



French Medical Institute for
Mothers and Children



2016

BUILDING ON CURRENT SUCCESS

A patient is lying in a hospital bed, partially covered by a white blanket. The patient's head is resting on a pillow, and they have a white bandage on their forehead. A white identification band is visible on their left wrist. The patient is surrounded by various medical devices, including a monitor displaying vital signs, a ventilator, and other equipment. The background shows a typical hospital room setting with a white wall and a ceiling-mounted light fixture.

MILESTONES

- 2003 Foundation stone 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 former President of Afghanistan Hamid 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
- 2012 Women's Wing foundation stone laid
- 2013 128 Slice CT Scan technology introduced
- 2014 Dental and Vision Care Clinic inaugurated
- 2015 Adult Cardiac Services initiated
- 2016 Graduated the first batch of six specialists

A photograph of a nurse in a blue uniform and a floral headscarf, focused on her work in a hospital room. The background shows a window with a view of trees and a white cabinet with a small decorative object on top.

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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 Chaine 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 nearly 850 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, has expanded its services to become a mother and child facility in 2016 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 started as a children's hospital in 2006. With addition of maternal services in 2016, it has now become the French Medical Institute for Mothers and Children, with 160 beds, the largest public private partnership hospital in Afghanistan.

HOSPITAL OVERVIEW

The 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 Chaine de L'Espoir.

The Institute has risen to the challenge of charting a course towards sustainable health solutions for Afghanistan. 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 Chaine 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.

Vision for FMIC

FMIC will be a leading institute of excellence and innovation in healthcare, research and education, providing **exemplary, safe, comprehensive, accessible** and **sustainable services** to Afghanistan and surrounding regions, while positively impacting the lives of patients and all others whom it serves.

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 performed over 511,000 procedures from inception to 2016.

RESPONDING TO AFGHANISTAN'S CRITICAL NEED, FMIC LAUNCHES ADULT CARDIAC SERVICES

Bismillah Mohammad Yaqoub, age 59, is one of the longest serving staff members at the FMIC, having started work at the hospital as a driver in May 2007.

Few years back, Bismillah began to experience shortness of breath and chest pain whenever he engaged in any kind of strenuous physical activity. He consulted with the cardiology team at the FMIC, and was diagnosed with coronary artery disease, a condition in which blood flow to the heart is constricted. Causes can be heredity, diabetes mellitus, smoking, stress, and high level of cholesterol.

As FMIC did not have any inpatient adult cardiac care consequently he was advised medical treatment and follow-up, while being closely monitored. Lacking adequate savings to get treatment outside Afghanistan, the only option that was left for Bismillah was to take this advice and visit the cardiologists every 3 months.

While the FMIC has conducted over 2,000 closed and open-heart surgeries for Afghan children until 2015, the hospital leadership realized that it could do even more for Afghanistan's medical sector by opening up its cardiac services to adult patients. By March 2015 FMIC opened the interventional cardiology services (Cath-Lab) for diagnosis and treatment of acquired and congenital diseases. Bismillah was its first patient. After undergoing an angiography, Bismillah was diagnosed with four heavily constricted arteries in his heart, and a surgical intervention was necessary.

This time, though, the FMIC was able to offer Bismillah something more than just diagnostic care. The newly-formed adult cardiac division offered him the opportunity to undergo heart surgery (Coronary Artery Bypass Graft, CABG) at the FMIC, with all



costs covered by the hospital's Patient Welfare Programme.

Bismillah was quick to accept the offer, and became the FMIC's first adult cardiac surgery patient.

He was operated on June 1st 2015, becoming the first patient in the history of Afghanistan having an On Pump CABG with 4 bypass grafts. The surgery itself was successful. Bismillah spent five days following the surgery under close observation in the hospital followed by an additional three weeks resting at home. Within a month, he was back at his job shuttling patients around the FMIC's facilities.

"I was not afraid going into the operating room," explains Bismillah as he takes a break from his job, "I knew these doctors had lots of experience, and conducted themselves with a high level of professionalism. Knowing these doctors, I became brave before the surgery and now I am happy, healthy and back at work, thanks to Allah and FMIC".

