



**Building on Current Success  
2014**



## 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 open-heart surgery performed in the history of Afghanistan by Professor Alain Deloche and Dr Daniel Roux
- 2007 eHealth programme launched
- 2008 First closed heart surgery done by Afghan Cardiac Surgeons
- 2009 For the first time in Afghanistan, FMIC awarded ISO 9001:2008 certification
- 2010 First Open-heart Surgery performed by Afghan Cardiac Surgery team
- 2011 FMIC launched first International Conference (Pediatric Care in Afghanistan)
- 2011 Initiated Mammography services
- 2012 Foundation Stone Ceremony of Women's Wing
- 2012 Post Graduate Medical Education programme in Paediatric Medicine and Paediatric Surgery started
- 2013 State-of-the-art 128 Slice CT Scan technology introduced in Afghanistan
- 2014 Dental and Vision Clinic Care inaugurated





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**Dr Nayamat Shah**  
CEO at FMIC

## CEO's Message

It gives me great pleasure writing this message for the French Medical Institute for 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 Chaine de l’Espoir/Enfants Afghans and the Aga Khan Development Network through the Aga Khan University Hospital 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 providing you with 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 medicine.

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 you 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 you and to members of your family. We assure you that you will receive care from a highly skilled and compassionate team whose first concern is your improved health. We want to exceed your expectations!





*FMIC healthcare staff with their full dedication and commitment are providing high quality care to its patients. More than three million patients have benefited from FMIC services since inception.*

## Hospital Overview

The French Medical Institute for Children (FMIC) was founded in 2006 in a unique public-private partnership between: the Government of Afghanistan, the Government of France, the Aga Khan Development Network and La Chaîne de L'Espoir/Enfants Afghans. Aga Khan University is responsible for the day to day operations.

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.

FMIC offers health care 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 an 85 bed hospital with 70 surgical and medical beds along with 15 beds for intensive care providing inpatient services for children 0-18 years. 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 houses a pharmacy, a well-equipped laboratory and four operating theatres.

FMIC also keeps itself abreast with new information and communication technologies. It has tele-medicine links with the Aga Khan University Karachi, Pakistan, Bamyán 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 is well known for its high quality diagnostic services. The 128 CT scan is the first to be installed in Afghanistan.*





## A Surgery that left the Parents Thankful

For Khadija the whole four months and 12 days of her life have been a struggle for survival. She was born with a tumour in her thoracic cavity. As the child was growing the tumour grew in size also, making it difficult for Khadija to breathe properly. Mohammad Nasir who had lost one of his eldest child from the same disease, was trying desperately to save Khadija's life. Nasir showed Khadija to different hospitals who asked him to take the child outside Afghanistan for treatment. Being an ordinary labourer, Nasir could not bear the treatment expenses out of country. A family friend told him about French Medical Institute for Children (FMIC) and Nasir came to FMIC.

The child weighed only six kilograms even after four months of her birth when she was brought to FMIC. She could hardly breathe, had cough and she often got dark blue due to difficulty in breathing.

Doctors in FMIC started studying the patient without considering their financial status. "Her CT scan showed that both sides of the chest were pressed by this tumour. The tumour was big enough that pressed on the lung and even the heart and interfere their functions" recalls Dr Tariq Rahimi, General and Plastic Surgeon, FMIC. After studying the case, decision was made for a major surgery. There was the risk for losing the child as well during the surgery. The situation was consulted with the parents as well. The parents agreed to let their child undergo the operation.

The operation was done from the right side without affecting the pleura, the heart and thorax. The expert surgery team of FMIC successfully performed the operation and the tumour was taken out without affecting any of the other parts. Khadija was kept 27 days in ICU and nine days in ward and then discharged as a healthy baby. Her follow up visit was after few days where she showed complete recovery. The parents were very happy and thanked all FMIC staff. "Patients' happiness is a reason for our happiness and our aim in providing all these services is to gain our patients' satisfaction and happiness" added Dr Rahimi who played an important role in saving the child's life. For Khadija who was struggling to live each second of her life, living a healthy life is a miracle.

## Vision for an integrated health delivery network for Central Asia

The principal Aga Khan Development Network institutions concerned with health - through AKHS and the AKU - have been moving toward integrated health delivery systems to meet their strategic priorities, national and regional interests recognizing that an integrated system can offer easier access to quality and appropriate services that optimize efficiency. A shared vision is emerging that calls for:

1. Strengthening linkages with the Aga Khan institutions, and Governmental and Non-Governmental partners for healthcare delivery, operational research, and public advocacy
2. Developing a model healthcare system of

coordinated primary and secondary care with centralized tertiary referral

3. Developing capacity for health information and knowledge dissemination
4. Increasing access to healthcare to vulnerable groups in society, particularly child-bearing women and children
5. Building and retaining health human resource capacity that promotes integrated health delivery systems

An Integrated Health Delivery Network could be defined as a healthcare system of coordinated community-based, primary and secondary care with a centralized intellectual and tertiary referral hub. This delivery network would be underpinned by processes of governance and quality assurance, risk management and standard operating procedures.



Cross-cutting facilitative elements would include: capacity for health information dissemination, technical assistance, education and training and common standards for quality in human resources and service provision. Collaborations would take place for research and teaching.

Health system development with varying levels of integration is ongoing in Afghanistan,

Pakistan, Tajikistan and Kyrgyzstan. Afghanistan has a very clearly articulated Health and Nutrition Sector Strategy which emphasizes coordinated and integrated community health prioritizing mothers and children.

Kyrgyzstan and Tajikistan share a legacy of a robust integrated health delivery system inherited from the Soviet system comprising a network of health facilities focused on providing in-patient care. However, this system has deteriorated considerably and there are significant challenges regarding management, technical capacity and access.

Since the 1980's AKDN has been very active creating a unique community-based model in Pakistan and are the national forerunners in the development of secondary and tertiary care.

#### Attributes of the integrated health network

- Improved access to appropriate health services (tertiary, secondary, primary) and cross-sectoral and shared care through a robust referral system.
- Optimization of technical infrastructure and common standard operating process and procedures.
- Addresses the needs of the populations concerned.
- Maximize expertise across the network.
- Efficiency in quality, cost and communication.
- Joint articulation and systematic planning towards agreed strategic objectives.
- Shared protocols for health delivery.
- Shared standards in healthcare delivery including for human resources, clinical practice, education and training.

