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Cyber resilience in hospitals: Safeguarding India's healthcare industry in the digital age

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Foreword

India has a long history and legacy of healthcare services. In the ancient period, pioneers such as *Sushruta* and *Charaka* established a comprehensive ecosystem of hospitals where surgeries and medicines were provided.

The start of modern hospitals in India can be traced back to 1664 when the Madras General Hospital was set up. We have come a long way since then. Today, the average Indian household spends about 5.9 percent¹ of its annual expenditure on health. This number has doubled since 2012. Therefore, consumer awareness and commitment to health have increased in the last 10 years. Correspondingly, there has been increased investment in both public and private healthcare.

In the 2024 interim budget² the government has allocated INR 90,171 crore to healthcare this year, marking an almost 14 percent increase from last year's allocation. Similarly, there has been a significant increase in growth within the private healthcare system. Presently valued at US\$66 billion, the private healthcare system is expected to surpass US\$100 billion by 2027.³

Over the past five years, there has been an unprecedented adoption of digital technologies in the healthcare system. Key areas of transformation include patient engagement and experience, clinical data lakes, clinical decision support systems, operational efficiency and new care models such as telemedicine. This transformation is delivered via the cloud, contributing to the higher adoption of cloud technology in healthcare compared with the life sciences sector.

As a result of the increased digital footprint, cyber-attacks on the healthcare sector have risen. Today, India ranks among the world's top five most cyber-attacked healthcare systems.⁴ These attacks have prompted a strategic shift in the mindset of top management, leading to a significant increase in cyber investments within the healthcare industry.

Per our analysis, cybersecurity budgets now account for approximately 8–10 percent of the overall IT budget, marking

a positive development. Additionally, considerable efforts are being made at the executive management level of hospitals and within the board to raise awareness about cyber issues across hospitals.

In this report, we have examined the evolution of hospitals and the ongoing transformation in hospitals driven by digital technologies. This includes not only the adoption of advanced patient management systems but also the implementation of Clinical Decision Support Systems (CDSS), patient bots, cognitive technologies and GenAI. These critical investments aim to enhance patient care, streamline operations and improve healthcare outcomes.

This report explores the cybersecurity challenges in healthcare, discussing investments, top priorities and the tools and technologies essential for safeguarding healthcare data. With hospitals now relying more on digital platforms and interconnected systems, they are increasingly susceptible to cyber threats. Therefore, understanding security governance and strategic initiatives is crucial for resilience against these risks.

We extend our heartfelt gratitude to the healthcare industry experts for their valuable contributions to this report, dedicating their time and insights. We trust that you will find the report beneficial, and it will assist you in your cybersecurity endeavours.

Regards,



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¹ Household Consumption Expenditure Survey (HCES), Ministry of Statistics and Programme Implementation, 2022-2023; https://www.mospi.gov.in/sites/ default/files/publication_reports/Factsheet_HCES_2022-23.pdf?download=1

² Budget 2024 Announcements Impact and Highlights Updates, The Economic Times, 02 February 2024; https://economictimes.indiatimes.com/news/ newsblogs/budget-2024-news-live-announcements-impact-highlights-updates-2-feb-2024/liveblog/107338900.cms

³ Critical state of healthcare: India had 2nd highest number of cyber attacks in the world in 2021, CNBC TV18, 03 September 2022; https://www.cnbctv18. com/information-technology/indian-healthcare-industry-records-second-highest-cyberattacks-globally-14638171.htm

⁴ Critical state of healthcare: India had 2nd highest number of cyber attacks in the world in 2021, CNBC TV18, 03 September 2022; https://www.cnbctv18. com/information-technology/indian-healthcare-industry-records-second-highest-cyberattacks-globally-14638171.htm



Indian hospitals' perspective: Evolution of hospitals through digital transformation Over the past few decades, India has significantly improved health indicators such as immunisation rates, life expectancy and mortality rates. While substantial progress has been made in eradicating smallpox and polio, India continues to set higher targets. A notable example of successful public-private collaboration is evident in our efforts to eliminate tuberculosis using a combination of emerging technologies, including AI.

