

Acknowledgement

The Sindh Healthcare Commission (SHCC) acknowledges
inputs from its team members.

Our deepest gratitude for the Board of Commissioners
for being a source of inspiration and guidance for inception
of Commission till date.

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Message of Chief Minister



Syed Murad Ali Shah
Chief Minister, Sindh



MURAD ALI SHSH

CHIEF MINISTER SINDH

M E S S A G E

**SYED MURAD ALI SHSH,
CHIEF MINISTER, SINDH**

I would like to congratulate team of Sindh Healthcare Commission (SHCC) for its successful operations in its first year of formation. SHCC's mandate is to improve quality of healthcare Services in the province and eradicate the quackery. therefore, we fully endorse the mandate of SHCC as regulatory body and anticipate that the term of SHCC will perform to its maximum capacity in coming years.

The Sindh government plays an important role in provision of health services by strengthening its health system. The provincial Health department and other collaborative bodies are presently undergoing a reform programs aimed at improving efficiency and effectiveness of our health services.

Is is highly desirable that all elements and bodies involved in regulating healthcare system join hands for achieving objective of the Government.

I, therefore anticipate that Sindh Healthcare Commission (SHCC) will develop healthcare surveillance system throughout the province of Sindh to ensure quality in healthcare services.

Message of Health Minister



Dr. Azra Fazal Pechuho

Health Minister, Sindh

I am pleased to congratulate Sindh Healthcare Commission (SHCC) for publication of its first progress report and validate the basic purpose of SHCCs' inception i.e. to improve quality of Healthcare Services in the province and eradicate quackery.

Health sector is distinctive from other sectors as it comprises of public and private establishments, individuals, NGO's and other ancillary organizations. It is a very sensitive sector as even a slight weakness or inefficiency would result in huge consequences in terms of human life and well being.

Therefore, Sindh Health Department is committed to enhancing the quality of healthcare services in province and is devising strategies and various programs to achieve its objective. In achieving our objective we realize that presence of Sindh Healthcare Commission as a regulatory body is indispensable. Hence we furthered the vision of SHCC for provision of well regulated and responsive healthcare system which is accountable to the people of Sindh.

In this regard we welcome recommendations and policy measures from SHCCs' team to regulate healthcare system of the province and appreciate their team's effort. Health Department of Sindh ensures that our commitment for improvement in Healthcare system in the province is absolute.

Sincerely

Dr. Azra Fazal Pechuho

Message of Chief Secretary



Syed Mumtaz Ali Shah
Chief Secretary, Sindh

I congratulate team of Sindh Healthcare Commission (SHCC) for successful completion of its first year of operations and appreciate its teams' effort in an endeavor to eradicate quackery in Sindh province and improving quality of healthcare system.

I hope to see that in coming years SHCC will establish a governance system for healthcare services which will result in regulating and upgrading of healthcare facilities available in Sindh to cater to population needs. I commend SHCC for its ongoing efforts for improving healthcare services.

Syed Mumtaz Ali Shah

Message of Secretary Health



Mr. Saeed Ahmed Awan
Secretary Health, Sindh

I am pleased to extend my best wishes to the team of Sindh Healthcare Commission for completing its first year of operations and publication of first progress report.

The objective to form Sindh Healthcare Commission is commendable and healthcare regulatory body is crucial for improvement of healthcare system in Sindh Province. I appreciate the efforts that SHCC have taken in its first year of operations for eradication of quackery and regulating health care establishments (HCE's) in Sindh.

I expect that in coming years SHCCs' team will outshine and will achieve its core objective.

Syed Mumtaz Ali Shah

Message of Chairperson:



Professor Dr. S. Tipu Sultan

M.B.B.S, D.A (London), FFARCSI and F.C.P.S. (Hon).

It gives me great pleasure to write this message for the first progress report of Sindh Healthcare Commission (SHCC). The Journey of SHCC started when the Act was passed by Sindh Assembly in 2014. However, due to various reasons it could not be implemented. Our efforts continued and in 2016 the Board of Commissioners was nominated and Chairman was elected. The basic ground work was done in 2017 and SHCC was formally launched on 1st February 2018.

SHCCs' mandate to eradicate quackery in the province demands timely intervention to impede any such illegal establishments so as to protect health of people. SHCC has established all its Directorates who are successfully performing to achieve its core objective.

- SHCC has successfully worked on process of registration and licensing.
- Training on Service delivery Standards have been imparted to registered hospitals.
- Complaint Directorate is resolving complaints of the affected parties.
- Drive against quackery have been launched in Sindh in terms of sealing of clinics and suspension and imposition of fine.

I wish success to SHCC team in implementing SHCC Act in its true form and spirit. Myself and my team of Commissioners have worked hard for the operationalization of SHCC and I am indebted to their support in this regard.

Prof. S. Tipu Sultan

Chairperson

Message of CEO



Dr. Minhaj A Qidwai
MBBS, MPH(USA), MBA(USA), CMC (Canada)

Quality of healthcare is of utmost importance in ensuring patient safety. For ensuring quality and eradication of quackery regulation of healthcare is essential. Quality of Health service delivery & ensuring ethical practices with eradication of quackery were the two main mandates for enactment of Sindh Healthcare Commission (SHCC) Act 2013.

SHCC was formed as a body corporate responsible for improving quality of health care of people living in Sindh, It aims to implement its mandate through the guidance of Board of Commissioners and the operational team.

Although, the SHCC act was passed in 2014 but the implementation was delayed due to various reasons, finally it was launched on Feb 01, 2018. Thanks to the support of Chief Minister, Health Minister, Chief Secretary and Secretary Health. Being the first CEO of the organization, in this one year period, with the help of my team we have crossed many milestones. The regulation and Service Delivery Standards were notified, our registration of healthcare establishments (HCE's) crossed 5000, training on standards have been imparted to 200 hospitals. Out of 40 complaints received 27 have been resolved. The Anti-Quackery Directorate have sealed 164 clinics and issued warning to more than 500 HCE's. As there is no data available on private and public HCE's, for the first time in history of Sindh geo-mapping of HCE's is being under taken. The expansion process of establishing regional offices has also been initiated. These and several other activities are just the beginning of a long journey of a challenging task assigned to SHCC. As a team we are determined to achieve the desired results in implementing quality of healthcare and eradicating the menace of quackery in Sindh.

Dr. Minhaj A Qidwai
Chief Executive Officer

Board of Commissioners

Member of Board of Commissioners of Sindh Health Care Commission (SHCC).



Professor Dr. S. Tipu Sultan

Professor Dr. Syed Tipu Sultan is M.B.B.S. doctor with D.A (London), FFARCSI and F.C.P.S. (Hon). He has remained Prof of Anaesthesia & HOD and also served as Principal at Dow Medical College Karachi. He was founding Principal Bahria Medical & Dental College, Karachi. He has also served as Dean of Medicine University of Karachi, Dean Faculty of Anaesthesia College of Physician & Surgeon Pakistan and Former Councillor C.P.S.P. He was former President of Pakistan Medical Association (Centre) & P.M.A. Karachi and Chancellor- Malir University of Science & Technology. He is also serving as Honorary President. Kooli Goth Charitable Hospital, Malir.



Justice (R) Abdur Rahman Faruq Pirzada

Justice (R) Abdur Rahman Faruq Pirzada remained Advocate Supreme Court of Pakistan from 2015 to 2016. Remained as honorary director, North Sindh Urban Services Corporation Limited, from year 2013 to year 2015. He has remained President, Sindh High Court Bar Association, Sukkur from 2011 to 2012 and was elected three times as General Secretary, District Bar Association, Sukkur. He also remained Judge, Sindh High Court for about two years since 2007 to 2009. He remained Deputy Attorney General for Pakistan (Sindh High Court: Sukkur) for about three years viz. from Sept 2004 to Sept 2007. Worked as District Officer (Law) District Sukkur, during year 2002-2003. Worked as chairman law committee, District Council Sukkur, during year 2001 and 2002.

He remained Advocate High Court of Sindh from 1979. Served as Assistant Government Pleader/Assistant Public Prosecutor at Sukkur for 3 years, viz. from 1975 to 1977. Served as Assistant Professor of English. Sindh Agriculture College, Tando Jam, from 1967 to 1969.



Mr. Zahid Bashir

Mr. Zahid Bashir belongs to a large industrial and commercial group in Pakistan having diverse interests in the fields of Textile, Sugar, Jute, and manufacturing, Particle board, Steel and Financial Services. He did his M.B.A. from Institute of Business Administration University of Karachi. He is Chairman Premier Insurance Company of Pakistan Limited and Director of several manufacturing companies and public and private financial services companies. Currently he is also Chairman Patients Aid Foundation and Member Board of Governors of Institute of Business Administration, Karachi. Due to his vast experience, expertise and commitment he has been nominated as Chairman as well as Director Karachi Cotton Association for several times. He has also remained Chairman Board of Trustees, Karachi Port Trust for several times.



Professor Dr. Mohammed Saeed Quraishy

Professor Mohammed Saeed Quraishy is M.B.B.S. with additional postgraduate degrees of FRCS Ed and FCPS. He has been a meritorious professor of surgery at Dow University of Health Sciences, Karachi. He has been Director PPHI Sindh. Currently he is Chairman, Board of Management, S.M.B.B Trauma Center, Civil Hospital Karachi and also President of International Hepato-Pancreato-Biliary-Association (IHPBA) Pakistan Chapter. In recent past he has been President, Pakistan Surgery of Gastroenterology and GI Endoscopy.



Mr. Nawaz Ali Leghari

Nawaz Ali Leghari did his Masters in Political Science from the University of Sindh with a first class First position in the province of Sindh. Along with a degree in Political Science, he also holds a degree in Law. He joined the Sindh Government as a Section Officer and worked in various administrative departments. However, he elevated to the position of Secretary to the Government of Sindh and worked as Secretary Finance and Secretary (Services) S&GAD.

During his service career he served more than 24 years in the Finance Department in different positions. Also, he took up the case of electricity dues payable by the Sindh Government to WAPDA against its claim of Rs. 29 billion, before a sole Arbitrator Justice (Retd). Mr. Shafi-ur- Rehman of the Supreme Court of Pakistan and as per his award Sindh Government saved more than Rs. 10 billion.

He also served as a Member of Sindh Public Service Commission against the tenure of five years and upheld the merit criteria while selecting deserving candidates against various positions. He also held the post of Chairman of the Sindh Public Service Commission for a short period. He actively participated in various NFC Awards while serving in the Finance Department.



Dr. Hussain Bux Memon

Dr. Hussain Bux Memon worked as DG Health Services Sindh. National Program Manager EPI, managed national and international projects, worked as Medical Superintendent of all the Teaching Hospitals of Sindh province. Planned, implemented and evaluated many health related projects within province and at the federal level. Had an opportunity to govern the health services at the grass root level. Encouraged the community participation and promoted Public Private Partnership in health sector.



Captain Dr. Iqbal Memon

Capt Dr. Iqbal Memon is a medical graduate from Dow University of Medical and Health Sciences Karachi, with a vast experience in health system strengthening and establishing new medical facilities. He established first indoor Medical Centre at Mirpurkhas in 1987. As Secretary Dialysis Centre established free Dialysis Centre at Civil Hospital Mirpurkhas with the help of District Govt. He also played key role in the establishment of Bhitai Dental Medical College at Mirpurkhas in 2009. He is also Founder Chairman of Bhitai Trust. Presently he is advisor Bhitai Trust and Executive Director Bhitai Institute of Physiotherapy and Rehabilitation Sciences at Mirpurkhas. He has also served in Pak Army.



Professor Dr. Abdul Sattar Memon

Born at Badin in the province of Sindh, Pakistan. Graduated from Liaquat Medical College in 1978 as Best Graduate of the Year. Did MCPS in 1983 and FCPS in Surgery in 1985 from College of Physicians & Surgeons Pakistan.

Achieved Best Teacher Award in 2002-2003 from Higher Education Commission Pakistan. Promoted as Meritorious Professor (BPS-21) on July 1st , 2006. Worked as President Society of Surgeons Pakistan from 2010-2012. Owes 85 National / International Publications to the credit. Worked as Senior Vice President and Treasurer CPSP. Worked as

Professor of Surgery and Dean Faculty of Surgery & Allied Sciences, Liaquat University of Medical & Health Sciences Jamshoro.



Dr. Islamuddin Qureshi

Graduation in 1968 from Liaquat University of Medical and Health Sciences. Specialization in Chest Tuberculuties in 1973 from Karachi University. Worked in Department of Health Sindh for about 35 years in different specialties including Director Institute of Chest Diseases Kotri. Worked at Saudi Arabia King Abdul Aziz Hospital Makkah as chest specialist and Medical Superintendent at various Hospitals of Sind and a social community worker.

Technical Advisory Committee

Under section 10(1) of SHCC the Technical Advisory Committee was formed. The Advisory Committee consists of cross sectional forum of stakeholders, who provides (TAC) policy recommendations to SHCC on technical matters especially those related to quality assurance, advocacy, development and promotion of healthcare service delivery.

