



**French Medical Institute for  
Mothers and Children**



**ANNUAL REPORT 2017**

"I want to acknowledge the faculty, doctors and staff at FMIC and everyone who made this journey possible. Here we learnt skills relating not only to our specialization but to many other aspects of life."



Dr Dunya Mughal, Class of 2017

First female paediatric surgeon  
trained in Afghanistan

# CONTENTS

03

CEO'S MESSAGE

05

HIGHLIGHTS

06

2017 BY THE  
NUMBERS

08

ACCESS FOR THE  
DISADVANTAGED

10

OUR PATIENTS

12

BUILDING CAPACITY

14

EMPHASIZING  
QUALITY

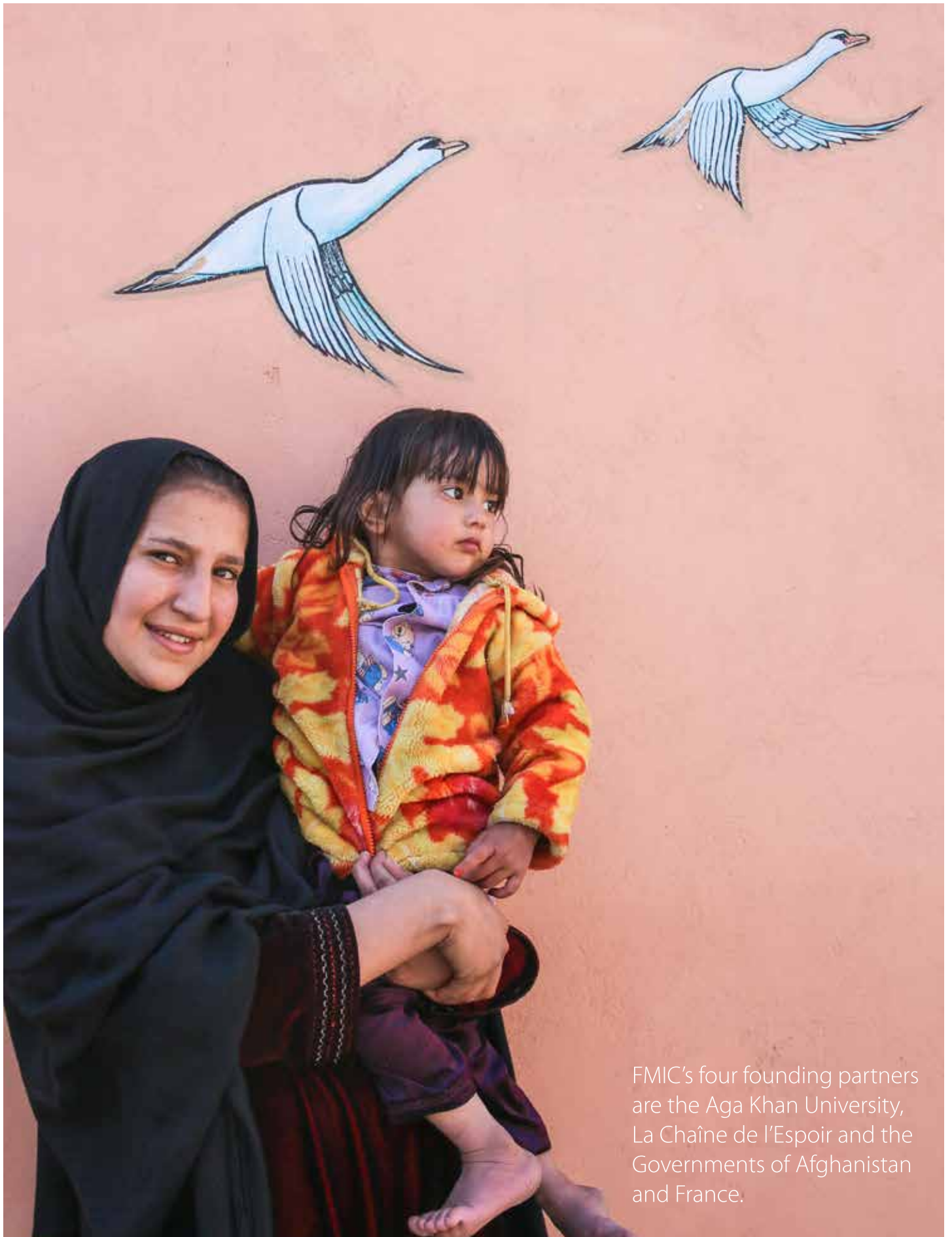
15

INTO THE FUTURE

16

OUR PARTNERS





FMIC's four founding partners are the Aga Khan University, La Chaîne de l'Espoir and the Governments of Afghanistan and France.

