



## MILESTONES

- 2003 The first foundation stone was laid
- 2004 Training of Afghan Medical and Paramedical staff started
- 2005 The essential facilities were installed
- 2006 The hospital formally inaugurated in the presence of President Karzai, His Highness the Aga Khan and Madame Bernadette Chirac
- 2006 First ever open-heart surgery in Afghanistan performed
- 2007 eHealth programme launched
- 2008 First closed heart surgery by Afghan Cardiac Surgeons performed
- 2009 FMIC as the first hospital in Afghanistan awarded ISO 9001:2008 certification
- 2010 First Open-heart Surgery by Afghan Cardiac Surgery team performed
- 2011 Mammography services Initiated
- 2012 Women's Wing foundation stone laid
- 2012 Post Graduate Medical Education programme in Paediatric Medicine and Paediatric Surgery started
- 2013 128 Slice CT Scan technology introduced
- 2014 Dental and Vision Care Clinic inaugurated
- 2015 Adult Cardiac Services initiated
- 2015 First Conjoined twins successfully operated



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**Dr Nayamat Shah**

Chief Executive Officer

French Medical Institute for Mothers and Children, Kabul, Afghanistan

## MESSAGE FROM CHIEF EXECUTIVE OFFICER

It gives me great pleasure writing this message for the French Medical Institute for Mothers and Children (FMIC) Building on Current Success report.

FMIC is the first ISO certified hospital in Afghanistan working on a successful public private partnership model. All four partners of FMIC i.e. the Governments of Afghanistan and France, a French NGO – La Chaîne de L'Espoir/Enfants Afghans and the Aga Khan Development Network through the Aga Khan University (AKU) are dedicated to serve the Afghan community, with a team of extraordinary healthcare staff. We aim to provide exemplary care on a foundation of compassion, service excellence and innovation. Our hospital is committed to provide the best treatment and availability of latest technologies.

In keeping with our brief history, everyone in our team, from our healthcare professionals and medical staff to the FMIC partners, is working together to ensure that quality healthcare is available to the Afghan community. Our staff of more than 650 employees are highly trained and exceptionally skilled within their fields, offering advanced care in more than 20 specialties and subspecialties of medical science.

We are continually developing new services and programmes that keep our system at the forefront of medicine. Together, we are moving forward in setting a standard of excellence which surrounds each and every person who comes to us for their care. As such, our goal is to provide accessible quality healthcare, with kindness and compassion.

The current report provides important information about our hospital, including list of services provided and our future plans. The report will inform how FMIC, being a children's hospital, is expanding its services to become a mother and child facility with further planning for future development into an adult academic medical centre.

We are committed to provide high quality care to the Afghan Population. We assure care from a highly skilled and compassionate team whose first concern is improving health.



*FMIC primarily starting as a children's hospital is now expanding its services to adult care. The adult cardiac services have already started and the expansion of the hospital to a mother's hospital is on the way.*

## HOSPITAL OVERVIEW

The French Medical Institute for Mothers and Children (FMIC), founded in 2006, is a successful public-private partnership between: The Government of Afghanistan, the Government of France, the Aga Khan Development Network and La Chaîne de L'Espoir.

The Institute has risen to the challenge of charting a course towards sustainable health solutions for Afghanistan. Advances have been made in both immediate service delivery and long-term policy planning.

All partners play their role in the sustainability of the hospital in terms of funding, stewardship, management and operations. On a daily basis, FMIC is managed by the Aga Khan University. La Chaîne de L'Espoir supports capacity building through long and short-term medical missions and the patient welfare programme. The Government of France supports the Health Human Resources capacity building at the FMIC and patient welfare, while the Government of Islamic Republic of Afghanistan has generously donated the land on which the hospital has been built, as well as providing for the FMIC's utility needs and patient welfare.

FMIC offers healthcare of the highest standard in the country and at par with the best medical institutions in the region. Starting with paediatric surgical care including general and orthopaedic surgery, FMIC was soon providing services in paediatric medicine, cardiology, neurosurgery, cardiac surgery, paediatric plastic surgery and anaesthesia.

FMIC is now a 94 bed hospital with 61 surgical and medical beds along with 16 beds for paediatric intensive care and 17 beds for adult cardiac services. Services are also offered for adult patients in its outpatient division for adult and young patients alike in different specialities of medicine.

The hospital is equipped with state-of-the art CT scanning facilities, MRI, general radiology, ultrasound and mammography services. It also houses a pharmacy, a well-equipped laboratory, four operating theatres and an adult cardiac catheterization laboratory.

FMIC also keeps itself abreast with new information and communication technologies. It has tele-medicine links with the Aga Khan University in Karachi, Pakistan, Bamyan Provincial Hospital, Faizabad Provincial Hospital and Mirwais Regional Hospital in Kandahar and Khorog General Oblast Hospital in Tajikistan.

### Vision for FMIC

FMIC will develop into a sustainable institute of excellence providing exemplary and safe care, teaching and research, which positively impacts the health indicators of Afghanistan and surrounding regions.

### Key FMIC Themes

- Improve Quality, Patient Care and Safety
- Ensure that the Philanthropic Mission of FMIC and its Partners are being met
- Ensure greater Accessibility to FMIC
- Develop Human Resources
- Improve Financial Sustainability and further strengthening internal controls
- Expansion of Services
- Implement Capital Projects
- Strengthen and expand Academic Programmes
- Expand eHealth Initiatives

### Mission Statement

- To provide exemplary quality and safe care to the patients
- To ensure accessibility of services, both physical and financial, such that needy patients are cared for with respect and dignity
- To develop new services in response to public needs and expectations as resources permit on an economically viable and sustainable basis
- To develop the institution into an academic centre that develops local and regional health human resources as leaders and leads to human resource sustainability
- To carry out programmes and assigned missions in a manner that would enhance the ability of the institute to move towards sustainability

*FMIC Radiology Department with modern state-of-the-art facilities has served over 446,000 patients from inception to 2015.*





## **ABDUL RAHMAN WALKS AGAIN**

When Abdul Rahman, a 5-year-old boy from rural Ghor province, started having difficulty walking, his parents began to take him to all the doctors and medical clinics in the province. No one was able to explain to the worried parents what was happening to their son, and his health continued to worsen until, according to his father, the young boy was “as immobile as a tree”. Finally an international medical clinic in Ghor referred Abdul Rahman’s case to the FMIC, and he was brought to Kabul to begin a thorough round of diagnostic tests, to include laboratory tests of blood and tissue samples, a CT scan, and a radiological examination.

The examination revealed the condition to be spine tuberculosis, a medical condition that is unfamiliar to most Afghan doctors but well-understood by the FMIC’s medical team. While non-invasive treatment options were attempted, after three weeks the decision was made to perform surgery in order to save the child from complete paralysis. According to Dr Mirza Mohammad Nijrabi, one of the FMIC’s orthopaedic surgeons, “the frequency of spine tuberculosis in Afghanistan is still very high, and there is no other medical center besides the FMIC to perform this type of surgery.”