Nominees of TAC:

Prof. Syed Khalid Ahmed Ashrafi	CPSP (Councilor & Treasurer).
Mr. Habibullah Soomro	PNC (Director General Nursing, Sindh).
Dr. A. Q. Javed Iqbal	Pharmacy Council (Vice President)
Prof. Dr. Mohd. Iqbal Afridi	Sindh Mental Health Authority
Prof. Dr. Akhlaq Ahmed	NC Homeopathy (Member Examining Body)
Dr. Zabta Khan Shinwari	(President) NC Tibb
Mr. Syed Sajjad Haider	AGP (Member Finance)
Dr. Noor Sabah Kashani	Health Minister Representative.
Dr. Ahmed Haider	DHO (DHO-Hyderabad)
Dr. Shaukat Malik	Convener Elect.
Prof. Dr. Abbas Zafar	Dean Ziauddin University
Prof. Dr. Sameer Qureshi	Jinnah Sindh Medical University (Professor ENT)
Dr. Sikandar Ali Shoro	MPA Sindh Assembly
Prof. Dr. Tariq Rafi	PMDC
Pir Mazhar ul Haque	PMA Sindh

Introduction

Sindh Healthcare Commission (SHCC) Act 2013 in Brief:

Sindh Healthcare Commission (SHCC) Act 2013 was passed by the Provincial Assembly of Sindh on 24th February 2014, and notified on 20th March 2014, extending to the entire Sindh province.

SHCC is an autonomous body corporate and serves to improve the quality of healthcare services and strive to ban quackery in the Province of Sindh in all its forms and manifestations. SHCC Act 2013 applies on all healthcare establishments (HCE's), public or private hospitals, non-profit organization, charitable hospitals, trust hospitals, semi-government and autonomous healthcare organizations.



Functions and Powers of Commission

- (1) The Commission shall perform such functions and exercise such powers as may be required to improve the quality of healthcare services and clinical governance and to ban quackery.
- (2) Under sub-section (1) the Commission shall:
 - (a) Maintain register of all healthcare service providers;
 - (b) Grant, revoke and renew licenses to persons involved in the provision of the healthcare services;
 - (c) Enquire and investigate into maladministration, malpractice and failures in the provision of healthcare services and issue consequential advice and orders;
 - (d) Impose and collect fees and charges on registration, licensing and accreditation under this Act;
 - (e) Issue regulations, guidelines, instructions and directives to persons involved in the provision of healthcare services;
 - (f) Grading of the healthcare establishment; and
 - (g) Take steps to put ban on quackery;
- (3) The Commission may assign any of its functions to a person on such terms and conditions as may be agreed between the Commission and the person.
- (4) In the performance of its functions, the Commission shall –
 - (a) Take into consideration the policy advice of the Technical Advisory Committee and
 - (b) Co-ordinate with Government
- (5) The Commission shall conduct third party evaluation through independent performance/ clinical audit of healthcare establishments in the private sector.

- (6) Notwithstanding anything contained in any other law, the Commission may –
 - (a) On a complaint by any aggrieved person; or
 - (b) On a complaint by any aggrieved healthcare service provider;
 - (c) On a reference by Government or the Provincial Assembly of Sindh; or
 - (d) On a motion of the Supreme Court of Pakistan or the High Court made during the course of any proceedings before it, undertake investigation into allegations of maladministration, malpractice or failures on the part of a healthcare service provider, or any employee of the healthcare service provider.
- (7) The Commission shall take cognizance of any case of harassment of healthcare service provider or damage to healthcare establishment property and may refer such a case to the competent forum.
- (8) The Commission shall take measures and devise a strategy to counter sale of drugs without prescription.
- (9) The Commission may exercise the same powers as are vested in a civil court under the Code of Civil Procedure, 1908 (V of 1908), in respect of the following matters:
 - (a) Summoning and enforcing the attendance of any person and examining him on oath;
 - (b) Compelling the production of documents;
 - (c) Receiving evidence on affidavits; and
 - (d) Issuing commission for the examination of witnesses.
- (10) The Commission may authorize members of the staff to administer oaths and to attest various affidavits, affirmations or declarations, which shall be admitted in evidence in all proceedings under this Act without proof of the signature or seal or official character of such person.
- (11) If the complaint, submitted by aggrieved person, is proved false, the complainant shall be liable to pay a fine up to two hundred thousand rupees.
- (12) Any practitioner in possession of a medical qualification that allows him to practice Medicine or Surgery in the European Union, Canada, UK, Australia or United States shall be eligible to do the same in the Province of Sindh without hindrance but will be responsible to provide good medical care with ethics under this Act. He shall be answerable to the authority for any queries arising from the care provided by him under this Act. He will follow the regulations of this Act in the same manner as applicable to other doctors working in the Province, subject to registration with PMDC.
- (13) The Commission shall frame the guidelines to save health service provider from harassment, undue pressure and damage to property in performing their professional duties.
- (14) The Security and protection while on duty of the Health Care Worker should be the responsibility of the organization availing their services.
- (15) The organizations, public or private, government, local, provincial or federal for which the doctors and Health Care Workers are working must provide them full protection, both physical and legal.
- (16) In case of physical injury incurred while performing the duties, the
 - (a) Doctors and health care workers should be fully compensated;
 - (b) Doctors and healthcare workers should have legal protection and in case of litigation, the administration must own the responsibility of legal cover and provide full financial and legal help accordingly.

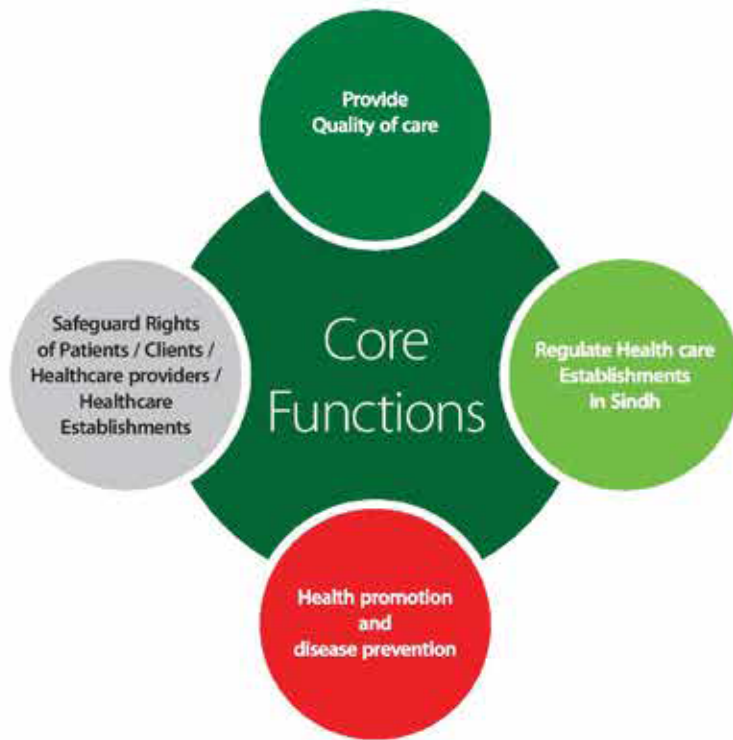
Vision and Mission

VISION
Quality Care for all

MISSION
Our mission is to make provision for the improvement, access, equity, and quality of healthcare services and combating quackery in all its forms and manifestations.

GOALS OF SHCC
Improve access, equity and quality of healthcare services
Regulate healthcare service delivery in Sindh
Ban quackery in all its forms and manifestations
Deal with ancillary matters related to healthcare in Sindh
Safeguard the rights of patients, doctors and healthcare establishments
Promote measures for health improvement and disease prevention

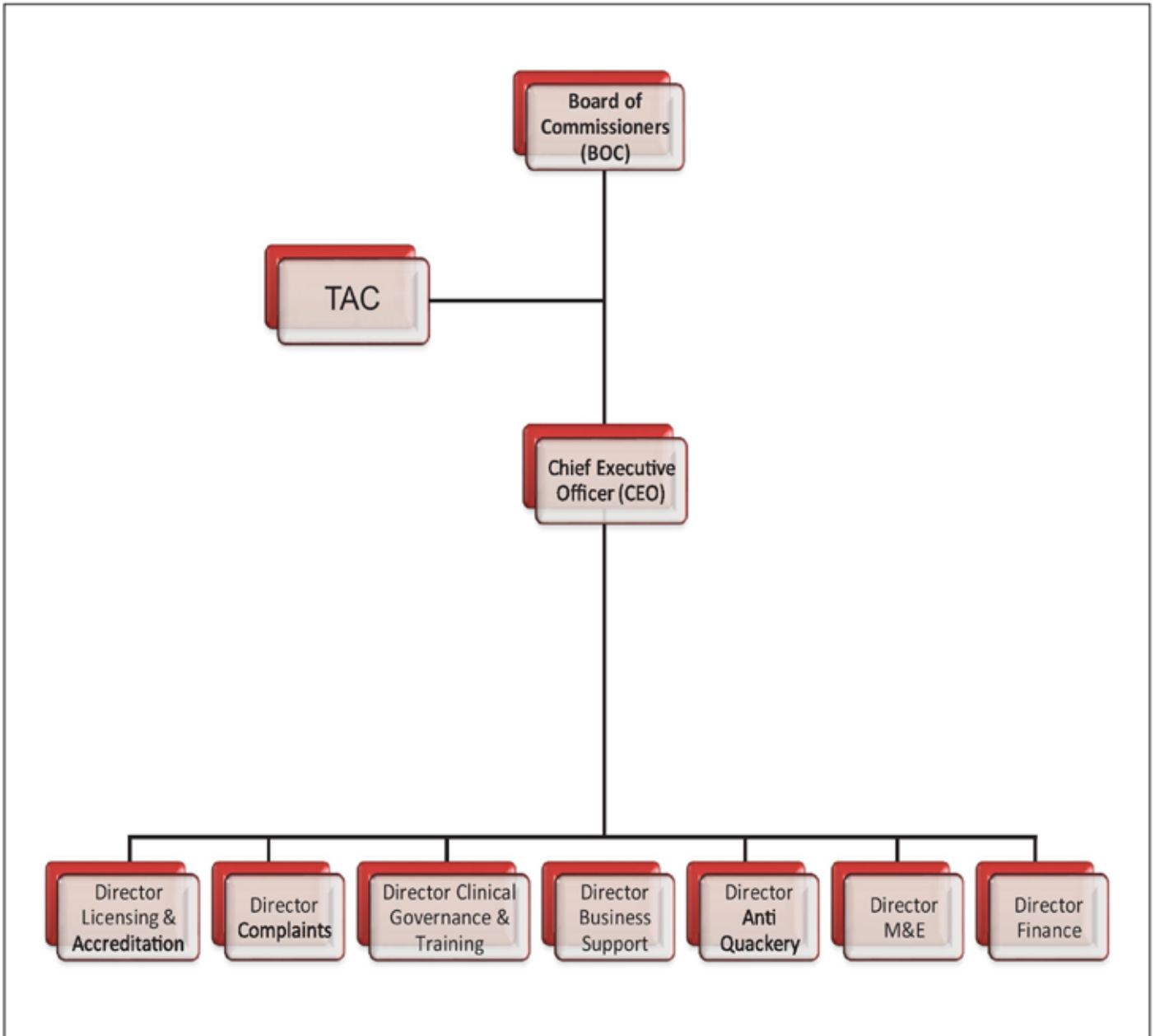
CORE FUNCTIONS



CORE VALUES



Organogram



Journey of SHCC and Collaborative Partners



DR. NABEELA ALI
Chief of Party, JSI/ HSS-SD

Technical assistance to Sindh Healthcare Commission (SHCC) initiated in 2015 after the Government of Sindh requested Health Systems Strengthening (HSS) Component of USAID's MCH Program implemented by a consortium led by JSI Inc., and Contech International as its implementing partner for this technical assistance.

This support translated the SHCC Act into reality while being cognizant of the fact that a collective approach of engaging all stakeholders is the foremost strategy for establishing and operationalizing the Commission. Bringing in a multidisciplinary team, comprising of institutions development, management, administrative, finance, human resource development and legal experts, the support led to translate the SHCC Act into reality. All such

assistance provided to the Commission was synchronized with the establishment and operationalization needs of the Commission. An important component of the implementation approach was knowledge sharing through study visits of similar institution in other parts of the country. These study visits were also beneficial in enhancing the understanding of the government officials to run the SHCC as a 'body corporate', having independent governance structure and autonomy. Carrying forward this assistance under the legacy component of USAID's Integrated Health Systems Strengthening and Service Delivery (IHSS-SD) Activity, support was provided to the SHCC in following areas during 2017-18:

Service Delivery Standards, Reference Manuals and Survey Guides – Standards were developed for hospitals, primary healthcare facilities, clinics, homeopathic clinics, and laboratories and diagnostic centers. These standards cover all areas and dimensions of healthcare services' delivery and management. Technical assistance was provided for preparation of Reference Manuals and Surveyors' Guides for different levels of healthcare establishments.

