



**French Medical Institute for
Mothers and Children**



ANNUAL REPORT 2021

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BY THE NUMBERS

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Chairman's and CEO's Message

FMIC's most important purpose is to serve the health care needs of the Afghan people. In recent years, it successfully pursued its mission in the face of formidable challenges, including the COVID-19 pandemic and relentless political instability and conflict. In 2021, FMIC faced the most tumultuous and rapidly changing environment in its history. Old challenges remained and new ones came into play. The existing government of Afghanistan collapsed, and the Islamic Emirate of Afghanistan took power. The imposition of international sanctions caused the collapse of the country's banking system and financial sector, resulting in widespread poverty and hardship.

Faced with the near collapse of the public health care system and the suffering of the population, the FMIC Board and management sought ways to increase FMIC's humanitarian role and ensure the institution's continued relevance in a changed environment. Patient welfare – uncompensated care – was increased, to ensure patients' continued access to life-saving services, regardless of their ability to pay. In addition, new services were added to respond to the severe infant malnutrition crisis. While increasing its humanitarian role, FMIC was able to continue its important developmental initiative, the Postgraduate Medical Education programme. Training continued for medical and surgical residents, both male and female, in nine disciplines. FMIC is the only hospital in the country offering residency training in some of these disciplines. Remarkably, given the operating environment, the number of patients admitted and the number of surgeries performed both reached an all-time high.

As this report was being finalized in 2022, FMIC became the first hospital in Afghanistan to meet SafeCare Level 5 standards (the highest level), a testament to its dedication to meeting international standards of quality. The SafeCare standards were developed for hospitals in low-income countries by Dutch, American and South African organizations, and are accredited by the Switzerland-based International Society for Quality in Health Care External Evaluation Association.

Deep appreciation must be expressed to FMIC's founding French and AKDN partners for their steadfast support, so essential to the institution's success and sustainability during such a challenging year. Moreover, great credit and recognition is due to the management team and all of FMIC'S staff for their unfaltering courage and dedication to serving the people of Afghanistan during their time of greatest need. It is an honor to be associated with them.



Lee Hilling
Chairman, FMIC Board



Aziz Ahmad Jan
Chief Executive Officer, FMIC

2021 at a Glance

10,312

ADMISSIONS

153,054

CLINIC VISITS

453,321

LABORATORY TESTS

76,211

RADIOLOGY PROCEDURES

4,047

SURGERIES



966

BABIES DELIVERED

2,727

TELECONSULTATIONS

47,515

PATIENT WELFARE
RECIPIENTS (INCLUDING
6,902 INPATIENTS)

\$2.5 MILLION

IN PATIENT WELFARE
PROVIDED*

* \$ = U.S. dollars
throughout this report



Leading the Way in Afghanistan

FMIC has been the first hospital in Afghanistan to perform numerous surgical procedures, train specialists in multiple medical specialties and record a variety of other achievements.

- 1st to perform open-heart surgery (2006)
- 1st to launch a telemedicine programme (2007)
- 1st hospital awarded ISO 9001:2008 certification (2009)
- 1st annual international scientific conference and quality convention organized at FMIC (2011)
- 1st successful oesophageal atresia repair (2006)
- 1st Afghan cardiac surgeons to perform closed-heart surgery (2008)
- 1st Afghan cardiac surgeons to perform open-heart surgery (2010)
- 1st successful surgical closure of patent ductus arteriosus, a heart condition, on a baby weighing less than 1 kg (2.2 lbs) (2017)
- 1st to successfully separate conjoined twins (2015)
- 1st to conduct residency training in anaesthesiology, cardiology, pathology and radiology (2013)
- 1st minimally invasive thoracoscopic repair of a congenital diaphragmatic hernia (2018)
- 1st state-of-the-art neonatal intensive care unit (2016)
- 1st 128-slice CT scanner (2013)
- 1st to conduct residency training in cardiovascular surgery (2019)
- 1st nerve transfer in the upper extremity (2020)
- 1st to offer immunohistochemistry services (2020)
- 1st hospital to receive an International Hospital Federation Gold Award for excellence in crisis (2021)
- 1st total hip joint replacement surgery (2019)
- 1st total knee joint replacement (2020)
- 1st to conduct balloon atrial septostomy (2021)



Highlights

COVID-19 Vaccination

When COVID-19 vaccination was initiated in Afghanistan, the Ministry of Public Health selected FMIC as a vaccination centre and provided it with vaccines to inoculate the public and its staff. In 2021, FMIC provided three types of COVID-19 vaccinations: AstraZeneca, Johnson & Johnson and Sinopharm. In total, 17,136 doses were given. All staff were vaccinated.