*Though a tertiary care hospital, FMIC also works towards health promotion and creating health awareness in the community. Picture shows a similar session in one of the local schools.*







## **Karima is healthy now after nine years of suffering**

Karima – a nine year old girl was born with abdominal distention which had made her weak and small than other children of her age. After receiving multiple medical advices, nothing was working for her. Doctors were suggesting she should have lesser physical activities, Karima and her parents' hope was fading. Luckily, Karima's family found their way on to French Medical Institute for Children.

During their first visit, FMIC surgery team presented Karima with several treatment plans that would enable her to resume her active lifestyle. "They took great time and care to examine my daughter and carefully explain the different stages of treatment and options we had. For the first time in years, we felt hopeful that our daughter could return to doing what she loves without pain and discomfort," explained Karima's father. This was a complicated case for FMIC doctors, who found that nine years of faulty treatment had resulted in a non-function kidney and enlargement of different organs and compromised body functions. On abdominal CT scan examination, doctors diagnosed Hydronephrosis due to huge left renal cyst.

Hydronephrosis is the swelling of a kidney due to a build-up of urine due to blockage or obstruction. Dr. Akbar Sherzad with the entire surgery team laid down a care plan for her and performed a successful surgery procedure few days later. Karima came back with her mother to see the doctors in her follow up visits a week later completely healthy and with no major complaints. "The outcome of the surgery has been beyond our expectation, the level of care and compassion we received from FMIC surgery team is unforgettable. They have given Karima a new life," said Karima's mother.



## Achievements

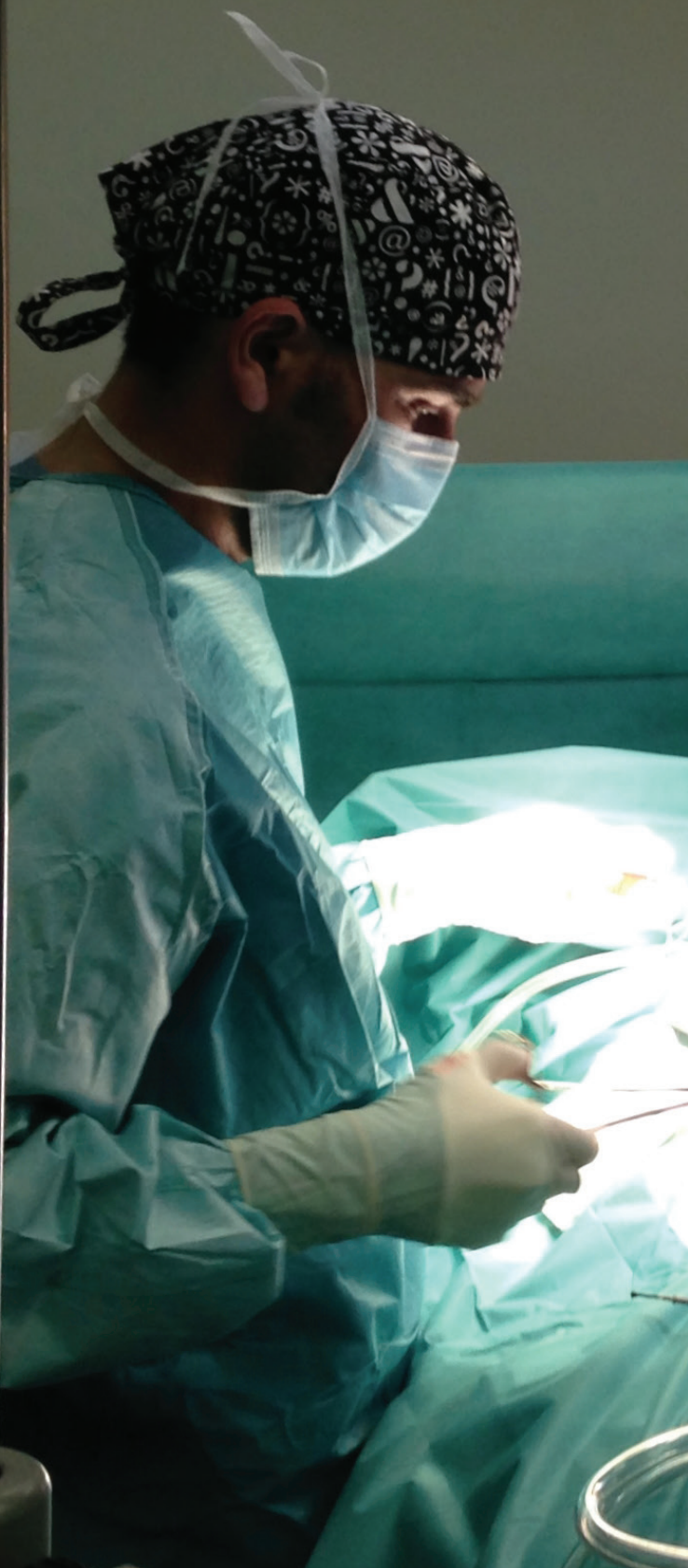
FMIC from inception to now has reached significant milestones in its different aspects and therefore has become the first choice of care in Afghanistan. Some of the significant milestones from inception to now are as follows:

### Delivering Quality Healthcare

- The first ISO 9001:2008 certified hospital in Afghanistan
- Becoming a brand for quality health care in Afghanistan.
- The leading hospital in performing both open and closed paediatric heart surgeries by local cardiac surgeons and performing around 2,000 successful cardiac surgeries from inception to now
- The first centre performing neonatal surgeries
- The first state of the art paediatric intensive care services (ICU) in Afghanistan

### Access to Care

- FMIC's patient welfare programme has benefitted 305,000 patients of lower socio economic income.
- FMIC is continuously improving and expanding its telemedicine and eHealth programme, which has served over 18,000 patients







### **Capacity Building**

- Highly efficient team of healthcare providers with 95 medical staff, 178 nurses and 371 allied support staff.
- Training hub for health human resource development in Afghanistan
- Postgraduate Medical Education (PGME) programme of international standards with 49 residents in seven medical and surgical specialities, i.e. Paediatric Medicine, Paediatric Surgery, Anaesthesiology, Orthopaedics, Paediatric Cardiology, Pathology and Radiology.

