

ALL INDIA INSTITUTE OF MEDICAL SCIENCES BATHINDA

(PUNJAB)



FIRST INSTITUTE BODY MEET

MINUTES

ON 14 OCTOBER 2020 WEDNESDAY
AT AIIMS NEW DELHI

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ALL INDIA INSTITUTE OF MEDICAL SCIENCES BATHINDA

MINUTES OF THE FIRST INSTITUTE BODY MEET

1. The First Institute Body meet of AIIMS Bathinda was held on 14th Oct 2020 from 1100hrs to 1400 hrs in the Board Room of AIIMS, Delhi. The meet was chaired by Dr. S.C Sharma, President AIIMS Bathinda with the following members.

Members who attended the meet physically: -

(i)	Sh. Shwait Malik	Member
(ii)	Prof. Anil Kumar Gupta	Member
(iii)	Dr. Kamlesh Upadhyay	Member
(iv)	Dr. Rajiv Kumar	Member
(v)	Dr. Yogendra Malik	Member
(vi)	Prof D.K. Singh	Member Secretary

Members who attended the meet through video conference: -

(i)	Sh. Gurjeet Singh Aujla	Member
(ii)	Prof. (Dr.) Sunil Kumar	Member
(iii)	Dr. Ashok Panagariya	Member
(iv)	Dr. Dharmendra Singh Gangwar	Member
(v)	Prof. Ajay Kumar Sharma	Member
(vi)	Prof. Sarit K Das	Member
(vii)	Prof. K. S Rangappa	Member
(viii)	Shri. D.K Tiwari	Member*

Special Invitees: -

(i)	Shri. Sunil Sharma	Special Invitee**
(ii)	Lt. Col Devender Singh Rawat	Special Invitee
(iii)	Shri. Kumar Abhay, IAAS	Special Invitee

* Shri D.K Tiwari represented Smt. Vini Mahajan, IAS, Chief Secretary, Punjab

** Shri Sunil Sharma, (PMSSY) also represented Shri. Rajesh Bhushan, Secretary MoHFW.
Shri Sukhbir Singh Badal, Member of Parliament (Lok Sabha) could not attend the meet.

2. At the outset, the Director AIIMS Bathinda welcomed the Honorable President and all other members to the IB meet and requested the President to Chair the First IB Meeting of AIIMS Bathinda.

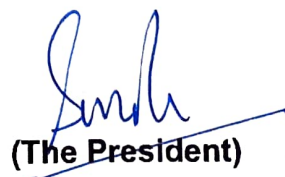
3. The Chairman called the meeting to order. It was noted that the quorum was complete. The Chairman requested the Member Secretary to introduce the agenda points and initiate discussion for threadbare deliberations.



(Member Secretary)

Director & CEO
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Agenda No. 1.1

Welcome to the Hon'ble President

4. Member Secretary, Prof.(Dr.) D.K. Singh, Executive Director & CEO, All India Institute of Medical Sciences, Bathinda, Punjab welcomed Prof.(Dr.)S.C. Sharma, the Honourable President of the Institute Body, AIIMS, Bathinda and congratulated him for his appointment as the Chairman of the National Medical Commission.

Agenda No. 2.1

Introduction of Institute Body Members

5. After the Member Secretary's welcome address, the Chairman requested the members and the Special Invitee to introduce themselves.

Agenda No. 3.1

Presentation of the Activities of AIIMS Bathinda by the Executive Director

6. The Member Secretary gave a presentation on the progress state of various activities of AIIMS Bathinda as enlisted in the succeeding paras: -

(a) **Details of Project.** The Member Secretary briefed that the project is being executed by HITES, who have contracted NCC Ltd for the execution of work with a project cost of Rs 565.017 Crore on 08 Jun 2018 with a completion schedule of 24 months in four phases, which got adversely impacted and delayed due to the Covid pandemic. The project has been planned over a land area of 175 acres.

(b) **Activities till Date.** The Member Secretary thereafter covered the activities of AIIMS Bathinda till date starting with the foundation stone, which was laid by the Honourable Prime Minister on 25 Nov 2016. The MBBS college with its First Batch started functioning wef 26 Aug 2019 and was followed by the OPD inauguration on 23 Dec 2019 which also coincided with the Handing/Taking over of Phase I civil assets. The IB was formed on 30 Jan 2020 and the First Director assumed the administrative command wef 01 July 2020.

(c) **State of Ongoing Activities.** On the front of ongoing activities, the Member Secretary brief that the First MBBS batch of 50 students, which was functioning at Faridkot under aegis of Guru Govind Singh Medical College & Hospital, is being shifted to AIIMS Bathinda. The OPD is functional along with an operational 20 bedded Level 2 Covid ward and ICMR approved Covid Testing capability. He also briefed all the quorum on the recent installation of MRI, X-Ray and CT scan facilities at AIIMS Bathinda.

(d) **Recruitment Status.** The update on the advertisement of Project Cell vacancies and the Faculty recruitment was briefed to the quorum along with recruitment state of 76 non faculty post including 95 Grade II nurses and 118 outsourced individuals.

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(e) **Fund State.** The Member Secretary thereafter briefed the IB on the state of various funds received and the expenditure details for the financial year 2019-2020 and the ongoing fund state for financial year 2020-2021.