Award for Excellence

FMIC received the Sultanate of Oman Excellence Award for Health Services in Crisis from the International Hospital Federation (IHF). Gold, silver, and bronze awards are awarded in the excellence in crisis category – FMIC was the sole winner of the Gold Award. The award was given at the 44th IHF World Hospital Congress in Barcelona, Spain, in recognition of the impact of FMIC's eHealth Programme during the COVID-19 pandemic.

ISO Recertification

Following an audit in August 2021, FMIC was recertified as ISO 9001:2015 compliant, demonstrating its commitment to achieving international quality standards amid a difficult operating environment. The hospital was the first in the country to be ISO certified.

Adult Clinics Expanded

FMIC has steadily added services for adults over time. In 2021, it undertook a \$250,000 expansion of its adult consulting clinics. Ten clinic rooms, four procedure rooms, a phlebotomy centre and four recovery beds were added, totalling 5,500 square feet. In 2021, 28 percent of FMIC's 10,312 inpatients were adults (58 percent were children and 14 percent were women who received OBGYN care). Moreover, almost half of outpatients were adults.

Adjusting to the New Normal

Afghanistan's health care system suffered greatly in the aftermath of the change of regime that occurred in August 2021. Economic collapse, a banking crisis, shortages of medical supplies and the flight of many health care and other professionals from the country created massive problems for hospitals and health care facilities. While many hospitals were not able to pay staff salaries for six months, salaries were not interrupted at FMIC. FMIC's risk-management planning helped to ensure it had enough medical consumables and supplies and human resources to weather the crisis. However, the most important factor in its success was the extraordinary dedication of its staff. The harmony among the team helped FMIC to continue providing services and be a saviour to those in need of essential health care.

Our Patients



Zulaikha and Zainab

On April 15, 2021, during the month of Ramadan, conjoined twins named Zulaikha and Zainab arrived at FMIC after being born in Herat, more than 800 kilometres away. There was limited hope for survival at first, as the twins were attached not only by their abdomens but by their livers. But in a seven-hour surgery, the hospital’s team of paediatric surgeons successfully separated the twins. It was the second time conjoined twins have been separated at FMIC. The hospital’s Patient Welfare Programme helped make the surgery affordable for the twins’ family by paying for 40 percent of the cost.

Marwa

Marwa, a 7-day-old girl from Kabul, was brought to FMIC by her parents. She was suffering from a serious congenital heart disease called Transposition of the Great Arteries (TGA), in which the two arteries that convey blood out of the heart are not normally connected, preventing proper circulation of the blood. With Marwa’s parents being unable to leave Afghanistan, FMIC was their only hope, as it is the country’s only hospital able to care for TGA. Marwa spent more than a week in FMIC’s neonatal intensive care unit before receiving a balloon atrial septostomy, a cardiac procedure that helps address the problem created by TGA. Had she not received treatment, her life would have been at risk. The Patient Welfare Programme covered 30 percent of the cost of Marwa’s treatment.



Setayesh

Setayesh, an 8-year-old girl from Parwan Province, was suffering from a congenital condition that prevented her from attending school. The Ministry of Public Health referred her to FMIC, where she received surgical treatment at no cost. She is now able to attend school.