Recovery following the surgery was swift; after three weeks Abdul Rahman was able to stand by himself, and by week 12 his recovery was complete. His ability to walk was fully restored, without any pain or discomfort. Considering the low income of Abdul Rahman’s family, the young boy was eligible for full subsidized treatment through the FMIC’s Patient Welfare Support programme. All costs related to the treatment were covered by the FMIC and La Chaîne de L’Espoir.



## KEY ACHIEVEMENTS IN 2015

- Received over 115,000 clinic visits.
- Conducted 300,000 Lab Tests in 2015.
- Conducted 56,000 radiology procedures in 2015.
- Crossed 11,000 consultations in month of August 2015.
- Provided Patient Welfare to 51,548 patients.
- Performed Corneal Transplant Surgery.
- Successfully separated Conjoined twins.
- Provided Teleconsultations to 3,179 patients at Bamyan and Faizabad hospital.
- Trained through eLearning 1,011 staff at Bamyan Hospital, Faizabad Hospital, Mirwais Kandahar Hospital and Khorog Hospital Tajikistan.
- Fifth International Conference saw participation of 600 healthcare professionals.
- Fifth Quality and Patient Safety Convention saw 20 Quality projects presented.
- Inaugurated Adult Cardiac Services with state of the art Cardiac Catheterization Laboratory.



## GOVERNANCE

Each of FMIC's four founding partners – the Governments of Afghanistan and France, the Aga Khan Development Network (including the Aga Khan University) and the French development agency, La Chaîne de L'Espoir – continue to take an active role in the support and development of the institution. FMIC and the founding partnership are regarded as a model of public-private collaboration in Afghanistan.

FMIC is governed by the Provisional Operating Committee (POC), which consists of membership from all the four founding partners.

The POC has created a vibrant vision and developed a road map for sustained programmatic achievement through this successful public private partnership. This has been achieved over the last nine years and is ready for replication in other programmes as well.

The governance has clear roles and defined responsibilities to ensure and evaluate the performance of the hospital in line with their set missions. The POC is responsible for:

- Monitoring the project and the contractual responsibilities of all the partners
- Determining and implementing best practices to ensure that adequate human and material resources are available to FMIC
- Maintaining transparency with the Afghan public
- Approving the roles of the medical and teaching missions
- Approving FMIC's annual budget and long-term strategies

The FMIC Management is responsible in ensuring that the vision set by the governing body is carried further. The Management has developed models to manage the hospital with evidence based best practices of other international hospitals. The Management is also aligning individuals, sections, departments, divisions and hospital's overall objectives with the vision of the institution. Further, there are clear defined boundaries between Governance and Management, so both can perform their roles adequately. Since 2006 when the POC was established, all partners have fulfilled their responsibilities which has built a trust and understanding among themselves where the partners feel respect for each other and are able to drive the vision forward.

*FMIC is governed by the Provisional Operating Committee (POC), which consists of membership from all the four founding partners.*





*FMIC Vision clinic was initiated in 2014. The clinic offers a wide range of services including cataract surgeries and administration of avastin injections.*

## SERVICES

FMIC is a leading medical centre in Afghanistan; it offers a wide range of services from ophthalmology and orthopaedics to cardiology and cardiac surgery.

FMIC is primarily a children's hospital that provides healthcare services at international standards through a highly skilled clinical team of doctors and nurses. The hospital also provides outpatient

and diagnostic services to adults and is renowned throughout Afghanistan for the complex and unique services it offers.

The hospital is currently a 94-bedded hospital with 16 beds for paediatric intensive care and 17 beds for adult cardiac services and will expand to a mother and child hospital by offering 52 beds for mothers and 14 beds for intensive care of neonates.

Current services in this hospital are:

Out-Patient Services	In-patient Services	Diagnostic Services
<ul style="list-style-type: none"> <li>• Internal Medicine</li> <li>• Cardiology</li> <li>• Paediatric Cardiac Surgery</li> <li>• ENT</li> <li>• Gastroenterology</li> <li>• General Surgery</li> <li>• Dental</li> <li>• Obstetrics &amp; Gynaecology</li> <li>• Pharmacy</li> <li>• Physiotherapy</li> <li>• Orthopaedics</li> <li>• Telemedicine</li> <li>• Ophthalmology</li> <li>• Adult Cardiac Surgery</li> <li>• Psychology</li> <li>• Neurosurgery</li> </ul>	<ul style="list-style-type: none"> <li>• Anaesthesiology</li> <li>• Paediatric Medicine</li> <li>• Paediatric General Surgery</li> <li>• Adult and Paediatric Cardiology and Cardiac Surgery</li> <li>• Orthopaedics</li> <li>• Neurosurgery</li> <li>• Urology</li> <li>• Plastic Surgery</li> <li>• Lithotripsy</li> <li>• ICU</li> </ul>	<ul style="list-style-type: none"> <li>• State-of-art MRI, CT-Scan (128 and 16 Slice), mammography, OPG</li> <li>• Fluoroscopy</li> <li>• General Radiology and Ultrasound</li> <li>• Echocardiography</li> <li>• ETT, ECG, Holter Monitoring</li> <li>• Comprehensive Laboratory with over 200 onsite test menu</li> <li>• Cytology and Molecular Pathology</li> <li>• EEG and EMG</li> <li>• Executive screening services</li> <li>• Respirometry</li> <li>• Ophthalmology procedures</li> </ul>

## New Services

### Cardiac Care (paediatric and adult)

FMIC, a pioneer in paediatric heart surgeries, has introduced a cardiac surgery programme for adults. For the first time, people with heart problems can receive high quality specialized treatment and world class care in Afghanistan.

FMIC's experienced cardiologists, backed by a state of the art cardiac catheterization laboratory and a 17-bed facility, will be able to treat patients requiring consultations, diagnostic angiography, angioplasty and open-heart surgery.

The Cardiac Centre was inaugurated by Dr Ferozuddin Feroz, Minister of Public Health on October 31, 2015. The centre cost US\$ 1.7 million and is funded by the Aga Khan Development Network and La Chaîne de L'Espoir.

Since the inception of the paediatric cardiac services in 2006, FMIC has performed more than 2,200 open and closed heart surgeries.

Also since inauguration of adult cardiac services in 2015, FMIC has performed 32 adult cardiac surgeries, 81 angiographies, 17 angioplasties and approximately 2,200 consultations.

### Dental Care, Eye Care

FMIC inaugurated Vision and Dental Care Clinic on November 8, 2014. His Excellency Dr Abdullah Abdullah, Chief Executive Officer of the Government of Islamic Republic of Afghanistan was the chief guest at the event.

For the first time in Afghanistan, patients will be able to avail comprehensive ophthalmology services, inclusive of cataract surgeries and administration of avastin injections used to slow down degeneration of the eyes.

The dental clinic will provide services such as diagnostics, cosmetic and routine procedures using some of the latest equipment found in dentistry.

Since inception of the services, FMIC vision centre has provided approximately 7,800 consultations, performed 229 day surgeries and 616 procedures.

The Dental services have provided approximately 2,400 consultations and performed approximately 2,800 procedures.