# CEO'S MESSAGE



Across the world, developing nations face many challenges when it comes to providing safe and high-quality healthcare for their people. In a country like Afghanistan, building a functional healthcare system is even more complicated due to an unstable political system, a struggling economy, poor health indices and ongoing violence. Decades of conflict have taken a terrible toll on Afghans' health. War has caused not only deaths and injuries but also poverty and a serious shortage of trained doctors and nurses.

For a nation whose children are frequently struck down by diarrhoea and polio, and where expecting mothers continue to face enormous risks in pregnancy, FMIC is a beacon of hope and a sanctuary of healing where patients can receive support and treatment from compassionate caregivers.

At FMIC, we have never settled for "good enough." In 2017, we continued to grow our capacity, initiating new services and programmes that keep us at the forefront of healthcare. In addition to providing cutting-edge medical care, we are committed to

ensuring our services are accessible to low-income families through our Patient Welfare Programme. We have also worked to supply Afghanistan's health system with badly needed human resources through our Postgraduate Medical Education programme and other training programmes.

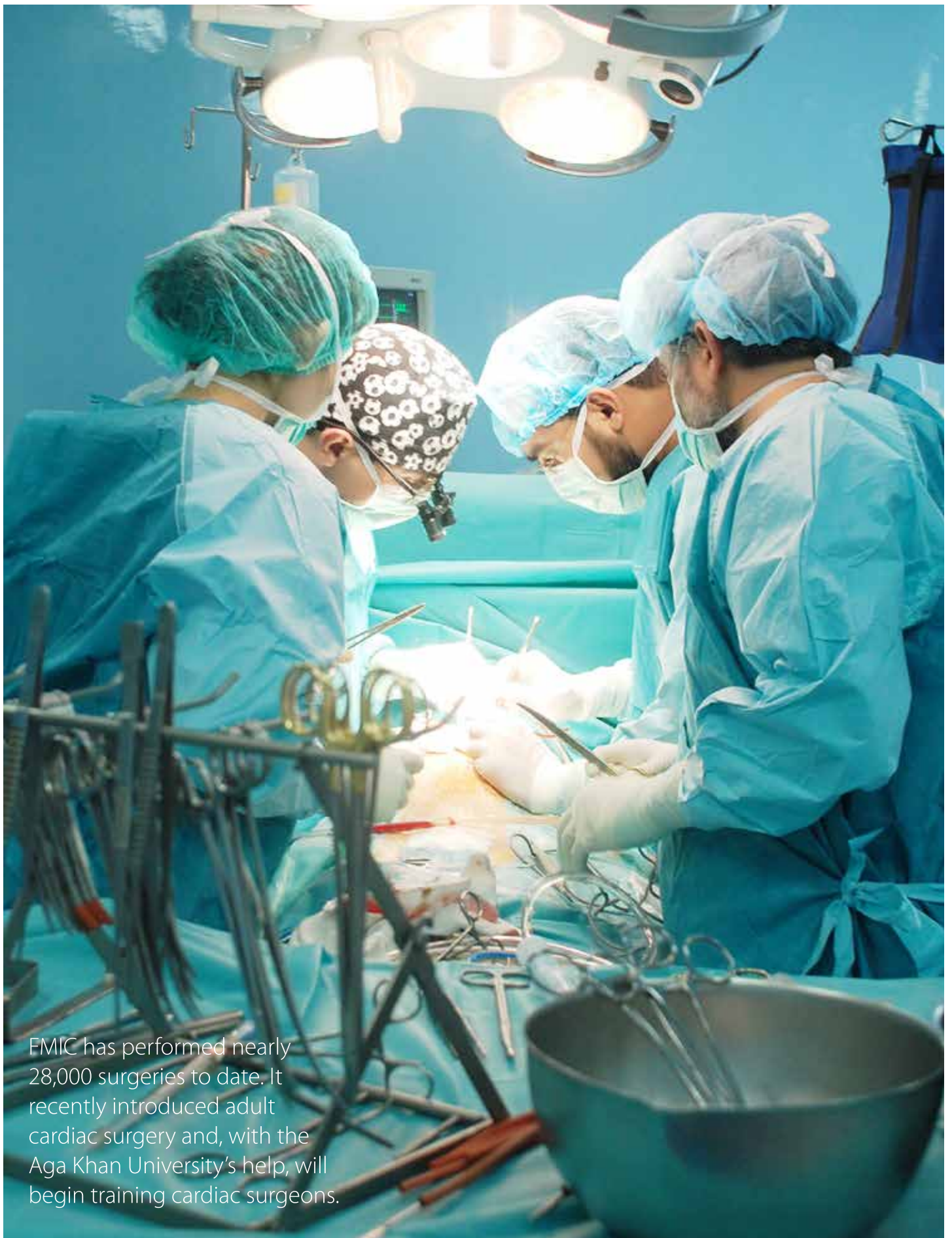
Despite operating in a highly volatile and challenging environment, in 2017 we continued to provide services with a team of more than 900 highly trained, focused and dedicated individuals in more than 20 medical specialties and sub-specialties. From our healthcare professionals and administrative staff to our FMIC partners – the Aga Khan University, La Chaîne de l'Espoir and the Governments of Afghanistan and France – everyone collaborates to ensure that outstanding healthcare is available to the Afghan community.