TA under HSS Component of USAID's MCH Program

1. Establishment of governance structure
2. Development of Rules and Regulations
3. Preparation of SHCC Business Plan
4. Annual Budgets for 2016-17 & 2017-18
5. Recruitment of SHCC staff
6. Minimum Service Delivery Standards

The Reference Manuals have been developed through review of national and international literature, and provide guidance to the healthcare establishments for implementation of measurable criteria based on respective Sindh Service Delivery Standards. While, in the Surveyors' Guides, the survey process and scoring has been explained for each measurable criterion of the respective standard. The Surveyors' Guides will facilitate the inspectors in assessment of compliance to the service delivery standards for provision of license. A team of technical experts from IHSS-SD was involved in the development of these documents. The Reference Manual and Surveyors' Guides for Hospitals were prepared in the quarter July-September 2018; while the remaining Reference Manuals and Surveyors' Guides were developed during the quarter October – December 2018.



Dr. Iftikhar Ghuman
Consultant Contech
International

Census of Private Healthcare Establishments in Sindh – Technical assistance was provided to the SHCC Directorate of M&E in development of methodology and questionnaire/tool for conducting the census of the private healthcare establishment in all districts of Sindh. Support was further extended in appointment of a firm to conduct this census through development of Terms of Reference (TORs), advertisements and Request for Proposal (RFPs). After the RFP stage, the IHSS-SD Activity team supported in development of evaluation criteria and its implementation for assessment of the received bids to complete the process for selection of the firm for conducting census.

Performance and Clinical Audit – Technical assistance was provided to the SHCC in conducting performance and clinical audit of the healthcare establishments to comply with the provisions of the SHCC Act. This support comprised of the development of concept paper, scope and methodology of conducting the performance and clinical audits. Afterwards, technical assistance was also provided in development of bidding documents for selection of firm to conduct these audits at the selected healthcare establishments, including the TORs, RFP and bid evaluation criteria for the concerned directorate of SHCC.

Business Plan and HR Manual – Technical assistance was provided in development of the Business Plan of the SHCC with short and long-term targets for the SHCC. This target-setting exercise was jointly conducted with each of the directorate to have realistic targets and building ownership of the respective directorate. Side by side, the rules and regulations pertaining to the human resource management were reviewed and consolidated in the form of HR Manual.

Adaptation of SPPRA Rules, Procurement Procedure & SOPs – The team provided support in development of policy guidelines, tools and SOPs, including the SHCC Delegation of Financial Powers Rules & Re-Appropriation Rules for effective and efficient use of SHCC resources. The team recommended and finalized the amendments required for adaptation of SPPRA Rules and assisted in its approval from the Executive Committee followed by the Board of Commissioners. This assistance strengthened the procurements processes of the Commission to comply with the prevailing rules, procedures and SOPs.

Pre-Audit of FY 2017-18 - SHCC requested for assistance in pre-audit of auditable documents for the period ended on June 30, 2018. IHSS-SD Activity team reviewed the documents pertaining to Procurement of Goods and Services' on sample basis for compliance of SPPRA Rules. Sample was selected to cover petty purchases, purchases through quotations and tenders. Through this review, the deficiencies identified in the documentation were reported to the Commission for assisting in removing these deficiencies in documentation before the initiation of external audit.

Appointment of External Auditors – Technical assistance was provided in development of the bidding documents for appointment of external auditors. It also included the development of evaluation criteria and selection methodology. Through joint reviews, this support was further extended for approval of these documents from Audit & Finance Committee and Board of Commissioners.

“Without the much-needed assistance from the USAID’s MCH Program, laying the foundations of this institution would not have been possible in such a timely and efficient manner. This is a great contribution to pave way towards achieving quality of health care services for the people of Sindh.”

Professor Dr. Tipu Sultan
(Chairperson – SHCC)
July 3, 2017

Operationalization of SHCC:

Chronology of Formation and Functioning of SHCC in Brief:

- Sindh Government and JSI collaboration initiated in 2015.
- The Commissioners were appointed in April 2016.
- Chairperson SHCC was notified in December 2016.
- The first meeting of Board of Commissioners (BOC) was held on 31st March 2017.
- The CEO was appointed in May 2017 and efforts were initiated to secure funds and office space.
- Documents Developed: Regulations, Terms of Services, Sindh Service Delivery Standards (SSDS) for Hospital, Standard for Primary Healthcare, Clinics, Homeopathy and Tibb, SOP on Anti Quackery, Reference manual for complaints Rights of patients, doctors and healthcare establishments (HCE's), and HR Manual.
- First installment of seed money was received in October 2017 and 2nd in June 2018.
- Directors (Directorate of Business Support, Finance, Licensing and Accreditation, Clinical Governance and Monitoring and Evaluation) were hired in October 2017.
- Small office was established in November 2017, while permanent was acquired in April 2018.
- Skeleton staff was hired and SHCC was launched in February, 2018.
- FREE Registration of HCE's was initiated along with training of registered hospitals.
- Ground work for the launch of Anti-Quackery activities was initiated with the establishment of stakeholders group and development of SOPs!
- With the second Installment of seed money received in June 2018, the second phase of hiring was initiated
- Efforts to establish Divisional Head Quarters was initiated and office acquired in Larkana in March 2019,
- For the first time in history of Sindh a census for mapping of healthcare establishments both in public and private sector has been initiated.
- Working group formed to deal with Hospital Waste Management
- Training of Trainers in planning process for the inspection Healthcare Establishments.
- Core group formed to create awareness on infectious diseases
- Quality Excellence Centres in MNCH in process at Karachi and Larkana.

3

■ Technical Directorate



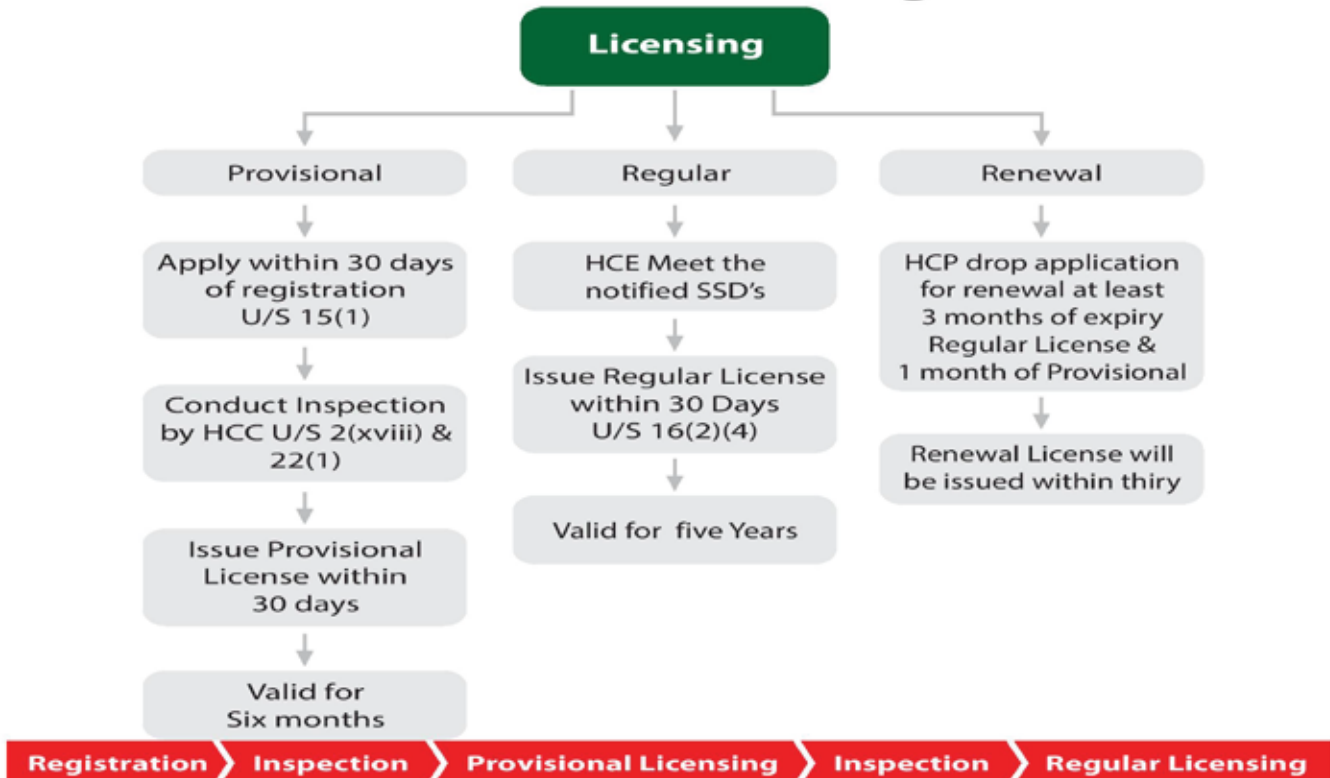
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■ Directorate of Licensing and Accreditation

Process for Licencing & Accreditation

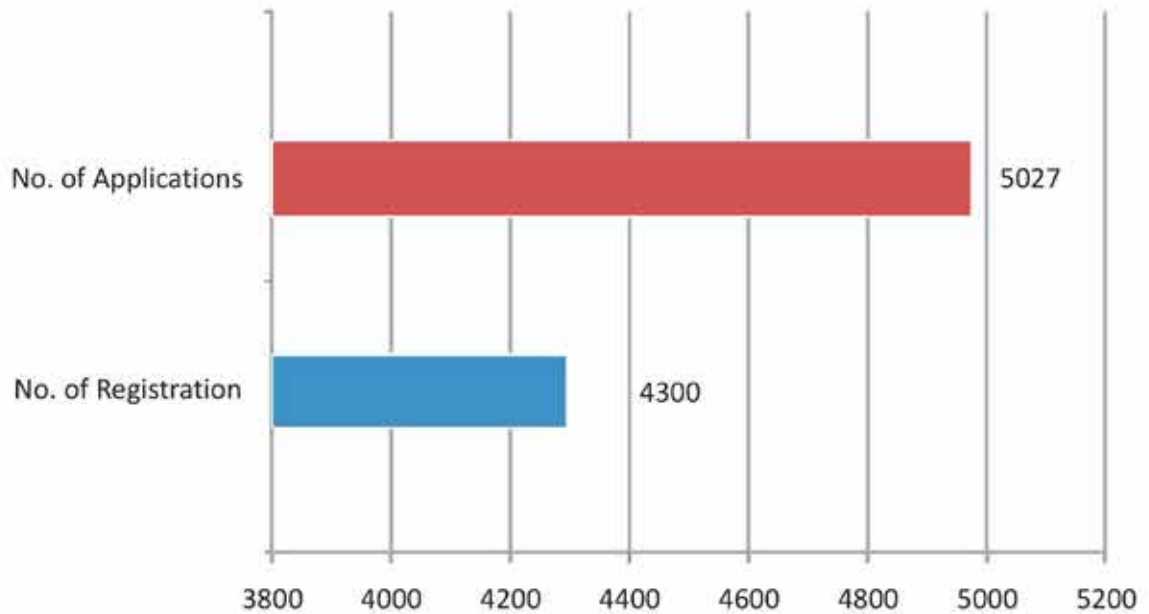
Registration	<ul style="list-style-type: none"> • Under Section (U/S) 13 (1) of Sindh Health Care Commission (SHCC) Act 2013, a health care service provider shall not provide healthcare services without being registered under this Act. • REGISTRATION IS FREE • PROCESS: <ul style="list-style-type: none"> ◦ Healthcare Establishment (HCE) applies for registration using prescribed application U/S 13 (2&3). ◦ Registration Certificate will be issued within 30 days U/S (4).
Provisional Licensing	<ul style="list-style-type: none"> • All registered HCE's will be considered provisionally registered for 90 days/S 13 (4). • PROCESS: <ul style="list-style-type: none"> ◦ Within 30 days of registration, all registered HCEs will apply for provisional licensing/S 15(1) of Act, along with filled application and prescribed fee. ◦ Registered HCE's will be provided a copy of Sindh Services Delivery Standards (SSDS) to ensure HCE's compliance. ◦ Inspection of registered HCE's will be conducted by SHCC U/S 16 (3). ◦ Provisional license will be issued within 30 days of acceptance of application U/S 16 (2) of Act.
Regular Licensing	<ul style="list-style-type: none"> • If HCE meet the notified SSDs', SHCC will issue license U/S16 (2), within the period of 30 days after receipt of application. • License should be visibly displayed at HCE. • PROCESS U/S 16 (4). <ul style="list-style-type: none"> ◦ HCE to apply for license on prescribed application accompanied with documents and fees. ◦ License is valid for five years. <li style="padding-left: 40px;">May be renewed upon its expiry.
Accreditation	<ul style="list-style-type: none"> • Accreditation is voluntary. • Conduct third party evaluation through independent performance/ clinical audit of healthcare establishment in the private sector.

