style-type: none"> 1. Determines patient invoice by capturing services noted in patient chart; clarifying services with physicians. 2. Identifies responsible party by examining patient record. 3. Issues invoice by entering service data; calculating charges; mailing invoices. 4. Resolves billing issues by discussing contract with third-party payer; explaining insurance contract with patient; negotiating settlement. 5. Maintains patient and invoice files by entering and adjusting data. 6. Provides billing information by collecting, analysing, and summarizing third-party billings, accounts pending, and late charges data and trends. 7. Updates job knowledge by participating in educational opportunities. 8. Accomplishes medical office mission by completing related results as needed. 	<ol style="list-style-type: none"> 1. Reporting Research Results. 2. Analysing Information. 3. Data Entry Skills. 4. Confidentiality, Thoroughness, Internal Communications, Attention to Detail. 5. Accounting and Data Processing.

3.	X-ray & Imaging Technology	<ol style="list-style-type: none"> 1. Perform complex tasks associated with the operation of high field strength magnets and related equipment to produce special radiographic images of specific body parts. 2. Position patients for MR scans using immobilization and protective equipment to comply with government regulations and to ensure the safety of patients and staff. 3. Screen patients for MR safety prior to procedure performance. 4. Assist radiologist with procedure performance. 5. Perform Radiological procedures when not performing MRI Duties. 6. Evaluate MR scans for technical quality, collate processed images and sequence of exposure and label appropriately. 7. Schedule patients for procedures; assist with clerical functions. 8. Load and operate power injectors for contrast media administration. 9. Maintain accurate patient records. 10. Provide orientation for new technologists. 11. Provide education and training for student technologists. 12. Coordinate scheduling and patient flow. 	<ol style="list-style-type: none"> 1. Use of medical technologies. 2. Creating a safe, effective environment. 3. Radiologic technology. 4. Analyzing information. 5. Performing diagnostic procedures. 6. Technical understanding. 7. Informing others. 8. People skills. 9. Dependability. 10. Quality focus.
4.	Operation Theatre Technician	<ol style="list-style-type: none"> 1. Transport patients 2. Preparing Operating Room for Surgery 3. Set up, Check, Connect and Adjust Surgical Equipment. 4. Technical Assistance to Surgeons. 5. Clean & Restock the Operating Room. 6. Arranging Instrument, Supplies and Equipment according to Instruction. 7. Position Patients for Surgery. 	<ol style="list-style-type: none"> 1. Ability to Work in Collaboration with Doctors and Nurses and other Healthcare Providers. 2. Deliver the Healthcare Services as instructed. 3. The individual should be result oriented. 4. The individual should also be able to demonstrate clinical skills, communication skills and behavioural skills.

5.	Emergency Medical Technician	<ol style="list-style-type: none"> 1. Examine and evaluate patients to determine necessary care. 2. Provide patients with emergency care by utilizing appropriate techniques and equipment. 3. Document patient information, condition, and treatment. 4. Maintain patient confidentiality and perform all care with respect for patient rights. 5. Transport patients in accordance with outlined policies and procedures. 6. Maintain a safe, clean, and well-stocked environment for patients. 7. Operate and drive ambulance in conjunction with applicable safety policies and laws. 8. Provide basic life support and gather patient data. 	<ol style="list-style-type: none"> 1. Should provide emotional support to patients. 2. EMTs work closely with colleagues and need the abilities to communicate effectively and coordinate activities in fast-paced emergency situations. 3. EMTs need to be detail oriented, since overlooking key signs of injury or illness could prove fatal to patients. 4. EMTs need to be fit and have the strength and stamina to carry out lifting task when needed. 5. EMTs need to have patience to explain procedures to patients who do not have medical knowledge.
6.	General Duty Assistant	<ol style="list-style-type: none"> 1. Assist the patient in maintaining normal elimination. 2. Transferring a patient within the hospital. 3. Communicating appropriately with co-workers. 4. Prevent and control infection. 5. Assist nurse in performing procedures as instructed in the care plan. 6. Assist nurse in observing and reporting the change in patient condition. 7. Assist nurse in measuring patient parameters accurately. 8. Respond to patient's call. 9. Clean medical equipment under the supervision of the nurse. 10. Transport patient manage to change and transport the laundry. 11. Carry out last office (Death Care). 12. Act within the limits of your competence and authority. 13. Work effectively with others. 14. Maintain a safe, healthy and secure environment. 15. Practice Code of conduct while performing duties. 16. Follow biomedical waste disposal protocols. 	<ol style="list-style-type: none"> 1. Interpersonal skills. 2. Team player. 3. Service and result oriented. 4. High level of patience and tolerance. 5. Communication skills. 6. Kindness and compassion. 7. Empathy. 8. Strong-will. 9. Mindful and Practical.