## **DR NAYAMAT SHAH**

*Chief Executive Officer*

*French Medical Institute for Mothers and Children*





FMIC has performed nearly 28,000 surgeries to date. It recently introduced adult cardiac surgery and, with the Aga Khan University's help, will begin training cardiac surgeons.

# HIGHLIGHTS

FMIC was launched in 2006 as a children's hospital. A decade later, it was renamed the French Medical Institute for Mothers and Children to reflect the addition of obstetrical and gynaecological services at its new Women's Wing, which features 52 beds for women and Afghanistan's first neonatal intensive care unit.

## Saving Newborns

A referral centre for premature and seriously ill babies born at hospitals across Afghanistan, FMIC's neonatal intensive care unit treated 511 newborns in 2017, its first full year of operation. In its absence, many likely would not have survived. The NICU is capable of treating babies as young as 26 weeks and with a birth-weight of just 800 grams (1.76 lb.).

## Caring for Women

The new Women's Wing is Afghanistan's premier provider of obstetrical and gynaecological care and a key training centre. In a country with few female health workers, poor access to basic healthcare for women and high maternal mortality, it cared for 13,714 women from 16 provinces in 2017, its first full year of operation.

## Providing Emergency Care

Afghanistan has one of the world's highest injury rates and its need for emergency care is vast. The hospital's emergency department opened in August 2017, providing the country with a centre expected to handle 14,000 patients in 2018 and featuring dedicated cardiac emergency services.

## Improving Diagnostics

Afghanistan's lack of skilled pathologists results in patients being misdiagnosed and receiving inappropriate treatments. FMIC's addition of a trained histopathologist in mid-2017 is helping to address this shortage and increasing access to high-quality diagnostics and second-opinion services in the country.

## Training Needed Specialists

FMIC's Postgraduate Medical Education programme graduated 14 much needed specialists in seven disciplines in 2017. They included Afghanistan's first women doctors specializing in paediatric surgery and pathology, as well as the first radiologists, cardiologist and pathologist to be trained in the country. The programme, jointly supported by the Aga Khan University and the Ministry of Public Health, now has 51 students.



# 2017 BY THE NUMBERS

The new Women's Wing is providing women with access to advanced care unavailable elsewhere in the country and setting a new standard for excellence in obstetrical and gynaecological care in Afghanistan.





