

THE PHC GAZETTE

8th Edition Nov 2019 – Feb 2020



Enhancing Regulatory Effectiveness: One Year On

The PHC's Board of Commissioners took charge at a critical time, when the Commission was embarking on a new strategic business plan. Having completed a full year in term this January, the Commission's governing body has not only led the organization through a period of transition, but has also enhanced its effectiveness as a regulator in the process and improved its responsiveness to changes in the healthcare sector.



With this change in the governing body, the PHC had its moment of retrospection. Conducting an internal analysis to identify organizational strengths, weaknesses, opportunities and threats (SWOT), the Board initiated change processes, streamlined and revamped the Commission's operational framework and economized its expenses.

After a thorough review of internal processes, the Board opted to re-structure the PHC's organogram, re-allocating human resource, equipment, space and other resources accordingly. Consequently, work flows improved and inter-departmental functions became more synchronized, thus lending required support for expansion in the Commission's regulatory functions.

suitably positioned to pursue its goals effectively, and has commenced work on developing a purpose-built office premises.

On the other end, changes were also made to enhance the output and impact of the Commission's work and improve the experiences of the end users and beneficiaries of the reform. Practices pertaining to the dissemination of MSDS

Addressing logistical issues, the Board is taking steps to ensure that the PHC is

Continued on Page 2

Meeting of the PHC's Technical Advisory Committee



The Technical Advisory Committee (TAC), constituted by the Board of Commissioners in November 2019, held its inaugural meeting on 1st February 2020. During the meeting, the members of the newly constituted TAC were oriented to the

mandate of the PHC, its core functions and achievements, and given a brief overview of the challenges it faces.

Welcoming the TAC, Chairperson PHC Prof Dr Attiya Mubarak Khalid spoke about the unique opportunity the TAC provides in sharing knowledge and expertise, and the responsibility to improve the quality of healthcare in Punjab.

The TAC members unanimously elected President Pakistan Medical Association (PMA) Lahore Prof Dr Muhammad Ashraf Nizami as Convener, who expressed support for the PHC's mandate and stated that the TAC would be rendering its recommendations to positively support the PHC in accomplishing its role.

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Dr Shuaib Khan Takes Charge as CEO PHC



On 28th January 2020, Dr Shuaib Khan (MBBS, MPH, MCPS, MBA) took charge as the PHC's Chief Executive Officer (CEO). Dr Khan has over 32 years of experience in leading, designing, implementing and managing health-care projects and health systems strengthening in both the public and development sectors, including 25 years in the public sector on senior management positions.

While working in the development sector, Dr Khan provided technical support and oversight to partners and government departments in matters pertaining to strategic planning, health systems reforms, human resource development, capacity building, and integration of services. Dr Khan has vast experience in establishing new mega hospitals, managing tertiary care hospitals and digitalizing hospital functions. He has developed, implemented and managed strategic communication interventions for integrated health programs, specifically family planning, nutrition, and maternal and child health programs.

Dr Khan has been working extensively with the public and private sectors and has provided leadership to bring a positive change in the lives of marginalized communities and nurtured innovation in Pakistan.

Infection can be defeated through awareness and teamwork: Chairperson PHC

The Lahore General Hospital observed infection control week at its premises starting 21st February 2020. Chairperson of the PHC's Board of Commissioners, Prof Dr Attiya Mubarak Khalid attended the opening ceremony as chief guest.



Dr Attiya praised the initiative and added that the combination of awareness programs and teamwork would be effective in infection control. While elaborating the role of the PHC in controlling infection, she said that PHC's inspection teams have been facilitating HCEs in developing an infection-free environment through proper equipment sterilizing methodology.



The Chairperson PHC also distributed shields and certificates among the organizers of the program.