*The adult cardiac services including a state-of-the-art cardiac catheterization laboratory and a 17-bed facility is treating patients requiring consultations, diagnostic angiography, angioplasty and open-heart surgery.*



## QUALITY

FMIC is the first healthcare organization in Afghanistan to receive ISO 9001: 2008 certification for Quality Management System (QMS) for patient care and support services in March 2009. In 2015, FMIC successfully conducted two Internal Quality Audits as per ISO 9001: 2008 QMS and also successfully completed the re-certification audit of ISO 9001:2008 by Vincotte International Middle East LLC.

FMIC is taking steps to introduce standards of Joint Commission International (JCI) to improve quality, patient safety and clinical effectiveness. Therefore, to enhance knowledge of Joint Commission International Accreditation (JCIA) on the 5th edition, a group of FMIC staff composed of doctors, nurses and administrators attended 5 days JCIA colloquium at AKU from December 7 to 11, 2015.

Starting from 2011, Annual FMIC Quality Improvement and Patient Safety Conventions are held every year to celebrate World Quality Day. For the last five years, a total of 72 quality projects mainly on service improvement, patient safety and cost control by FMIC and other healthcare providers in Kabul including Ministry of Public Health have been presented at the Convention.

FMIC believes that maintaining high quality is not a one-time event. Quality and patient safety must be ongoing and involve solid infrastructure that support change, adaptation and continuous improvement. In fact, FMIC focuses on six dimensions of high quality in providing services to its client, i.e. safety, effectiveness, patient centeredness, equity, timeliness and efficiency.

### Infection Control Programme

Effective infection prevention and control is central to providing high quality healthcare for patients and a safe working environment for those that work in healthcare settings. Infection Control Programme (ICP) of FMIC provides a forum for multidisciplinary input and cooperation, and information sharing.

The aim is to limit the acquisition and spread of pathogenic microorganisms and to provide the best possible and cost efficient care to our patients by using scientifically based knowledge through planning, surveillance, education and research.

ICP at FMIC is committed to maintain standards of care through continuous development and monitoring of policies and procedures, initiating and implementing of quality projects and presenting research papers in international conferences.



*FMIC Laboratory affiliated with the Aga Khan University Laboratory in Karachi, Pakistan has served over 2 million patients since inception in 2006.*

## ACCESS TO CARE

In a country with an under-resourced public healthcare system, many families are faced with impossible decisions when a loved one falls ill. FMIC believes that cost and distance should not stand between families and the medical care that they need. The patient welfare and eHealth programmes at FMIC have been initiated to make quality healthcare accessible to all the people of Afghanistan.

### Patient Welfare programme

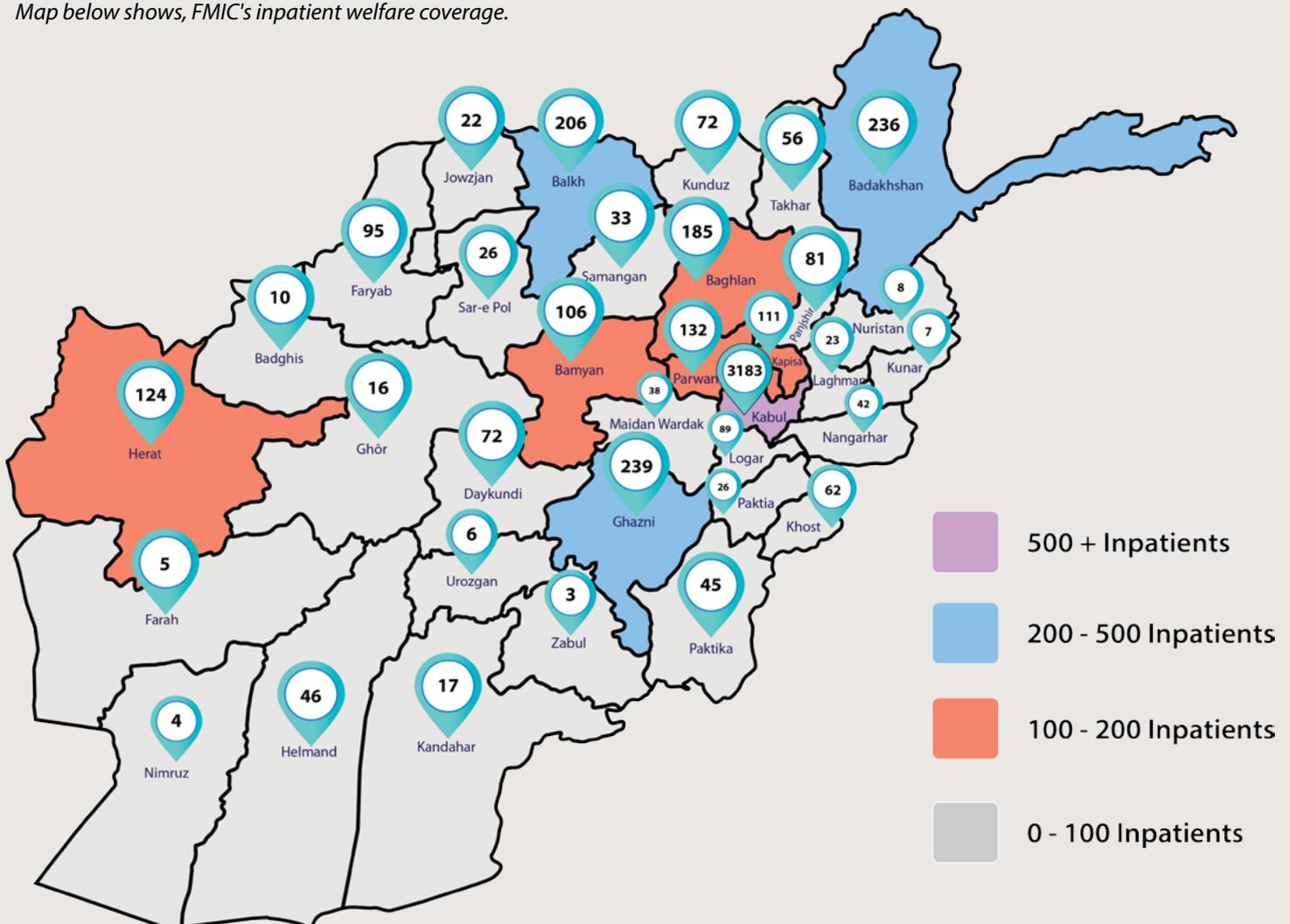
One of the core missions of FMIC is to provide accessible quality healthcare to the local population without any discrimination. Various public

and private entities contribute to the Patient Welfare Programme including Government of Afghanistan, Government of France, La Chaine de L' Espoir (including Children's House), Roshan Telecommunication and the AKDN.

FMIC wants to ensure that a larger number of poor and deserving patients get the benefit from this programme, therefore the welfare is given to patients on the basis of set criteria. Since inception to 2015, over 356,000 patients from all over Afghanistan have benefitted and US\$25.38 million has been spent on the FMIC Patient Welfare programme.

In 2015 FMIC Patient welfare catered for 51,548 Patients with support of US\$2.93 million.

Map below shows, FMIC's inpatient welfare coverage.