Agenda No. 4.1

Constitution of the Governing Body - AIIMS Bathinda

7. In accordance with Section-10(1) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Governing Body of AIIMS Bathinda, which was constituted as under: -


(i)	President of the Institute	Prof. S. C. Sharma, Former Head Otolaryngology and Head & Neck Surgery, AIIMS Delhi
(ii)	Secretary, Ministry of Health & Family Welfare, Government of India	Shri. Rajesh Bhushan, IAS, Secretary, Ministry of Health & Family Welfare, Government of India
(iii)	Chief Secretary, Government of Punjab	Smt. Vini Mahajan, IAS, Chief Secretary, Government of Punjab
(iv)	Director General of Health Services (Ex-Officio)	Prof. (Dr.) Sunil Kumar, Director General of Health Services, Govt. of India
(v)	Representative of the Ministry of Finance (Ex-Officio)	Dr. Dharmendra Singh Gangwar, Additional Secretary & Financial Advisor, Ministry of Health & Family Welfare, Government of India
(vi)	Six Members of the Institute Body	(i) Shri Shwait Malik, Member of Parliament, Rajya Sabha
		(ii) Prof. Sarit K. Das, Director, IIT Ropar
		(iii) Prof. K.S. Rangappa, General President, Indian Science Congress Association, Kolkata
		(iv) Dr. Rajiv Kumar, Professor & Head, Cardio-vascular DMC & Hospital, Ludhiana, Punjab
		(v) Dr. Kamlesh Upadhyay, Professor and Head, Department of Medicine, Byramjee J. Medical College and Civil Hospital, Ahmedabad, Gujarat
		(vi) Prof. (Dr.) Dinesh Kumar Singh, Director, AIIMS Bathinda

Permanent Special Invitees:-

- (i) Additional Secretary (in the MoHFW in charge of the Institute)
(ii) Joint Secretary, PMSSY, MoHFW in charge of the Institute


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(iii) Dean (Academics)

(iv) Deputy Director (Administration) In-charge, AIIMS, Bathinda.

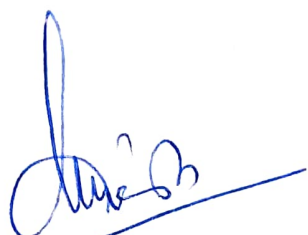
(v) Financial Adviser

Agenda No. 4.2

Constitution of the Standing Finance Committee - AIIMS Bathinda

8. In accordance with Section-10(5) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Standing Finance Committee of AIIMS Bathinda, which was constituted as under: -

S.No	Name & Designation	Chairman/Member
(i)	Shri. Rajesh Bhushan, Secretary, Ministry of Health & Family Welfare, Government of India	Chairman
(ii)	Dr. Dharmendra Singh Gangwar, Additional Secretary & Financial Advisor, Ministry of Health & Family Welfare, Government of India	Vice-Chairman
(iii)	Smt. Vini Mahajan, IAS, Chief Secretary, Government of Punjab	Member
(iv)	Prof. (Dr.) Sunil Kumar, Director General of Health Services, Govt. of India	Member
(v)	Shri Gurjeet Singh Aujla, Member of Parliament, Lok Sabha	Member
(vi)	Prof. Ajay Kumar Sharma, Vice Chancellor, I.K. Gujral Punjab Technical University, Jalandhar, Punjab	Member
(vii)	Dr. Yogendra Malik, Associate Professor, Bhagat Phool Singh Govt. Medical College, Sonipat, Haryana	Member
(viii)	The Director AIIMS Bathinda	Member-Secretary



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Agenda No. 4.3

Constitution of the Standing Selection Committee - AIIMS Bathinda

9. In accordance with Section-10(5) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Standing Selection Committee of AIIMS Bathinda, which was constituted as under: -

S.No	Name & Designation	Chairman/Member
(i)	Dr. Ashok Panagariya, Professor Emeritus, Sawai Man Singh Medical College, Jaipur, Rajasthan	Chairman
(ii)	Dr. Rajiv Kumar, Professor & Head, Cardio-vascular DMC & Hospital, Ludhiana, Punjab	Vice-Chairman
(iii)	Prof. (Dr.) Sunil Kumar, Director General of Health Services, Govt. of India	Member
(iv)	Dr. Kamlesh Upadhyay, Professor and Head, Department of Medicine, Byramjee J. Medical College and Civil Hospital, Ahmedabad, Gujarat	Member
(v)	Prof. Sarit K. Das, Director, IIT Ropar	Member
(vi)	Prof. Ajay Kumar Sharma, Vice Chancellor, I.K. Gujral Punjab Technical University, Jalandhar, Punjab	Member
(vii)	Prof. (Dr.) Dinesh Kumar Singh, Director, AIIMS Bathinda	Member-Secretary

10. The Honourable President stated that to cater for minority and reservation interest a SC/ST/OBC/Minority member from AIIMS Bathinda (Faculty) Senior Working Faculty should be incorporated in the Selection Committee as an Observer.