Flowchart of Licencing:

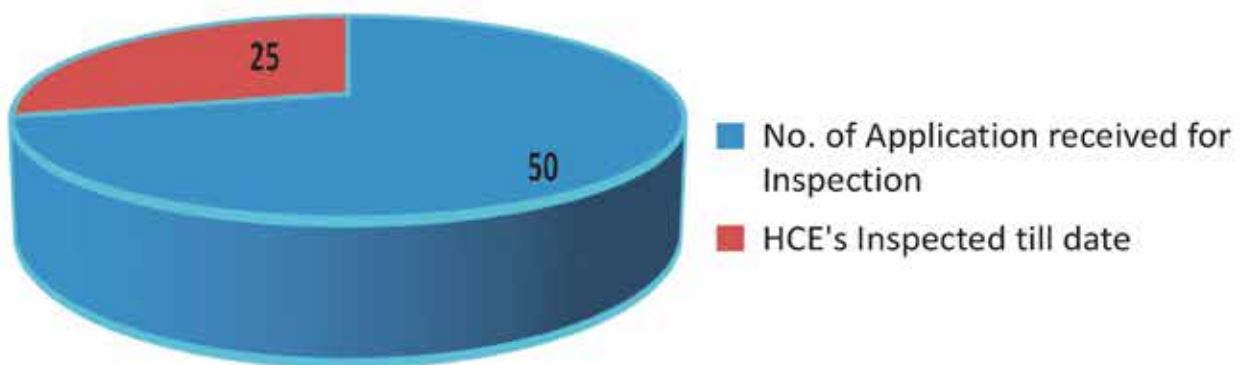


Key Achievements:

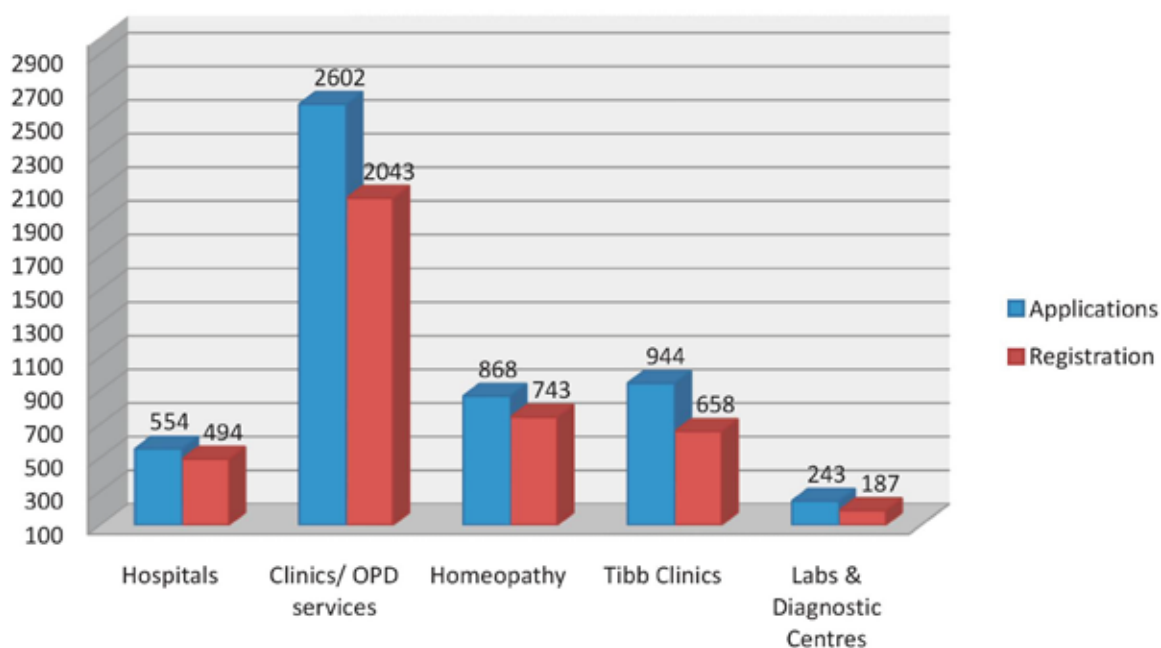
Statistics of Registration Applications



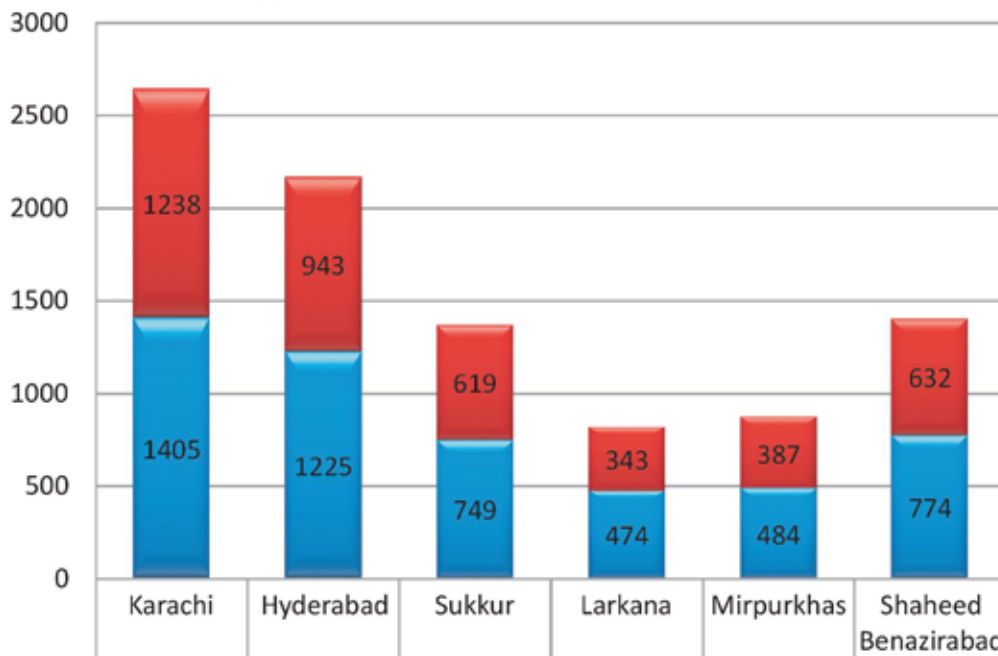
Status of Inspection of HCE's



Registration Status of HCE's



Status of Registered HCE's Division Wise



Registered HCE's	1238	943	619	343	387	632
Total HCE's	1405	1225	749	474	484	774

Highlights of Activities:



First Registration certificate given



Meeting with Stakeholders at Hamdard University



Department of Health (DOH) Stakeholder Meeting held on 20.02.18



Orientation Meeting by Sindh Healthcare Commission chaired by Director General Health Services Sindh, attended by DHO's and MS's of DHQ's, THQ's of all Sindh.



Orientation Meeting held in Sukkur



Orientation Meeting held in Larkana.



First Provisional license given to Aga Khan University Hospital, Karachi.



Director Licensing and Accreditation presenting award at Marie Stopes Society's Event



3.2

Directorate of Clinical Governance & Training

Introduction

Clinical governance is defined as "The system by which the governing body, managers, clinicians and staff share responsibility and accountability for the quality of care, continuously improving, minimizing risks and fostering an environment of excellence in care for consumers".

Five components of clinical governance framework are:

1. Governance, Leadership and Culture – Integrated corporate and clinical governance systems are established, and is used to improve the safety and quality of healthcare for its relevant stakeholders i.e. patients, healthcare professionals, healthcare establishments etc.
2. Patient Safety and Quality Improvement System – Robust practices in the form of standards are developed for quality improvement in healthcare establishments. The directorate of clinical governance & trainings also ensure that patient safety is improved. Safety and Quality systems are integrated with SHCC Act 2012, to actively micromanage and improve safety and quality of healthcare for patients.
3. Safe & Efficacious Delivery of Care – Our directorate is also involved in guarding the rights of the patients & HCEs so that effective measures are followed for the delivery of care. For this, directorate of Clinical Governance & Trainings is constantly engaged in developing standards pertaining to the delivery of quality care.
4. Partnering with Stakeholders – systems and standards are designed and used to support patients, carers and relevant stakeholders to be partners in healthcare planning, design, measurement and evaluation.
5. Elements of this component includes:
 - Clinical governance and quality improvement systems to support partnering with relevant stakeholders
 - Health literacy



Overview of the role of Clinical Governance and Training Directorate:





Activities at a Glance

1. INITIATION OF HCETRAININGS ON MSDS /SSDS IN SHCC

- Sindh Service Delivery Standard (SSDS), has trained the representatives of tertiary care hospitals for the implementation of Minimum Service Delivery Standards
- The training was developed on Sindh Service Delivery Standard (SSDS), to train representatives of tertiary care hospitals in the implementation of Minimum Service Delivery Standards. The importance of regulatory initiatives of the SHCC with reference to the development and implementation of the minimum standards of healthcare services delivery in various categories of healthcare establishments were highlighted.
- Briefing of SHCC's auditing agenda, this was linked with the Sindh Service Delivery Standard (SSDS), so as to share the basics of auditing techniques that will aid in developing a robust procedure of inspection and will ensure that a continuous procedure is established.
- The identification of the timeline for the implementation of Sindh Service Delivery Standards (SSDS) in Sindh province.

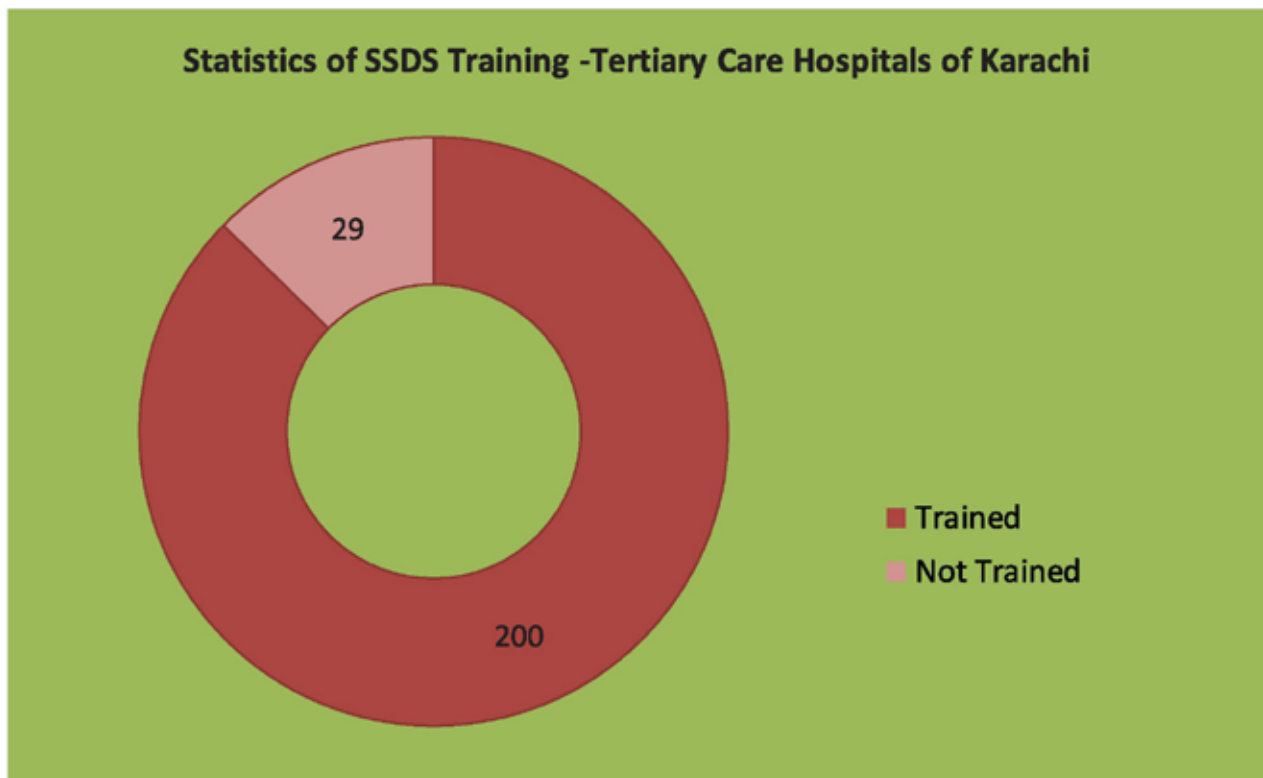
2. FORMATION OF QA-HAT (QUALITY ASSURANCE – HOSPITAL ADVISORY TEAM) FOR THE MSDS DEVELOPMENT

- A quality circle was developed which comprised of the top notch hospitals of Karachi to discuss the implementation of SSDS. It was hypothesized that the implementation of SSDS at an initial stage would be an extensive procedure and some of the observations weren't implementable in the tertiary care setups.
- The SSDS was curtailed down to a minimum of 50-60 observation audit checklist in order to ensure compliance in the HCEs, by the mutual consensus of the doctors from secondary and tertiary healthcare setups.
- This activity further strengthened our relationship with the stakeholders thus ensuring that we work in close proximity with the health carers, so as to bridge the gap between the SHCC officials and the healthcare professionals. This activity will also aid in creating a positive outlook by taking the stakeholders on our journey of establishment.



Key Achievements

- a. Developed Sindh Service Delivery Standards
- b. Developed checklist for inspections of Hospitals
- c. Developed Homeopathy Standards
- d. Developed Tibb Standards
- e. Standards being developed
 - i. Labs and Diagnostic
 - ii. Anesthesia/ Hair Transplant
 - iii. Dentistry
 - iv. Secondary care
 - v. BHUs
- f. Developed medical negligence, anti-harassment, defacement of property and waste management policies.
- g. Given awareness about homeopathy standards to more than 100 homeopathy health care establishments.
- h. Conducted training of field expert for inspection teams for licensing.
- i. As representative of SHCC finalized the manual standard of WHO for birth spacing
- j. Participation in the UNICEF QOC training
- k. Currently engaged in developing the Infectious Disease control/ Infectious Disease prevention stakeholders group.
- l. Developing stakeholders group to properly organize the health care waste management of in Sindh.