Private hospitals in India initially focused on providing specialised tertiary and quaternary care, particularly in general medicine and surgery. Today, almost 30 percent of the specialised services in hospitals are in the cardiology therapeutic area, closely followed by orthopaedics. Over the last five years, oncology has emerged as the fastest-growing therapeutic area, reflecting a significant shift from mere procedures to holistic wellness.

The COVID-19 pandemic further accelerated the enhancement of the hospital's digital infrastructure. The pandemic prompted the release of guidelines for telemedicine, leading to a further expansion of the digital footprint in healthcare. The usage of digital technology within the healthcare sector has been expedited, and emerging technologies are facilitating the advancement of cost-effective, superior therapeutic interventions. Subsequent strategies must focus on assisting India in developing a digitally advanced and enduring healthcare infrastructure for the future.

Here are some key highlights of the evolving scenarios:







These advancements are underpinned by robust investments in cybersecurity and data privacy, which will be explored in this report.



Healthcare's digital shift through cloud migration in hospitals

Cloud technology is transforming healthcare by facilitating efficient analysis of patient data through hybrid cloud computing. Hospitals use this innovation through a private cloud-computing system, simplifying patient treatment nationwide. Here are a few challenges observed from the adoption of cloud technology in hospitals:



Insights from a survey on hospital cloud migration strategies⁵

Per our discussion with industry experts, who are largely CIOs of leading hospitals in India, on average, hospitals have less than 20 percent of their workloads on the cloud, except for a few specialist hospitals with more than 50 percent.

Before proceeding with migration, stakeholders need to carefully evaluate the cloud risks, whether technical,

cybersecurity or regulatory. They should recognise the importance of thorough risk assessment to ensure the security and compliance of their cloud environments.

Most hospitals believe in a structured and planned adoption of the cloud. They understand the benefits of cloud technology but emphasise the importance of strategic planning and implementation to mitigate potential challenges and risks.

⁵ Crisis Resolution & home Treatment, NIMH (E) in conjunction with the Centre for Community Mental Health, UCE Birmingham; https://bcuassets.blob.core.windows.net/docs/ccmh_crht_full_report.pdf

Exploring the dynamic landscape of healthcare: The hospital ecosystem in India

India's hospital ecosystem is currently a diverse and dynamic landscape that provides healthcare services to over 1.3 billion people and beyond to foreign nationals. Hospitals represent a multifaceted and evolving landscape characterised by both public and private providers, and technological innovation and ongoing efforts will address healthcare challenges and improve access to quality healthcare services for the entire population.

According to a recent survey,⁶ the hospital industry in India is projected to experience significant growth driven by multiple factors such as:

<u>.));</u> ТС	Government initiatives ⁷ : Government initiatives aimed at improving healthcare infrastructure and access, such as the National Health Mission (NHM), Pradhan Mantri Matru Vandana Yojana (PMMVY), National Tuberculosis Elimination Programme (NTEP), National AIDS Control Programme (NACP), Mission Indra Dhanush and Ayushman Bharat, are likely to contribute to the growth of hospitals in India. Ayushman Bharat, now called the Pradhan Mantri Jan Arogya Yojana (PMJAY) currently has a network of 12,881 private hospitals that are empaneled ⁸ but this percentage might increase.
	Investments: Ongoing investments by both public and private sectors in healthcare infrastructure, including the expansion of hospital chains and establishment of new healthcare facilities, could fuel growth.
	Technology adoption: Increasing adoption of technology in healthcare delivery, such as telemedicine, digital health solutions and Electronic Medical Records (EMR), enhances the efficiency and effectiveness of hospitals, driving growth.
	Health insurance coverage: The expansion of health insurance coverage, particularly through government- sponsored schemes such as Ayushman Bharat, ⁹ might increase patients' preference for hospitals, leading to higher demand for services.
	Demographic trends: India's demographic trends, such as population growth, urbanisation and an ageing population, are likely to drive the demand for healthcare services.
₹ ¥∭®°	Disease burden: The increasing prevalence of lifestyle-related diseases, Non-Communicable Diseases (NCDs) and chronic conditions may lead to higher usage of hospital services, especially in cardiology, oncology and orthopaedics.
	Regulatory environment: Changes in the regulatory environment, including healthcare policies and accreditation standards, may affect the growth trajectory of hospitals by influencing investment decisions and operational practices, medical tourism, quality, and accreditation, rising disposable income and more.