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Agenda No. 4.4

Constitution of the Standing Academic Committee - AIIMS Bathinda

11. In accordance with Section-10(5) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Standing Academic Committee of AIIMS Bathinda, which was constituted as under: -

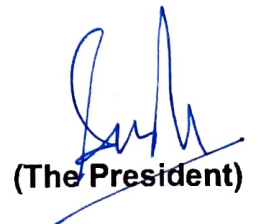
S.No	Name & Designation	Chairman/Member
(i)	Dr. Rajiv Kumar, Professor & Head, Cardio-vascular DMC & Hospital, Ludhiana, Punjab	Chairman
(ii)	Prof. Sarit K. Das, Director, IIT Ropar	Vice-Chairman
(iii)	Dr. Ashok Panagariya, Professor Emeritus, Sawai Man Singh Medical College, Jaipur, Rajasthan	Member
(iv)	Prof. (Dr.) Sunil Kumar, Director General of Health Services, Govt. of India	Member
(v)	Prof. K.S. Rangappa, General President, Indian Science Congress Association, Kolkata	Member
(vi)	Prof. Ajay Kumar Sharma, Vice Chancellor, I.K. Gujral Punjab Technical University, Jalandhar, Punjab	Member
(vii)	Prof. Anil Kumar Gupta, Senior Professor & Head, Post Graduate Institute of Medical Education and Research, Chandigarh	Member
(viii)	Dr. Yogendra Malik, Associate Professor, Bhagat Phool Singh Govt. Medical College, Sonapat, Haryana	Member
(ix)	Prof. (Dr.) Dinesh Kumar Singh, Director, AIIMS Bathinda	Member-Secretary



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Agenda No. 4.5

Constitution of the Standing Estate Committee - AIIMS Bathinda

12. In accordance with Section-10(5) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Standing Estate Committee of AIIMS Bathinda, which was constituted as under: -

S.No	Name & Designation	Chairman/Member
(i)	Shri. Shwait Malik, Member of Parliament, Rajya Sabha	Chairman
(ii)	Shri. Gurjeet Singh Aujla, Member of Parliament, Lok Sabha	Vice-Chairman
(iii)	Dr. Rajiv Kumar, Professor & Head, Cardio-vascular DMC & Hospital, Ludhiana, Punjab	Member
(iv)	Smt. Vini Mahajan, IAS, Chief Secretary, Government of Punjab	Member
(v)	Dr. Dharmendra Singh Gangwar, Additional Secretary & Financial Advisor, Ministry of Health & Family Welfare, Government of India	Member
(vi)	Prof. Anil Kumar Gupta, Senior Professor & Head, Post Graduate Institute of Medical Education and Research, Chandigarh	Member
(vii)	Prof. (Dr.) Dinesh Kumar Singh, Director, AIIMS Bathinda	Member-Secretary



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Agenda No. 4.6

Constitution of the Standing Hospital Affair Committee - AIIMS Bathinda


13. In accordance with Section-10(5) of the AIIMS Act, 1956, the Member Secretary proposed the Honourable President to constitute the Standing Hospital Affair Committee of AIIMS Bathinda, which was constituted as under: -

No	Name & Designation	Chairman/Member
(i)	Prof. Anil Kumar Gupta, Senior Professor & Head, Post Graduate Institute of Medical Education and Research, Chandigarh	Chairman
(ii)	Dr. Rajiv Kumar, Professor & Head, Cardio-vascular DMC & Hospital, Ludhiana, Punjab	Vice-Chairman
(iii)	Dr. Yogendra Malik, Associate Professor, Bhagat Phool Singh Govt. Medical College, Sonapat, Haryana	Member
(iv)	Smt. Vini Mahajan, IAS, Chief Secretary, Government of Punjab	Member
(v)	Prof. (Dr.) Sunil Kumar, Director General of Health Services, Govt. of India	Member
(vi)	Dr. Kamlesh Upadhyay, Professor and Head, Department of Medicine, Byramjee J. Medical College and Civil Hospital, Ahmedabad, Gujarat	Member
(vii)	Prof. (Dr.) Dinesh Kumar Singh, Director, AIIMS Bathinda	Member-Secretary

14. The Honourable President advised to co-opt the Medical Superintendent, Dean and the Superintending Engineer in the said respective committees.


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Agenda No. 4.7

Constitution of the Standing HR Sub-Committee - AIIMS Bathinda

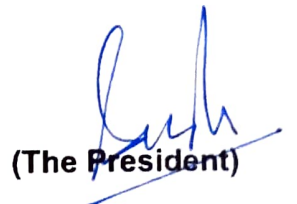
15. In accordance with Ministry of Health and Family Welfare Circular No Z-28016/19/2018-PMSSY-IV dated 23 March 2018 a HR Sub-committee was constituted to consider and approve recommendations of all the Selections which are to be approved by the Governing Body. The composition of the HR Sub-committee was finalised as under:-

S.No	Name & Designation	Chairman/Member
(i)	Dr. Dharmendra Singh Gangwar, Additional Secretary & Financial Advisor, Ministry of Health & Family Welfare, Government of India	Chairman
(ii)	Prof. Anil Kumar Gupta, Senior Professor & Head, Post Graduate Institute of Medical Education and Research, Chandigarh	Member
(iii)	Chief Secretary of the concerned State or his/her representative not below the rank of Health Secretary of the concerned State dealing with Medical Education in the State	Member
(iv)	Director of the Concerned AIIMS as Convenor of the Sub Committee of the Governing Body (GB)	Member-Secretary



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Agenda No. 5.1

Delegation of Administrative and Financial Powers to the Director - AIIMS Bathinda

16. In accordance with the AIIMS Regulations vide Notification FNo 14-3/69/99-Estt.1 dated 25 Feb 1999 and vide Ministry of Health and Family Welfare Notification No 14-3/69(98)/Coordination Cell/Estt. (Para-II) dated 18 Oct 2019 it was proposed by the Member Secretary to delegate the Administrative and Financial Powers to the Director AIIMS Bathinda, who shall be the Head of the Department and discharge the under mentioned duties: -

- (a) He shall be in-charge of the administration of the Institute. He shall allocate duties to the officers and employees of the Institute and shall exercise such supervision and executive control as may be necessary subject to the rules and these regulations;
- (b) He shall exercise the powers specified in Schedule I to these regulations;
- (c) He shall have the powers to delegate any of his powers to the officers on the administrative side subject to such limitations as may be imposed by the Governing Body.