KEY ACHIEVEMENTS IN 2016

- Received 128,096 clinic visits.
- Conducted 366,985 Lab Tests.
- Conducted 64,338 radiology procedures.
- FMIC eHealth achieved 23,000 consultations.
- Provided Patient Welfare to 50,837 patients.
- Performed the first Abdominal Aortic Aneurysm Surgery
- Sixth FMIC International Conference received 129 papers and had 90 papers presented with participation of 500 healthcare professionals.
- Sixth Quality and Patient Safety Convention saw 16 Quality projects presented.
- Started Women's Wing Services.
- Welcomed "Helia" as the first baby to be born at the Women's Wing.



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 ten 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 Neonatal Intensive Care Unit with 14 beds is the first in Afghanistan to provide care for neonates.

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.

With the completion of Women’s Wing, the obstetrics and gynaecology services have been introduced in 2016 and now FMIC is a 160 bed hospital with 61 surgical and medical beds along with 16 beds for paediatric intensive care, 17 beds for adult cardiac services, 52 beds for mothers and 14 beds for intensive care of neonates. Services are also offered for adult patients in its outpatient division for adult and young patients alike in different specialities of medicine.

Current services in the hospital are:

Outpatient Services	<ul style="list-style-type: none"> • Adult Cardiology and Cardiac Surgery • Dental • ENT • Gastroenterology • General Surgery 	<ul style="list-style-type: none"> • Internal Medicine • Obstetrics & Gynaecology • Ophthalmology • Orthopaedics • Paediatric Cardiac Surgery • Pharmacy 	<ul style="list-style-type: none"> • Physiotherapy • Psychology • Telemedicine
Inpatient Services	<ul style="list-style-type: none"> • Adult and Paediatric Cardiac Surgery and Cardiology • Anaesthesiology • CCU • CICU 	<ul style="list-style-type: none"> • Gynaecology • Lithotripsy • NICU • Obstetrics • Orthopaedics 	<ul style="list-style-type: none"> • Paediatric General Surgery • Paediatric Medicine • PICU • Plastic Surgery • Urology
Diagnostic Services	<ul style="list-style-type: none"> • Laboratory with over 200 onsite test menu • Cytology and Molecular Pathology • Echocardiography • EEG and EMG 	<ul style="list-style-type: none"> • ETT, ECG, Holter Monitoring • Executive screening services • Fluoroscopy • General Radiology and Ultrasound • Ophthalmology procedures 	<ul style="list-style-type: none"> • Respirometry • State of Art Magnetic Resonance Imaging (MRI), 128 and 16 Slice CT-Scanners, mammography, OPG

In 2016, FMIC started Women's Wing Services. This facility with 52 beds offers obstetric and gynaecologic care.



New Services

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 the Expanded Medical Complex.

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

The Women's Wing became fully operational in November 2016, adding 52 maternal beds and 14 beds for Neonatal Intensive Care Unit.

Consulting Clinics

FMIC in 2016 opened a separate clinic area for adult patients. The clinics are built on Phase III land in order to serve adult patients better. The new block offers adult 15 new clinic rooms, assessment rooms, a phlebotomy station, pharmacy and waiting areas. The clinics cover adult medicine, neurology, gastroenterology, ENT and orthopaedics.



The new adult clinics' block, serving adult patients, on Phase III land has 15 new clinic rooms, assessment rooms, a phlebotomy station, pharmacy and waiting areas.

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 2016, 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.

Starting from 2011, Annual FMIC Quality Improvement and Patient Safety Conventions are held every year to celebrate World Quality Day. For the last six years, a total of 88 quality projects, including 16 projects from 2016, 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 Conventions.

Following are FMIC's key achievements in area of quality and patient safety in year 2016:

- Developed Multidisciplinary Functional Teams (MFTs) to streamline JCI activities at FMIC.
- Lead Auditor ISO Course Training to 13 staff.
- Launch of Online Incident Reporting System at

FMIC premises

- Hospital Survey on Patient Safety Culture (HSPSC).
- Risk Management committee (RMC) has been established.
- Internal Quality Audit (JCI Gap Assessment) on December 25 – 28, 2016.

Prevention and Control of Infection Programme

The goal of a comprehensive programme for Prevention and Control of Infection (PCI) at FMIC is to ensure that the institute has a functioning coordinated process in place to reduce the risks of nosocomial infections in patients, healthcare workers and visitors.