7.	Dialysis Technician	<ol style="list-style-type: none"> 1. Assembling the dialysis machine and ensuring its proper performance. 2. Monitoring patients undergoing dialysis treatment. 3. Ensuring the usage of the dialysis machine is safe and secure. 4. Administering local anesthesia. 5. Talking patients through the dialysis process. 6. Monitoring and adjusting patient fluid removal rates as required. 7. Working in tandem with nurses and doctors. 8. Ensuring the sterilization of operating equipment before use. 9. Responding to emergency scenarios. 10. Attending to patient needs. 11. Understanding patient physical and emotional concerns. 12. Educating patients on health maintenance and care. 13. Developing operational training material for staff. 	<ol style="list-style-type: none"> 1. Adhering to high standards of patient care and multi-tasking. 2. Team Player and supporting the nurses. 3. Decision making and accurate dialysis skills. 4. Critical Thinking. 5. Handling patients, parents, relatives, busy doctors, and other members of the healthcare staff. 6. Working with dialysis machines on day-to-day basis. 7. Good interpersonal skills. 8. Ensuring proper functioning and maintenance of the dialysis machine.
8.	Medical Laboratory Technician	<ol style="list-style-type: none"> 1. Collect, store and preserve samples of blood and other bodily fluids. 2. Perform analysis and examination on bodily fluids. 3. Determine the chemicals in the Urine and check their levels. 4. Match blood samples for effective transfusions. 5. Test the blood for drug levels. 6. Blood bank management. 7. Lab equipment maintenance for cleaning and maintaining the equipment. 8. The diagnostic tests performed on the samples help the doctors confirm their diagnosis and devise a treatment plan. 9. Supply chain management. 10. Biomedical waste management. 11. Quality control based on NABL regulations. 	<ol style="list-style-type: none"> 1. Communication skills to understand the patients and communicate effectively. 2. Emotional strength to lend support and patient listening. 3. Strength and stamina to move patients to collect the samples. 4. Comfort with bodily fluids such as urine and blood for testing. 5. No qualms in poking needles and the patience to deal with squealing patients. 6. Eye for detail. 7. Systematic approach and organization skills to store and segregate samples properly. 8. Basic computer skills for maintaining records and preparing reports.

9.	Phlebotomy Technician	<ol style="list-style-type: none"> 1. Draw blood from patients for testing, sample work and donations. 2. Collect, label and store blood samples. 3. Conduct patient interviews, check patients' vital signs, and transport blood samples to the laboratory for testing. 4. Update patient's records with blood pressure, bacteria, cholesterol, and checking blood pressure and heart rate statistics. 	<ol style="list-style-type: none"> 1. Communication and interpersonal skills, and ability to ease patients' fears and anxieties during blood drawings. 2. Meticulous, detail-oriented, and organizational skills. 3. Knowledge of proper handling techniques and disposal policies.
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About Tech Mahindra Foundation

Tech Mahindra Foundation (TMF) is the corporate social responsibility arm of Tech Mahindra Limited, a Mahindra Group Company. The Foundation set up in 2006, as a Section 25 Company (referred to as a Section 8 Company in the Companies Act, 2013), has been working tirelessly in the areas of education, employability, and disability, with a keen focus on corporate volunteering.

The Foundation works with the mandate that 50% of its beneficiaries are women and 10% are Persons with Disabilities. Over the year, it has impacted 290,425 direct beneficiaries across all programs. Additionally, the Foundation continues to serve the nation through the 572 COVID Relief Projects* across 17 states in India.

Our Focus Areas

EMPLOYABILITY

SMART (Skills-for-Market Training) is the Foundation's flagship employability program to empower youth from economically backward urban communities. It provides them with the requisite employability skills through structured training programs, ensuring that they are placed in suitable dignified jobs. The Foundation has been implementing the SMART program by establishing a network of SMART Academies and Centres - run both directly and through other partner implementing agencies.

EDUCATION

The Foundation works in Government schools through its ARISE (All Round Improvement in School Education) program with the objective of holistic development of children in these schools. Moreover, Shikshaantar is the Foundation's training program focusing on teacher empowerment and capacity enhancement through modern-day subject matter and pedagogical practices. The Foundation has also launched Mobile Science Lab, where a bus equipped with hands-on activities of EVS (Science) visits the Government schools to facilitate the learning of students from Classes 3 to 5.

DISABILITY

The Foundation believes that there is Ability in Disability. With the focus on creating an inclusive world and providing a life of dignity and confidence, we are working in the area of education and skill development for children and youth with disabilities, respectively. This is done through ARISE+ (All Round Improvement in School Education for Children with Disabilities) and SMART+ (Skills-for-Market Training for Persons with Disabilities). ARISE+ is a program that encourages children with disabilities to become a part of mainstream education. The SMART+ program focuses on providing employable market-related entrepreneurial skills and opportunities to youth with disabilities.

VOLUNTEERING

Corporate Volunteering lies at the heart of Tech Mahindra Foundation's ethos. Employees volunteer and contribute to driving positive social change while simultaneously enhancing their own capacities for empathy and compassion. This is how we *#RiseForGood!*



Tech Mahindra Foundation Resource Unit for Skill Training and Education (TRUSTED)

Over the last 16 years, the Foundation has evolved as a prominent thought leader in the field of skill development and education. It has created a robust network of educators, resources and 90+ partners who have helped to bring social change and touch lives through 150+ projects in 11 locations across India. Leveraging this extensive platform, knowledge and experience, TMF takes another step forward in its endeavor to promote employability, inclusivity and sustainable livelihoods and hence, has set up a dedicated unit - Tech Mahindra Foundation Resource Unit for Skill Training and Education (TRUSTED henceforth).

'TRUSTED' aims to support not for profit organizations across India in setting up quality skill development institutes. It will provide knowledge and resource support by leveraging its vast experience in building a cadre of skilled youth with special focus on women and persons with disabilities. It will also draw from its experience in teacher training and education. It will empower organizations in providing skilling, reskilling and upskilling courses and hence, promote industrial-grade performance and inclusivity in the workforce. It will ensure that the collaborations work towards the student's and teacher's achievement and growth, as a professional and as an individual.



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