Resolution. The Institute Body approved the said agenda for adoption by AIIMS Bathinda.

Agenda No. 6.1

Acquisition of Additional Land for AIIMS Bathinda

17. The Member Secretary briefed the quorum regarding the necessity of acquiring additional land for AIIMS Bathinda, which has been constructed over 175 acres of land at Village Jodhpur, Romana, Bathinda. He emphasized that AIIMS Bathinda is 750 bedded hospital which includes the Hospital, MBBS College, Nursing College, MBBS Hostel, Nursing Hostel and the Residential complexes for both Faculty and Non-faculty and stated that the present land space allotted to AIIMS Bathinda is grossly inadequate to meet even the present space requirements of the Institute. The Member Secretary sought approval for taking up the matter independently by the Institute with the State Government.

Resolution. The Institute Body approved the agenda for maximising the land acquisition for futuristic development and directed that in case where there is no financial requirement the Institute can independently pursue the matter with the State Government and further in case where there is a financial requirement, the proposal should be brought for approval in front of Standing Finance Committee.

Agenda No. 7.1

Construction of 2nd Phase of Residential Units at AIIMS Bathinda

18. The Member Secretary briefed the President and the quorum about the requirement of commencing the construction of 2nd phase of residential units at AIIMS Bathinda, which has only 106 dwelling units and is located approx. 10 km away from the main city in a place, which is devoid of residential accommodation, due to which the employees are staying at faraway locations.


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He further stated that, due to increased housing demand, the rental have increased in the region and the authorised HRA of Class Z city is grossly inadequate to meet the rental requirements of the employees. The Member Secretary brief the adverse impact of increased rentals, far residences, increased commutation time on the functioning of AIIMS Bathinda. Hence, he sought approval for the permission to commence the 2nd phase of construction at AIIMS Bathinda.

Resolution. The Institute Body in principal approved the said proposal and advised that after calculation of the financial estimate for the said project work, the proposal should be placed before the Standing Finance Committee.

Further on basis of the advice rendered by Sh. Sunil Sharma, JS (PMSSY), the Director proposed that housing requirements be met through lease on an interim basis; which was also in principal approved by the IB and directed that the proposal should be placed before the Standing Finance Committee.

Agenda No. 8.1

Ratification of Adhoc Committee for AIIMS Bathinda

19. The Member Secretary emphasised on the need of Institute Body ratification for constitution of various ad hoc Selection Committees for filling up Faculty/Non-Faculty / Resident / Contractual Posts, vide Order No. Z-28016/24/2014-SSH dated 01 May 2015, Ministry of Health & Family Welfare (PMSSY Division), Government of India.

Resolution. The Institute Body approved the above notification dated 01 May 2015 by the Ministry of Health and Family Welfare and directed Committees to be constituted as per notification and be circulated among the IB members.

Agenda No. 9.1

Ratification of Emergency Procurements

20. The Member Secretary informed the quorum on various procurements done by AIIMS Bathinda against Rule166(ii) of GFR 2017 during Covid Emergency.

No	Item	From	Qty	Unit price	Total Amount
(i)	PPE Kits	M/s Young enterprises, New Delhi.	1000	Rs. 725/-	Rs.725000/-
(ii)	N-95 Masks	M/s Young Enterprises, New Delhi.	500	Rs.76.15/-	Rs.38095.24/-
(iii)	Medical Oxygen Cylinder D-Type	M/S Hitech industries ltd. Mohali	3000 pm	Rs.196/-	Rs. 588000/-
(iv)	B-Type	M/S Hitech industries ltd. Mohali	1500 pm	Rs. 81.76	Rs. 122640/-
(v)	A-Type	M/S Hitech industries ltd. Mohali	300 pm	Rs. 70.56	Rs.21168/-

Resolution:- Approved in view of the COVID-19 situation by the IB.


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Agenda No. 10.1

Approval of BSc Courses

21. The Member Secretary briefed the Institute Body for obtaining permission for commencing various Paramedical Courses as tabulated to provide quality paramedical care at AIIMS Bathinda: -

S.No	NAME OF THE COURSE	SEATS
(i)	B.Sc. Operation Theatre & Anaesthesiology	10
(ii)	B.Sc. Medical Laboratory Technology	10
(iii)	Bachelor of Optometry	10
(iv)	B.Sc. (Hons.) Medical Technology in Radiography	10
(v)	B.Sc. in Dental Operating Room Assistant,	10
(vi)	B.Sc. Dental Hygiene	10
(vii)	B.Sc. in Operation Theatre Technology	10
(viii)	B.Sc. Medical Technology in Radiography	10
(ix)	B.Sc. Medical Technology in Radiotherapy	10
(x)	B.Sc. Nursing (Post-Basic)	20
(xi)	B.Sc. (Hons.) Nursing	100

Resolution. The Institute Body in principal approved the agenda and directed that the proposal be placed in a phased manner before the Standing Academic Committee for consideration and approval.