Continued... Enhancing Regulatory Effectiveness: One Year On

and the orientation of healthcare service providers were reviewed and revised in light of a cost-benefit analysis. Amendments to the protocols of the Complaint Management System reduced delays in the decision making and communication process. Consequently, the Board was not only able to cover the back log created during the transition in leadership, but also render a record high number of decisions in complaints of medical negligence, maladministration and failure in the provision of services. Similarly, shifting focus to propelling HCEs towards regulatory compliance, the inspection process was scaled up to facilitate HCEs and assess their MSDS compliance levels. As a result, in the past year, the highest number of HCEs qualified for the Commission's regular license.

Additionally, the Board has also initiated changes across several fronts, the benefits of which are yet to materialize. With the view to facilitate end users and localize the reform, the Board has approved a plan to empower its field offices across Punjab, increasing the number of regulatory functions that can be carried out independently at these stations. This will not only reduce workload at the head office and minimize procedural delays, but will

also enhance the accessibility of the Commission for its stakeholders.

In fact, proactive engagement with stakeholders and the adoption of a consensus-based regulatory approach is one of the top priorities of the incumbent Board. This can be evinced from the Board's eagerness to re-initiate the dialogue process with the Pakistan Medical Association, and negotiate matters which had reached a deadlock.



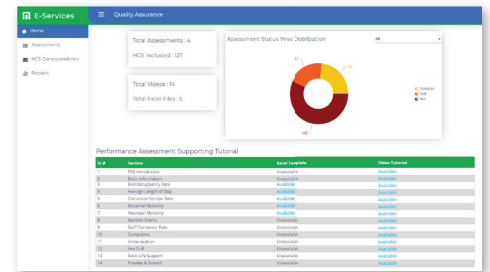
Acknowledging that improving healthcare service delivery is an undertaking that requires multiple actors agreeing towards common and collaborative milestones, the Board of Commissioners has intensified efforts to engage with other regulatory bodies in the health sector; both within the province and at a national level. Furthermore, the Board is taking an active interest in building new alliances with stakeholders, ensuring that the PHC is represented on regulatory platforms, and promoting the work of the Commission through print, digital and social media.

Words of Appreciation: The Board Lauds Dr Mushtaq Ahmed

During its 54th meeting, held on 17th January 2020, the Board of Commissioners unanimously thanked Director Clinical Governance and Organizational Standards Dr Mushtaq Ahmed, for taking on the additional responsibilities of CEO, a position he retained since 6th April 2019, in the absence of a regular incumbent. While appreciating Dr Mushtaq Ahmed's services as CEO PHC, the Board acknowledged his dedication, commitment and leadership abilities, which had ensured the smooth functioning of the Commission. Furthermore, the Board urged the senior management of the Commission to exhibit the same team spirit in discharging their duties in the future also.

Performance Audit of Category I HCEs: Data Submission for July 2019 to December 2019

The PHC Performance Assessment System (PAS) is now accepting data for the July 2019 to December 2019 period. All HCEs with a bed strength of 50 and above are mandatorily required to submit the information.



In accordance with the PHC Act, the Commission conducts a performance audit of category I hospitals. For this purpose, the Commission is utilizing the PAS. Part of the

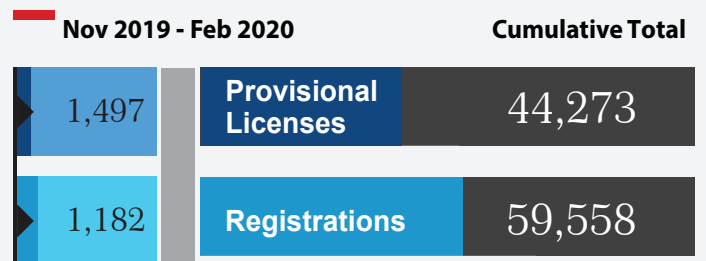
HCE Web Portal, the PAS is a self-reporting web based tool, with video tutorials and downloadable excel sheets for calculations, through which hospitals submit information about their performance indicators, including bed occupancy rate, average length of stay, maternal mortality, sentinel events, staff turnover rate, etc.