*FMIC is making its training resources accessible to healthcare providers through eLearning. From 2010, online trainings have been provided to Bamyan Provincial Hospital, Faizabad Provincial Hospital, Mirwais Regional Hospital Kandahar in Afghanistan and Khorog General Oblast Hospital in Tajikistan.*



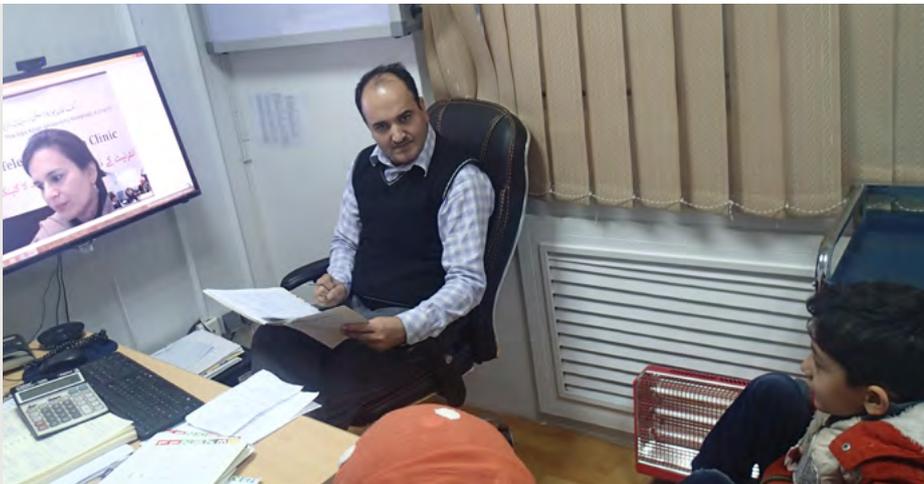
## eHealth

The eHealth project launched in 2007 has been successfully expanding its linkages with Aga Khan Health Services, Afghanistan (Bamyan and Faizabad Provincial Hospitals (FPH)) and Tajikistan health facilities (Khorog Hospital) and Mirwais Regional Hospital Kandahar, a government-owned hospital.

Since the physical access to quality medical services is a major challenge in other provinces, mainly due to poverty, poor infrastructure and lack of information about the availability of services, the facility is used for tele-consultations, tele-radiology, tele-pathology, tele-ophthalmology and eLearning sessions. More than 18,000 patients have benefitted from eHealth, while more than 5,000 healthcare providers were trained through eLearning.

In 2015, FMIC eHealth programme provided 3,179 tele-consultations and initiated new clinics in ENT, Adult Neurology, Paediatric Neurology and ophthalmology between FMIC and AKUH.

Also through “Echoes” which is La Chaîne de L’Espoir’s weekly training project for live video paediatric exams with a direct video-feed, aims to link ultrasound medical experts to their fellow-cardiologists at FMIC. Through this programme Professor Daniel Sidi from Paris Necker Hospital for Sick Children offers a second opinion on complex cases of paediatric echocardiography. During the last 6 months of 2015, 70 patients received specialist advice via telemedicine from France to Kabul.



*FMIC since 2007 is using eHealth technology to strengthen health systems in Afghanistan and to improve access to quality care.*



## FMIC SURGEONS SUCCESSFULLY SEPARATE CONJOINED TWINS

I used to believe that because I had no money, I would not be able to provide my girls, Ayesha and Sidiqa, with medical care and they would have no future,” said Haidar Mohammad, the twins’ father. “But when I got to FMIC, they told me not to worry about money, but to think about how to care for our twin daughters when they are healthy.

The twin sisters, Ayesha and Sidiqa, were conjoined at the abdomen – from the lower abdomen to the groin area – and shared an intestine until they underwent surgery as 17-day-olds.

On August 1, 2015 the twins underwent a surgery which was successful. Twenty-six days after being admitted, Ayesha and Sidiqa went home. The surgery to separate the two progressed successfully and the twins are now well and stable enough to continue a normal life. They will have to come back to FMIC in six months’ time for some further reconstructive surgery. “I am optimistic about their future. All the parameters are excellent, despite this being a complicated case,” said Dr Wardak.

The relieved father, Haidar Mohammad, is a farmer from the small village of Shekhan, in Badakhshan province, about 300 km north of Kabul. He brought the girls to FMIC’s outpatient department from where they were admitted immediately to hospital.

The FMIC could help the two sisters, Ayesha and Sidiqa, to access quality healthcare through the patient welfare program.

## BUILDING CAPACITY

### Building Health Human Resource Capacity

FMIC's over-arching mission is to respond to the dearth of trained healthcare and management resources in Afghanistan by ensuring that a pool of qualified health professionals are available in all areas of healthcare delivery from leadership to administration. FMIC achieves this through multiple short and long term trainings programmes; from postgraduate medical education to training of other healthcare providers; from providing clinical attachments at FMIC to medical missions coming to FMIC for capacity building of FMIC staff. FMIC has been regarded as a training Hub in Afghanistan.

Regular teaching and learning is part of FMIC's beliefs. FMIC staff are consistently engaged in providing training in nursing, medicine, diagnostics, facilities management, information technology, human resources and materials management.

During the year 2015, a total of 1,357 In-house sessions were conducted for about 9,492 staff.

FMIC has also provided on-job training to more than 300 students and staff from Kabul Medical University, Kabul University, MoPH, Ghazanfar Institute, Faizabad Hospital and some other private

medical universities in 2015.

The training programmes at FMIC have been supported by Government of France, Agence Française de Développement, Global Affairs Canada (GAC), Aga Khan Development Network, and La Chaîne de L'Espoir.

### Scholarships

FMIC believes in lifelong learning and invests on its staff by supporting continuing professional development through local and international training and by providing educational assistance.

In-house trainings are conducted regularly throughout the year and range from administering medication, intravenous (IV) cannulation to Basic Life Support (BLS), Paediatric Advanced Life Support (PALS), and intensive care medicine. Along with short and long term trainings, staff are provided with educational assistance. In 2015, six staff, both administrative and medical, were provided with educational assistance in different institutes of higher education in Afghanistan and AKU.



*The Community Engagement Project has involved the community in different activities. In 2015 along with the other activities, four First Aid trainings were conducted. The two of which were specific to the teachers of the community school.*



*The PGME programme at FMIC provides excellent learning environment for doctors to become specialists in their areas.*

### Postgraduate Medical Education

FMIC initiated the Postgraduate Medical Education Programme (PGME) in 2012 in Paediatric Medicine and Paediatric Surgery. Three residents in each discipline were inducted. Five new disciplines were added in April 2013 in Pathology, Radiology, Anaesthesiology, Orthopaedics and Cardiology. From inception to date there are a total of 49 residents on board in seven disciplines, with addition of 14 more residents in 2016. The first batch of six residents is to graduate in March, 2016. The residents are expected to make a positive impact on the Afghan healthcare system through the excellent training received during their residency.

The PGME programme has been started with technical support from AKU, Pakistan in collaboration with Ministry of Public Health, Afghanistan. The funding for the programme has been provided by the Global Affairs Canada (GAC).