### **State of Art Diagnostic Care**

- First 128 slice CT scan in Afghanistan was installed at FMIC in 2013
- Mammography services introduced in May 2011
- FMIC is also the first institution in Afghanistan to offer Cardiac Angiography, Electroencephalography (EEG) and Electromyography (EMG)
- FMIC's laboratory offers more than 900 tests with a trained pathologist, affiliated with the Aga Khan University Hospital in Karachi, Pakistan.



## 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 – continues 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

*During inauguration of Vision and Dental Clinic, FMIC POC members welcome Dr Abdullah Abdullah Chief Executive Officer of Government of Afghanistan.*



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.

## 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 an 85 bed hospital with 70 surgical and medical beds along with 15 beds for intensive care and will expand to a mother and child hospital by offering 52 special beds for mothers and 14 beds for intensive care of neonates.

Hospital services are given in the table below.

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>• Dermatology</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 (2015)</li> <li>• Psychology</li> </ul>	<ul style="list-style-type: none"> <li>• Anaesthesiology</li> <li>• Pediatric Medicine</li> <li>• Pediatric General Surgery</li> <li>• Pediatric Cardiology and Cardiac Surgery</li> <li>• Orthopedics</li> <li>• Neuro Surgery</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 Magnetic Resonance Imaging (MRI), 128 and 16 Slice CT-Scanners, mammography and 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>



## Quality

With determination and effective contribution of the FMIC staff, the institute was able to receive ISO 9001: 2008 certification for Quality Management System (QMS) for patient care support services in March 2009. FMIC became the first healthcare organization in Afghanistan to receive this certificate. Each passing year has raised the bar and expectation of the quality standards for FMIC with the vision of becoming a Centre of Excellence in Central Asia. After putting Quality Management Systems in place, FMIC has begun its journey towards improving the clinical quality standards. Using a Customer Focused Quality Approach, FMIC is striving to meet customers' expectations through maintaining a customer feedback mechanism. Different quality indicators are maintained to gauge the quality trends at the hospital.

Total of six FMIC employees from different departments attended five days ISO 9001:2008 Quality Management System Lead Auditor training course held from December 16-20, 2013 in Karachi, Pakistan by Pakistan Institute for Quality Control. They successfully passed the course and were certified as Lead Auditors.

The Quality Assurance department of FMIC is taking steps to introduce standards of Joint Commission International (JCI) in order to continue improving towards patient safety and clinical effectiveness. For this purpose, members of Quality Department have attended AKUH Colloquium from September 23 – 28, 2013 in Karachi on the 5<sup>th</sup> edition of JCI Standards. Standards of new edition are more stringent, detailed and reflect greater emphasis on patient safety; therefore, a formal road map, task force, core team and multifunction teams have been formalized. FMIC is working hard to achieve compliance to the new standards of JCI.

Starting from 2011, Annual FMIC Quality Improvement and Patient Safety Conventions are held every year in the month of November to celebrate the World Quality Day. For the last four years, a total of 51 quality projects mainly on service improvement, patient safety and cost control were conducted by different departments and presented in the Convention.

In summer 2014 FMIC initiated reporting and managing "sentinel events". For such cases, an in depth Root Cause Analysis is carried out and action plans are developed for further improvement of quality care and patient safety.

*FMIC Laboratory affiliated with the Aga Khan University Laboratory in Karachi, Pakistan offers a menu of more than 900 clinical tests.*



## Access to Care

After 30 years of prolonged conflict and instability, Afghanistan's national health system is weak and fragmented. The use of information and communication technologies (ICTs) is one way that medical institutions can improve access to and affordability of healthcare throughout the region using Welfare and eHealth approach.

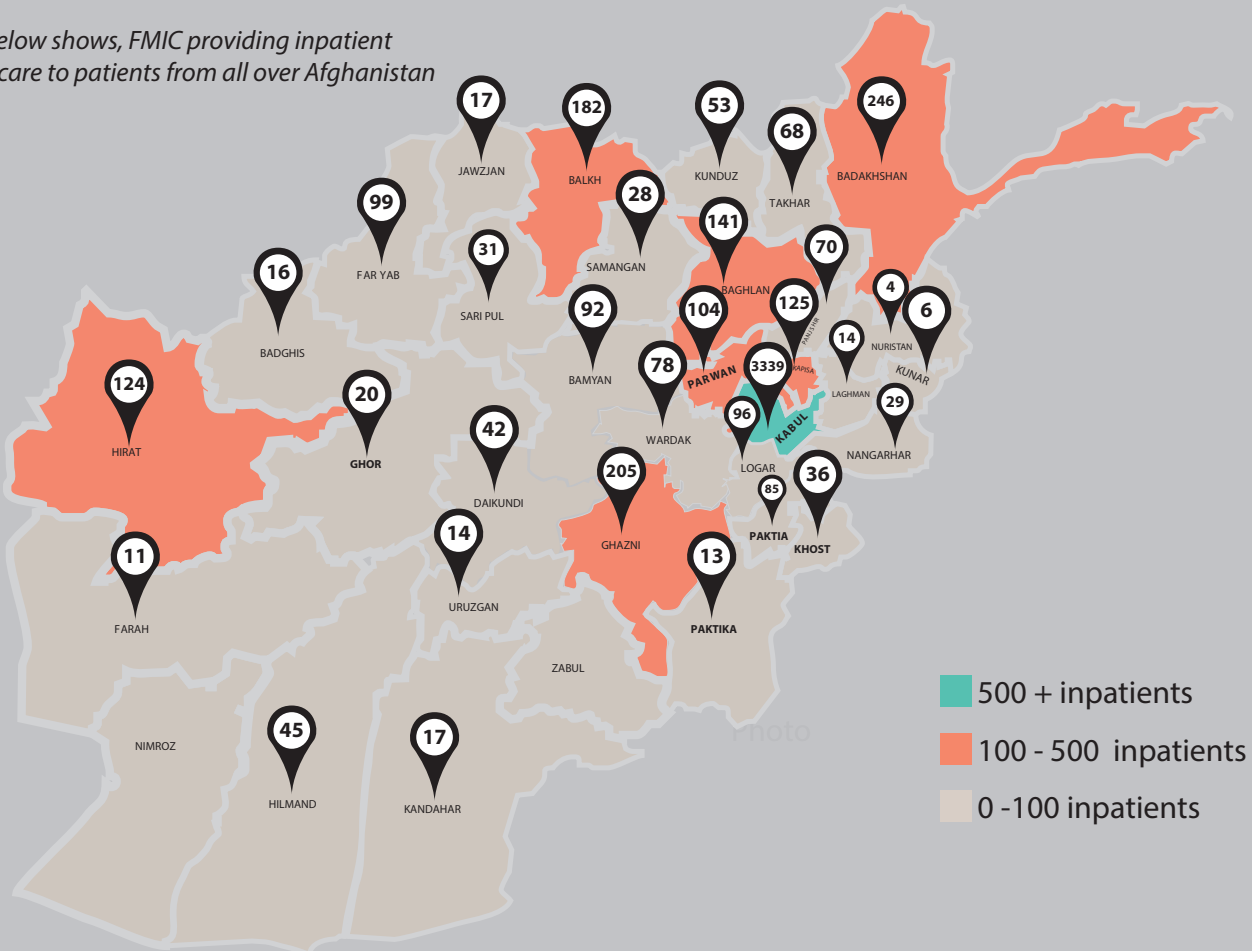
In a country with an under-resourced public healthcare system, many families are faced with impossible decisions when a loved one falls ill. FMIC believes that cost and distance should not stand between families and the medical care that they need.