Information collected through the PAS allows the Commission to gauge the extent of improvement achieved in terms of the quality of healthcare service delivery at category I HCEs, which have been awarded the regular license. Furthermore, it allows the Commission to identify gaps and issues in sustaining the quality of healthcare service delivery, allowing it to inform and implement initiatives to overcome these.

Performance in Numbers

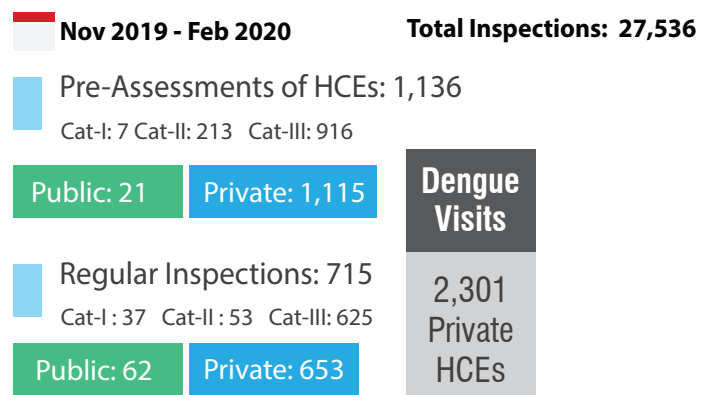
Registration and Licensing

The process of licensing is initiated with registration, which is not only mandatory, but also formally inducts a HCE into the PHC's regulatory process. Once a HCE is registered, its management is obligated to apply for a regular license. Meanwhile, a provisional license acts as a stopgap arrangement, indicating that a HCE is in the process of implementing the MSDS.



Inspections

The PHC's inspections can broadly be classified into three categories. While pre-assessments serve as facilitative interventions to assist HCE staff in the implementation of MSDS, regular inspections are formal, objective assessments of the MSDS compliance at a HCE, thus determining its eligibility for the regular license. Inspection teams also conduct special inspections to assess and monitor the implementation of certain key indicators identified as crucial for patient safety.



Orientation Seminars

In November 2019, the Directorate of Clinical Governance and Organizational Standards (CG&OS) launched a series of seminars on the PHC's regulatory framework, focusing on the MSDS and patient safety. Tailored for healthcare service providers working in similar settings, these seminars familiarize staff with the PHC Act, the Commission's mandate and jurisdiction, and provide clarity on its functions, including the development and framework of the MSDS and the inspection and licensing process.

Nov 2019 - Feb 2020

Category	Workshops	HCEs	Participants
Category I	1	1	35
Dental Surgeons/General Practitioners	6	110	110
Homeopathic Practitioners/Hakeems	6	371	371
Midwifery Services	1	34	47
TOTAL:	14	516	563

Complaint Management

The PHC utilizes a responsive and robust complaint management system to investigate and decide on cases of medical negligence malpractice, and administrative failure, as well as harassment and damages to properties of HCEs.