Highlights of Activities:



HCE Training on SSDS and Clinical Audit- Session I



Awareness Session on SHCC and Homeopathy Standards at Larkana.



Training of tertiary care HCEs (from Karachi)



HCE Training on SSDS and Clinical Audit Session III

3.3

Directorate of Anti-Quackery

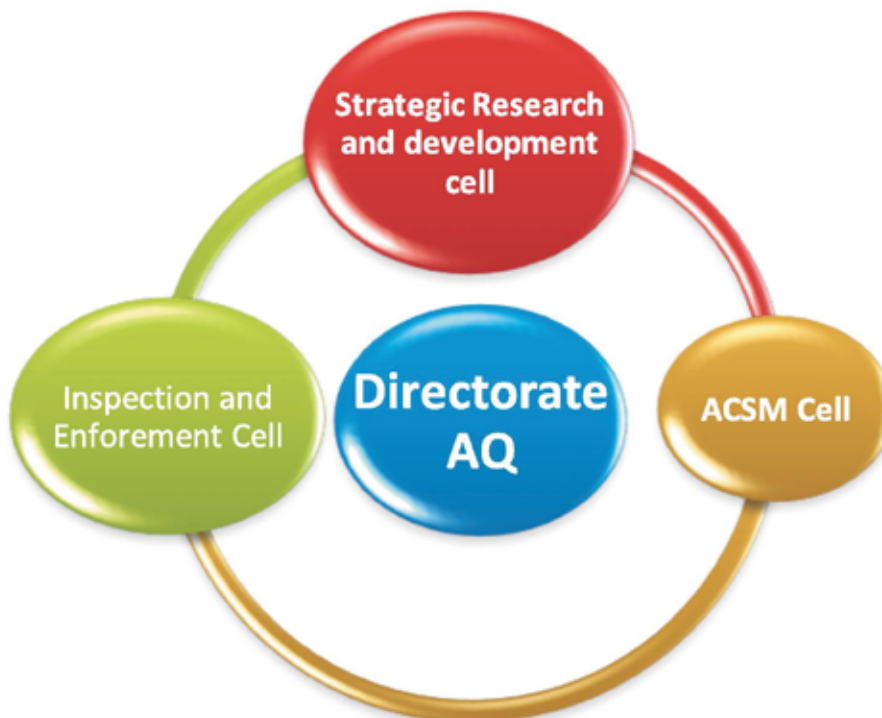


Introduction

Anti-Quackery Directorate is the frontline cohort of Sindh Health Care Commission (SHCC), established under the SHCC Act, 2013. The SHCC Directorate aims to play active role in pursuance to U/S 2(xxix), 4(1), 4(2) (q); facilitate to perform such functions and exercise such powers and take necessary steps for banning quackery in the province of Sindh in all its forms and manifestations and take corrective measures to enforce regulatory laws with the help of stakeholders as approved by competent authority.

SITUATION ANALYSIS:

According to Pakistan Medical and Dental Council, at an estimate more than 600,000 quacks are operating across the Pakistan and one-third of them are practicing in Sindh. More worryingly, majority of them, estimated to be around 200,000, are practicing in the province of Sindh and around 40% of those are working in the Cosmopolitan and biggest city of the Country i.e. Karachi. It has been reported that number of quacks are increasing in Sindh, both in urban and rural areas. Therefore, health of the inhabitants of the province especially in the low quantile of the wealth defined as vulnerable including; poor, critically ill, women and children are at severe risk. It is pertinent to discussed, there is wide gap of demand and supply (availability of qualified practitioner against population) of the health care services. Resultantly, patients are also visiting 'Allied Healthcare Workers' who are not qualified or registered as medical practitioners and are much easy to be accessed, as one such practitioner is available for 350 persons as opposed to one qualified doctor available for 1,290 persons. However, it is not evenly distributed. It is also realized that still there are pockets of population (i.e patients) whose healthcare needs remain unmet due to access issues, i-e unavailability of qualified professionals, transport, education and financial support to meet the required expenses for the treatment.

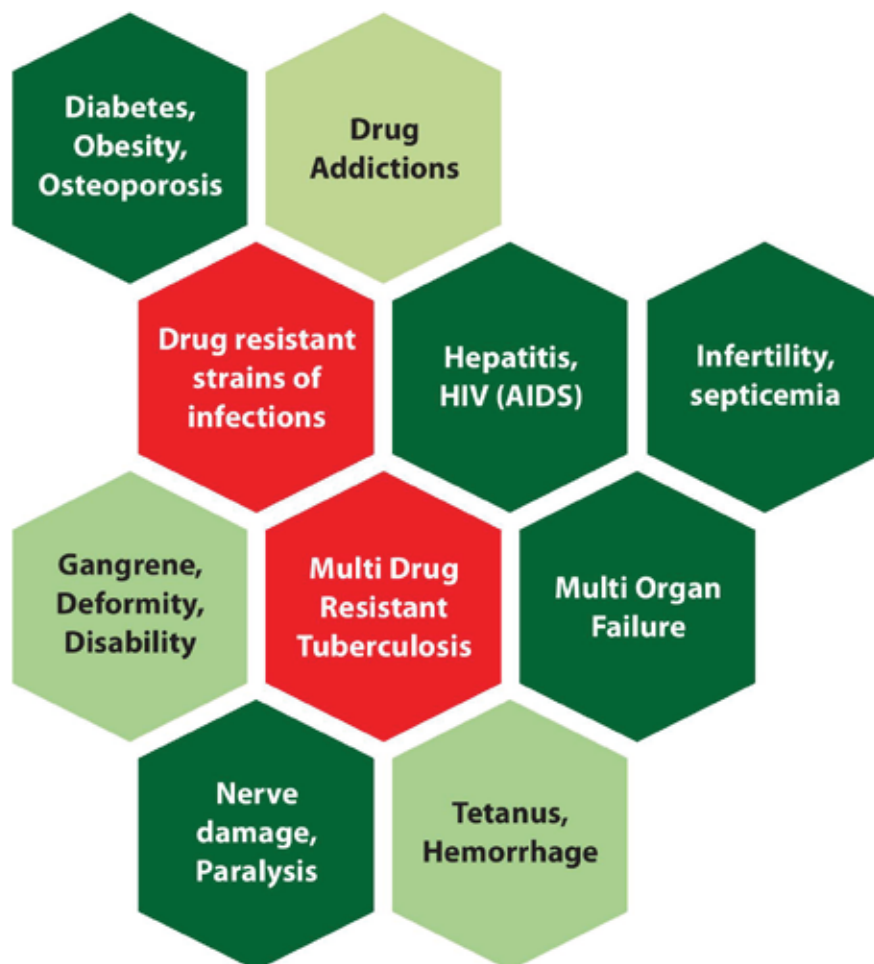


Legal Mandate

Legal Mandate under SHCC Act 2013	Relevant Provision
Introduction	
A Healthcare service Provider shall be deemed as "quack" if he/she is: <ol style="list-style-type: none"> 1. Duly qualified but not validly registered with Pakistan Medical & Dental Council, Council for Tibb and Homeopathy and Nursing Council; 2. Neither Qualified nor registered with the relevant council 3. Duly qualified nor registered but providing services beyond the provisions nor validly registered medical practitioner 	Section 2 (xxix)
Function & powers related to Anti-Quackery	
The Commission has been empowered to take necessary steps to ban quackery in the province.	Section 4 (2) q
The Commission shall coordinate with the Government in the performance of its functions.	Section 4 (4) b
Registration & Licensing	
Any Practitioner in possession of a medical qualification that allows him to practice Medicine or surgery in the European Union, Canada, UK, Australia or United States shall be eligible to do the same in the Province of Sindh without hindrance but will be responsible to provide good medical care with ethics under this Act. He shall be answerable to the authority for any Queries arising from the care provided by him under this Act. He will follow the regulations of this Act in the same manner as applicable to other doctors working in the Province, subject to registration with Pakistan Medical and Dental Council.	Section 4 (12)
The Commission may impose a fine which may extend to five hundred person thousand rupees upon a healthcare service provider or any other who practices without registration.	Section 13 (5)
Inspection and Enforcement	
The Inspection team may inspect any apparatus, appliance, equipment, instrument, product, goods or item used or found in, or any practice or procedure being carried out at the healthcare establishment.	Section 22 (3)
The Inspection team may enquire if there has been any instance of maladministration, malpractice or failure in the provision of healthcare services	Section 22 (4)
Where it appears to the Commission that the Circumstances of a case warrant action under any other law, the Commission may refer such case to the concerned governmental authorities or law enforcement agencies for appropriate action under relevant laws.	Section 26 (2)
Imposition of fines and penalties	
Impose and collect penalties on violation, breach or noncompliance of the provisions, rules, regulations, standing order and instruction issued under this Act.	Section 4 (2) g
Impose fine upon the quack and upon such medical officer under whose board/name the quack was practicing (in accordance with the order passed by the High Court of Sindh in C.P.NO.D -919/2014 on 20-10-2016) which may extend to five hundred thousand rupees in either case,	Section 28(1)
Miscellaneous	
No suit or other legal proceedings shall lie against Government, the Commission, Board, Technical Advisory Committee, Chief Executive Officer, officers, Inspection teams, advisors, consultants or agents of the Commission for anything done in good faith in the Execution or purported execution of this Act, rules or regulations.	Section 27
All executive authorities and law enforcement agencies of Government shall act in aid of the commission.	Section 35

Health Hazards

According to estimates, about 270,000 quacks are practicing unlawfully and providing healthcare services to patients/consumers who are enticed by the low cost of services offered by quacks. Such patients expose themselves to various health hazards often resulting in dire consequences.



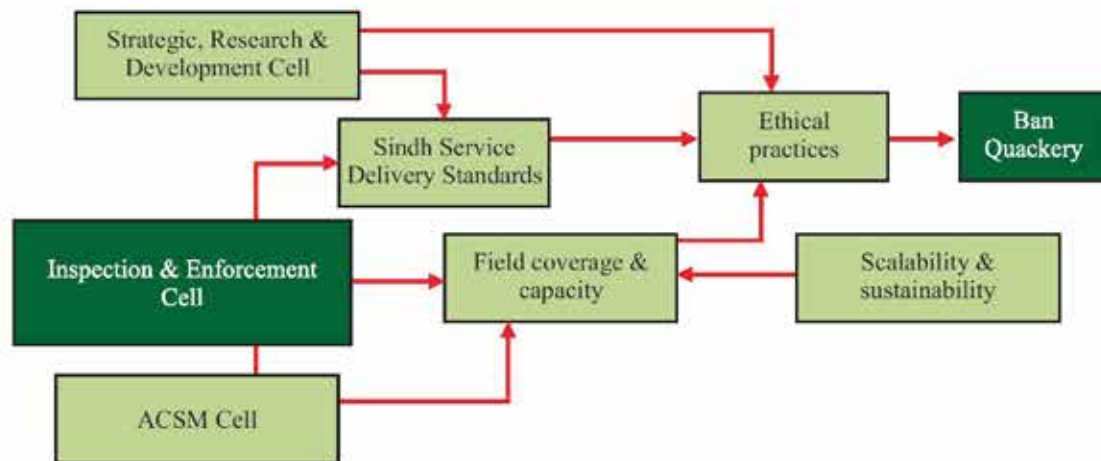
Forms of Quakery in Sindh

MEDICAL QUACKERY	NUTRITION QUACKERY	DEVICE QUACKERY
It includes cures, treatments and remedies of various health condition that are drugless or bloodless in nature.	It involves promotion of food fads and other nutritional practices that claim to be all natural. these are believed to have beneficial properties of multiple plants in one product.	it makes use of gadgets such as magnets, gauges, electrodes that are believe to cure certain health condition.