## Patient Welfare

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 house), Roshan Telecommunication and the AKDN.

The patient welfare programme at FMIC has helped thousands of poor patients who cannot afford healthcare services. Since inception to 2014, US\$22.4M has been spent on FMIC Patient Welfare programme and over 305,000 patients from all over Afghanistan have benefitted.

Map below shows, FMIC providing inpatient healthcare to patients from all over Afghanistan





*FMIC healthcare staff with their full dedication and commitment are providing high quality care to its patients. More than three million patients have benefited from FMIC services since inception.*



## Building Health Human Resource Capacity

### eHealth

The eHealth project launched in 2007 has been successfully expanding its linkages with Aga Khan Health Services, Afghanistan ((Bamyan and Faizabad Provincial hospitals) and Tajikistan health facilities (Khorog Hospital) and Mirwais Regional Hospital, 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 and eLearning sessions. More than 18,000 patients have benefitted from the facility since its inception, while almost 5,000 healthcare providers were trained through eLearning.

FMIC's over-arching mission is to respond to the dearth of trained health care and management resources in Afghanistan by ensuring that a pool of qualified health professionals are available in all areas of health care delivery from leadership and 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 culture. FMIC staff are consistently engaged in providing trainings in nursing, medicine, diagnostics, facilities management, information technology, human resources and materials management.

During the year 2014, a total of 1,205 In-house sessions were conducted for about 8,028 staff.

FMIC has also provided on-job trainings 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 2014.

The training programmes at FMIC have been supported by Government of France, Agence Française de Développement, Department of Foreign Affairs, Trade and Development, Canada, Aga Khan Development Network and La Chaîne de l'Espoir.

### Post Graduate Medical Education

FMIC achieved another milestone in March 2012 by starting Postgraduate Medical Education Programme (PGME) in Paediatric Medicine and Paediatric Surgery. PGME programme has been started with technical support from AKU, Pakistan in collaboration with Ministry of Public Health, Afghanistan.

Three residents in each discipline were inducted. Five new disciplines were added in April 2013 in Pathology, Radiology, Anaesthesiology, Orthopaedics and Cardiology. The funding for the programme has been provided by the Department of Foreign Affairs, Trade and Development (DFATD), Canada.

Besides clinical domains, the curriculum envisages development of knowledge and skills non-clinical domains such as:

- Professionalism
- Respect and compassion
- Sensitivity and responsiveness to patients' culture, age, gender and disabilities.
- A commitment to excellence and ongoing professional development.
- A commitment to ethical principles in the provision and withholding of clinical care.
- Cost effective healthcare and resource allocation that does not compromise quality care.
- Education and Research
- Records and Reports

The PGME building was built in November 2013 and another extension will be added in February 2015. The new extension include 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, Obs/Gyne and Cardiac Surgery in 2017-18.

Expected benefits are:

- It is expected that there will be 96, 134, 148 and 196 residents under training at cruising speed in 2020, 2027, 2033 and 2038.



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



*Intensive Care Unit at FMIC with 15 beds provides care for critically ill children under 18 years old.*



- The programme will graduate around 20 specialists every year in the current programme and about 50 in later years.
- Over 30 faculty members will be trained as master trainers in 10 disciplines of PGME.
- A first class skills lab and library of health sciences with over 5000 books and journals and Internet connectivity and video conference facilities will support the training of residents.
- The programme will have a ripple effect on other similar initiatives in the country and will contribute significantly in the strengthening of the health system in Afghanistan.

### Scholarships

FMIC believes in lifelong learning and invests in its staff by supporting continuing professional development through local and international trainings 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 is provided educational assistance. In 2014, six staff, both administrative and medical, were provided educational assistance in different institutes of higher education in Afghanistan and AKUH.

It is also planned to provide educational assistance to five staff to attend continuing education programmes in nursing, allied health and management in 2015 .

### Developing Nursing Capacity

FMIC's Nursing Services is central to supporting the realization of hospital's mission to promote optimal health and wellness for the children of Afghanistan. Nursing staff of the hospital is also committed to employing the most up-to-date knowledge and practices of nursing to care of their patients, in an effort to maintain the highest professional standards.

FMIC's Nursing Services began in 2005, with a team of 20 Afghan nurses and one French nurse. At present, FMIC nursing division has a team of 125 national Afghan nurses providing support to the hospital's 85-bed facility, which includes

the intensive care unit, the operation suite, the emergency department, outpatient division and the infection control department. Plans are to extend the scope of services to Adult Cardiac Services as well in the near future. For this purpose, nursing team received overseas training in specialized cardiac facilities (CICU, CCU and CSDU) from Pakistan and got certified for Advanced Cardiac Life Support, (ACLS) and Intravenous (IV) conscious sedation.