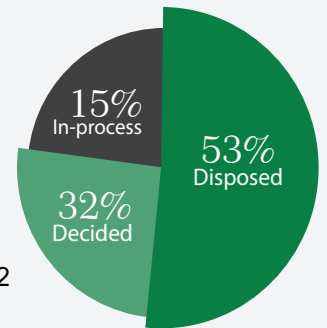
Nov 2019 - Feb 2020



Registered: 98



Disposed/Decided: 132

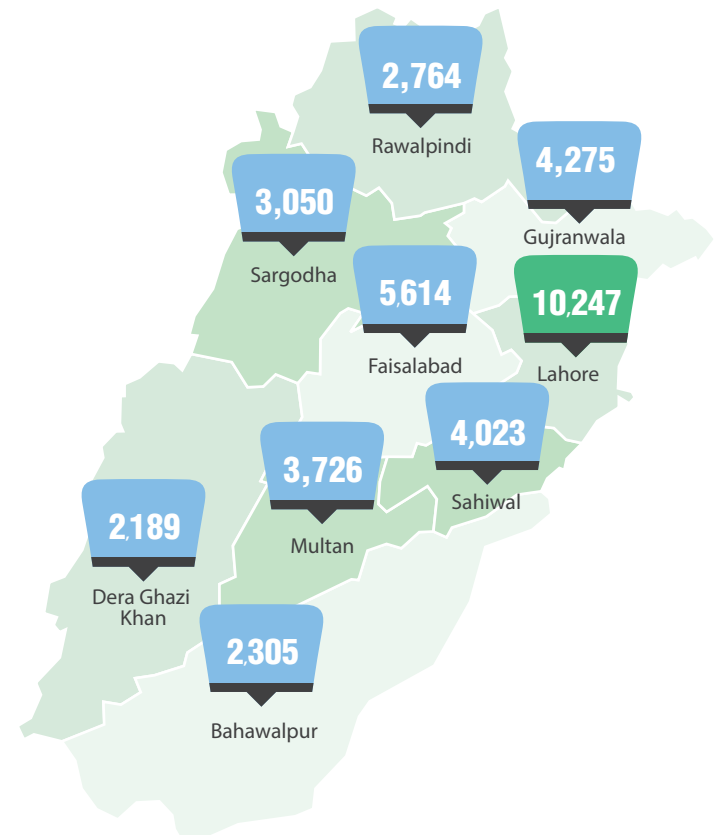


Total Complaints: 1,911

Anti-Quackery

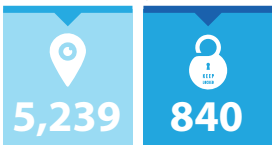
With the mandate to ban quackery in all its forms and manifestations, the PHC is running a proactive, coordinated and comprehensive campaign against quacks. Data from the census of HCEs in Punjab, along with complaints received through various sources, is being used to take decisive action against the perpetrators of quackery.

Division-Wise Distribution of Quackery Outlets Sealed and Abandoned (2015-20)



Nov 2019 - Feb 2020

Anti-Quackery Activities



Visited Sealed

Total Quackery Outlets Sealed (2015-20) **25,010**

Total Quackery Outlets Abandoned (2015-20) **13,183**

News and Events

International Conference on Patient Safety

Acting CEO PHC Dr Mushtaq Ahmed participated as a panellist and speaker at a session addressing 'Quality Standards and Regulations' at the 4th International Conference on Patient Safety. Running from 30th November to 1st December, the conference was attended by internationally acclaimed doctors and health experts. Speaking on the occasion, Dr Mushtaq spoke about the PHC's quality assurance regime and elaborated on the link between MSDS and patient safety.

The CEO also attended the inaugural ceremony of the conference, which was attended by Minister of National Health Services, Regulation and Coordination Dr Zafar Mirza as Chief Guest.



Briefing at the AFPGMI

On 28th November, the CEO PHC briefed the officers enrolled in the MSc Medical Administration Course at the Armed Forces Post Graduate Medical Institute (AFPGMI). The CEO gave a detailed presentation on the PHC's regulatory framework and highlighted the Commission's achievements in introducing and enforcing a regulatory regime in the province to improve and standardize healthcare service delivery.

Workshop on Hospital Infection Control

The Lahore General Hospital, Punjab Institute of Neurosciences, and the Post-Graduate Medical Institute, in collaboration with the Shaukat Khanum Memorial Cancer Hospital and Research Center, organized a workshop on 'hospital infection control' on 11th December 2019. Presenting to the participants, which included senior faculty members of these institutions and other key stakeholders, the CEO PHC highlighted the specific aspects of the MSDS that establish an atmosphere that makes infection control possible.



Contributing to Injection Safety

On 11th January, CEO PHC represented the Commission at the meeting of the National Task Force on Injection Safety, notified by the Ministry of National Health Services, Regulation and Coordination. Presenting at the meeting, the CEO highlighted relevant data on HCEs in Punjab and spoke about the Commission's efforts against quackery, which happens to be one of the primary drivers behind the transmission of blood-borne infections through unsafe injection practices, including overuse and reuse of injection equipment.