Agenda No. 11.1

Permission to Allocate Space for Bank/Post Office/Food Langars

22. The Member Secretary sought the permission from the Institute Body to allocate space for following infrastructure at AIIMS, Bathinda.

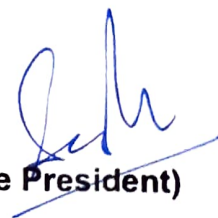
- (i) Bank.
- (ii) Post Office.
- (iii) Police post.
- (iv) Cafeterias.
- (v) Space for food distribution etc.

Resolution. Institute Body in principal approved the need of these proposals and directed that the proposal having financial requirements be placed before the Standing Finance Committee after being processed through Standing Estate Committee.



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Agenda No. 12.1

Permission to Organisations to Construct Toilets and Patient Dharmshala by CSR Funds

23. The Member Secretary sought the permission from the Institute Body to construct various infrastructure at AIIMS, Bathinda, as the present infrastructure of AIIMS Bathinda is inadequate to accommodate the patient's along with their attendants. He further briefed that case with the State Government has already taken for allocation of additional land, wherein it is proposed that following civil infrastructure be constructed: -

- (i) **Patient Attendant Shelter.** It is required for meeting the residential requirement of the patients and their attendants during the period of stay / treatment at AIIMS, Bathinda.
- (ii) **Public Toilet and Bathing Facility** For the hygiene requirement of various people and attendants visiting AIIMS, Bathinda, there is a need to construct a min 100 seat Public toilet with bathing facility.
- (iii) **Bus Stand and Parking Facility** A corresponding bus stand and parking infrastructure to accommodate at least 10 buses and 1000 vehicles would be required.

The said infrastructure construction would be funded from the CSR funds of the NGOs and social organizations that have been approaching AIIMS Bathinda for the cause.


Resolution. Institute Body in principal approved the agenda; with the advice that the Bus Stand and Public Parking Facility be placed at a distance from the Institute to avoid any bottleneck / traffic jam.

Agenda No. 13.1

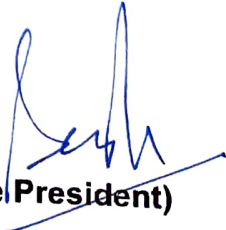
Acceptance of Faculty Association for AIIMS Bathinda

24. The Member Secretary briefed that Institute Body that a Faculty association has been constituted at AIIMS, Bathinda through an electoral process. The Faculty association needs to be recognised as per CCS (Recognition of Service Association) rules. The said association has been constituted to look into the welfare measures of the Faculties of AIIMS Bathinda. He further proposed that the said Faculty Association be accepted and recognised at AIIMS, Bathinda for the said purpose.

Resolution. The Institute Body in principal approved the agenda with the condition to follow the DoPT guidelines and AIIMS Act on the subject.


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Agenda No. 14.1

Grant of HPCA and LRA to Faculty and Non-Faculty

25. The Member Secretary sought permission from the Institute Body for grant of HPCA and LRA to various faculty and non-faculty in accordance with MoHFW (Hospital – II Section) OM No Z.28015/119/2012-H dated 18 Sept. 2019 and No.Z-28016/60/2017- PMSSY-IV dated 05 July 2017.

Resolution. The Institute Body in principal approved the agenda on the basis of remark stated by Sh Abhay Kumar, FA AIIMS Bathinda / PGIMER that the said allowances are already being paid from Salary Head. Sh Sunil Sharma, JS (PMSSY) further advised that since the agenda has financial requirements, hence it should be placed before Standing Finance Committee for consideration.

Agenda No. 15.1

Joining Extension to Nursing Officer Grade II

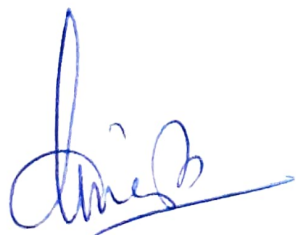
26. The Member Secretary informed the quorum that AIIMS Bathinda has completed recruitment process of inducting 150 Nurses against the sanctioned posts. The appointment letters and joining letters dispatched to the 150 meritorious candidates out of which 52 officers have requested for extension. The extension period varies from 1 month to 3 months. In view of the same he sought permission from the Institute Body to grant extension. It is proposed that the joining extension be granted with the permission of the Institute Body vide Para 65 of Schedule-I of AIIMS Regulations circulated vide Notification No.14-3/69(98)/coordination cell/Estt. (part- II).

Resolution. The Institute Body permitted extension of 6 months for genuine cases as a one-time measure due to the Covid situation and further directed that hereinafter joining of maximum 3 months can be granted to the employees of AIIMS Bathinda.

Agenda No. 16.1

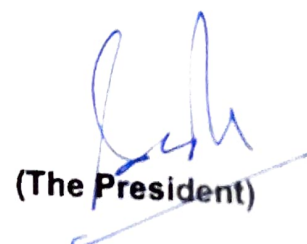
Permission to Outsource/Contract Need based Post against Sanctioned Posts.