Today 100% of FMIC nurses are certified for Basic Life Support (BLS), 99% nurses are certified for Intravenous Cannulation, and 96% nurses for Medication administration. 90% of critical care areas nurses are certified for critical care courses and designated as Critical Care Nurses (CCN). Nursing Division has initiated to get nurses certified for Paediatric Advanced Life Support (PALS) and Advanced Cardiac Life Support (ACLS) for adult services; both these initiatives are setting the standard of intensive nursing care in Afghanistan.

### Nursing Education Services

In 2008, Nursing Education Services (NES) was initiated to conduct on job training and basic nursing credentialing at FMIC. Moreover, nurses were sent to Aga Khan University Hospital (AKUH), Pakistan for clinical attachment in different specialized wards to gain the experience of nursing care of international standards and hands-on practice for skills.

Now NES has developed with local Afghan Nursing Instructors who are giving training

to nurses at FMIC with advanced training equipment. They are conducting BLS certification courses as per the international guidelines for all clinical staff including nurses, physicians and technicians. These certification courses are not only limited to within FMIC; NES offers BLS certification courses, different workshops on critical care concepts and first aid measures to off campus health care providers, institutions and communities as well.

Nursing Division also plays a vital role in providing opportunities for Afghan nurses to upgrade their professional careers in nursing. A great milestone has been achieved with the first two FMIC Afghan nurses having successfully completed their post nursing graduation from AKUH, Pakistan and got degree in Post RN-BScN. Currently they are working on Nursing Management positions in different areas. In addition, one nursing staff is engaged in Master's Programme in Nursing and three nurses in Post RN BScN, who will complete their studies and join FMIC in 2015.

On the completion of ten years of FMIC, nurses are on the way to leadership roles and have achieved management positions such as shift supervisors, assistant head nurses, head nurses and nursing instructors. Moreover, Nursing Division collaborates with neighboring institutions and provides training support to the Ghazanfar Institute for Health Sciences and Kabul Medical University in providing clinical placements and mentorship for nurses graduating from their programme.



*Nursing Education Services in FMIC provides on job training opportunities for different nursing entities in Kabul.*



*Developing human resource capacity of other healthcare institutions has been a successful activity carried out by FMIC healthcare staff. Through eHealth technology FMIC has been able to conduct the Continuing Medical Education Sessions at FMIC with other spoke centres like Mirwais Regional Hospital, Kandahar.*



From 2010, the Division provides training sessions through eLearning to Bamyan Provincial Hospital, Faizabad Provincial Hospital, and Mirwais Hospital, Kandahar in Afghanistan and Khorog Hospital in Tajikistan which is making FMIC's training resources accessible for health care providers to the community at large.

Currently FMIC is involved in eLearning research programme with AKUH, Pakistan. The major focus of this research programme is to measure the effectiveness of eLearning initiatives and to promote maternal and child health services through education in far flung areas.

### Infection Control Programme

Infection Control Programme for hospital is another area that the Nursing Division initiated in 2008 and was expanded over the last five years. International Infection Control (IC) nurse was inducted in 2008 and was responsible for implementing universal guidelines of the Centre for Disease Control and Prevention (CDC) in the US. The Infection Control Programme is overseen by the multidisciplinary Infection Control Committee and implemented by the Infection Control Team.

Standards of care have been maintained through continuous development, monitoring of nursing policies and protocols, initiating and implementation of quality projects and presenting research papers in international conferences.

### 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 is conducted by FMIC's local physicians and is 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.



*Children's House operating in Afghanistan since 2008 is ensuring vulnerable patients from all over Afghanistan to access care they need.*

## Other Initiatives

### Children's House

Initiated in March 2008 and operated by La Chaîne de L'Espoir, the Afghan Children's House aims at ensuring that Afghanistan's most vulnerable children, originating from Afghanistan's 34 provinces and whose families have very limited resources, have access to the surgical care they need at FMIC.

For these children, referred to the Afghan Children's House by a network of partner institutions including the Afghan Ministry of Public Health (MoPH), the International Committee of the Red Cross (ICRC), and the Afghan Red Crescent Society (ARCS), 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.

Over the years, the number of surgical interventions and clinic consultations offered every month through the programme has steadily increased, and since 2008, La Chaîne de l'Espoir Afghan Children's House programme has already benefitted about 4,000 of Afghanistan's most vulnerable children, representing a total of 4,055 admissions and 15,545 visits.

In 2014 alone, 837 new children were registered at the Afghan Children's House, and 1,075 surgical interventions and 6,296 clinic consultations were offered by the program.

To increase and expand the capacities of the House, and ensure that Afghanistan's most vulnerable women and their newborns have access to quality gynaecologic, obstetric, and neonatal care at FMIC, a new building will soon be constructed with Government of France funding.



*Medical mission by La Chaîne de l'Espoir not only assists with surgeries but also provides training to FMIC and other medical fraternities from Kabul.*



The “Afghan Mothers and Children House” will have 15 rooms and will offer 33 beds for children, 8 beds for women and 4 beds for newborns; this represents more than twice the capacity of the existing House. In addition, a rehabilitation room will be available to provide physiotherapy care.

### La Chaîne de l'Espoir Medical Mission Teams

La Chaîne de l'Espoir medical mission teams have been a core component of the FMIC project since its inception. Through clinic consultations, surgical interventions, theoretical or practical training, La Chaîne de l'Espoir mission teams significantly contribute to the capacity-building of FMIC medical teams.

In 2014 alone, there has been an average of 3 medical mission teams per month: 27 healthcare professionals have spent a total of 1,026 days at FMIC, conducting 876 clinic consultations, 289 surgical interventions, and providing over 500 hours of theoretical and practical training. Out of the 32 medical mission teams sent by La Chaîne de l'Espoir in 2014, 16 were long term missions in key specialty areas including cardiac surgery, anaesthesia, and resuscitation. The other 16 missions were shorter term missions in fields as

diverse as general surgery, orthopaedic surgery, neurosurgery, and respiratory medicine.