Meeting with the PMA

A delegation from the Pakistan Medical Association (PMA) visited the Commission on 12th December 2019. The visiting members were briefed about the Commission's complaint management system and the regulations that govern it. In response, the PMA shared their feedback on the PHC's Complaint Management Regulations 2014. It was decided that these points would be further discussed to develop a consensus on the proposed changes.

Talk on Hospital Waste Management

In December 2019, CEO PHC delivered a presentation at the Institute of Public Health, speaking about the Punjab Hospital Waste Management Rules vis-à-vis the MSDS of the Commission. Participants of the session included post-graduate trainees of the Institute, including those enrolled in the Masters programs being offered by the Institute.

Meetings with the Health Department

On 10th January, CEO PHC Dr Mushtaq Ahmed, along with the senior management of the Commission, met with newly-appointed Secretary Specialized Healthcare and Medical Education (SHC&ME) Department Barrister Nabeel Ahmad Awan to brief him about the operations and regulatory framework of the Commission.

Later, after taking charge as the PHC's CEO, Dr Shuaib Khan paid a courtesy visit to the Secretary SHC&ME Department on 14th February, and had a discussion focusing on building effective alliances to tackle common challenges and working together to ensure the delivery of high quality and safe healthcare services.

On 17th February, a similar introductory meeting was held with Secretary Primary and Secondary Healthcare (P&SH) Department, where the discussion revolved around the Commission's mission and the development and execution of shared plans towards this end.

WHO and UNICEF Delegates Visit the PHC



As a policy, the Commission engages with not for profit organizations and development agencies working in the healthcare sector in Punjab, to explore overlapping areas of work and build constructive partnerships. With this view, the PHC welcomed a delegation from the World Health Organization (WHO) in November 2019. Discussing the WHO's initiative on universal health coverage, including workforce deployment and financing strategies, both parties pledged to work together and improve the quality of healthcare service delivery systems.

Similarly, two meetings were held with the representatives of the United Nations International Children's Emergency Fund (UNICEF), to discuss the establishment of mother and child friendly hospitals, along with the development of relevant patient safety indicators. A copy of the Commission's MSDS for Midwifery Services was also shared with the delegates for review and feedback.

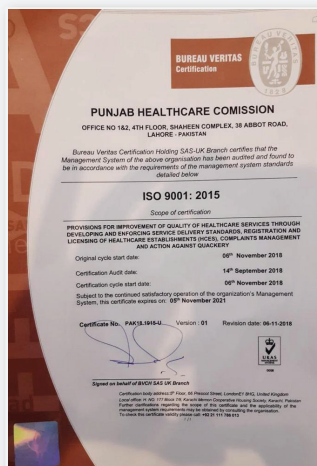
PNRA visits PHC

A delegation from the Pakistan Nuclear Regulatory Authority (PNRA) visited the PHC office on 20th January 2020. The activities of the PNRA were discussed, along with the mandate and working of the Commission, emphasizing the PHC's role as a proxy regulator with regards to certain indicators pertaining to imaging services. Both regulatory authorities identified and discussed areas of mutual cooperation.



ISO 9001:2015

On 10th December 2019, PHC passed its first ISO 9001:2015 surveillance audit. The audit was conducted by Bureau Veritas, an international certification agency.



PHC and PPIF Collaborate for the Provision of Family Planning Services

On 4th November 2019, a delegation from the Punjab Population Innovation Fund (PPIF) visited the PHC office to discuss their initiative to improve access to family planning services as a means to alleviate poverty. Discussing opportunities for collaboration, the PHC agreed to share data on registered HCEs in the selected tehsils to ensure the smooth execution of this intervention.