PCI at FMIC is committed to maintain standards of care through continuous development and monitoring of policies and procedures/protocols, initiating and implementing of quality projects and presenting research papers in international conferences. All the activities of PCI programme are steered through Prevention and Control of Infection Committee (PCIC). It has been able to reduce prevalence of Hospital Acquired Infections (HAIs), especially caused by multi-drug resistant organisms (MDROs) and limit the acquisition and spread of pathogenic microorganisms by using scientifically based knowledge, thorough planning, surveillance, education and research.

FMIC Laboratory affiliated with the Aga Khan University Laboratory in Karachi, Pakistan has performed over 2.8 million tests since inception in 2006.





PGME residents besides clinical training in Kabul, go through a three-month rotation at the Aga Khan University Hospital in Karachi, with exposure to advanced techniques and complex cases with multiple complications.

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.

In 2016, 1,492 In-house sessions were conducted for 10,998 staff. FMIC has also provided on-job training to 237 students and staff from Kabul Medical University, Kabul University, MoPH, Ghazanfar Institute of Health Sciences, Faizabad Hospital and some other public and private healthcare institutions from Afghanistan in 2016.

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 2016, four staff were provided with educational assistance in different institutes of higher education in Afghanistan and AKU.

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. Currently there are 54 residents on board in seven disciplines, 14 more residents will be inducted in 2017.

The first batch of six residents graduated in March, 2016. The residents are expected to make a positive impact on the Afghan's healthcare system through the excellent training received during their entire residency. The second batch of 14 residents will be awarded graduation certificates in March 2017. 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).

Developing Nursing Capacity

FMIC's Nursing Services started to provide nursing care through a team of 20 Afghan 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 Division of Nursing Services has expanded to a team of 241 competent Afghan nurses and 8 Anaesthesia nurses providing a wide range of nursing services to the hospital. The Nursing Division at FMIC have been able to develop the capacity of the national nursing workforce within the institution and contributing to develop nursing staff of other healthcare settings from within Kabul and other provinces of Afghanistan as per request.

FMIC follows international standards for certification and re-certification of nurses in major skills. According to Staff Qualification and Education Policy of FMIC, all direct care providers are required to be certified for Basic Life Support (BLS). At present, 95% of nurses hold valid BLS certificates, 100% of FMIC nurses are certified for Intravenous Cannulation, and 95% of nurses are certified for medication administration.

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

Nursing Education Services (NES) was initiated to conduct on the job training and basic nursing credentialing at FMIC.

NES offers educational sessions and different workshops on critical care concepts, first aid measures and community health initiatives to off-campus healthcare providers, institutions, and communities.

New programmes such as Adult Cardiac Services, New Neonatal Intensive Care Unit (NICU), Obstetrics and Gynaecology have also increased demand for trainings. NES initiated new training programmes to accommodate the demand by introducing Advance Cardiac Life Support (ACLS) and Advance Life Support in Obstetrics (ALSO). Also in 2016, two American Heart Association (AHA) certified Instructors trained 12 staff including four doctors and eight nurses using AHA guidelines.

NES is also providing training sessions through clinical placements and mentorship, onsite trainings to nurses and nursing students from Ghazanfar Institute of Health Sciences and Kabul Medical University. Also, nurses from Badakhshan and Bamyan and Mirwais Hospital in Kandahar are accommodated for onsite training at FMIC.



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.



FMIC conducts health awareness sessions in community schools and social centres. In 2016, 660 people benefited from these sessions.

NES is also involved in providing sessions through e-Learning to Bamyan and Badakhshan Provincial Hospitals. From January to December 2016, 24 online sessions were conducted in which 549 healthcare providers participated.

In 2016, NES has conducted 68 certification courses, workshops and 946 unit based in-service sessions for onboard nursing staff of FMIC. Total 5,145 participants attended from all the units.

Continuing Medical Education

FMIC keeps itself abreast of the latest academic research and new knowledge and also enables physicians and nurses working elsewhere in Kabul to update skills in their area of specialization through Continuing Medical Education (CME) sessions. The CME sessions are conducted by FMIC's 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.

In 2016 more than 370 physicians has availed from 11 CME sessions in different public hospitals such as Malalai, Rabia Balkhi, Aliabad, Jamhoriyat and Estiqlal hospital.

Health Awareness Sessions

At FMIC we care for maintaining and promoting healthy environment and a healthy community. 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.

In 2016, 660 individuals from different walks of life benefited from these sessions.