Since 2006, La Chaîne de l'Espoir mission teams have conducted a total of 5,495 clinic consultations and 1,844 surgical interventions. To date, the primary fields of the mission teams have been cardiac surgery (808 interventions), general surgery (490 interventions), and plastic surgery (259 interventions). Other important areas include orthopaedic surgery and neurosurgery (respectively 157 and 102 interventions), and La Chaîne de l'Espoir mission teams have also conducted interventions in urology and ENT.

### Community Engagement Project

The community engagement project aims to build friendly and supportive relationship between FMIC and its neighbouring 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 females. A Community Engagement

## Future Vision and Expansions

Project Team was set up at FMIC comprising of two community mobilizers (male and female) to see the day to day project activities, AKF-A representative and senior management staff of FMIC. The project team also took formal approval from third district directorate and Urban Services department of Kabul Municipality to initiate any development projects in the area.

In 2014, a number of activities were performed in the community engagement project. Aside from the regular monthly meetings between the CC and project team, the project held multiple health awareness sessions for community children and women; leadership and conflict resolution workshops; exposure visits to AKF-A Baghlan community engagement projects; tree plantation activity; installation of projector lights on streets and developing a water channel for the community were some of the activities performed under the project.

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 has also introduced a new vision and dental care programme, with state of the art equipment and international trained human resources. In 2015, FMIC will also initiate adult cardiac surgery and a catheterization laboratory, which will mean that patients will not have to travel abroad to seek treatment for adult cardiac care.

Planning has also been initiated for a further expansion of services on the 17 acre site adjacent to FMIC in the form of the Expanded Medical Complex.



*The Community Engagement Project was initiated in 2013 through support from Aga Khan Foundation, Afghanistan with the aim to build friendly and supportive relationship between FMIC and its neighboring community by conducting different social activities.*





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

## Women's Wing

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 M is being used to partly finance the expansion of the maternal facility and the balance will be used for Phase III.

The maternal facility is envisaged to provide superior obstetric and gynecological care, and also contribute to the training and qualification of healthcare professionals. It would function as part of an integrated health delivery system interconnected with health services within Afghanistan and the region. In line with national priorities, the hospital would contribute to

health promotion and disease prevention and play a leadership role in developing women's health services in the region.

The building of the maternal facility is currently in progress and will be commissioned in 2016. It includes 52 obstetrics/gynaecology beds, 14 neonatal beds along with facilities for clinics, laboratory, radiology, teaching and other support services.

## New services at FMIC starting in 2015

### Adult Cardiac Services

As there are very few adult cardiac services available in Afghanistan, hence many people who have the ability to afford care are going to nearby regions for their treatment. Keeping in view this acute need of the Afghan people, FMIC management is establishing a 17 bedded adult cardiac care unit including Cath-lab facility, which will provide services for interventional cardiology and cardiac surgery services. The centre will offer following services:

- Cardiac Consultations and Assessments
- Coronary Angiography
- Coronary Angioplasty
- Carotid Stenting
- Cardiac Surgeries (Open and Closed Heart)
- Pacemaker checks / Pacemaker insertion
- Implantable Cardioverter Defibrillators (ICDs)
- Electrophysiology Studies

### Physical Medicine and Rehabilitation programme

FMIC aims to provide a comprehensive Physical Medicine and Rehabilitation programme aimed especially for the child and maternal and services that optimize patient health, function and quality of life. The Physical medicine and rehabilitation care will focus on restoring the health and functional abilities of people after injuries (conflict or sports related), acute illness as stroke, spinal cord injuries, heart surgery, amputation, joint replacement, sports injuries or spinal disorders, helping people regain body functions they lost due to medical conditions or injury.

The proposed services will include:

- Rehabilitation programme for mothers and children
- Cardiac ailments and Stroke
- Neurologic disorders, brain injuries and orthopaedics

### In the medium and long term

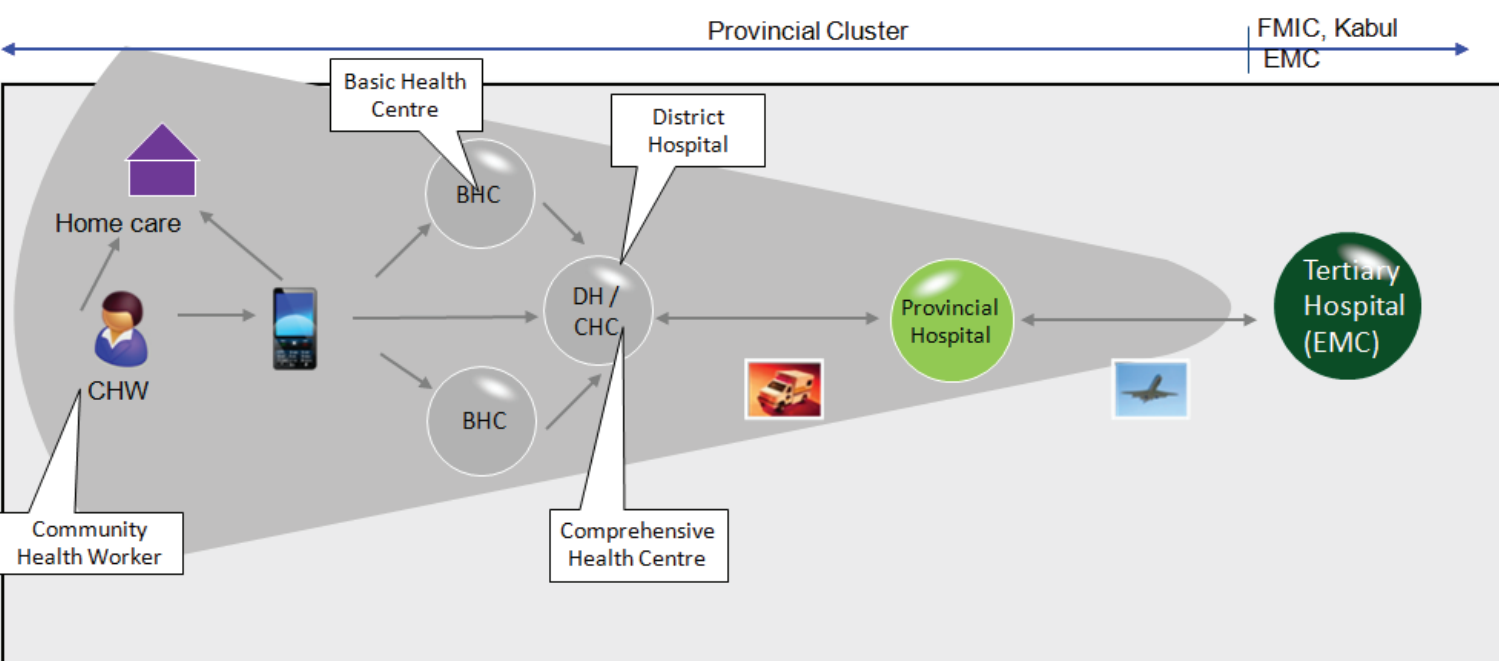
Plans are already underway to introduce new services and create an expanded health complex on the additional land which has been provided by the Government of Afghanistan. This centre would be a tertiary medical center of excellence and provide both health services and education.