The PGME building was built in November 2013 and another extension was added in February 2015. The new extension includes offices of PGME faculty and residents, a skills lab, a library with internet connectivity and access to HINARI data base, classrooms, a video conference room with 120 seating capacity and other teaching and learning facilities. Plans are to add new residency

programmes in Intensive Care, Obstetrics and Gynaecology and Cardiac Surgery in 2017-18.

### Developing Nursing Capacity

FMIC's Nursing Services started to provide nursing care through a team of 20 Afghans and one French nurse in 2005. The need evolved, nurses from France and Pakistan were inducted to provide mentorship and nursing management support to ICU, OPD, OR and inpatient medical and surgical units within FMIC. At present, FMIC nursing family has expanded to a team of 168 competent Afghan nurses providing a wide range of nursing services to the hospital. The Nursing Division at FMIC has been able to develop the capacity of the national nursing workforce within the institution.

FMIC plays a vital role in providing opportunities and sponsorship for the Afghan nurses to upgrade their professional career in nursing. As of today, five Diploma-prepared nurses have upgraded to Bachelor level, among whom three are currently on board at FMIC. Furthermore, one nurse has acquired Master of Science in Nursing and plays a key role in nursing management at FMIC. Today, Afghan nurses at FMIC are able to independently lead nursing management in both administrative and clinical responsibilities.

FMIC follows international standards for certification and re-certification of nurses in major skills. Accordingly, today 100% of FMIC nurses are certified for Basic Life Support (BLS), 100% nurses are certified for Intravenous Cannulation, and 93% of nurses are certified for medication administration. Furthermore, with the new entry of adult cardiac services such as Step down Unit, Coronary Care Unit, Cardiac Intensive Care Unit, and Cath Lab at FMIC in 2015, 98% of the nurses deployed to these areas are certified for providing Advanced Cardiac Life Support (ACLS) and Intravenous Conscious Sedation (ICS).

These initiatives have transformed the institution into a centre of excellence in providing high quality and safe nursing care to the patients, families and community.

### Nursing Education Services

In 2008, Nursing Education Services (NES) was initiated to conduct on the job training and basic nursing credentialing at FMIC. Besides, nurses were sent to AKU to gain specialized nursing knowledge and skills, in line with international standards.

Currently, NES has Afghan nursing instructors who conduct training for nurses and physicians using advanced technologies and modern teaching

methodologies.

They are conducting BLS certification courses as per international guidelines for all physicians, nurses and technicians within FMIC and other institutions in the country. Furthermore, NES offer educational sessions and different workshops on critical care concepts, first aid measures and community health initiatives to off-campus healthcare providers, institutions, and communities.

From 2010, the nursing division has been providing training sessions using e-Learning to Bamyan Provincial Hospital, Faizabad Provincial Hospital and Mirwais Regional Hospital in Kandahar. Nursing management at FMIC is proud to offer nursing education services not only within the country, but also to Khorog Hospital in Tajikistan.

Moreover, Nursing Division collaborates with neighbouring institutions and provides training support to the Ghazanfar Institute of Health Sciences and Kabul Medical University in providing clinical placements and mentorship for the nurses graduating from these institutions. Also, nurses from Badakhshan and Bamyan are accommodated for on-job training at FMIC. Thus, today FMIC is considered a hub for developing the capacity of the nurses both within the country and also nurses from the region.



*FMIC's nursing team is committed to employing the most up-to-date knowledge and practices of nursing field, in an effort to maintain the highest professional standards.*

*Training of healthcare providers from other institutions in Afghanistan is also one of FMIC's mission objectives. In 2015, FMIC trained more than 700 doctors from other healthcare providers through CMEs.*



### Continuing Medical Education

Along with clinical development, Continuing Medical Education (CME) is also provided at FMIC to enable physicians and nurses working elsewhere in Kabul to update skills in their area of specialization. Most CME sessions are conducted by FMIC's local physicians and are complemented with some training from expatriate missions. Areas of training include lab diagnosis of infections, orthopaedics, radiology, medicine, plastic surgery, neurology, cardiology and cardiac surgery.

### Health Awareness Sessions

At FMIC we care for maintaining a healthy environment.

The Health Awareness Sessions (HAS) are designed for this purpose to educate and empower both individuals and communities on preventive measures for staying healthy. The sessions deal with essential and introductory forms of health education and conducted in social and academic centres once a month.



*FMIC also conducts health awareness sessions in community schools and religious centres. In 2015, 700 people benefited from these sessions.*

## OTHER INITIATIVES

### Children's House

From January 2008, La Chaîne de L'Espoir started equipping the Afghan Children's House. The house aims at providing access to free treatment as well as appropriate specialized surgical care at FMIC through social and medical aid, to Afghanistan's most vulnerable and poor children coming from 34 provinces.

For these children, referred to the Afghan Children's House, FMIC is offering a 20% discount on the cost of their medical care. The remaining costs related to their treatment at FMIC -including transportation, food and accommodation in Kabul when necessary- is fully taken care of by the Afghan Children's House project, through Government of France and La Chaîne de L'Espoir funding.

Since 2008, the Afghan Children's House has kept growing and its activities have tripled. Till date 4,654 extremely vulnerable children have benefitted from this programme, which is entirely funded by La Chaîne de l'Espoir, with the support of the Government of France and private partners. For 8 years, this represents 29,817 consultations and 5,420 surgical procedures.

In 2015 alone, there were 4,265 stays at the Children's House, 691 of which were new patients registered for the first time. The Children's House funded 5,271 consultations and 1,034 surgical procedures.

The new "Afghan Mothers and Children House" funded by the Government of France is built on a 1,800 sqm land provided by AKDN. The new House with a capacity of 2,200 beneficiaries per year (children, mothers and new-borns) represents an increase of 30% compared to the previous House. The new facility will open its doors in September 2016.

### Medical Missions

La Chaîne de L'Espoir and AKU continuously maintain their support for skills development and capacity building by sending medical missions to FMIC in a number of medical and support areas.

In 2015 alone, 49 missions were conducted by La Chaîne de l'Espoir. They represent 945 man-days which include long term and short term missions. Long term missions of cardiac surgery mission carried out 262 cardiac surgical interventions on children and Anaesthesiologist support was also provided for six months. Short-term missions of La Chaîne de L'Espoir have concerned very sensitive activities which are cardiac surgery (surgeons,



*The Children's House has been housing the children coming from remote areas to FMIC since 2008. The facility is expanding its services to "Mothers and Children House" in the premises of FMIC with a 30% increase.*



*La Chaîne de l'Espoir conducts short term missions in Orthopaedic Surgeries and other disciplines.*

perfusionists, nurses), anaesthesia and resuscitation and interventional cardiology. They have also concerned orthopaedic surgeries on the lower limb with 101 consultations and 32 interventions, reinforcement in managing health services, hygiene and sterilization, ophthalmology.

In 2015 a number of missions were conducted from AKUH providing FMIC medical, academic and administrative support. Medical missions included three Cardiology missions for eight man-days which carried out 17 Angiographies and three Angioplasties.

There were two missions of Ophthalmology visiting FMIC in 2015. The first mission was clinical and conducted nine surgeries and 250 consultations in total of 32 man-days. The second Ophthalmology mission provided technical support in improving department's day to day functions.