**156,439**

patients treated

**3,310**

surgeries performed

**408**

paediatric and adult cardiac  
surgeries performed

**844**

children and their families from  
across Afghanistan received free  
accommodation at the newly  
built Zanjir-e-Omed House

**13,714**

women treated in the newly  
opened Women's Wing

**582**

babies delivered

**70,676**

radiology procedures performed,  
including mammography and  
128-slice CT and MRI scans

**397,044**

laboratory tests performed

# ACCESS FOR THE DISADVANTAGED

FMIC believes that every person should have access to quality healthcare, regardless of their income or physical location.

## Patient Welfare Programme

FMIC's Patient Welfare Programme covers part of the cost or the full cost of treatment for patients in need, with funds contributed by the Governments of Afghanistan and France, La Chaîne de l'Espoir, Roshan Telecom, the Aga Khan Development Network and individual donors.

## La Chaîne's Medical Missions

La Chaîne de l'Espoir fielded 59 missions to FMIC in 2017 – a total of 863 workdays – offering medical, surgical and biomedical support. Cardiac surgery missions are a speciality: La Chaîne carried out 291 cardiac surgical interventions, including 45 for adult patients. La Chaîne also organises weekly ECHOES sessions: live tele-echocardiography sessions that allow cardiologists in France, such as Professor Daniel Sidi of the Necker Hospital for Sick Children in Paris, to offer FMIC physicians a second opinion on children with complex heart problems.

2017

51,144

low-income patients received US\$ 2.8 million in subsidized treatment

To date

450,000

low-income patients have received US\$ 30.9 million in subsidized treatment

2017

289

tele-echocardiology consultations were conducted between FMIC and physicians in France through La Chaîne de l'Espoir

A stylized map of Afghanistan in light grey, showing provincial boundaries. It is positioned on the left side of the page, with lines connecting specific regions to data points.

2017

4,623

To date

27,859

eHealth sessions have provided consultations, radiology, pathology and ophthalmology services

## eHealth: Telemedicine

FMIC is using eHealth – tele-consultations, tele-radiology, tele-pathology and tele-ophthalmology – to provide healthcare to widely distributed places where specialist care and advanced diagnostics are lacking. These include Bamyan and Faizabad Provincial Hospitals, which the Aga Khan Health Services operates as part of a public-private partnership; Mirwais Regional Hospital in Kandahar, a government-owned hospital; and Khorog Oblast Hospital in Tajikistan.

To date

7,000

children from all

34

provinces

## Zanjir-e-Omed House

La Chaîne de l'Espoir's Zanjir-e-Omed House makes it possible for poor families from across Afghanistan to obtain care at FMIC by providing them with free accommodation, food and even social services before, during and after treatment. The cost of a child's medical care is also fully covered, with La Chaîne covering 80 percent and FMIC covering the remaining 20 percent through the Patient Welfare Programme. Over the last decade, 7,000 children from all 34 provinces in Afghanistan have been provided assistance. In 2016, the Zanjir-e-Omed House moved to new premises to meet the ever-growing demand for paediatric care; in 2018, it will begin to house women and young mothers in need of health services. Since the new House opened in 2016, 1,300 children, half under the age of 5 and almost half of them girls, have been treated.





# OUR PATIENTS

## Abida

Abida was just 28 weeks pregnant when she gave birth to her first child, a boy, at FMIC's Women's Wing. At 850 grams (1.9 lb.), his survival was very much in doubt. But thanks to the care he received at FMIC's state-of-the art neonatal intensive care unit, he lived. His care included Afghanistan's first surgical closure of a patent ductus arteriosus performed on a baby weighing less than one kilogram (2.2 pounds), conducted by FMIC's paediatric cardiac surgery team. After two-and-a-half months, the child was discharged and is currently being closely followed by FMIC.

## Bibi Gul

With no specialized dermatological care available in Bamyan Province, and her family unable to afford long-distance travel, 2-year-old Bibi Gul was suffering. An allergy to grass left her with a facial rash so severe it looked as if she had been badly burned. Fortunately for her, FMIC's eHealth programme connects doctors at Bamyan Provincial Hospital to specialists at FMIC. With advice from a dermatologist, Bibi Gul's condition improved dramatically in a short period of time. "If the eHealth programme was not available, I would not have been able to help my daughter," her father said.