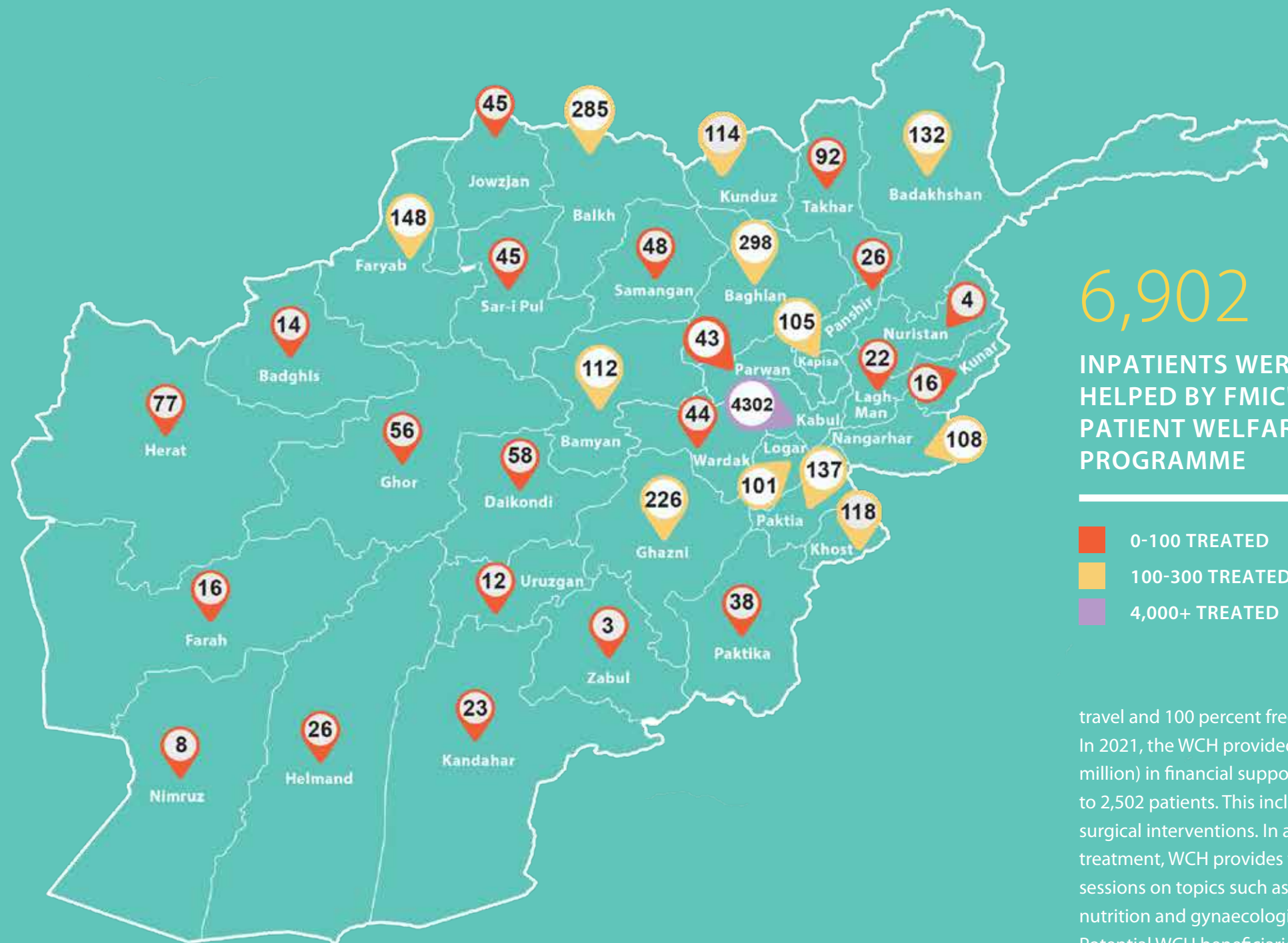
Khoban

A 60-year old woman from Baghlan Province, Khoban had difficulty swallowing food for more than a year. She visited many doctors and hospitals without obtaining relief. Finally, she came to FMIC, where she was diagnosed with oesophageal cancer. An oesophagectomy was performed to reconstruct her oesophagus. After the surgery, she was able to eat and drink normally. The Patient Welfare Programme covered 35 percent of the cost of her care.