AKU faculty regularly visits FMIC for PGME related training sessions. In 2015, five academic missions visited FMIC for around 51 man-days and conducted 10 trainings sessions for PGME residents. Also, for Women's wing construction support, four missions from the AKU visited for construction progress monitoring in 2015.

### Community Engagement Project

The community engagement project aims to build friendly and supportive relationship between FMIC and its neighboring community. The community engagement project was initiated in 2013 through support from Aga Khan Foundation, Afghanistan. The project began its activities by establishing initial contact with the community and developing a community committee (CC). The CC comprised of six members from the community i.e. four male and two female.

A Community Engagement Project Team was set up at FMIC comprising of community mobilizers, AKF, A representative and senior management of FMIC.

In 2015, a number of activities were performed in the community engagement project. Aside from the regular monthly meetings between the CC and project team, these included multiple health awareness sessions for community men and women; gender sensitization and hygiene workshops; tree plantation activity; installation of projector lights on street, volleyball team, hiring of labor and employees from the community, developing a water channel for community and concreting of footpath behind PGME wall.

## FUTURE EXPANSIONS

FMIC has a bold vision for the future of healthcare in Afghanistan. Building on FMIC's success, expansion of the children's hospital into a mother and child facility is currently underway.

FMIC in 2014 introduced the new vision and dental care programme, with state of the art equipment and international trained human resources.

In 2015, FMIC initiated adult cardiac surgery and a catheterization laboratory, which means that patients will not have to travel abroad to seek treatment for adult cardiac care. The expansion in 2016 and beyond include:

### Consulting Clinics

FMIC outpatient department is currently providing care in 15 specialties and sees around 400-500 patients per day. The current spaces were designed to cater for out patient's needs to only a paediatric population. With the addition of adult patients, the space is most limited. FMIC management, therefore, has decided to build a new adult clinics block on the adjacent Phase III land.

The new block will have 15 new clinic rooms, assessment rooms, a phlebotomy station, a

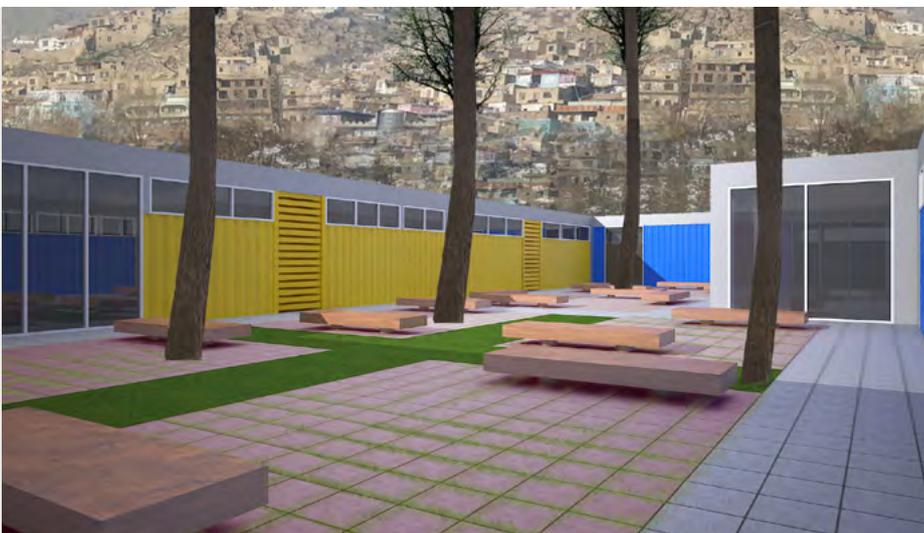
pharmacy and waiting areas. The new unit will be functional by November 2016.

### Expanding services to Maternal and Neonatal care

FMIC was originally envisioned as a mother and child hospital to be built in two phases. The first phase, the children's hospital, was inaugurated in 2006 and has been operating very successfully. Planning for the expansion of the children's hospital was already ongoing when French Foreign Minister Bernard Kouchner visited Kabul in April 2008 and expressed the French Government's interest in supporting the expansion.

The subsequent Afghanistan Donor's Conference in Paris solidified funding of a € 9 million grant from the French Government through AFD and matched with an additional €9 million from His Highness the Aga Khan. The €18 million is being used to partly finance the expansion of the maternal facility and the balance will be used for Expanded Medical Complex.

The main objective in developing the new services is to contribute in improving maternal and neonatal healthcare in Afghanistan by providing an exemplary and evidence based care, along with capacity building of healthcare providers.



*A new adult clinics block on the adjacent Phase III land is planned due to space limitation in the current area. The new block will have 15 new clinic rooms, assessment rooms, a phlebotomy station, a pharmacy and waiting areas.*

*FMIC will add 66 new beds for maternal care in 2016, fulfilling the earlier vision of developing a maternal and children hospital. Services will be inaugurated in September 2016.*



This new Women's Wing is expected to become fully operational from September 2016, adding 52 maternal beds and 14 beds for Neonatal Intensive Care Unit.

### In the medium and long term

Plans are already underway to introduce new services and create an expanded health complex on the additional land which has been provided by the Government of Afghanistan. This centre would be a tertiary medical centre of excellence and provide both health services and education.

### Expanded Medical Complex (EMC)

EMC is envisaged as a center of excellence in clinical services, education, training and research. Internal medicine, general surgery, emergency medicine and family medicine will be practiced in addition to specialties including cardiac services, neurosciences, orthopedics, digestive and renal diseases and oncology. Clinically effective diagnostic facilities – radiology, laboratory, neurophysiology, cardiopulmonary – will supplement the medical facilities.

The Expanded Health Complex would:

- Provide complete medical-surgical services and a multi-purpose diagnosis centre;
- Aspire to provide high quality and accessible healthcare while achieving economic sustainability.
- Be a teaching site to play an important role in training, research and capacity building of health sector professionals who will lead and work in the reconstruction of the country's health system.
- Be an effective player in the evolution of the Afghan health system by providing leadership, capacity building and research.
- Offer care in selected specialties and sub-specialties with potential expanded partners in the form of Institutes.
- Contribute to re-establishing links between its provinces and neighboring States.
- Be a regional hub for integrated health services, offer improved access to health services and connect via technology to the distant facilities of Government.

EMC is envisaged to be a 550 bed university teaching hospital including the FMIC and Women's Wing. Initially in the first phase, EMC will start its operation with 50 beds in 2020 with two core disciplines, general adult surgery and internal medicine, and six sub-specialties as follows:

*Mr Firoz Rasul, President Aga Khan University, visited FMIC on November 9, 2015. He also visited the construction site of Women's Wing.*



1. Cardiac services
2. Neurosciences
3. Orthopaedics
4. Digestive (Gastroenterology)
5. Renal diseases (Nephrology and Urology)
6. Family Medicine

### **Scope of Academic Programmes**

The EMC will be established as an academic center to develop capacities to manage the healthcare system in Afghanistan and to cater for the human resource needs of the university hospital itself. Therefore, different academic programmes have been proposed keeping in view the future needs in this regard as follows:

- The Nursing Education Programme will develop in four different cadres of registered nurses: nurses with BScN degree, specialist nurses, MScN nurses and post RN BScN nurses. Considering the challenges faced by health human resource in Afghanistan, different approaches will be taken to get the nursing staff on board for EMC, which includes collaborating with existing nursing institutions in Afghanistan and also sending staff for training in nursing to Aga Khan School of Nursing and Midwifery in Pakistan.
- The needs of qualified consultants and faculty for EMC will be addressed through a well-

structured PGME programme. The programme will be built on the existing PGME programme and follow the same model. For initial 50 beds, the core residency programme in General Surgery and Internal Medicine will begin; respective residents will have rotations in sub-specialties within these. The programme will graduate around 20 specialists every year in the current programme and later 30 - 50 in the additional PGME programmes at EMC.