## Mohammad

Twelve-year-old Mohammad's parents were in despair after three days in a hospital in their home province of Faryab brought no improvement in their son's condition, which had steadily worsened following an injury to his foot. But following a 425-kilometre journey to FMIC, Mohammad was quickly diagnosed with methicillin-resistant *Staphylococcus aureus*, a life-threatening infection. In short order, doctors stabilized him, and 41 days later, he was able to return home. "I thought that I was losing my one and only son," his father said. "I will never be able to express my gratitude to FMIC for saving my son's life."

## Hasbullah

After doctors elsewhere were unable to cure his persistent cough and difficulty in breathing, 18-month-old Hasbullah was diagnosed with a congenital diaphragmatic hernia at FMIC. A CDH is a potentially debilitating birth defect that occurs when a malformation of the diaphragm permits abdominal organs to move into the chest, hampering lung development. FMIC's paediatric surgery team performed Afghanistan's first thoracoscopic repair of a CDH, which brought Hasbullah rapid relief and should enable him to live a normal, happy life, unhampered by a serious condition that might have gone untreated were it not for FMIC.

# BUILDING CAPACITY

As a training hub, FMIC is producing medical, nursing and administrative leaders who are helping to alleviate Afghanistan's severe shortage of skilled health workers. The training programmes at FMIC have been supported by the Government of France, l'Agence Française de Développement, Global Affairs Canada, La Chaîne de l'Espoir and the Aga Khan University.

FMIC initiated its Postgraduate Medical Education programme in 2012 with training in paediatric medicine and paediatric surgery, adding pathology, radiology, anaesthesiology, orthopaedics and cardiology in 2013. All residency training programmes are accredited by Afghanistan's Ministry of Public Health and the Aga Khan University's Department of Postgraduate Medical Education. In 2017, 51 residents in seven disciplines were on-board.

Staff have an array of opportunities for professional growth. In 2017, 246 nursing, medical, allied health and administrative staff were provided on-the-job training and 100 FMIC physicians attended continuing medical education courses run by the hospital.

FMIC follows international standards for certification of nurses in major nursing skills. Its Nursing Education Services (NES) offers certification courses that include medication certification and basic life support (BLS), as well as specialized training modules in subjects such as critical care nursing, surgical nursing and cardiac surgery nursing. New services at FMIC have

resulted in demand for new courses, which NES met with the introduction of a variety of courses in 2017, including advanced cardiac life support (ACLS), paediatric advanced life support (PALS) and a neonatal resuscitation programme (NRP) – all based on American Heart Association guidelines – plus advanced life support in obstetrics (ALSO), developed by the American Academy of Family Physicians. In total, NES conducted 77 certification courses during the year. These initiatives are helping to make FMIC a centre of excellence in nursing care.

FMIC also initiated a leadership development programme for 54 middle and senior management staff, starting in August 2017. Spread over two years, the 16 modules are offered through a mix of online and face-to-face learning.

FMIC has a special focus on promoting gender equality. Twenty-eight percent of staff are women, and efforts are made to assess gender gaps in the institution and build staff capacity in understanding gender issues.





## INSTITUTIONS RECEIVING ASSISTANCE

Amiri Medical Complex | Aryana University | Ataturk Hospital | Balkh Medical University | Faizabad Provincial Hospital | Ghazanfar Institute for Health Sciences | Ibn-e-Sina Hospital | Kabul Medical University | Kabul University | Ministry of Higher Education | Ministry of Public Health | National Security Directorate | Rabia Balkhi Maternity Hospital | Shah Amanullah Hospital | Swedish Committee for Afghanistan-supported institutions | UNDP-supported institutions | Wazir Mohammad Akbar Khan Hospital | Aga Khan Health Services, Afghanistan | Aga Khan Health Services, Tajikistan

## BUILDING CAPACITY OUTSIDE FMIC

**236**

healthcare providers, administrative staff and students from public and private healthcare institutions across Afghanistan benefited from short- and long-term attachments in the medical, nursing, biomedical, laboratory and radiology departments at FMIC.