Serving the Disadvantaged

FMIC ensures that low-income patients can benefit from its health care services. The Patient Welfare Programme is designed to pay some or all of the bill of those who cannot afford the cost of their medication and treatment. In 2021, \$2.5 million in patient welfare was provided to 47,515 patients (including 6,902 inpatients) from across Afghanistan. This represents a substantial increase in the number of inpatient and outpatient welfare recipients versus 2020. In local currency, the total value of welfare provided also increased (it declined in dollar terms due to the increase in the dollar's value).

La Chaîne de l'Espoir operates the Women's and Children's House (WCH) at FMIC. With 40 beds, it provides accommodations for low-income patients who come from outside Kabul to access care at the hospital. Patients and their attendants staying at the WCH receive free accommodation,



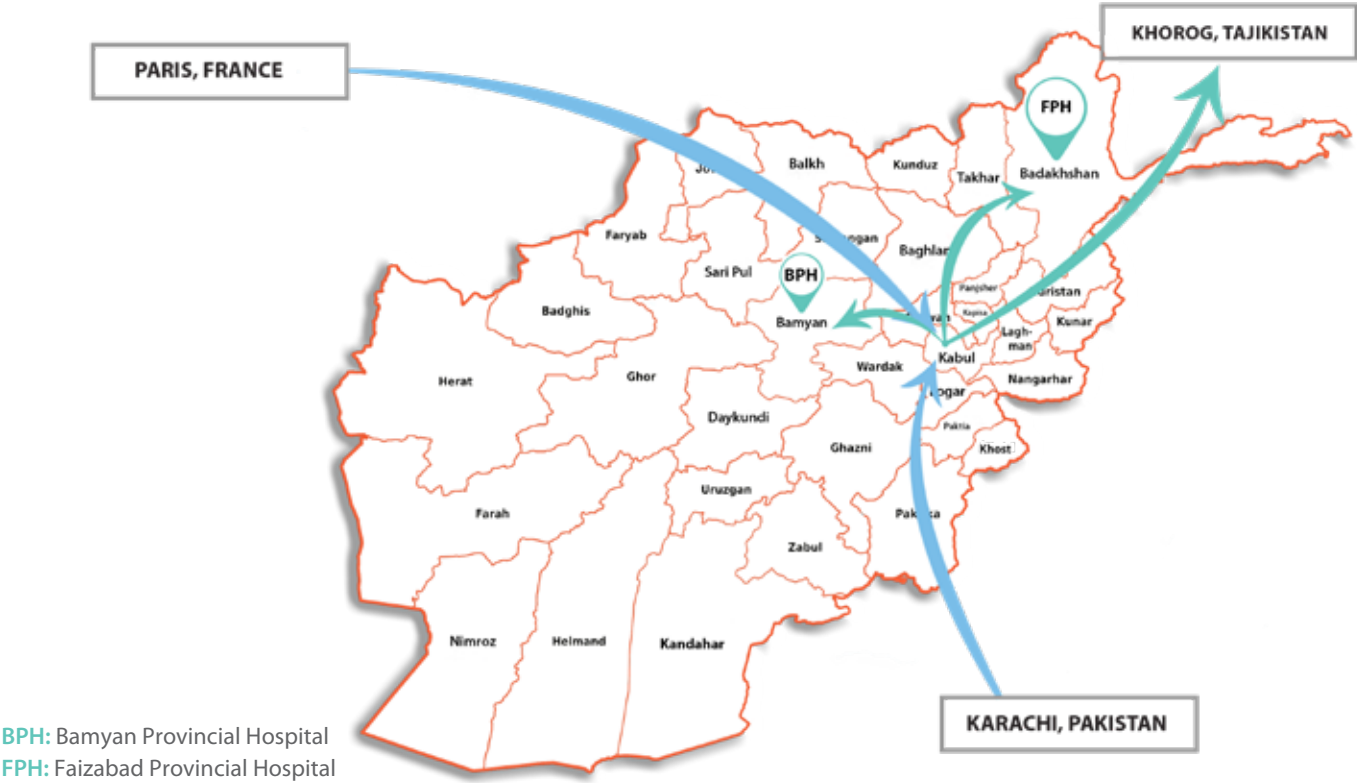
INPATIENTS WERE HELPED BY FMIC'S PATIENT WELFARE PROGRAMME

- 0-100 TREATED
- 100-300 TREATED
- 4,000+ TREATED

travel and 100 percent free care at FMIC. In 2021, the WCH provided €1 million (\$1.18 million) in financial support and accommodation to 2,502 patients. This includes 1,042 life-changing surgical interventions. In addition to free treatment, WCH provides free health awareness sessions on topics such as hand hygiene, nutrition and gynaecological health. Potential WCH beneficiaries are identified by a number of organizations, including the Ministry of Public Health, the International Committee of the Red Cross, the Afghan Red Crescent Society, Médecins Sans Frontières, Terre des Hommes, local hospitals and Community Councils.



Telemedicine