The Cardiac surgeons at FMIC perform another milestone operation

In 2016, FMIC cardiac surgery team performed the first ever repair of Abdominal Aortic Aneurysm (AAA). An aortic aneurysm occurs when the walls of the main blood vessel that carries blood away from the heart (the aorta) bulge or dilate. Aneurysms can also occur in other areas of the aorta, but the abdomen is the most common site.

A ruptured aneurysm can lead to a medical emergency requiring immediate treatment. Studies show that abdominal aortic aneurysms occur in 2 to 13 percent of men and 6 percent of women over the age of 65. Most aortic aneurysms are related to atherosclerosis. In atherosclerosis, fatty deposits build up along the inside walls of blood vessels. An aneurysm larger than 6.5 centimeters almost always requires emergency surgery to repair the problem. Raihana* 68 years old, from Malistan of Ghazni province was referred to FMIC with a huge and painful mass in the upper right side of abdomen.

A mother of 6 children with no clear history of cardio-vascular disease in the family, smoking or diabetes, she had recently developed this huge and painful mass.

Abdominal ultrasonography diagnosed the Infra renal AAA and CT Scan confirmed a 7.9 cm diameter aneurysm with calcified and necrotic zones in the wall.

Considering the size and high risk of rupture of the aneurysm, the Cardiovascular Surgery team headed by Dr Najeeb Bina at FMIC along with radiology, cardiology, anesthesia and ICU teams decided to perform the surgery avoiding any further delay.

“An abdominal aortic aneurysm of large size such as this can be fatal if not treated”, said Dr Bina. The surgery was performed with exceptional expertise and the aneurysm was excised without any complication and the patient was discharged after five days hospitalization.

FMIC cardiac surgery with a rich experience in heart surgeries is now offering diagnosis and treatment of adult vascular pathologies. FMIC is the leading reference centre for all pathologies inside the country.

*The patient name is changed to protect identity.

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 Chaîne 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 2016, over 407,000 patients from all over Afghanistan have benefitted and US\$ 28.1 million has been spent on the FMIC Patient Welfare programme.

In 2016 FMIC Patient Welfare catered for 50,837 patients with the support of US\$ 2.73 million.

eHealth

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. FMIC is using eHealth (tele-consultations, tele-radiology, tele-pathology, tele-ophthalmology and eLearning sessions) to

plug the gaps of access to care. More than 23,000 patients have benefitted from the facility since its inception, while more than 6,000 healthcare providers were trained through eLearning.