**522**

physicians from 6 public hospitals received continuing medical education led by physicians from FMIC and overseas hospitals.

**719**

healthcare providers from Bamyan and Faizabad Provincial Hospitals, Mirwais Regional Hospital in Kandahar and Khorog Oblast Hospital were trained through 72 online sessions run through the eHealth programme.

**667**

nurses and nursing students from Ghazanfar Institute of Health Sciences, Kabul Medical University, Bamyan and Faizabad Provincial Hospitals, Mirwais Hospital in Kandahar and Khorog Oblast Hospital in Tajikistan were provided eLearning sessions and clinical placements by FMIC's Nursing Education Services.

**1,092**

individuals who live in the communities bordering FMIC benefited from preventive health awareness sessions.



# EMPHASIZING QUALITY

First-class healthcare requires a culture of excellence that promotes patient safety and client-centred care, continuous refinement of clinical practice and regular investment in quality improvement.

FMIC continues to work toward achieving global healthcare quality assurance certification. In 2017, it ran the Agency for Healthcare Research and Quality's Hospital Survey on Patient Safety Culture to evaluate its success in promoting patient safety against recognised benchmarks. The survey was an important step toward further improving patient safety. Another step was a mock survey designed to prepare for acquiring accreditation by the U.S.-based Joint Commission International, the global gold standard in healthcare accreditation. FMIC also successfully completed the ISO 9001:2008 quality management system second surveillance audit, conducted by Vincotte International Middle East LLC.





# INTO THE FUTURE

FMIC has a bold vision for the future: to become a centre of excellence in clinical services, education, training and research.

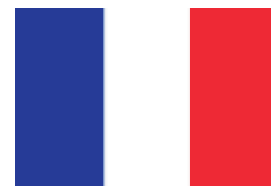
An 85-bed facility focused on children's health when it launched in 2006, FMIC is now a 160-bed hospital with a Women's Wing offering obstetrical and gynaecological services and training. Over the next decade, FMIC plans to grow into a 550-bed teaching hospital that offers a full complement of basic and specialized services, trains new healthcare providers and supports a substantial research programme.

Much planning has gone into the Expanded Medical Complex (EMC), which will substantially increase FMIC's services. The EMC is expected to start operations in 2022 with 50 beds. Adult general surgery and internal medicine services will be offered, as well as six specialties: cardiac services, neurosciences, orthopaedics, gastroenterology, renal diseases and oncology. Enhanced diagnostic facilities – radiology, laboratory, neurophysiology and cardiopulmonary – will supplement the medical facilities.



# OUR PARTNERS

FMIC is a model public-private partnership that demonstrates how government and civil society organisations can collaborate to bring high-quality health services to developing countries.



FMIC's four founding partners – the Governments of Afghanistan and France, the Aga Khan Development Network (including the Aga Khan University) and La Chaîne de l'Espoir – have played an active role in FMIC's success and development. From the start, a Provisional Operating Committee (POC) with members from each partner governed FMIC with a vision of sustained improvements in public and private healthcare service delivery. To manage further growth, a permanent Board with directors from all four partners replaced the POC in November 2017.

FMIC is managed by the Aga Khan University, which fields medical missions, delivers eHealth tele-consultation services from Karachi, Pakistan, and provides academic oversight of the Postgraduate Medical Education programme. La Chaîne supports capacity building through short- and long-term medical missions and supports the Patient Welfare Programme by covering the costs of patients receiving care at FMIC and living at the Zanjir-e-Omed House.

The Government of France has invested in FMIC'S capacity-building programme and provided funds for the construction of the Zanjir-e-Omed House. It also generously funds the Patient Welfare Programme. The Government of the Islamic Republic of Afghanistan generously donated the land on which the hospital was built, provides for FMIC's utility needs and contributes to the Patient Welfare Programme.