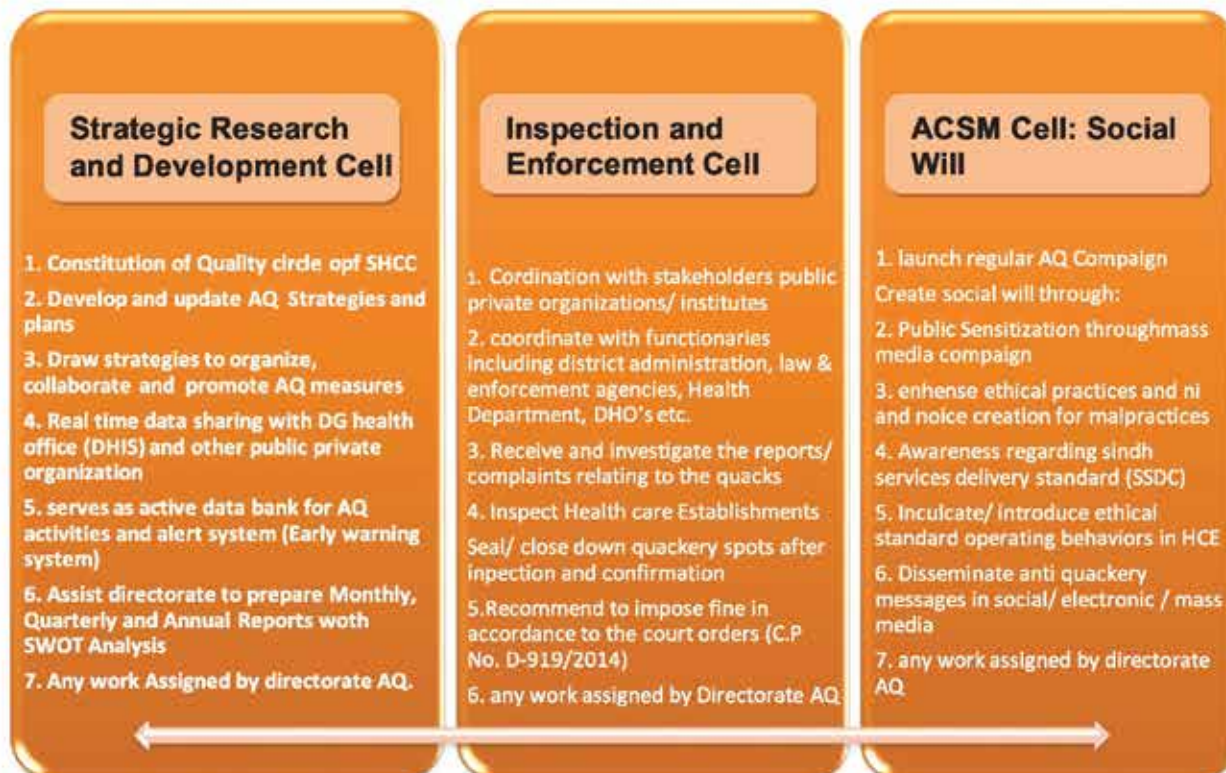


Strategic Frame Work:

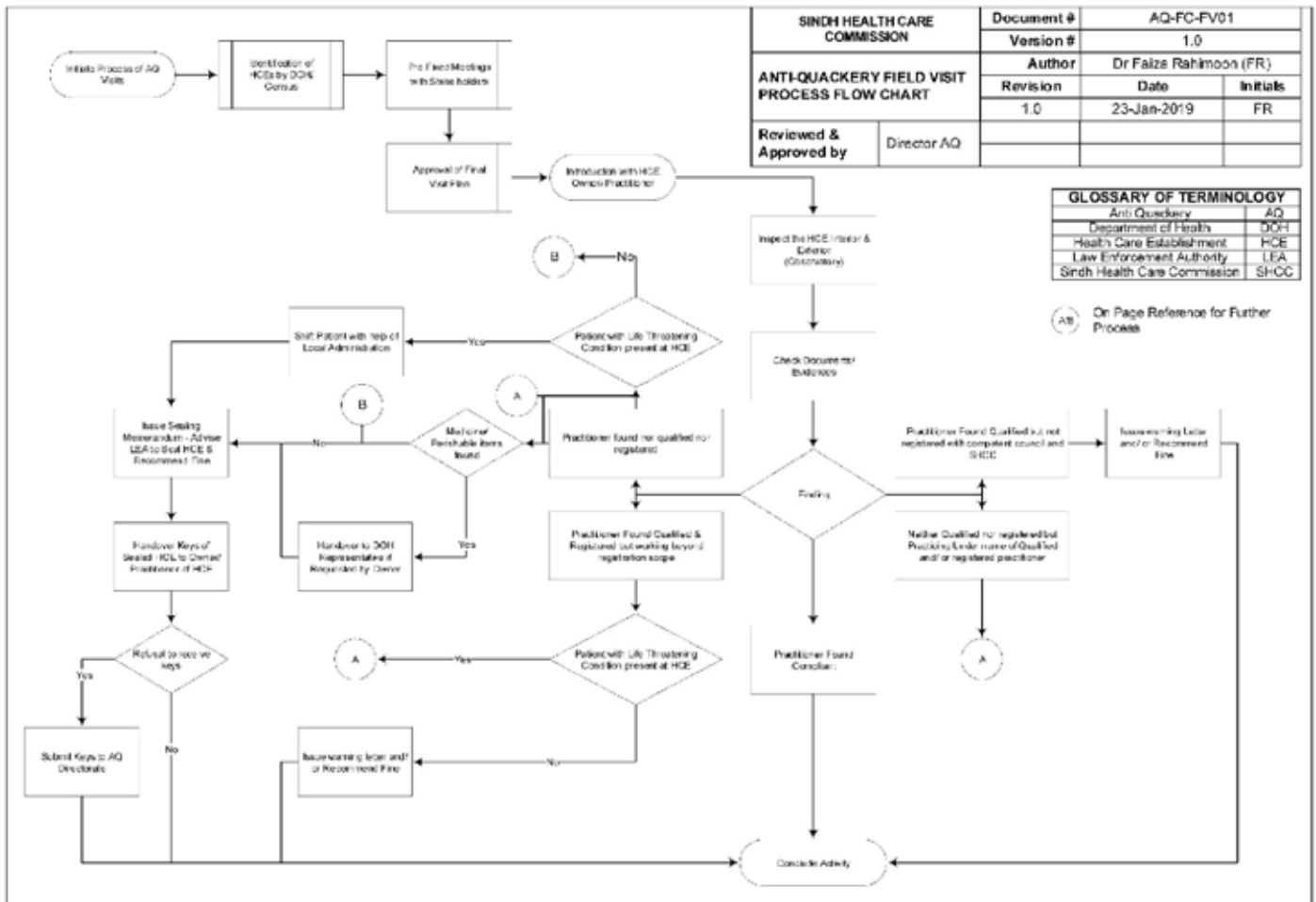
Anti-Quackery Directorate



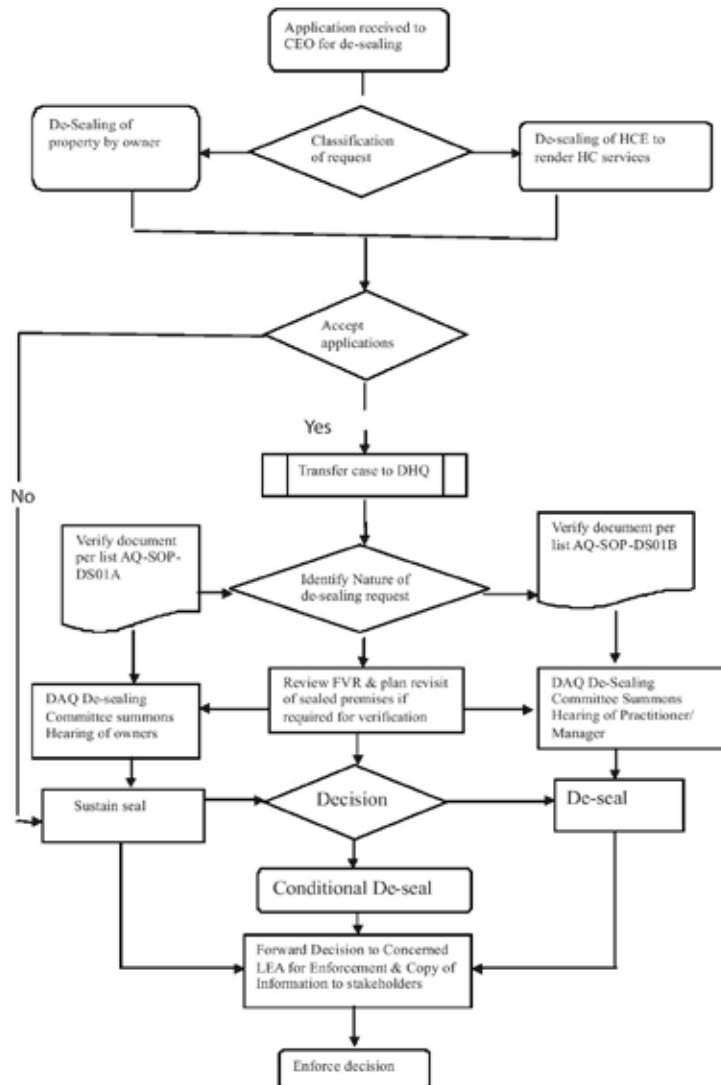
STRATEGIC FRAME: ANTI QUACKERY DIRECTORATE



Sealing Process



De-sealing Process



AQ-SOP-DS01A (Desealing of Property) 5 Copy of CNIC 5 Notarized Affidavit 5 Evidence of Relation of the Applicant to the Sealed HCE 5 Pay Orde of PKR. 5,000 in favor of "Sindh Health Care Commission"		AQ-SOP-DS01B (Desealing to render HC Services) 5 Copy of CNIC 5 Notarized Affidavit 5 Valid Registration & Credentials 5 Document to prove exact address of sealed HCE 5 Pay Order of PKR. 5,000 in favor of "Sindh Health Care Commission"		Glossary of Terminology SHCC Anti Quackery AQ Board of Commissioners BOC Field Visit Report FVR Health care Establishment HCE Law Enforcement Authority LEA Sindh Health Care Commission SHCC	
HCE DESEALING PROCESS FLOW CHART		Document	AQ-FC-DS01		
		Version #	1.0		
		Author:	Dr Faiza Rahimoon (FR)		
		Review	Date	Initials	
		1.0	23-Jan-2019	FR	
Reviewed & Approved by:	Director AQ				

Key Achievements

Stakeholders Consultative Meetings:

One day consultative meeting was arranged on 29th November 2018 with stakeholders. The meeting was well attended by officers of Health Department including Special Secretary, DGHS, Director Karachi and DHOs / ADHOs from all over the province; Director NICH; Director Hands; Director PBS; Head Division of Behavioral & Social Sciences at Aga Khan University; Senior technical expert PPHI, Professors, etc.

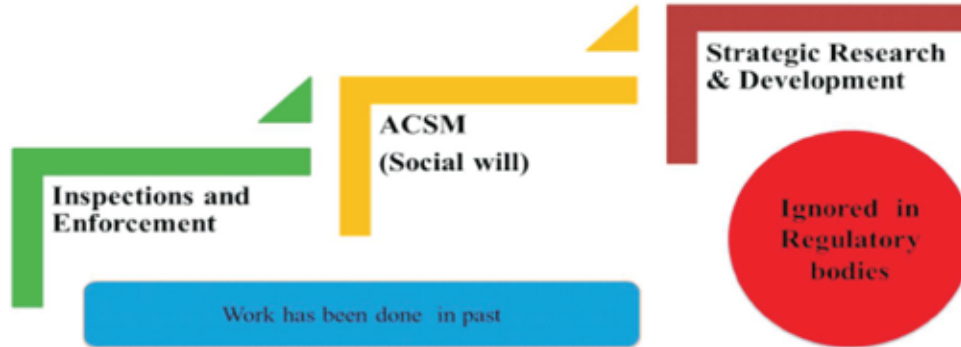


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Development of Strategic Framework: Based on responses, feedback of stakeholders and lessons learned; a synergized and impact oriented tripartite framework (Figure A) to handle quackery at leadership, administrative and management level is adopted with following aim;

“An integrated Anti-Quackery strategy for SHCC with the consensus of all stakeholders & in accordance with National cum provincial needs with the ultimate goal to ban quackery with its all manifestations and help in provision of quality health care services to the population”

Tripartite Approach

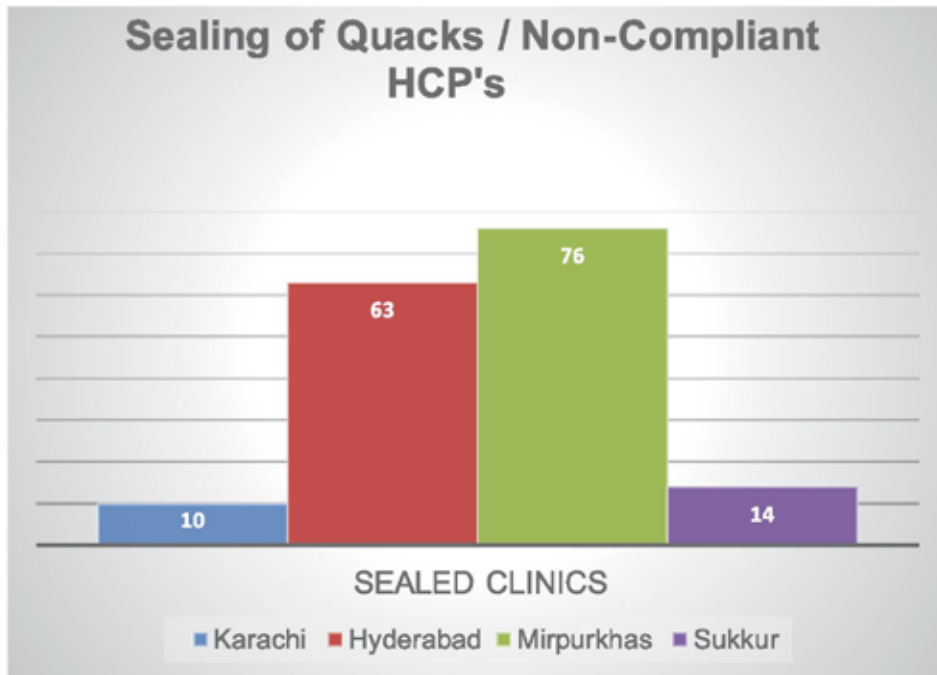


Development of Standard Operating Procedures: Standard Operating Procedures (SOPs) are working guidelines for Inspection and Enforcement (I&E) team notified by the Anti-Quackery Directorate (U/S 37 (2), SHCC Regulations) visiting to Health Care Establishments (HCE) in response of complaints about practitioners potentially practicing quackery in all its forms and manifestations (U/S 35, SHCC Regulations 2017) and enforcement of anti-quackery Regulations U/S 39. These SOPs along with reporting formats have been formulated and approved by the Board of Commissioners (BOC) of SHCC.