27. The Member Secretary informed the quorum that AIIMS Bathinda urgently requires some essential posts which have not been sanctioned in the initial phase of raising vide Ministry of Health and Family Welfare order No Z-28016/45/2017-PMSSY-III dated 04 Feb 2019. He further stated that 231 x Nursing Grade I and 600 x Nursing Grade II posts have been sanctioned, which is presently in excess of the actual requirement. At the same time there are many posts which are required but not sanctioned like the Radiology Technician, Physiotherapists, Radio Safety Officer etc... and many other posts which are inadequately sanctioned like Data Entry Operators, IT programmers, Network administrator etc...



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Hence, as an interim measure, it is proposed that appropriate Selection Committee be permitted to hire/contract the need-based posts/requirements against 831 sanctioned posts. The Member Secretary also presented post wise list of urgent requirements to the quorum, which was as under: -

No	Post	Grade	Pay-scale	Qty
1	Pharmacist Gr. I	B	9300-34800+GP 4200	2
2	Programmer	B	9300-34800+GP 4600	4
3	Physiotherapist	B	9300-34800+GP 4200	2
4	Sanitation Officer	B	9300-34800+GP 4600	1
5	Dietician	B	9300-34800+GP 4600	1
6	Assistant Fire Officer	B	9300-34800+GP 4200	1
7	Manifold Technicians (Gas Steward)	C	5200-20200+GP 2800	4
8	Technicians (CSSD)	B	9300-34800+GP 4200	2
9	Junior Medical Record Officer	B	9300-34800+GP 4200	1
10	Medical Record Technician	C	5200-20200+GP 2400	2
11	Blood Transfusion Officer	A	15600-39100+GP 6600	1
12	Laundry Supervisor	C	5200-20200+GP 2400	1
13	Technician (OT)	B	9300-34800+GP 4200	4
14	Technician (Radiology) Grade I	B	9300-34800+GP 4600	6
15	Radiation safety officer			1
16	Care taker of Guest House			1
17	Sports Officer			1
18	Yoga Teacher			1
19	Hostel warden			4
Grand Total				40*
Note:- Since the list was prepared on urgent basis in IB meet itself hence an additional reserve of 10 post had been proposed totalling to 50 post <ul style="list-style-type: none">• The functioning department in the AIIMS will be consulted for their emergency need to run the clinical services.				

Resolution. The Institute Body in principal approved the agenda under the condition that the following be ensured: -

- (i) The post should be sanctioned under the CIB approved Standard Staffing Pattern for a 750 bedded hospital.
- (ii) Vacancy of the said post must exist in the Institute.
- (iii) Maximum period of outsourcing/contracting should be two years.

Agenda No. 17.1

Adoption of all the CIB rules and rules being followed by AIIMS Delhi, mutatis mutandis by AIIMS, Bathinda.

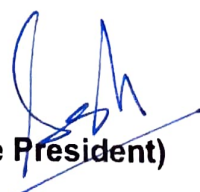
28. The Member Secretary informed the quorum that AIIMS Bathinda being a new Institute, on operational lines of AIIMS Delhi; needs permission for adoption of all the CIB rules circulated vide Ministry of Health and Family Welfare and all the rules mutatis mutandis being followed by AIIMS Delhi.

Resolution. The Institute Body in principal approved the agenda.