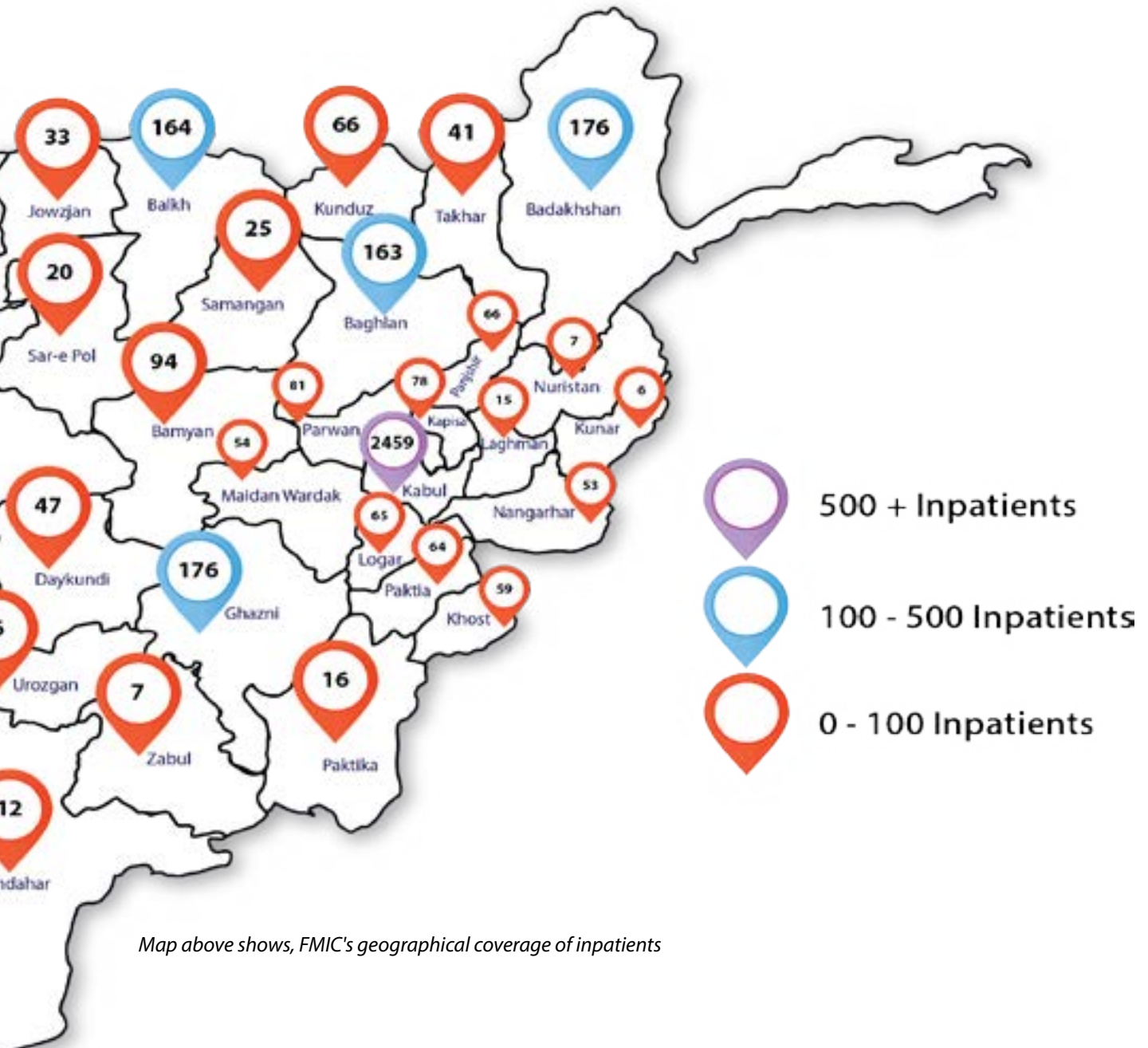
The eHealth project launched in 2007 has been successfully expanding its linkages with Aga Khan Health Services, Afghanistan (Bamyan and Faizabad Provincial Hospitals) and Tajikistan health facilities (Khorog Hospital) and Mirwais Regional Hospital Kandahar, a government-owned hospital.

In 2016, FMIC provided teleconsultations to 4,492 patients and trained 725 healthcare providers through eLearning.





Through its patient welfare and eHealth programme, FMIC is reaching Afghans in all 34 provinces.



Map above shows, FMIC's geographical coverage of inpatients

The Zanjir e Omid House has been housing children coming from remote areas to FMIC since 2008. The facility is expanded its services to Mothers and Children House in the premises of FMIC in 2016



OTHER INITIATIVES

Zanjir e Omed House – La Chaîne de l’Espoir

La Chaîne de l’Espoir decided to create the Zanjir-e Omed House in 2008 to host the most vulnerable children from all 34 Afghan provinces and their parents to give them access to the necessary medical and surgical care at FMIC. Children are cared for at no cost at the FMIC. They are provided with free food and accommodation at the Zanjir-e Omed House in the company of their parents, before surgery and until they have fully recovered. Transportation is also arranged. For these children, referred to the Zanjir-e Omed House, FMIC is offering a 20% discount on the cost of their medical care. The remaining costs related to their treatment at FMIC are fully taken care of by the Zanjir-e Omed House, through Government of France and La Chaîne de L’Espoir funding.

Since 2008, La Chaîne de L’Espoir’s programme has already benefitted about 5,691 of Afghanistan’s most vulnerable children. In 2016 alone, 1,037 new children were registered at the House. 984 surgical interventions and 4,543 clinic consultations were offered. 53% of the children are under 5 years of age

and 48% of them are girls.

As the volume of activity has tripled with more than 4,500 consultation visits each year, La Chaîne de l’Espoir initiated the construction of a new facility which opened in August 2016, thanks to the funding provided by the Government of France. With the capacity increased, it will offer an extensive range of medical services to women and young mothers with their infants (gynaecology, obstetrics, neonatology and paediatrics care through the FMIC).

More than ever, La Chaîne de l’Espoir will continue to defend free access to quality specialized care for the most vulnerable Afghan children. The needs are huge, by the end of 2016, 102 children were already registered on the waiting list. In 2017, the facility will be opened to women and newborns.

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.