This is part of a vision for an integrated health delivery system which would entail the Aga Khan Development Network's participation and support of provincial population-based community, primary and secondary care. In this context, the Kabul-based entity would serve as an intellectual and tertiary service hub of an integrated system in Afghanistan and potentially other parts of the region.

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







*The Figure shows how the concept of EMC fits the continuum of health care delivery model in Afghanistan*

The foundation for a strong partnership with the Government of Afghanistan in health sciences and health sector development is already in place.

### 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 400 bed university teaching hospital. 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 seven sub-specialties as follows:

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.

#### Nursing Education Programme

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.

#### Postgraduate Medical Education Programme

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.

### Allied Health Training Programme

A distinct unit for this programme will be established under the training and learning center 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.

#### Research Support Unit

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.



*Every year FMIC conducts International Conferences to improve the healthcare system in Afghanistan.*



## Events 2014

### FMIC Holds its Fourth International Conference

The Fourth FMIC International Conference, “Strengthening Academics and Health Services in Developing Countries in Transition” was held at the Kabul Medical University Auditorium on 23-24 October, 2014. The Conference aimed to improve knowledge among healthcare providers (doctors, nurses and allied staff) in this transitional and post conflict context, to learn what we have achieved in the last 10 years especially in the field of healthcare. More than 500 people attended the conference.

### International Nurses and Midwife Day

FMIC celebrated both the Nurses and Midwife International Days together on May 12, 2014 at FMIC to acknowledge and recognize the important contribution nurses and midwives play in the health care of patients and the community.

## Building for the future

FMIC celebrated the first stone laying ceremonies of construction of the Afghan Mothers and Children House and the expansion of its PGME building on August 10, 2014.

### World Quality Day 2014: Building a quality world together

FMIC celebrated the Fourth Quality Improvement and Patient Safety Convention on November 6, 2014 at the French Institute of Afghanistan. The theme was “Building a Quality World Together”. Quality care and patient safety are fundamental principles of healthcare at FMIC, which recognizes the important role quality plays in healthcare delivery and that consistency, effectiveness and efficiency to its service delivery structure are fundamental to its success.

### Inauguration of Vision and Dental Care Clinic

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



*In 2014 FMIC had many achievements from the First Stone Ceremonies of Mother and Child House and PGME Extension to Vision and Dental Opening and other events like Fourth Quality Convention.*



### Leadership Transition at FMIC

The last quarter of 2014 saw a leadership transition at FMIC. Mr Aziz Ahmed Jan, after seven years as the CEO at FMIC passed the leadership to Dr Nayamat Shah. Dr Shah, before joining FMIC, served as the CEO of Aga Khan Health Services, Tajikistan.

### FMIC Advance IV

FMIC held its annual planning workshop 'FMIC Advance IV' on April 10-12, 2014, in Dubai. The senior leadership of FMIC covered different areas of learning and planning. Topics included leadership, financial sustainability and action plans for 2015-2017.



*Mr Aziz Ahmed Jan, former CEO, FMIC and Dr Nayamat Shah, new CEO at a FMIC Get Together Ceremony*



*FMIC Advance IV  
(Annual planning  
workshop)*



### 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. From inception till the end of 2014, a total support of \$70 M has been given.



*In 2014, the Lower House of Afghan Parliament appreciated FMIC's high quality services to the people of Afghanistan.*

## Statistics

### Hospital Performance

S#	Description	2006-2010	2011	2012	2013	2014	Total
1.	Admissions	15,094	4,534	4,825	4,934	5,450	34,837
2.	Clinic visits	255,837	80,248	83,684	86,853	96,010	602,632
3.	Surgical procedures						
	a) General surgeries	3203	961	791	807	812	6,574
	b) Orthopedic surgeries	1852	703	774	731	889	4,949
	c) Plastic surgeries	273	69	131	154	129	756
	d) Cardiac surgeries	906	195	270	312	257	1,940
	e) Neuro surgeries	53	41	99	103	102	398
	f) ENT surgeries	228	145	241	179	187	980
	<b>Total Surgeries</b>	6,515	2,114	2,306	2,286	2,376	15,597
4.	Radiology procedures	188,870	50,824	49,698	49,479	51,587	390,458
5.	Laboratory tests	988,849	283,175	281,493	297,040	298,640	2,149,197

### Patient Welfare

Description	2006-11	2012	2013	2014	Total
Inpatient Welfare	16,505	3,488	3,092	3,385	26,470
Inpatient Welfare Volumes – Children's House	1,420	893	752	990	4,055
Inpatient Welfare Volumes – ARCS	223	101	208	189	721
Outpatient Welfare	142,894	39,473	38,428	37,563	258,358
Outpatient Welfare – Children's House	6,594	2,704	2,630	3,617	15,545
<b>Total Welfare Volumes</b>	<b>167,636</b>	<b>46,659</b>	<b>45,110</b>	<b>45,744</b>	<b>305,149</b>

Description	2006 – 2010	2011	2012	2013	2014	Total in USD
La-Chaine de l'Espoir	1.86	0.97	0.59	0.95	0.83	5.20
Government of France	-	-	0.78	0.88	0.90	2.56
Government of Afghanistan	3.5	1	0.75	0.34	1.07	6.66
Roshan Telecommunication	0.96	0.18	0.18	0.18	0.17	1.67
AKDN and Revenues/ Internal Revenues / others	2.86	1.44	1.46	1.41	0.55	7.72
<b>Total Welfare Support in USD</b>	<b>9.18</b>	<b>3.59</b>	<b>3.76</b>	<b>3.76</b>	<b>3.52</b>	<b>23.81</b>