- A distinct Allied Health Programme will be established under the training and learning centre which will not only cater for EMC needs but will also help decrease the shortage of these professionals in other healthcare institutions. The Allied Health Training Unit will provide certificate training for 30 – 40 professionals annually in different allied healthcare programmes.
- A Research Support Unit will be established to enhance opportunities for high quality research and encourage special initiatives. This will have capacity for data management, staffed by a research coordinator, biostatistician and other support staff. The main purpose is to provide support to the faculty and students to write competitive funding proposals and to conduct quality research that is relevant to the needs of Afghanistan and the region.

## EVENTS AND VISITS 2015

### Inauguration Ceremony of Postgraduate Medical Education (PGME) building Extension

FMIC inaugurated the extension of teaching block for the PGME residents on February 28, 2015. Ms Deborah Lyons, Ambassador of Canada to Afghanistan was the chief guest for the inauguration ceremony. The new block is added to enable FMIC to cater the growing number of PGME residents, their training needs and the faculty supporting the programme. The expansion of PGME building is funded by the GAC providing around USD 0.25 million.

### FMIC Advance V

FMIC held its annual planning workshop 'FMIC Advance V' on April 30 - May 2, 2015, in Dubai. The senior leadership of FMIC covered different areas of learning and planning. Topics included Patient Safety, Financial Sustainability and Strategic Planning 2016-18.

### Book Launching Ceremony of "A Place of Miracles"

FMIC held a book launching ceremony for "A Place of Miracles" written by Mr Lee Hilling, Chairman FMIC's POC on August 6, 2015. The Book highlights the success of a public-private partnership of the four founding partners of FMIC and the many children whose lives have been saved in this hospital. Mr Abdul Sattar Murad, the Minister of Economy, Government of Islamic Republic of Afghanistan was the chief guest of the ceremony.

### Fifth FMIC International Conference on maternal and child health

FMIC organized its two day fifth international conference on 8-9 October, 2015 at the premises of Kabul University. The conference focused on theme of Emerging Trends in Reproductive, Maternal, Newborn and Child Health (RMNCH). Overall, there were 139 papers submitted for the conference with more than 30 institutions from Afghanistan participating.

Dr Farida Momand, Minister of Higher Education, Islamic Republic of Afghanistan was chief guest for the opening ceremony and Dr Abdul Basir Sarwar, Deputy Minister of Public Health, Islamic Republic of Afghanistan was the chief guest for the closing ceremony.





### First Micro Finance Bank Branch Opening

The First Micro Finance Bank (FMFB), Afghanistan, is one of the main bankers for FMIC. In view of the long term relationship and to improve its banking services, FMFB opened an extension counter at FMIC on October 30, 2015. This counter aims to serve the beneficiaries in a personalized manner.

### Inauguration of Adult Cardiac Services

FMIC, a pioneer in paediatric heart surgeries, has introduced a cardiac services programme for adults. For the first time, adults with heart problems can receive high quality specialized treatment and world class care in Afghanistan. This initiative which helps the Government of Afghanistan to reduce medical tourism abroad was appreciated by the First Lady Afghanistan, Mrs Rula Ghani through a congratulatory message and inaugurated by the Minister of Public Health, Dr Ferozuddin Feroz.

### Fifth quality and patient safety convention: Healthcare providers from Kabul vow to improve care in tertiary hospitals

Marking the World Quality Day, FMIC celebrated the Fifth FMIC Quality Improvement and Patient Safety Convention 2015 on November 2, 2015. Participants from public and private hospitals in Kabul made presentations on patient safety and quality issues and also discussed the roadmap to a wider health and hospital care accreditation in Afghanistan.

Dr Ahmed Jan Naeem, Deputy Minister of Public Health inaugurated the Convention and applauded FMIC's work towards quality improvement. "Improving healthcare in Afghanistan is a priority for the Government of the Islamic Republic of Afghanistan, and MoPH supports such initiatives which give us opportunity to raise awareness of quality management systems and improve the quality of care provided", he added. Best quality projects and posters were also judged at the end of the Convention.

### Exposure Visit

Senator Arifullah Pashtun, Chairman Foreign Relations Committee of the Upper House (Meshrano Jirga) visited FMIC on April 2015. FMIC Management updated the Senator about FMIC services.

## OUR DONORS/AFFILIATES

Each of FMIC's four founding partners – the Governments of France and Afghanistan, the Aga Khan Development Network (including the Aga Khan University) and the French NGO, La Chaîne de L'Espoir – continue to take an active role in the support and development of the institution. Collaboration between FMIC and its four partners is considered as a model of public private collaboration in Afghanistan.

FMIC is privileged to have support of the partners and other donors for the sustainability of the programmes and providing quality healthcare services for the people of Afghanistan. FMIC in 2015 received donations from Government of Islamic Republic of Afghanistan, Government of France, La Chaîne de L'Espoir, Roshan TDC and His Highness the Aga Khan for its Patient Welfare Programme; funds from La Chaîne de L'Espoir and GAC for the Capacity Building Programmes while La Chaîne de L'Espoir, AKU and Government of France supports through Medical Missions and Agence Française de Développement, His Highness the Aga Khan, GAC and Ministry of Foreign Affairs of France donates for the Phase II facilities.

From inception till the end of 2015 a total support of \$79.2 million has been given.

## TESTIMONIALS

Her Excellency the first Lady of Afghanistan, Rula Ghani shared a congratulatory message for the Adult Cardiac Services Opening at FMIC: *"What a great accomplishment and how lucky are the patients who will be able to avail themselves of these most up-to-date services and what a relief to receive such services here in Kabul surrounded by family and friends and not to have to go for costly hospitalization abroad."*

Dr Ferozuddin Feroz, Minister of Public Health during the Cardiac Services opening: *"Improving healthcare in Afghanistan is a priority for the Government of Afghanistan, and we support such initiatives that can help us reduce medical tourism."*

Mr Jean-Michel Marlaud, Ambassador, Embassy of France, Afghanistan during Fifth FMIC Conference: *"We are happy to see the hospital is growing over time beyond its initial focus on paediatrics, making possible the delivery of medical care to adults and children, including maternal care, obstetrics, vision, dental, cardiology and other general and specialised services."*

Mr Abdul Sattar Murad, Minister of Economy, Islamic Republic of Afghanistan, during Book Launching Ceremony: *"FMIC is a hospital which has become a model for other hospitals in the country and the Ministry of Economy supports organizations like this."*





## EVERYDAY MIRACLES AT FMIC

There is always a silver lining in even the worst of conditions such is the experience what Nazir encountered.