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A French commitment reinforced in 2016

2016 was a year of high activity by La Chaîne de l'Espoir at the FMIC. In total, 87 missions were conducted, representing 1,519 man-days. The missions: 30 represented missions to give support in implementation of new programmes and general coordination and 57 were related for medical, surgical and biomedical support.

La Chaîne de l'Espoir remains strongly committed on cardiac surgery missions and carried out 281 cardiac surgical interventions, of which 43 were on adult patients. Furthermore, short-term missions of La Chaîne de l'Espoir have focused on specialised activities such as interventional cardiology (adult and paediatric), orthopaedic surgeries (lower limb and spine), hygiene-sterilization, aesthsiology, laboratory and ophthalmology. The new Obstetrics and Gynaecology activities were launched through missions of obstetricians, neonatologists and midwives.

AKU missions

In 2016, 28 missions of 223 man-days came from AKU to FMIC to support medical, academic and administrative areas. Missions included women's wing, cardiology, ophthalmology, radiology, PGME, eHealth and security.

AKU faculty regularly visits FMIC for PGME related training sessions. In 2016, four academic missions visited FMIC for around 28 man-days and conducted training sessions for PGME residents. Also, two AKDN Time and Knowledge Nazrana (TKN) volunteers from US came to FMIC for two weeks for women's wing related training.



The Community Engagement Project has involved the community in different activities including tree plantation, health awareness and other activities.

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

In 2016, a number of activities were performed in the community engagement project. Aside from the regular monthly meetings between the Community Committee health subcommittee and project team, the project held multiple health awareness sessions for community men and women; tree plantation activity; street cleaning campaign; linkage building with Ministry of Agriculture and municipality of

Kabul 3rd district; installation of projector lights on the corner of guest house; hiring of employee from community; distributing discount card for 8 community committee members; distributing plastic bags for community committee and first aid training.

Gender Awareness at FMIC

Under the Health Action Plan for Afghanistan (HAPA) project, FMIC has given special focus on creating awareness and promoting gender equality. A gender coordinator is hired to help FMIC assess the gender related gaps in the institution, build capacity and awareness of senior management and other staff on different gender issues. The coordinator will work closely with other gender focal persons in different AKDN agencies to provide an overall gender policy and way forward for AKDN, help the agencies assess the laws in the country and promote more women at decision making levels. The gender coordinator will also work with government institutions to know government level policies which exist in this area.



SAVING A TINY HEART: TAHEBA, THREE MONTHS AND HALF, RECEIVES A SUCCESSFUL INTERVENTIONAL CARDIAC SURGERY

FMIC performed the first complex interventional cardiac surgery (dilatation of pulmonary valve) on a three and half month girl, Taheba on December 2016.

Taheba was born with a congenital heart defect. She suffered from a very narrow contraction of the pulmonary valve "critical pulmonary valve stenosis". This prevented the proper flow of oxygen.

To help her live the intervention was necessary. The intervention consisted of dilating the pulmonary valve with a catheter and a balloon so that it could regain normal oxygenation. The procedure was rather delicate because the intervention had to be carried out in a short time considering the precarious state of the child- a three and half months baby of only 4.5 kg.

The post-operative period was successful and she was discharged the day after the operation.

The operation was led by the Paediatric Interventional Cardiology Mission of La Chaîne de l'Espoir, Dr François Sassolas, and the team of Afghan surgeons.

FMIC is the prominent hospital in Afghanistan to save the lives of children with serious heart problems like Taheba.

The Expanded Medical Complex is envisaged as a centre of excellence in clinical services, education, training and research to start in 2020.



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 has already been accomplished and further expansions plans are planned.

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 centre 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, orthopaedics, digestive and renal diseases and oncology. Clinically effective diagnostic facilities – radiology, laboratory, neurophysiology, cardiopulmonary – will supplement the medical facilities.

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:

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 centre to develop capacities to manage the healthcare system in Afghanistan and to cater for the human resource needs of the university hospital itself. Different academic programmes have been proposed in Medical, Nursing, Allied Services and Research.

Along with AKU and La Chaîne de L'Espoir, FMIC also receives support from TKN volunteers for skills development and capacity building of its staff.



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.

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.

The FMIC in 2016 received donations from Government of Islamic Republic of Afghanistan, Government of France, La Chaîne de L'Espoir, Roshan TDCA and His Highness the Aga Khan for its Patient Welfare Programme; funds from La Chaîne de L'Espoir and Global Affairs, Canada (GAC) for the Capacity Building Programmes while La Chaîne de L'Espoir, AKU and Government of France support came through Medical Missions and Agence Française de

Développement, His Highness the Aga Khan, GAC and Ministry of Foreign Affairs of France donated for the Women's Wing facilities.