## eHealth

Particulars	2007-09	2010	2011	2012	2013	2014	Total
Tele-Radiology	630	641	1,031	1421	1491	1282	6,496
Tele-Consultations	-	40	1,206	2577	1892	2355	8,070
Tele-Pathology	-	9	173	130	88	100	500
eLearning	-	400	335	785	1085	1220	3825
<b>Total</b>	<b>630</b>	<b>1090</b>	<b>2,745</b>	<b>4913</b>	<b>4556</b>	<b>4957</b>	<b>18,891</b>

## Building Capacity(2006-2014)

FMIC staff	2006-2010	2011	2012	2013	2014	Total
Medical	35	9	32	27	17	120
Nursing	64	27	11	26	25	153
Allied Health	44	19	16	21	8	108
Facility Management	12	12	4	17	4	49
HoDs & Team Leaders	54	22	5	13	18	112
Administrative staff	38	7	24	24	2	95
PGME Staff	-	-	2	6	4	12
<b>Total</b>	<b>247</b>	<b>96</b>	<b>92</b>	<b>128</b>	<b>78</b>	<b>641</b>

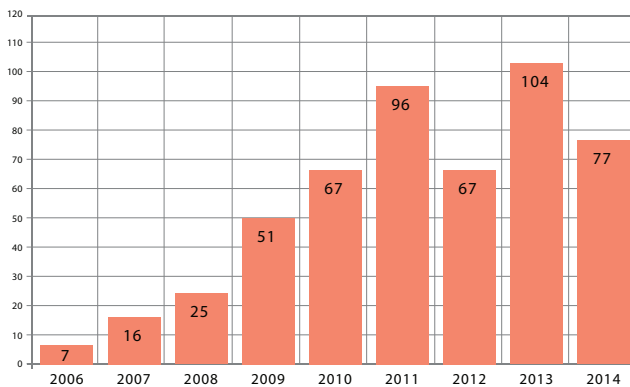
## Healthcare Providers Trained at FMIC

Institutions outside FMIC	2008-10	2011	2012	2013	2014	Total
MoPH	10	1	1	24	32	68
Kabul Medical University	197	37	215	190	175	814
Ghazanfar Institute of Health Sciences (GIHS)	58	19	17	36	31	161
Aga Khan Development Network	21	18	44	30	21	134
Physiotherapy Institute			8		9	17
Health Net				9	0	9
Kabul University- Pharmacy				32	30	62
Surobi Hospital	4	14	-		0	18
Others	3	5	28	13	3	52
<b>Total</b>	<b>293</b>	<b>94</b>	<b>313</b>	<b>334</b>	<b>301</b>	<b>1335</b>

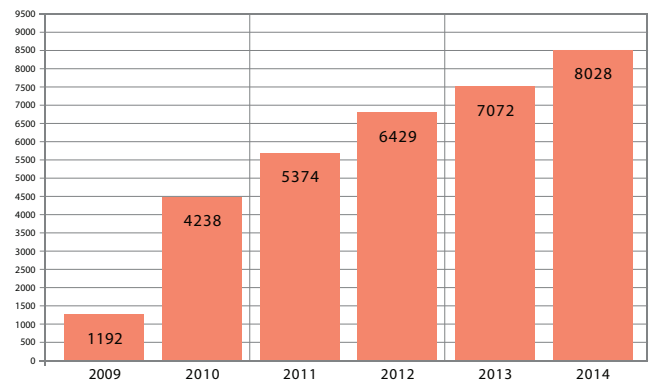
### Continuing Medical Education

Description	2007 – 2010	2011	2012	2013	2014	Total
Number of CMEs	38	14	18	19	18	107
FMIC Physicians	342	418	200	99	21	1080
Non - FMIC Physicians	770	171	741	568	743	2993
<b>Number of Physicians attended</b>	<b>1112</b>	<b>589</b>	<b>941</b>	<b>667</b>	<b>764</b>	<b>4073</b>

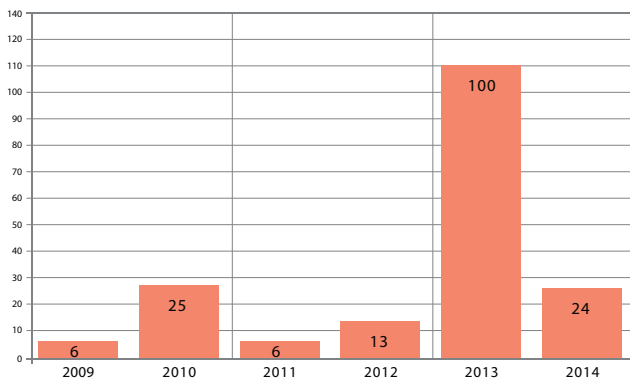
#### Number of FMIC Staff Trained Overseas



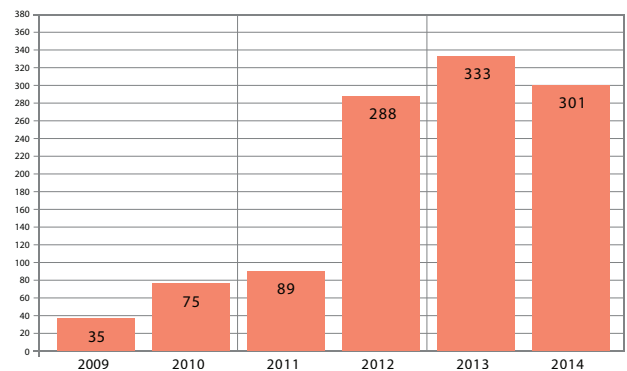
#### Number of FMIC Staff Trained in In-House Sessions



#### Number of FMIC Staff Trained in Offsite Trainings



#### Number of Non FMIC Healthcare Providers Trained at FMIC















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THE AGA KHAN UNIVERSITY



**La chaîne  
de l'espoir**