Collaborating Against Quackery

Working to ban quackery in all its forms and manifestations, the Commission has been running a relentless drive against the menace. In doing so, the PHC has been forthcoming in building alliances that would lead to decisive and sustainable action against quacks.

With this view, in January 2020, the PHC convened a meeting of representatives of select departments and associations working towards a unified goal of eradicating quackery. These included the Anti-Quackery Cell of the Minister's Delivery Unit (MDU), the Health Information Service Delivery Unit (HISDU) at the P&SH Department and the Young Doctors Association Pakistan. During the meeting, the PHC's anti-quackery software was discussed and potential avenues were explored in order to synchronize data and streamline the sharing of information.



In February 2020, the CEO PHC co-chaired a meeting with the Secretary P&SH Department to discuss key issues being faced in the drive against quackery and weigh different strategies to circumvent these. It was decided that the P&SH Department would develop stringent SOPs for the effective surveillance of quackery outlets, while the PHC would develop an integrated mobile application for use by both parties. It was also decided that the Commission would organize trainings at the divisional level for Deputy District Officers Health, completion of which would authorize them to inspect, collect evidence and seal quackery outlets.

The PHC is cognizant that academic institutions offer a unique opportunity to interact with medical experts and leaders in the field of healthcare and positively influence the next generation of healthcare service providers. With this view, the Commission held two orientation seminars in the reported period, for the senior faculty at Khawaja Safdar Medical College Sialkot (November 2019) and Sahiwal Medical College (December 2019). The senior management of the PHC gave detailed presentations on the Commission's quality assurance framework and regulatory regime. The practical implementation of the MSDS was also discussed, along with associated legal issues.

Orientation Meetings with Academic Councils



Special Inspections for Dengue Control

Responding proactively to the surge in Dengue cases across Punjab in 2019, the Commission took appropriate steps within its capacity as a regulator, to support proper clinical management of patients and effective control of the disease through early reporting of suspected and probable cases.

Continuing their special inspections, teams from the PHC conducted a total of 1,083 visits to private hospitals and laboratories across 16 districts of Punjab in the month of November 2019. This included 405 visits to private hospitals and 678 visits to private laboratories, to check for the availability of adequate measures to handle Dengue cases and to timely report their statistics for early case response.

Regulating Telemedicine

A team from Jubilee Life Insurance Co Ltd. and Kashf Foundation, which are partnering to launch a telemedicine project, met with the senior management of the PHC to discuss standing legal and regulatory issues. After a thorough discussion, it was decided that the PHC would convene relevant stakeholders to develop a regulatory policy in this regard.

Briefing Healthcare Regulatory Authorities

Being pioneers in the field of healthcare service regulation, the PHC has made unparalleled contributions towards improving the delivery of healthcare services and is suitably placed to share its experiences with relatively nascent regulatory authorities.

With this view, in November 2019, the CEO PHC accepted an invitation from the members of the Board of Authority at the Islamabad Healthcare Regulatory Authority to give a detailed presentation on the working of the Commission; including functions and processes, governance structure, operating model, etc. The members of the Board appreciated the Commission's efforts and achievements and expressed their interest in adapting its regulatory framework.

Similarly, in February 2020, the PHC welcomed a three member delegation from the Khyber Pakhtunkhwa Healthcare Commission (KPHCC). The visitors were briefed about the PHC's core functions and associated regulations, organizational structure and protocols, and given a tour of Shalamar Hospital, to demonstrate the implementation of the MSDS.

MSDS are now available on the PHC Website



Punjab Healthcare Commission's Minimum Service Delivery Standards are now available for download at :

www.phc.org.pk



TOLL FREE
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An information Helpline

PHC and NLWG Collaborate on Standards for Laboratories

The National Laboratory Working Group (NLWG), charged with the responsibility to draft a National Laboratory Policy, met with the PHC team, along with other key stakeholders on 25th February 2020, to discuss and compare the Commission's MSDS for Clinical Laboratories with the Draft National Laboratory Quality Standards, and to firm up implementation strategies for these standards.