- ⁶ The past, present, and future of health economics in India, Journal of Family Medicine and Primary Care, 17 January 2023; https://www.ncbi.nlm.nih.gov/ pmc/articles/PMC10040988/#:~:text=There%20have%20been%20several%20factors,Government's%20emphasis%20on%20improving%20healthcare ⁷ Initiatives to Promote Indian Healthcare Industry, Ministry of Health and Family Welfare, Government of India, Press Information Bureau, 20 July 2021; https://www.ncbi.nlm.nih.gov/
- https://pib.gov.in/Pressreleaseshare.aspx?PRID=1737184 ⁸ Private hospitals pull back on Ayushman Bharat amid low state funding, LiveMint, 8 May 2024; https://www.livemint.com/industry/private-hospitals-pullback-on-ayushman-bharat-amid-low-state-funding-11715151502802.html
- 9 Ibid.

Unlocking potential: The crucial role of digitisation in public healthcare

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Advancements in technology and digitisation have led to a greater boon in the medical industry. Hardcopy versions of patients' therapeutic records are now replaced by digital copies, and specific therapeutic records can be easily retrieved digitally. This has enhanced public healthcare by improving efficiency, accessibility, quality of care and health outcomes.

During the pandemic, most patients preferred home healthcare and telemedicine. For instance, a patient from a rural area can connect with a specialist from an urban area during an emergency due to e-consultation.

However, the percentage of preference for telemedicine and home healthcare drastically decreased post-pandemic, as patients are opting for offline consultation as their priority and optionally preferring telemedicine consultation only for followup consultations.

The hospital ecosystem and its growth chart display some of the digitisation contribution aspects recorded in a survey conducted on multiple private hospitals from the present to the next two years.

This study shows the current percentage of consultations coming from telemedicine and the expected increase over the next two years.

This study illustrates the adoptability of EMRs in hospitals and their integration with other Health Management Information Systems (HMIS). *80 percent of hospitals maintain EMRs, with 40 percent having integrated EMRs into HMIS.



Telemedicine and remote consultation

Indian hospitals' perspective: Cybersecurity challenges and solutions

Impact of digital transformation and pandemic: Challenges, threats and vulnerabilities

While digitisation in hospitals has undoubtedly benefited both the rural and urban populations of India, it has also exposed the sector to cyber-attacks, a trend observed globally.

Recent cyber-attacks in the Life Sciences and Healthcare Industry





Threats and vulnerabilities¹⁰

The healthcare industry holds many sensitive information, such as medical records and other personal data. Cybersecurity threats, such as ransomware or data breaches, compromise this information and potentially result in financial harm or identity theft.

Hospitals are particularly lucrative targets for cyber attackers as they aim to access sensitive health and medical records information. The following are the top vulnerabilities:



¹⁰ Cyberattacks on healthcare sector rising, 60% of organisations hit in a year: report, Economic Times, 3 November 2023; https://economictimes.indiatimes. com/tech/technology/cyberattacks-on-healthcare-sector-rising-60-of-organisations-hit-in-a-year-report/articleshow/104917689.cms

Security investments, priorities, and Security Operations Centre (SOC) in hospitals

On an average, hospitals spend **8–10 percent** of their IT budget on cybersecurity techniques, such as hiring professionals and acquiring tools to minimise cyber-attacks to the maximum extent.

Our survey conducted on hospitals indicates that this percentage may increase to **12-15 percent** in the next two years.

Securing tomorrow: Focus areas for the healthcare industry in the next two years



Focus areas: Infrastructure, endpoint and application security, security for emerging tech, cloud security and IoT security.

Use of SOC in hospitals

In November 2022, one of the largest hospitals in India experienced a cyber-attack in which the entire digital infrastructure collapsed due to a ransomware attack launched by external hackers. This resulted in the compromise of sensitive personal data of about 4 crore patients.¹¹

Keys issues in this case and other medical hospitals

A thorough examination was conducted on this cyber-attack, and below were the key findings:

- The IT department lacks access to the database and security despite recommendations from the National Informatics Centre (NIC).
- There was no disaster backup mechanism in place, which is essential to maintain continuity of operations.
- There were no Service Level Agreements (SLAs) between the hospital and NIC. While the hospital used to operate its own servers and security patches, no recent updates were performed.