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AIIMS Bathinda

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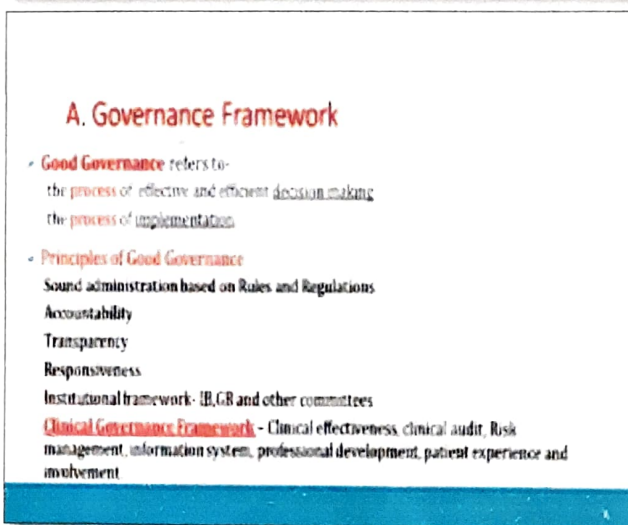
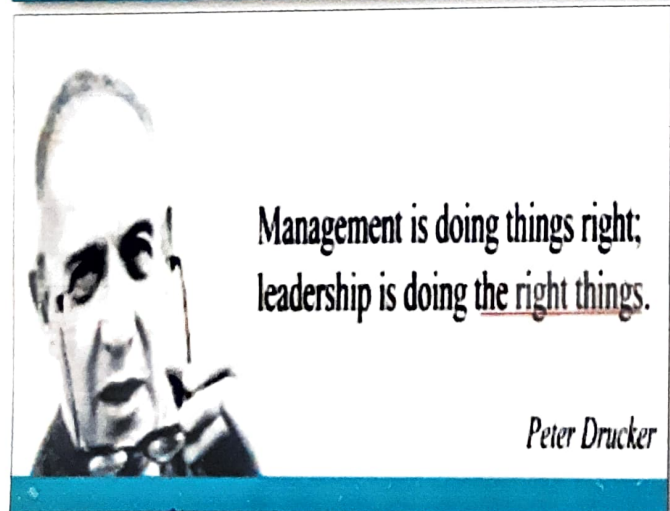
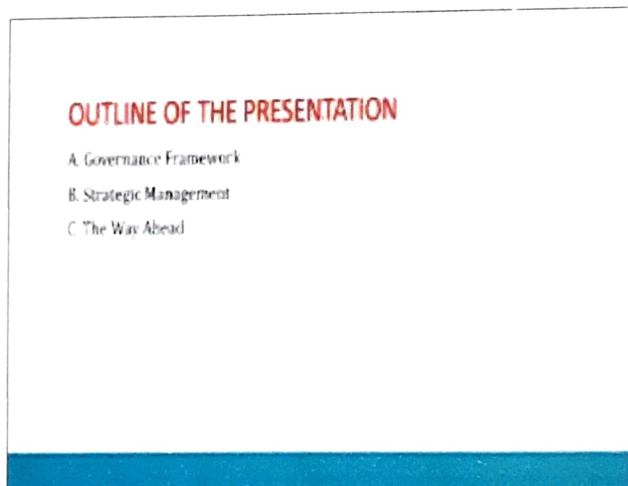
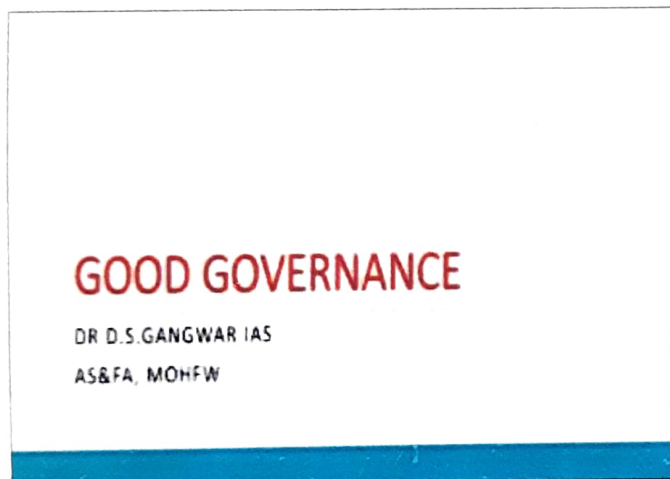
Agenda No. 18.1

Delegation of powers to Director AIIMS Bathinda for approval of accounts before submission for audit by Comptroller and Auditor General of India

29. The Member Secretary informed the quorum that annual accounts of AIIMS Bathinda were required to be submitted before 30 Jun 2020 to the Principal Director of Audit (Central), Chandigarh and the due date to receive the audit certificate is 31 Oct 2020. Though the annual accounts of AIIMS Bathinda have been submitted within the due timelines; however due to non-formation of the GB, the body which approves the accounts, the auditing process is presently stalled. Furthermore, it is envisaged that the first schedule of GB meet of AIIMS Bathinda, which is yet to be conducted, will further delay the auditing process; hence in view of the above and considering the timelines for auditing, it is proposed that Director AIIMS Bathinda be empowered to approve the annual accounts before submission for audit to Comptroller and Auditor General of India.

Resolution. The Institute Body in principal approved the agenda.

Any Other Issues: -As desired by Dr. Dharmendra Singh Gangwar (IB Member) to be circulated. Here I attach the Handout of the Slides.



(Member Secretary)

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AIIMS Bathinda

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Governance Framework under AIIMS Act

- AIIMS Act provides Institute-driven Regulations based policy governance model
- The Institute makes Regulations for the procedure to be followed by the **Governing Body and standing and ad hoc committees** in the conduct of their business
exercise of their powers
discharge of their functions
- **Governing Body and other Committees of the Institute function as per these Regulations**

Governing Body

- The Governing Body shall be **the executive committee** of the Institute
- GB shall exercise such powers and discharge such functions as the Institute may by regulations made in this behalf confer or impose upon it

Standing Finance Committee

- SFC shall consider and recommend:
- Annual accounts with audit report
 - Budget estimates
 - Creation of new posts
 - All financial matters
 - All matters relating to invitation and acceptance of tenders

General Financial Rules 2017- provisions related to Autonomous Organisations (AO)

Rule 229

- Peer Review of Autonomous Organisations** - focus on the objective for which AO was set up and **whether these objectives have been or are being achieved**
- All AOs to enter into a MOU with Ministry spelling out performance parameters
output targets (details of programme of work and qualitative improvement in output)
input requirements
- All AOs should be encouraged to **maximise revenue generation** and attain self-sufficiency
GB shall **review user charges/sources of internal revenue generation** at least once a year

Rule 242 Annual Achievement cum- Performance Reports and Audited Statements of Accounts



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Revenue Generation Plan

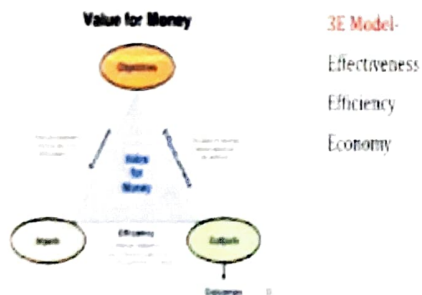
Rule 229 (vi) GFR 2017

- GE shall review **usage charges/sources of internal revenue** generation at least once a year
- CSR (<https://www.csr.gov.in/>) – Rs. 3216 crores invested in Healthcare in FY18-19
- Global, National and State public health programmes
- Donations, contributions from alumni
- Research grants
- PPP/Outsourcing to reduce costs
- Collaboration with other institutes
- Short-term paid Certificate courses and training programs
- Consultancy to state governments and other agencies