Workshop on Improving the Quality of Maternal and New Born Care

On 26th February, CEO PHC Dr Shuaib Khan and Director CG&OS Dr Mushtaq Ahmed attended the 'Punjab Consultative Workshop on the Quality of Maternal and New Born Care Around the Time of Birth', organized by the UNICEF. The workshop focused on clinical guidelines, standards of care, effective interventions and quality of care expected to be dispensed at the time of childbirth.



Punjab Healthcare Commission - PHC



Welcome its New Chief Executive Officer
Dr Shuaib Khan

NOVEL CORONAVIRUS

PREVENTION

- Consistently clean hands by using soap and water for at least 20 seconds.
- Avoid touching and rubbing your eyes, nose and mouth. Avoid touching people who have respiratory symptoms and avoid touching surfaces they have recently touched.
- Wash your hands with soap and water for at least 20 seconds.
- Use a tissue, your elbow or your sleeve to cover your nose and mouth when coughing or sneezing.
- Use a tissue to cover your mouth and nose when coughing or sneezing.
- Dispose of tissues immediately and wash hands.
- Avoid close contact with people who have respiratory symptoms.
- Avoid direct contact with their saliva.
- The transmission of this virus is suspected to occur through direct contact with infected people and through respiratory droplets.

خبردار

نوسر بازوں کے جھانسنے میں نہ آئیے!

پہلے سے ہی پھیلتے ہوئے نوسر بازوں کی وبا کو روکنے کے لیے حکومت نے سخت اقدامات کیے ہیں۔

ملازمین

ان کی گہری صفائی اور نوسر بازوں کی دیکھ بھال کو یقینی بنانے کے لیے ضروری ہے۔

تعمیرات

نوسر بازوں کی دیکھ بھال کو یقینی بنانے کے لیے ضروری ہے۔

پنجاب ایسٹریٹیجک کمیونٹی

19 مارچ 2020ء کو لاہور میں منعقد ہوئی۔

پنجاب ایسٹریٹیجک کمیونٹی کی سربراہی میں منعقد ہوئی۔

پنجاب ایسٹریٹیجک کمیونٹی کی سربراہی میں منعقد ہوئی۔

5 فیسوری

پنجاب ایسٹریٹیجک کمیونٹی

سوغ

پنجاب ایسٹریٹیجک کمیونٹی



/Punjab Healthcare Commission





PHC_Punjab

Punjab Healthcare Commission's Advisory on novel Coronavirus (2019-nCoV)
#PHC#Healthcare#CoronavirusOutbreak
#Coronavirus
pic.twitter.com/SMgOPJr8b

PHC Advisory Body: The members of the recently-constituted Technical Advisory Committee (TAC) of the Punjab Healthcare Commission (PHC) held their inaugural meeting here on Saturday. #PHC #TAC

ملتان: پنجاب ہیلتھ کیئر کمیونٹی نے 15 عطائیوں کے کاروبار سے ہمہ گیر کر دیے۔ گزشتہ ہفتے کی کارروائی میں کمیونٹی کی ٹیم نے ملتان صدر اور خانیوال میں بالترتیب 44 اور 42 مراکز صحت پر چھاپے مارے اور ان میں سے 15 پر عطائیت ہونے کی وجہ سے بند کر دیا گیا۔

PHC's Minimum Service Delivery Standards are now available for download at the website #PHC #MSDS #download
https://www.phc.org.pk/MSDS_Download_.aspx

Stand United for Occupied Jammu & Kashmir. We request you to pledge your support by signing the Million Signature Campaign - Petition. Your signature is valuable and makes a real difference. Please encourage others and spread the word! Sign the petition:
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درج ذیل امتیازی تدابیر اختیار کر کے سوگ کے مضراثرات سے محفوظ رہا جاسکتا ہے۔
#Smog#LahoreSmog
MnMDZXUK/pic.twitter.com