From inception till the end of 2016, a total support of \$87.2 million has been given.

EVENTS 2016

PGME Graduation Ceremony

The first batch of six specialist doctors from the FMIC's PGME programme were awarded certificates of specialization by Dr Ferozuddin Feroz, Minister of Public Health and Professor Farhat Abbas, Dean of Aga Khan University Medical College at the PGME Graduation Ceremony on March 12, 2016.



FMIC Advance VI

The sixth FMIC annual planning workshop (FMIC Advance VI) was held on April 27-28, 2016 at Serena Hotel, Islamabad, Pakistan. Human Resource Development (HRD) and Strategic Planning were the key themes of the workshop.



10th Anniversary: Ten years of saving lives in Afghanistan

FMIC completed a decade of service delivery in 2016. A ceremony on November 3, 2016 was organized marking a decade during which it has provided quality medical care to patients from all 34 provinces of Afghanistan.



Sixth quality improvement and patient safety convention

FMIC on November 5, 2016 held the Sixth Quality Improvement and Patient Safety Convention to mark World Quality Day. In this event, 15 quality projects on a wide range of quality related issues as Patients' Safety at Private Health Facilities, Reducing Cost of Care and many others were presented.

Sixth FMIC International Conference

FMIC organized its sixth international conference on November 24, 2016. This year's conference on the theme of emerging trends in non-communicable diseases was participated by doctors, academics, public policy experts from Afghanistan and AKU to discuss health proposals that could have an immediate and long-lasting impact on Afghanistan's health. Overall, 129 papers were submitted for the conference.

Adult Clinics Opening: To serve adult patients better

FMIC in 2016 opened a separate clinic area for adults. The clinic is built on Phase III land in order to serve adult patients better.



VISITS 2016

On May 25, 2016, Mrs Sonia Barbry, Deputy Executive Director of Southern Asia at the Quai d'Orsay visited FMIC. FMIC management briefed her on FMIC services.



Mr François Richier, Ambassador of France to Afghanistan, visited FMIC on June 26, 2016



Mr Aleem Walji, Chief Executive Officer, Aga Khan Foundation, USA visited FMIC on August 29, 2016. He was briefed on FMIC services.



Ms Wassala Nimaga, First Secretary to Embassy of Canada and Mr Steve Masson, Director of Programmes at Aga Khan Foundation, Canada visited FMIC on October 26, 2016. They were briefed on FMIC services.



Mr Daniel Vain, Acting Director to French Development Agency (AFD) had an exposure visit to FMIC on December 21, 2016. He was briefed on FMIC services.





PATIENT COULD WALK ON THE VERY SAME DAY OF THE OPERATION

Mohammad Suhrab, a 17 year old boy from Badakhshan province, got a bone fracture on his left leg while playing football. He went to bone sitters and other doctors but the fracture was not treated properly which complicated the fracture. Finally after bearing 21 days of pain and a deformed leg, he was referred from Badakhshan to FMIC.

At FMIC, the examination showed that it was left tibial bone fracture and the fracture was healed as malunion fracture due to the improper treatment received. Examination also showed that the malunion resulted in limb deformity and shortening while having the option for using plate fixation for repairing the bone fracture, the doctors used Interlocking NeoGen nail procedure.

Dr Hasib Habibzai, Orthopaedic doctor at FMIC states that Interlocking NeoGen nail procedure was used for the first time in FMIC.

According to Dr Habibzai, the benefits of this procedure are that Neogen nail is used which is

made of Titanium and has less body reaction. It also decreases the stay and length of hospital stay and most important of all patient can stand and walk independently on the next day of operation and can return to his work and daily activity few days after the operation.

His recovery after the surgery was quite swift as he could walk on the same day after operation and he was discharged from the hospital next day.

At discharge from hospital, the family expressed satisfaction with FMIC's Nurses and doctors for the care provided. "We felt that Suhrab leg is now forever deformed but FMIC doctors did a remarkable job. We are very happy and satisfied for all the care provided for us by FMIC. FMIC also gave a 50% welfare discount to us as we could not afford the whole operation" said Suhrab's mother.