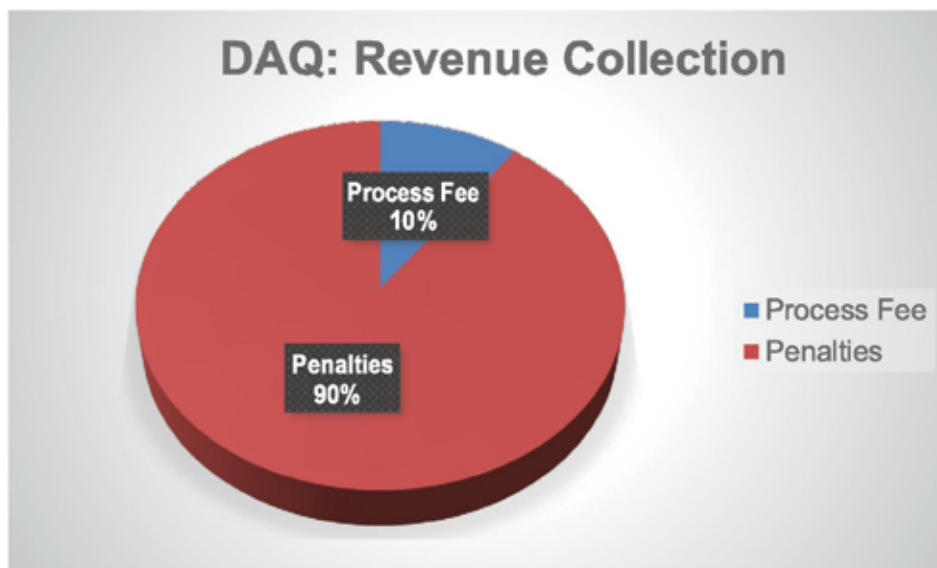
Notifications: To further enhance the continuous consultative cum collaborative process and integrate field activities to ban quackery in the province, one external, one internal committee and an I & E Team for field visits have been notified till to date;

1. Task force of Anti- Quackery Directorate (External Committee)
2. Verification / De-sealing Committee
3. Inspection & Enforcement Team

Field Visits: Directorate of Anti Quackery has initiated crackdown against quacks sealed 163 Health Care Establishments which were involved in quackery practices and issued 110 warnings on spot during this activity. The said activities so far expended in 07 districts of Sindh including 04 priority districts as identified in Honorable High Court of Sindh Orders.



Revenue Collection: Directorate of Anti-Quackery (DAQ) collected fines against de-sealing process fee and penalties approved by Board of Commissioners (BOC) of SHCC U/S 9(2) of SHCC Act – 2013. A total of Rs. 3.205 Million have been deposited in official account of SHCC.



Public Awareness Campaign: The activities of DAQ picked by both leading electronic and paper media with a slogan of “say no to quackery”. Various electronic and print media messages have been published by Directorate for general public education regarding anti quackery awareness campaign. In addition, DAQ has participated in number of awareness programs at local TV / Radio channels.

Highlights of Activities

Directorate of Anti Quackery in action against quacks

Daily Kawish Hyderabad 18 نومبر 2019 ع



سنڌ سموريه ۾ سموريه هيٺ ڪيئر انسٽيٽيوٽس (SHCC) جي سنڌ لاءِ پبلڪ نوٽيس ۾ HCC جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي. ان کان علاوه، ان جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي. ان کان علاوه، ان جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي.

ڊائريڪٽر اينٽي ڪيو ٽيڪو ڪميشن سنڌ هيٺ ڪيئر ڪميشن (SHCC) ڪراچي



سنڌ هيٺ ڪيئر ڪميشن (SHCC) جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي. ان کان علاوه، ان جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي. ان کان علاوه، ان جي اجازت واري آئين جي طئي ڪندي هڪ اڻاڻيا پيدا ٿيڻ جو خيال ڏيکاريندي ٿي.





SECTION 1 PERSONAL INFORMATION OF COMPLAINANT			
<p>تفصیلات کے ساتھ شکایت کرنے والے شخص کی معلومات</p>			
<p>Contact details: رابطہ تفصیلات</p>			
Name of Healthcare Establishment			
<p>ہسپتال / کلینک / ڈسپنسری / دیگر</p>			
Name of General Medicine Establishment			
<p>ہسپتال / کلینک / ڈسپنسری</p>			
CNC number of name			
<p>اس کے ایف ڈی آر / ایف ڈی آر / ایف ڈی آر</p>			
First & Last Name of Complainant			
<p>شکایت کرنے والے شخص کا نام</p>			
CNC number of Complainant			
<p>شکایت کرنے والے شخص کا ایف ڈی آر</p>			
Postal address of Healthcare Establishment			
<p>ہسپتال / کلینک / ڈسپنسری</p>			
Email address (if any)			
<p>ای میل ایڈریس (اگر ہے)</p>			
Telephone number	Landline	Mobile	
<p>فون نمبر</p>	<p>فون / فیکس</p>	<p>موبائل</p>	
Predicted contact method	<input type="checkbox"/> Telephone	<input type="checkbox"/> Mobile	<input type="checkbox"/> Letter
<p>تعمیراتی رابطہ کا طریقہ</p>	<p>فون / فیکس</p>	<p>موبائل</p>	<p>خط</p>
<p><input type="checkbox"/> Email</p>			
<p>ای میل ایڈریس</p>			
SECTION 2 FIRST POINT OF COMPLAINT			
<p>شکایت کی پہلی جگہ</p>			
<p>Healthcare establishment</p>		<p>Day _____ Month _____ Year _____</p>	
<p>ہسپتال / کلینک / ڈسپنسری</p>		<p>دن / ماہ / سال</p>	
<p>To whom</p>		<p>_____</p>	
<p>_____</p>		<p>_____</p>	
<p>Write outcome/result of the complaint (Or Address them if required)</p>			
<p>شکایت کے نتیجے میں کیا ہوا (اگر ضروری ہو تو انہیں پتہ لکھیں)</p>			
<p>_____</p>			

3.4

Directorate of Complaints

Introduction

The Directorate of Complaints will deal with all the complaints from the providers/recipients of healthcare service/inspection team/investigation team. This directorate shall be headed by a Director and will be assisted by Deputy Director, Assistant Director and Complaint Assistant as determine by the board of Commissioners of SHCC.

Scope of Directorate of Complaints

- Enquire and investigate into maladministration, malpractice and failures in the provision of healthcare services or any employee of the healthcare service provider and issue consequential advice and orders;
- Advocate rights and responsibilities of recipients and providers of the healthcare services;
- Take cognizance of any case of harassment of healthcare service provider or damage to healthcare establishment property and may refer such a case to the competent forum.
- Impose a fine which may extend to five hundred thousand rupees on the person who, in the opinion of the Commission, fails to comply with the final decision or recommendation of the Commission.



Objectives of Directorate of Complaints

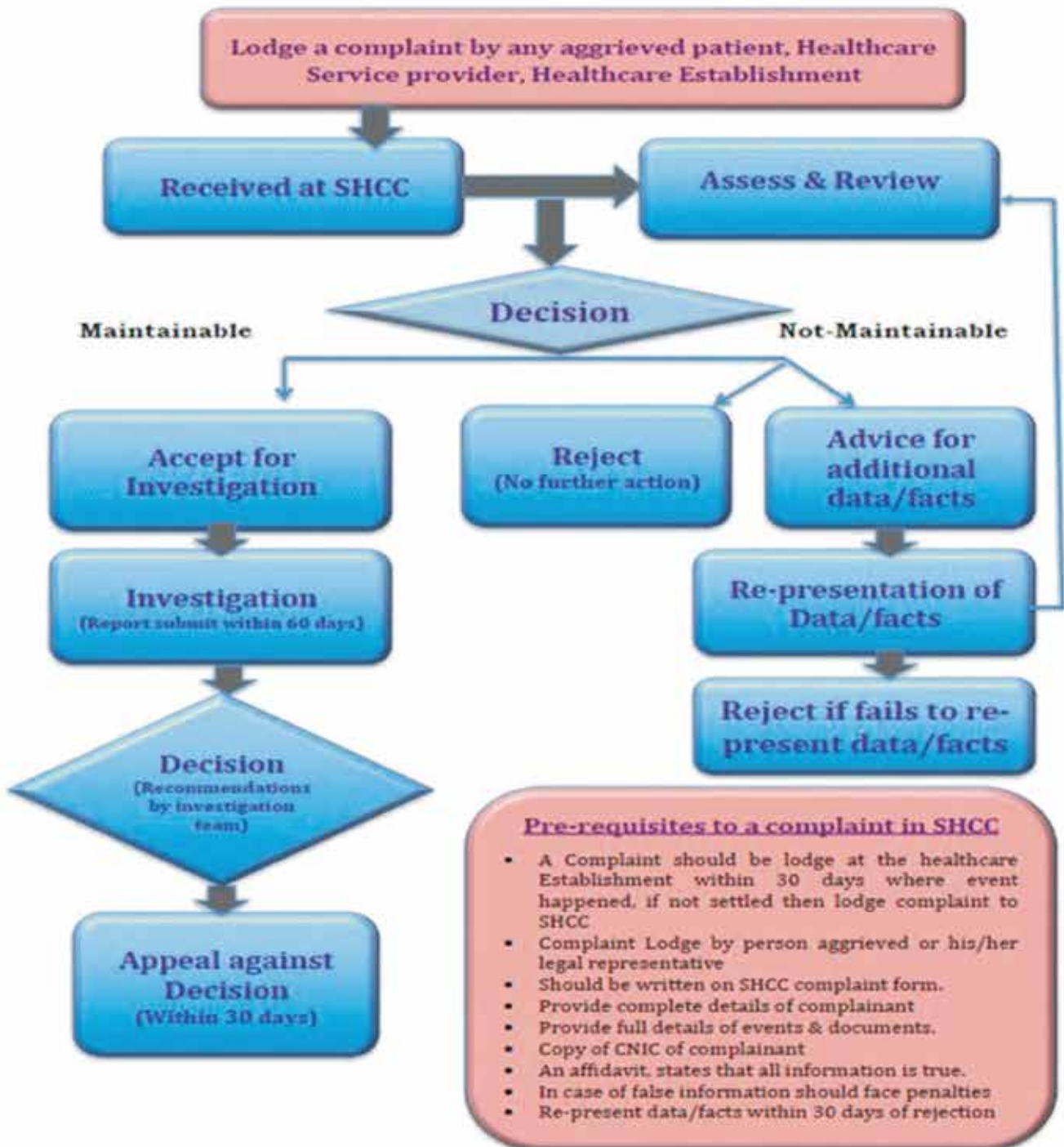
- To implement complaint management system in Sindh under SHCC Act 2013.
- To provide a forum for advocating & extending support for addressing rights and responsibilities of recipients and providers of the healthcare services including different segments of society in Sindh.
- To have a source centre / unit for help, information and submission of complaint against any maladministration, malpractice and failures in the provision of healthcare services in Sindh.
- To inquire and investigate the maladministration, and malpractice and failures in the provision of healthcare services upon receiving of complaints to SHCC.
- To impose and collect penalties on violation, breach or non-compliance of the provisions of SHCC act, rules, regulations, standing orders and instructions issued.
- To coordinate in implementation of SHCC Act 2013 in its true sense and provision of quality of healthcare services in Sindh.
- To acknowledge the complaints within 72 hours of working time period and resolve the issue within 90 days.
- To resolve at least 80% of the complaints received during the year.

Complaint Management Process

A complaint can be lodged by the way of personal appearance to the Healthcare Commission in writing addressed to the Chief Executive Officer (CEO) of the Commission or on web portal of Sindh Healthcare Commission available at the website of the SHCC. Following to the procedure of lodging a complaint and exercising the powers conferred, the Inspection Team of the Commission can also lodge a complaint, given that it shall immediately report the matter in writing to the Chief Executive Officer along with the necessary details.

- Healthcare Service providers/recipients of healthcare services/inspection team/investigation team can lodge/ register a complaint to the Sindh Healthcare Commission. Assess & review the Complaint by SHCC and decides its maintainability in accordance with the SHCC Act.
- SHCC identify and constitute an inquiry committee to investigate the complaint and enquiry committee follows the process of investigation and submits the report along with the recommendations for decision to the competent authority.
- SHCC board review the investigation report and recommendations submitted by inquiry committee, made decision and inform the concerned for implementation of decision and compliance reporting.