Patients across Afghanistan lack access to quality health care services due to the limited number of doctors and nurses, security problems and poor infrastructure. Since 2007, FMIC’s eHealth programme has provided online consultations and training to other hospitals, including Bamyan Provincial Hospital, Faizabad Provincial Hospital, Mirwais Hospital in Kandahar, Baharak District Hospital in Badakhshan Province and Khorog Oblast Hospital in Tajikistan. The programme helps poor patients from remote areas by saving them the time and money associated with lengthy travel to Kabul or hospitals outside Afghanistan. It has been particularly important during the pandemic and times of armed conflict that prevent travel.

FMIC is also connected to specialists at the Aga Khan University Hospital, Karachi; the Necker Hospital in Paris; La Chaîne de l’Espoir; and other institutions in France and Europe. They

provide teleconsultations and review MRIs, CT scans and mammograms sent by FMIC.

In 2021, FMIC conducted 2,727 telemedicine consultations (1,727 teleconsultations, 939 teleradiology consultations and 61 telepathology consultations) with the following hospitals:

Bamyan Provincial Hospital	855
Faizabad Provincial Hospital	891
Necker Hospital, Paris	905
Aga Khan University Hospital	75
Other	1

Additionally, 92 online training sessions and continuing medical education sessions were conducted for 680 participants from Baharak District Hospital, Bamyan Provincial Hospital, Faizabad Provincial Hospital and Mirwais Hospital, Kandahar.

Building Capacity

FMIC continues to improve the capacity of its workforce through various initiatives, including postgraduate medical education, continuing medical education, in-house training, medical missions, annual conferences and online learning programmes.