- Cyber safety and cyber resilience measures were not implemented, indicating a lack of cyberculture:
 - No NIC-recommended security audits were conducted.
 - Medical staff used personal email IDs instead of hospitals' email IDs for official activities.
 - There were no workshops and educational seminars on cyber hygiene for medical IT staff and doctors.

With the increasing frequency of cyber-attacks in Indian hospitals, there is a pressing need for a 24x7 Security Operations Centre (SOC). While private hospitals have implemented SOCs, it is essential to extend this practice to all public and private hospitals in India.

Today's scout: SOCs in hospitals

An SOC cultivates a round-the-clock security mindset to safeguard patient data and healthcare operations. Discussions and interviews with both established and emerging hospitals revealed that the majority operate an in-house SOC, while some have outsourced this service. Some have not yet implemented a SOC but have it in their pipeline or plans.



Current SOC Adaptability

This analysis demonstrates the current adaptability of SOC in hospitals. Further, hospitals that have implemented SOC operate either with an in-house, outsourced or hybrid model.

¹¹ Cyber attack at AIIMS Delhi: Hackers demand Rs 200 cr in crypto, says report, Business Today, 29 novermber 2022; https://www.businesstoday.in/latest/ in-focus/story/cyber-attack-at-aiims-delhi-hackers-demand-rs-200-cr-in-crypto-says-report-354475-2022-11-28

Tools and technologies used by leading hospitals



Source: DSCI-Deloitte analysis

The crucial role of SOC

- Efficient operations with SIEM integration: The SOC's pivotal role in monitoring and offering actionable guidance, based on detailed log information and real-time alerts, ensures seamless healthcare operations.
- Ensuring patient safety through IoT security: The SOC's engagement in a comprehensive connected medical device and IoT security programme evaluates vulnerabilities, implements security controls and adheres to organisational standards, prioritising patient safety.
- 3. **Proactive defence against phishing threats:** The SOC services, including managed phishing and employee education, fortify awareness and enable proactive responses to phishing threats through well-organised simulations.
- 4. Data protection through Endpoint Detection and Response (EDR): Effective EDR within an SOC identifies and promptly addresses security threats, with a specific focus on safeguarding Protected Health Information (PHI) and PII.

¹² SOC in Healthcare: Detecting and Responding to Security Threats, Skillmine; https://skill-mine.com/soc-in-healthcare-detecting-and-responding-tosecurity-threats/

Security and privacy governance in hospitals

In 2017-2018, as digitisation became more ubiquitous, cybersecurity started gaining prominence. Security as a function began branching out from traditional IT, but it was the pandemic that transformed the way hospitals view cybersecurity.



B. Privacy governance



Medical and cyber relations¹³

In today's internet-driven world, digitisation has been a gamechanger, offering users the convenience of one-click access right at their fingertips. However, on the other end, it has led to a rise in cyber threats. Black hats (hackers) are continuously seeking new tactics to exploit technology for malicious and unethical activities, including social engineering attacks, phishing attacks, impersonation, clickjacking and more. A cyber breach survey conducted across multiple hospitals found that most attacks happen due to a lack of cyber awareness, phishing, cloud vulnerabilities, insider threats and more.



¹³ Cyberattacks on the Healthcare Sector, Check Point; https://www.checkpoint.com/cyber-hub/cyber-security/what-is-healthcare-cyber-security/ cyberattacks-on-the-healthcare-sector/

Strategic cybersecurity: Board and management involvement in cyberspace

With the rise in targeted attacks on hospitals, the board and management must actively engage in **cyber strategy and governance.** This includes staying updated on the latest developments, engaging in risk discussions, participating in crisis simulation activities and reviewing resilience plans. Notably, management meetings occurred monthly in all hospitals, during which Deloitte and DSCI interacted regularly.