Complaint Process Flowchart



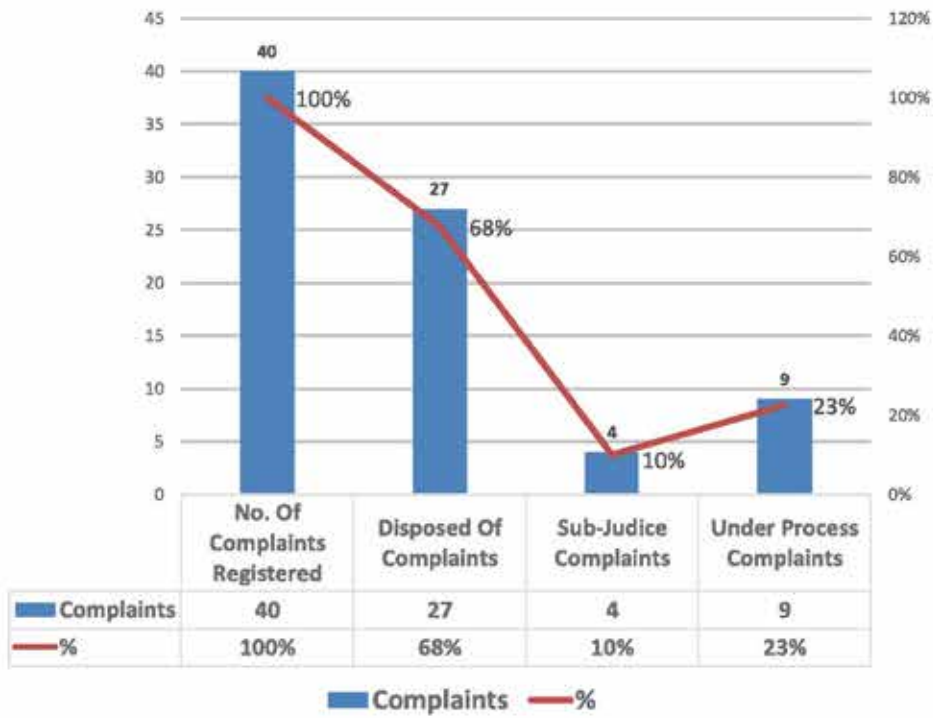
Key Achievements

A thematic analysis of the complaints was conducted to identify particular complaint issues. Patient complaint was used to classify these issues into categories and analysis of the complaints was conducted to identify particular complaint issues. Sindh Health Care Commission received total 40 complaints during the certain time period which split into two categories; first category is related to care provider or health care establishments and second category related to patients' issues. The overall data gathered related to patient's complaints which revealed that most of the complaints are related to careless attitude of clinical team including nursing care, improper clinical management, delay provision of quality services, non-availability of infrastructure and lacking to implement international standards at their existing set ups. These complaints were lodged from different resources which have been mentioned below According to aggregated complaint data. Such data would have better statistical capacity to identify common safety and quality healthcare problems and so point to important areas for improvement, right now Sindh health care commission has 27 complaints enquiries have been completed & disposed, 04 complaints are sub-judices remaining 9 complaints are on different stages of investigation process.

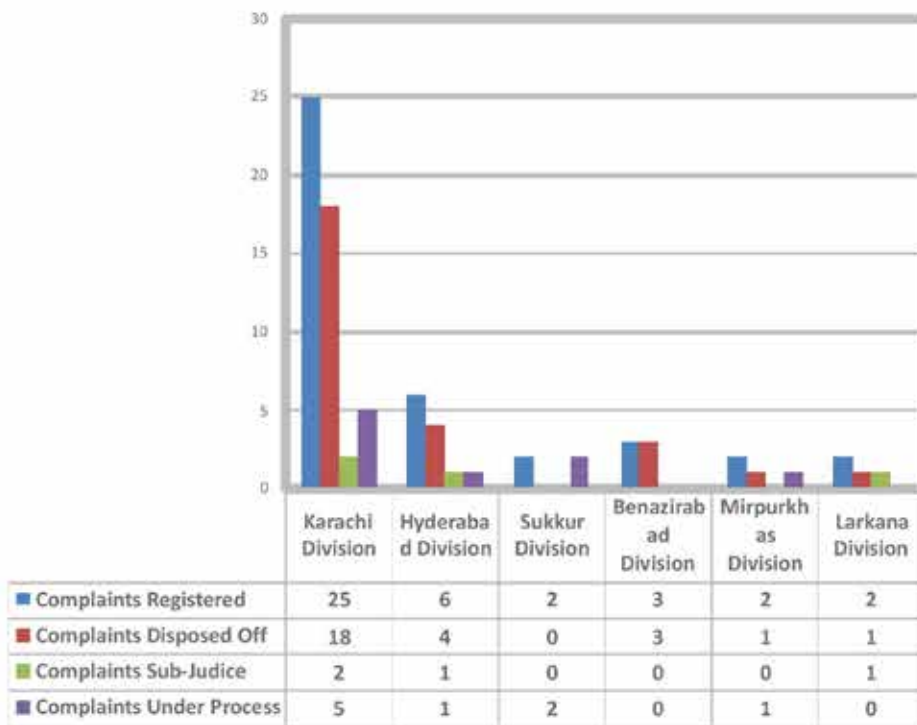
Directorate of compliant also conducted awareness session at Agha Khan Hospital, Liaquat National Hospital, Mehran Hotel Karachi, DHO offices Larkana & Ghotki to provide the information about complaint cell and quality assurance program. Directorate complaints conducted hearing against complaints, meeting in-house & outdoor with different Healthcare establishments which details given below:

S. No	Task	Quantity	Remarks
1.	No. of Complaints	40	
2.	No. of Complaints (disposed off)	27	Achieved
3.	No. of Complaints (Sub-Judice)	04	Not proceed
4.	No. of Complaints Pending	09	Enquiry on different stages
5.	No. of Inspections	19	In overall Sindh
6.	No. of Hearing	20	Both Parties
7.	Awareness Session	05	Mehran Hotel Liaquat National Hospital & Agha Khan Hospital, Karachi. DHO offices Larkana & Ghotki
8.	No. of Meetings with different Healthcare Establishments, Consultants & Legal team.	42	In house & Outdoor

Directorate of Complaints



Division Wise Complaints Flow



Highlights of Activities:



Executive district health office Larkana



Awareness session at DHO office Larkana



Inspection of Larkana Medical centre



Inspection of PPHI, Ghotki

4

Administrative Directorates

4.1

Directorate of Business Support



Introduction

Business Support Directorate provides administrative support for the Corporate Services and Business Development teams. It is initial and ongoing contact point for associated organizations, staff and external agencies enquiries and referrals. The Directorate also designs and implement procurement plan of overall organizations and meets the requirements as per SPPRA Rules.

Key Responsibilities:

- Identify, secure, deploy and manage the resources.
- Propose and prepare operational plans annually and quarterly, determining resource needs of the organization and plan strategy for efficient implementation.
- Ascertain procurement needs of the organization and ensure timely provision of the assets and other requirements.
- Developing an IT facility that oversee networking needs of the organization, hardware and software deployments and needed upgrades, developing IT applications and Website maintenance.
- To develop and implement corporate culture, plans and policies.
- To act as an internal change agent.
- To initiate change and act as an expert and facilitator.
- To actively involve himself in SHCC's strategy formulation.
- To keep communication lines open between the HR function and individuals and groups both within and outside the organization.
- To facilitate the development of various organizational teams and their working relationship with other teams and individuals.
- To try and relate people and work so that the organizational objectives are achieved effectively and efficiently.
- To diagnose problems and to determine appropriate solution particularly in the human resources areas.
- To provide co-ordination and support services for the delivery of HR programs and services.
- Formulating and executing human resource strategy in match with overall organization's plan and strategic direction of the organization, particularly in the areas of succession planning, talent management, change management, organizational performance. Supervision of industrial relations, policies, practices and operations of an organization.
- To evaluate the impact of HR intervention or to conduct research so as to identify, develop or test how HR in general has improved individual or organizational performance.

Business Activities at a Glance:

- Developed business plans for SHCC and implement procurement requirements
- Placement of tenders for processing various services
- Establishment of Divisional Head Quarters
- Recruitments of Staff
- IT department developed the architecture, hardware, software and networking requirement within the organization.
- Development of website and its maintenance
- Development of service plans and targets.
- Development of policies, procedures and control to ensure that the area of responsibility is compliant with all the relevant legislation, codes, regulations, guidelines, standards and best practice.
- Planning of annual budget.
- Establishment of office for SHCC.



4.2

Directorate of Finance

Introduction

Finance is one of the major supports of any organization. It has a broad range of role to carry out within or outside an organization. Finance Department is the part of an organization that is responsible for acquiring funds for the firm. Financial management focuses on ratios, equity and debt. It also refers to the efficient and effective management of money in such a manner as to accomplish the objectives of the organization. It is the specialized function directly associated with the top management.

Key Responsibilities:

- Manage the Commission's funds and assets.
- Prepare the annual budget and re-appropriation proposal, as the case may be, for a financial year in the prescribed manner.
- Prepare quarterly and annual statement of accounts of the Commission.
- Appoint a firm of chartered accountants, after following the prescribed procedure, for audit of the statement of accounts of the Commission.
- Protect the financial health of the Commission.
- Ensure recovery of the fees, fines & penalties imposed.
- Maintain auditable record of all financial transactions.

Business Activities at a Glance:

- The Directorate ensured that total spending by SHCC, is contained within the overall available budget.
- Acquiring of first and second Installment of seed money.
- Inivation of Internal and External Audit.
- The management team negotiated, signed and monitored all the external organizations and third party payers.
- Financial reports relating budgets, account payables, account receivables, expenses were made.
- Reviewing, monitoring and managing budgets.
- Strategies were developed to minimize financial risk.

SINDH HEALTH CARE COMMISSION ENTITY LEVEL ASSESSMENT FOR THE PERIOD OF OCT 01, 2017 TO JUN 30, 2018



Our summary conclusions for each of entity level areas are as follows :

S No.	COSO Component/Subcomponent	Assessment
1	Control Environment	
a	Integrity, ethical values, and behavior of key executives	Satisfactory
b	Commitment to Competence	Satisfactory
c	Management's Philosophy And Operating Style	Satisfactory
d	Organizational Structure	Limited
e	Assignment of Authority and Responsibility	Satisfactory
f	Human Resources Policies and Practices	Limited
2	Risk Assessment	
a	Entity -Wide Objectives	Satisfactory
b	Activity -Level Objectives	Limited
c	Risks	Limited
d	Managing Change	Satisfactory
e	GAAP Compliance	High



Our summary conclusions for each of entity level areas are as follows :

S No.	COSO Component/Subcomponent	Assessment
3	Control Activities	
a	Policies and procedures	Limited
b	Budgetary Controls	High
c	Segregation of duties	Satisfactory
d	Safeguarding of assets	Satisfactory
e	Shareholder matters	Satisfactory
4	Information and Communication	
a	Information	Satisfactory
b	Communication	Satisfactory
5	Monitoring	
a	Ongoing monitoring	Satisfactory
b	Separate evaluations	Satisfactory
c	Reporting deficiencies	Satisfactory
d	Fraud	Satisfactory





4.3

■ Directorate of Monitoring & Evaluation

Introduction

The monitoring & evaluation directorate is the administrative and technical backbone of SHCC. It provide timely feedback for effective decision making. It is also responsible for the co-ordination with the Technical Advisory Committee. (TAC)

Responsibilities of M&E:

- Develop update, implement and strengthen the M&E system.
- Monitor Key Performance Indicators (KPI) for all Directorates of Commission .
- Develop and update all project activities, tools and procedure for M&E, data collection, compilation, analysis and reporting.
- Support and ensure all Directorates in development of performance indicators and proper documentation/organization of data on regular basis.
- Provide weekly feedback to CEO on project strategies and activities.
- Prepare comprehensive monthly, quarterly and annually report on activities and performance of Commission before deadline, submit information to CEO for further putting it up in Board meeting, Government and disseminate it publically.
- Monitor the sustainability of all directorates projects.
- Organize and conduct training on M&E.
- Develop M&E system for SHCC and other stake holders.
- Suggest strategies to CEO for improvement the efficacy, effectiveness of SHCC by identifying gaps in completing project activities and developing planes to eliminate such gaps.
- Monitor and evaluate overall progress and achievements of results.
- Co-ordinate with technical advisory committee (TAC).
- Perform other duties as assigned by CEO.

Business Activities at a glance:

- Developed business plan for SHCC.
- Held TAC meetings.
- Initiated the development of software for integrating SHCC directorate.
- Supported the development of SHCC website.
- Planning for census of HCCE's in Sindh.

Event Gallery



Meeting with Stakeholders



Health Asia Conference Expo



Consultative workshop to discuss criteria for Service Delivery Standards



SHCC Awareness Program



Independence day celebration



Azm-e-Pakistan Event



Training for Sindh Public Procurement Regulatory Authority (SPPRA).



DICE Health Expo



HCE Training on SSDS



Health Asia Conference Expo 2018



Awareness Program SHCC in collaboration with College of Family Medicine Pakistan PMA-Karachi



HCE Training on SSDS and Clinical Audit



Certificate Distribution Ceremony (MMCPP)



SHCC press conference in Karachi



SHCC CEO Speaking About SHCC at Rotary Club



Meeting with Additional IG Police Special Branch in Karachi.



SHCC Technical Advisory Committee (TAC) MEETING



Anti-Quackery Symposium



Press Conference held in Karachi



Press Conference held in Karachi



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