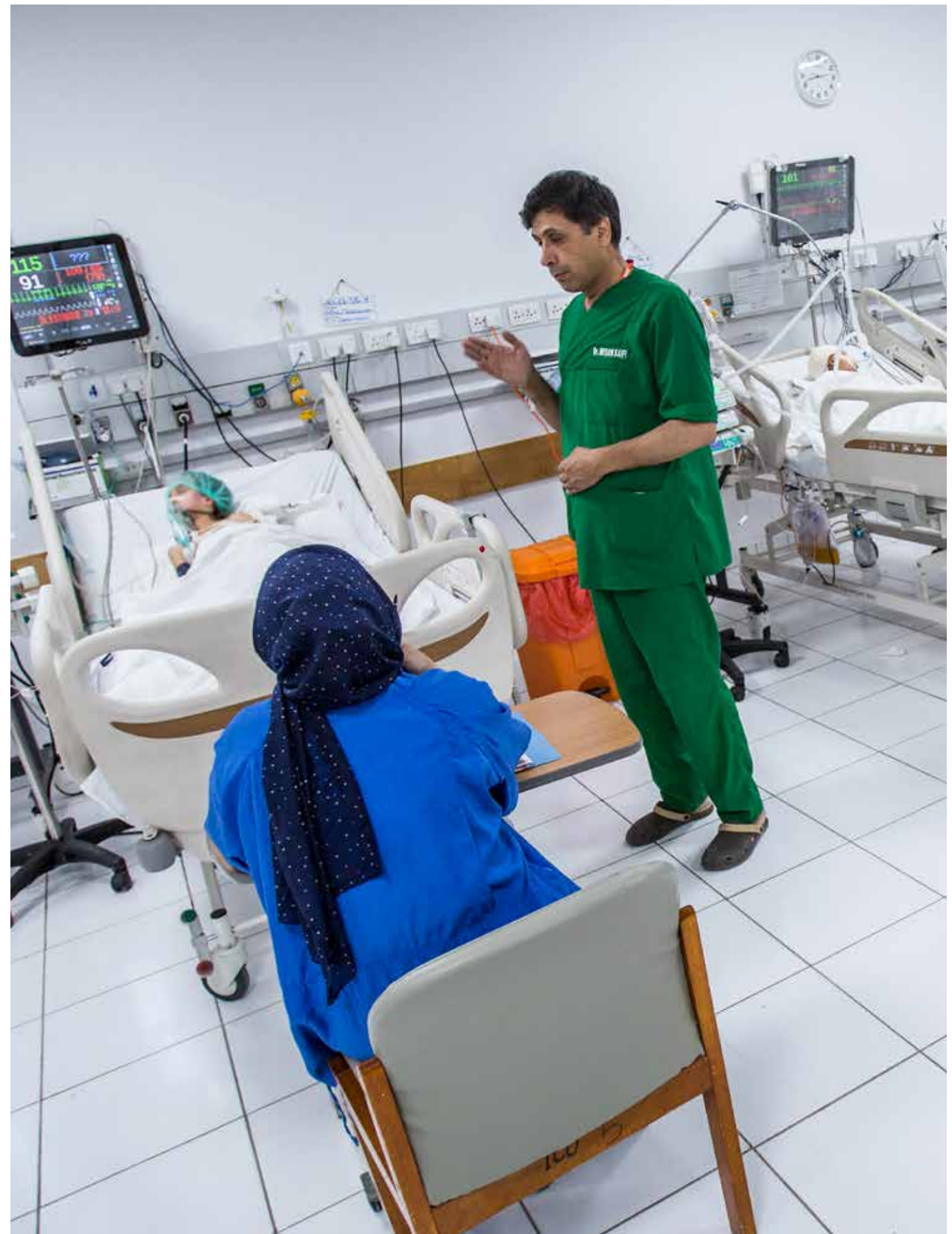
The Postgraduate Medical Education programme, established in 2012 in collaboration with the Aga Khan University and Afghanistan's Ministry of Public Health, trains doctors in nine specialties: anaesthesiology, cardiology, cardiovascular surgery, orthopaedics, paediatric medicine, paediatric surgery, pathology, obstetrics and gynaecology and radiology. Five of these are the only programmes of their kind in Afghanistan. The programme offers theoretical, practical and research training.

In their three to five years of training, the residents will visit the Aga Khan University Hospital, Karachi and other hospitals in Kabul to complete their rotations. The residents will also conduct a research project on a topic of their choice.

In March 2021, 10 doctors, including two women, completed their training in seven different specialties: anaesthesiology, radiology, orthopaedics, paediatric surgery, pathology, paediatric medicine and cardiology. The graduation ceremony was attended by representatives from FMIC partners, national and international NGOs, media and civil society.

Currently, 29 residents are being trained in nine disciplines, including eight women. Unfortunately, seven residents left the programme due to the current situation in Afghanistan. Three were replaced with new trainees with the approval of the Ministry of Public Health.

The PGME programme at FMIC provides scientific seminars and workshops, including in evidence-based medicine, to its residents and interested doctors from outside the hospital.





Towards Quality

Scientific Conference and Quality Convention

FMIC held its 11th Annual International Scientific Conference and Quality Convention as part of its effort to nurture a culture of scientific inquiry and evidence-based practice in Afghan health care. The conference brought together medical practitioners, researchers and scholars from Afghanistan, Africa, Asia and Europe. There were 37 oral presentations and 25 poster presentations, 100 in-person participants and 200 virtual participants from Bamyan, Faizabad and Kandahar provincial hospitals and elsewhere.

Continuing Medical Education

FMIC believes that education is the cornerstone of a sustainable and effective health care system. The hospital provides a variety of opportunities for medical professionals to advance their knowledge and skills through continuing medical education (CME).