Source: DSCI- Deloitte Analysis

Board's integral role in hospital cybersecurity

- 01	System visibility oversight: Implement vigilant monitoring of key clinical and financial systems to enhance visibility and promptly detect any anomalies or suspicious activities.
-02	Strategic cyber resilience review: Conduct an in-depth review of cyber strategy and resilience plans to strengthen preparedness against cyber threats and ensure the ability to effectively respond and recover from incidents.
• 03	Addressing patient-centric cyber concerns: Prioritise cybersecurity concerns related to patient experiences to ensure comprehensive protection of sensitive medical data and maintain patient trust and confidence in the healthcare system.
-04	Fostering a cybersecurity culture: Actively promote cybersecurity as an integral part of the organisational culture, encouraging all staff members to be vigilant and proactive in identifying and mitigating cyber risks.
-05	Active participation in exercises: Encourage active involvement in cyber tabletop exercises to simulate real- world cyber incidents and enhance the organisation's readiness to respond effectively in an actual cyber-attack.
- 06	Strategic budget allocation: Directly allocate the security budget to implement effective cybersecurity measures aligned with the organisation's risk profile and priorities.
-07	Ensuring regulatory compliance: Ensure compliance with relevant regulatory requirements for cybersecurity, including timely reporting of security incidents or breaches to regulatory authorities to avoid penalties and maintain stakeholder trust.
-08	Board-level cyber risk discussions: Facilitate thorough discussions on cyber risks at the board level, even in hospitals without a dedicated risk committee. This will ensure a comprehensive understanding of the organisation's cyber risk landscape and informed decision-making regarding cybersecurity strategies and investments.

Hospitals and their key pillars of resilience







Benchmarks: Some hospitals adhere to the ISO 27001 and NIST Framework, while others lack a defined standard due to being in the planning stage or facing uncertainty surrounding the decision.





Way ahead and conclusion

Key takeaways

Progress in the healthcare industry: India's healthcare industry has made significant strides in specialised fields, such as cardiology and orthopaedics within private hospitals.

Digital technology acceleration: The COVID-19 pandemic has expedited the adoption of digital technologies in healthcare, leading to more cost-effective and superior therapeutic interventions.

Investment in technological advancements: Leading hospitals invest in various technological advancements, such as diagnostics, remote monitoring, AI-enabled diagnosis and IoT devices. They also explore concepts such as "hospitals without walls" and vertical integrations.

Government initiatives and regulatory environment: Government initiatives, investments and favourable regulatory environments, coupled with increasing health insurance coverage and demographic trends, are driving growth in the healthcare sector.

Digitisation's impact on public healthcare: Digitisation has notably enhanced efficiency, accessibility and health outcomes in public healthcare settings.

Challenges faced: Despite progress, challenges such as shortages in technical expertise, operational complexity, financial strain and cybersecurity risks persist.

Cybersecurity imperatives: Hospitals prioritise cybersecurity initiatives, including TPRM, crisis management plans, vulnerability assessments, penetration testing and cyber insurance.

Investment in cybersecurity: Hospitals are increasing cybersecurity investments due to rising cloud workloads and an expected surge in teleconsultations. They are focusing on data security, privacy, resilience, strategy and TPRM.

Board Involvement in cybersecurity: Cybersecurity initiatives are gaining traction at board levels, with discussions involving technology leaders in monthly or quarterly meetings.

Future outlook: The healthcare sector is poised for increased investment in cybersecurity across people, processes and technologies. Proactive measures for cyber threat hunting and defence will ensure uninterrupted healthcare services, maintaining the focus on delivering world-class healthcare to patients and communities.

Conclusion

As cloud capabilities continue to escalate annually and a 50 percent surge in teleconsultations is projected over the next 5–10 years, the need for heightened cybersecurity measures within hospitals becomes increasingly evident. Key priorities include fortifying data security and privacy, bolstering cyber resilience, refining cyber strategy and enhancing TPRM protocols.

Nearly 80 percent of hospitals have invested in foundational cybersecurity architecture, notably establishing Security Operations Centers (SOCs). The momentum behind cybersecurity initiatives is further propelled by board-level engagement, with discussions revolving around cyber strategies frequently involving technology leaders in monthly or quarterly board meetings.

In summary, there is a clear trajectory towards amplified investment in cybersecurity across the healthcare sector's spectrum of people, processes and technologies. This entails proactive measures for both cyber defence and the pursuit of cyber threat-hunting mandates. By prioritising cybersecurity, hospitals safeguard against disruptions and uphold their core mission of delivering world-class healthcare services to patients and communities.

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