Nazir Ahmad, a 13-year old boy with his twelve member family was visiting shrine of Shah Maqsoud Wali in the northern Kandahar, where he experienced the most tragic event of his life. Nazir lost his mother and his younger sister in a road side bomb explosion as the vehicle stepped on a improvised explosive device. Nazir, being the lucky one survived but was critically injured.

The wounded passengers along with Nazir were carried to nearby health center in Khakriz for initial treatment. Haji Baryalai, Nazir's father arrived at the centre and was shocked to see his child's condition. Nazir had multiple fractures in both his legs, left arm and along with lacerations in other body parts. Nazir was referred to Mirwais hospital, where the doctors advised him to go to FMIC in Kabul for a last effort, otherwise amputation of his left leg would be carried out. "They told me that Nazir has only five to ten percent chance of saving his left leg, and I should see the doctor at FMIC."

Haji Baryali brought Nazir to FMIC on July 14, 2015. Dr Mirza Mohammad, orthopaedic surgeon and head of department saw Nazir was in bad shape. "We received Nazir as a case of poly trauma with left tibia open fracture type-3 with bone loss of 8-10 cm left humerus shaft fracture and right tibia fracture associated with sepsis." The medical team at FMIC had to make decision and that too soon as Nazir was brought to FMIC after several weeks of the accident. Nazir Ahmad went through two operations, first debridement irrigation of wound and immobilization of the leg with ilizarove external fixator, followed by a second surgery to fill the bone space and simultaneously elongation of the leg.

To make a difference in the life of Nazir, FMIC welfare programme covered 175,153 AF from total amount of 317, 153 AF that his treatment incurred, which is more than 55% of the total cost. Nazir looked in a much better shape when he came for last checkup. Though he lost his mother and sister in the horrific incident, but still he will lead a normal life, as he will be walking soon.

## STATISTICS

### Hospital Performance

S#	Description	2006-2012	2013	2014	2015	Total
1.	Admissions	24,453	4,934	5,450	5,409	<b>40,246</b>
2.	Clinic visits	419,769	86,853	96,010	115,617	<b>718,249</b>
3.	Surgical procedures					
	General surgeries	4,955	807	812	777	<b>7,351</b>
	Orthopaedic surgeries	3,329	731	889	875	<b>5,824</b>
	Plastic surgeries	473	154	129	149	<b>905</b>
	Cardiac surgeries	1,371	312	257	262	<b>2,202</b>
	Neuro surgeries	193	103	102	63	<b>461</b>
	ENT surgeries	614	179	187	184	<b>1,164</b>
	Total surgeries	10,935	2,286	2,376	2,310	<b>17,907</b>
4.	Radiology procedures	289,392	49,479	51,587	56,351	<b>446,809</b>
5.	Laboratory tests	1,553,517	297,040	298,640	325,446	<b>2,474,643</b>

### Patient Welfare Disbursement in Afghanistan

Description	Total
Inpatient Welfare	29,629
Inpatient Welfare – Children's House	4,859
Inpatient Welfare– ARCS	908
Outpatient Welfare	302,323
Outpatient Welfare Children's House	18,978
<b>Total Welfare Volumes</b>	<b>356,697</b>

### Number of Patients seen and Amount Disbursed

Years	2006-2012	2013	2014	2015	Total
Number of Patients	214,295	45,110	45,744	51,548	<b>356,697</b>
Amount Disbursed \$ in Millions	15.88	3.37	3.19	2.93	<b>25.38</b>

### Number of Staff at FMIC

Total Number of Staff				
Year	2012	2013	2014	2015
National	534	561	560	661
Expatriate	23	22	16	12
<b>Total</b>	<b>557</b>	<b>583</b>	<b>576</b>	<b>673</b>

### Capacity Building

Number of Staff Trained	2006-2012	2013	2014	2015	Total
Medical	76	27	17	18	<b>138</b>
Nursing	102	26	25	14	<b>167</b>
Allied Health	79	21	8	4	<b>112</b>
Facility Management	28	17	4	6	<b>55</b>
HoDs & Team Leaders	81	13	17	9	<b>120</b>
Administrative staff	69	24	2	7	<b>102</b>
PGME Staff	2	6	4	3	<b>15</b>
<b>Total</b>	<b>437</b>	<b>134</b>	<b>77</b>	<b>61</b>	<b>709</b>

## Capacity Building

Other Institutions trained at FMIC	2008-2012	2013	2014	2015	Total
Ministry of Public Health	12	24	32	32	<b>100</b>
Kabul Medical University	449	190	175	217	<b>1,031</b>
Ghazanfar Institute of Health Sciences	94	36	31	28	<b>189</b>
Aga Khan Development Network	83	30	21	19	<b>153</b>
Kabul University- Pharmacy	-	32	30	29	<b>91</b>
Others*	62	22	12	9	<b>105</b>
<b>Total</b>	<b>700</b>	<b>334</b>	<b>301</b>	<b>334</b>	<b>1,669</b>

\* Physiotherapy Institute, Health Net, Surobi Hospital, Mahian Institute, Military Hospital, Malarya and Lashmania Institute, Kapisa Institute, Attaturk hospital and Cure Hospital

## PGME

Postgraduate Medical Education	2012	2013	2014	2015	2016*
Residents Inducted	6	14	14	15	14
Graduation	-	-	-	-	6
<b>Total</b>	<b>6</b>	<b>20</b>	<b>34</b>	<b>49</b>	<b>57</b>

\* Induction to be done in March 2016

### Continuing Medical Education (CME) and Health Awareness Session (HAS)

Description	2007-2012	2013	2014	2015	Total
<b>Number of CMEs</b>	<b>78</b>	<b>19</b>	<b>18</b>	<b>20</b>	135
FMIC Physicians	960	99	21	49	1,129
Non-FMIC Physicians	1682	568	743	730	3,723
<b>Number of Physicians attended</b>	<b>2,642</b>	<b>667</b>	<b>764</b>	<b>779</b>	<b>4,852</b>
Number of HAS	-	-	12	9	21
Number of Participants	-	-	591	730	1,321

### eHealth

#### Summary of eLearning

	2008-2012	2013	2014	2015	Total
Number of eLearning participants	2,307	939	1,220	1,011	<b>5,477</b>

#### Summary of Tele-consultations

Specialties	2007-2012	2013	2014	2015	Total
Tele-radiology	3,623	1,491	1,273	949	<b>7,336</b>
Tele-consultations	3,823	1,896	2,592	3,179	<b>11,490</b>
Tele-pathology	321	88	100	94	<b>603</b>
Ophthalmology	0	0	0	10	<b>10</b>
Grand Total	7,767	3,475	3,965	4,232	<b>19,439</b>



FMIC organized fifth international conference on 8-9 October, 2015 at the premises of Kabul University.

Over 600 healthcare providers participated in two day conference.



**FMIC** Foundation for Maternal and Child Health

19th Annual FMIC International Conference

*"Emerging trends in Reproductive, Maternal, Newborn and Child Health in Developing Countries"*

October 8-10, 2015

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