STATISTICS

Hospital Performance

S#	Description	2006-2013	2014	2015	2016	Total
1.	Admissions	29,387	5,450	5,409	6,125	46,371
2.	Clinic visits	506,622	96,010	115,617	128,096	846,345
3.	Surgical procedures					
	General surgeries	5,762	812	777	786	8,137
	Orthopaedic surgeries	4,060	889	875	924	6,748
	Plastic surgeries	627	129	149	158	1063
	Cardiac surgeries	1,683	257	262	278	2,480
	Neuro surgeries	296	102	63	91	552
	ENT surgeries	793	187	184	164	1,328
	Obs/Gyn surgeries	-	-	-	2	2
	Total surgeries	13,221	2,376	2,310	2,403	20,310
4.	Radiology procedures	338,871	51,587	56,351	64,338	511,147
5.	Laboratory tests	1,850,557	298,640	325,446	366,985	2,841,628

Patient Welfare Disbursement in Afghanistan

Description	Total
Inpatient Welfare	3,265
Inpatient Welfare – Children's House	984
Inpatient Welfare– ARCS	103
Outpatient Welfare	43,780
Outpatient Welfare Children's House	2,705
Total Welfare Volumes	50,837

Number of Patients seen and Amount Disbursed

Years	2006-2013	2014	2015	2016	Total
Number of Patients	259,405	45,744	51,548	50,837	407,534
Amount Disbursed \$ in Millions	19.25	3.19	2.93	2.73	28.1

Number of Staff at FMIC (2012 - 2016)

Total Number of Staff					
Year	2012	2013	2014	2015	2016
National	534	561	560	661	827
Expatriate	23	22	16	12	16
Total	557	583	576	673	843

Capacity Building

Number of Staff Trained	2006-2013	2014	2015	2016	Total
Medical	103	17	18	13	151
Nursing	128	25	14	8	175
Allied Health	100	8	4	4	116
Facility Management	45	4	6	3	58
HoDs & Team Leaders	94	17	9	33	153
Administrative staff	93	2	7	8	110
PGME Staff	8	4	3	16	31
Total	571	77	61	85	794

Capacity Building

Other Institutions trained at FMIC	2008-2013	2014	2015	2016	Total
Ministry of Public Health	36	32	32	37	137
Kabul Medical University	639	175	217	31	1,062
Ghazanfar Institute of Health Sciences	130	31	28	47	236
Aga Khan Development Network	113	21	19	41	194
Kabul University- Pharmacy	32	30	29	35	126
Others*	84	12	9	46	151
Total	1034	301	334	237	1,906

* Physiotherapy Institute, Health Net, Surobi Hospital, Mahian Institute, Military Hospital, Attaturk and Cure Hospital, Paktia University, Khatam Al Nabiien, National Security, American University of Sharja, Razi Institute, Ali Abad Hospital, Ibn-i-sina Hospital, National Directorate Security Hospital, National Institute Radiology and Mount Sinai St. Luke's - Roosevelt Hospital in New York

PGME

Postgraduate Medical Education	2012 - 2013	2014	2015	2016
Residents Inducted	20	14	15	14
Graduated	-	-	-	6
Total	20	34	49	54*

* PGME programme in 2016 saw attrition of 3 residents

Continuing Medical Education (CME) and Health Awareness Sessions (HAS)

Description	2007-2013	2014	2015	2016	Total
Number of CMEs	97	18	20	11	146
FMIC Physicians	1059	21	49	83	1,212
Non-FMIC Physicians	2250	743	730	288	4,011
Number of Physicians attended	3,309	764	779	371	5,223
Number of HAS	-	12	9	10	31
Number of Participants	-	591	730	660	1,981

eHealth

Summary of eLearning

	2008-2013	2014	2015	2016	Total
Number of eLearning participants	3,246	1,220	1011	725	6,202

Summary of Tele-consultations

Specialties	2007-2013	2014	2015	2016	Total
Tele-radiology	5,114	1,273	949	2,253	9,589
Tele-consultations	5,719	2,592	3,179	2,106	13,596
Tele-pathology	409	100	94	50	653
Ophthalmology	0	0	10	83	93
Grand Total	11,242	3,965	4,232	4,492	23,931



First PGME Graduation Ceremony
12th March 2016



FMIC Faculty of Medical Institute for Children

Postgraduate Medical Education Programme
Graduation Ceremony

March 12, 2016



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