In 2021, despite the COVID-19 pandemic and ongoing security challenges, FMIC held 12 CME sessions, including a research seminar, for more than 340 health practitioners. The sessions covered numerous topics in different fields, including surgery, internal medicine and gynaecology.

Training

FMIC is committed to enhancing the capacity of its own staff to learn, grow and develop their skills. In 2021, FMIC Training and Development organized 1,955 in-house training sessions in nursing education, medical services, quality and patient safety, human resources and other subjects.

FMIC sent 12 employees to different organizations for training, including the International NGO Safety Organization, the Aga Khan Agency for Habitat, the Ministry of Public Health, the

Serena Hotel and Ghazanfar Medical Institute. In addition, 26 staff members traveled to Pakistan for training, mainly at the Aga Khan University.

FMIC also provided on-the-job training to 2,803 health care providers from different areas of Afghanistan. The trainees benefitted from short-term and long-term attachments in different departments, including the medical, nursing, laboratory and radiology departments, where they learned new techniques. This initiative is supported by funding from Agence Française de Développement. Nine hundred fifty-seven came from the Ministry of Public Health, Ministry of Higher Education and Ministry of Interior and Defense; 54 from the World Health Organization; 439 from the Aga Khan Development Network; 102 from the Ismaili Council for Afghanistan; and 1,251 from other organizations.



Our Partners and Supporters

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

Each of FMIC's four founding partners – the Government of France, the Government of Afghanistan, the Aga Khan University (an Agency of the Aga Khan Development Network) and La Chaîne de l'Espoir – has played an important role in the development of FMIC. In addition, support from bilateral donors continues to enable the sustainability of FMIC's programmes and the provision of quality health care services for the people of Afghanistan.

FMIC receives funds for its Patient Welfare Programme from the French government (through Agence Française de Développement, AFD), La Chaîne de

l'Espoir, His Highness the Aga Khan and individual donors; for capacity building programmes from AFD and Global Affairs Canada (GAC); and for the PGME programme from AFD and GAC.

For the first time, FMIC received in-kind donations from Medical Bridges Inc. and Project Cure in 2021. They are US-based NGOs that provide critical medical supplies and refurbished equipment. Their donations helped FMIC to fulfil its mission. In addition, FMIC is now working with Global Giving, an online platform that makes it easy to donate to the hospital.

To date, \$115.5 million has been received from FMIC's founding partners and other donors in support of the hospital's programmes.



Our Future

FMIC's expansion will enhance its contribution to Afghanistan's health care system and enable access to an even wider range of health care services.

The hospital plans to grow from a 169-bed facility to a 550-bed teaching hospital that offers a full complement of basic and specialized services, trains new health care providers and supports a substantial research programme. The expanded medical complex is currently under design.

The new facilities will provide space for research activities, additional postgraduate training programmes and enhanced diagnostic facilities and medical services.

These services will include adult general surgery, cardiology, gastroenterology, internal medicine,

neurosciences, oncology, orthopaedics and renal diseases.

In response to Afghanistan's changing health care needs, FMIC has realigned its scope of services and is concentrating on supplementing key primary and secondary care services with a focus on malnutrition among women and children. With the financial support of La Chaîne de l'Espoir, a 12-bed acute malnutrition ward was established in March 2022.

By the Numbers

	2006-18	2019	2020	2021	Total
Admissions	62,110	9,420	9,475	10,312	91,317
Clinic Visits	1,155,132	169,765	153,861	153,054	1,631,812
Births	1,753	1,205	1,296	966	5,220
Radiology Procedures	658,191	81,791	79,405	76,211	895,598
Laboratory Tests	3,670,203	461,708	449,092	453,321	5,034,324
Surgeries	31,519	3,580	3,482	4,047	42,628





French Medical Institute for
Mothers and Children
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THE AGA KHAN UNIVERSITY



La chaîne
de l'espoir



MINISTÈRE
DE L'EUROPE
ET DES AFFAIRES
ÉTRANGÈRES

*Liberté
Égalité
Fraternité*