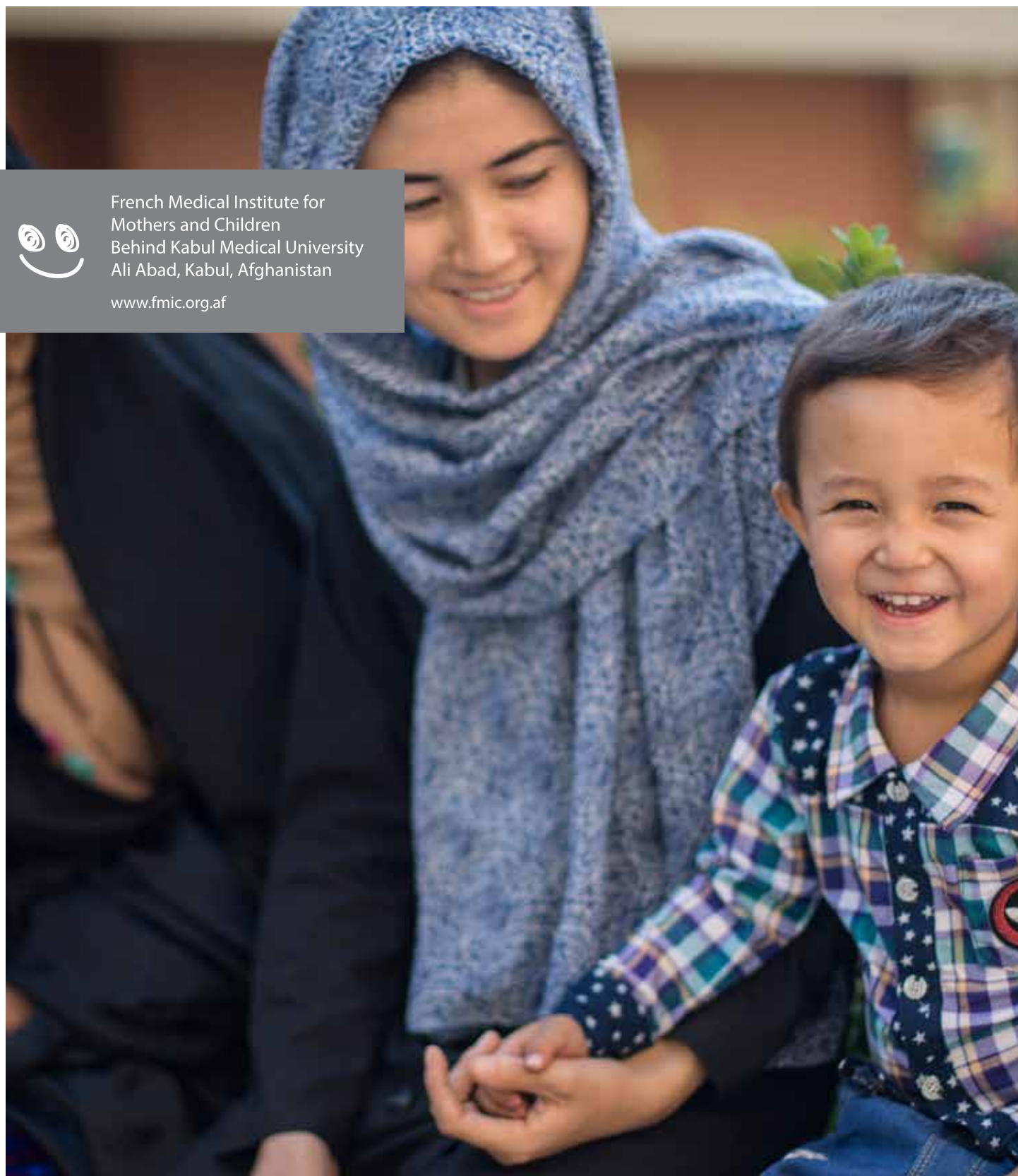
The Patient Welfare Programme has also received contributions from Roshan Telecom, the Aga Khan Development Network and individual donors. The PGME programme has been made possible through funding from the l'Agence Française de Développement and Global Affairs Canada.

To date, US\$ 93.3 million in support has been provided to FMIC.





French Medical Institute for  
Mothers and Children  
Behind Kabul Medical University  
Ali Abad, Kabul, Afghanistan  
[www.fmic.org.af](http://www.fmic.org.af)



THE AGA KHAN UNIVERSITY



La chaîne  
de l'espoir