General Principles for Good Financial Management

- **General Financial Rules 2017**
- Rule 21: Standards (Canons) of financial propriety
- **Manual for Procurement of Goods 2017**
- Rule 1.5: Five R's (Right quality, quantity, price, time & place, source)
- Rule 1.7: Principles of procurement
 - Transparency
 - Broader obligations
 - Public accountability
 - Professionalism
 - Extended legal responsibilities
- Rule 3.2: Code of Integrity for public procurement
- **Manual for Procurement of Works 2017**
- Rule 1.10: Basic principles of undertaking of works
- **Manual for Procurement of Consultancy and other Services 2017**
- Rule 1.11: Principles for public procurement of services

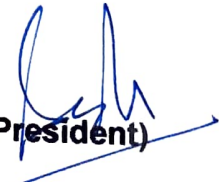
Quality of Expenditure



B. Strategic Management

Strategic Management - management of all the available resources (technical, managerial, financial and time) to achieve the overarching **strategic objectives** of the Institute.


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Section 13 AIIMS ACT : Objects of the Institute

The objects of every Institute shall be-

- (a) to **develop patterns of teaching** in under-graduate and post-graduate medical education in all its branches so as to demonstrate a **high standard of medical education** to all medical colleges and other allied institutions in India;
- (b) to bring together in one place **educational facilities** of the highest order for the training of personnel in all important branches of health activity; and
- (c) to attain **self-sufficiency in post-graduate medical education**.

C. The Way Ahead...

1. Institute and GB should deliberate and design a **Strategic Plan and Performance Management System** in consultation with all stakeholders
 - 1) **Five-year Strategic Plan** for development of Institute
 - 2) **Annual Action Plan** → MOU
 - 3) **Measurement plan** for the Governing Board and other bodies
- **Self evaluation**: How do we know we have achieved what we set out to do?
 - **Governance Index** for Institute
 - **Performance Index** for GB and other bodies
2. **Monitor** implementation of current strategic initiatives
3. **Revenue Generation Plan** for attaining self-sufficiency

...Functions of the Institute

- Establish and maintain **medical colleges, hospitals, dental college, nursing college, rural and urban health organisations**, and other institutions for the training of different types of health workers.
- **Train teachers** for the different medical colleges in India.
- Hold **examinations** and grant **degrees, diplomas** and other academic distinctions and titles
- Institute, and **appoint** persons to professorships, readerships, lecturer ships and post of any description in accordance with regulations;
- Demand and receive such **fees and other charges** as may be prescribed by regulations;

Section 14 AIIMS ACT : Functions of the Institute

With a view to promotion of the objects specified in section 13, every [Institute] may –


- provide for **under-graduate and post-graduate teaching** in the science of modern medicine and other allied sciences, including physical and biological sciences;
- provide **facilities for research** in the various branches of such sciences;
- provide for the **teaching of humanities** in the under-graduate courses;
- **conduct experiments in new methods of medical education**, both under-graduate and post-graduate, in order to arrive at satisfactory standards of such education;
- prescribe **courses and curricula** for both under-graduate and post-graduate studies;



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Performance Management

- The right performance metrics help us understand, track, and manage the cause-and-effect relationships that determine the value of Institute
- We must target our expenditure very carefully balancing long term goals and short term objectives ... Long term wellness and short term illness!
- Improve *Quality of expenditure* ➡ Better output ➡ Outcome
- Drivers of Quality of Expenditure
 - Planning and design of projects
 - Execution
 - Governance
 - Accountability

Different Performance Management Systems

1. Management By Objectives (MBO)
2. Balanced Scorecard
3. Objectives and Key Results (OKR)
4. Key Performance Indicators (KPI)

#1. MBO

PETER DRUCKER MANAGEMENT OBJECTIVES

The Five-Step MBO Process



#2. The Balanced Scorecard

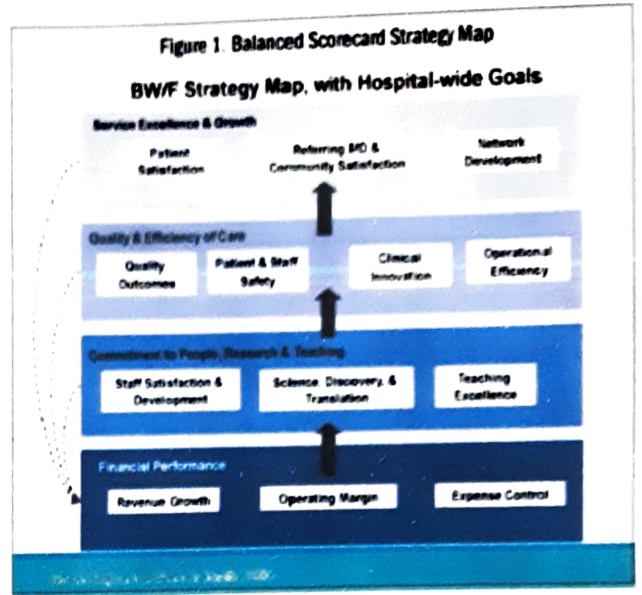
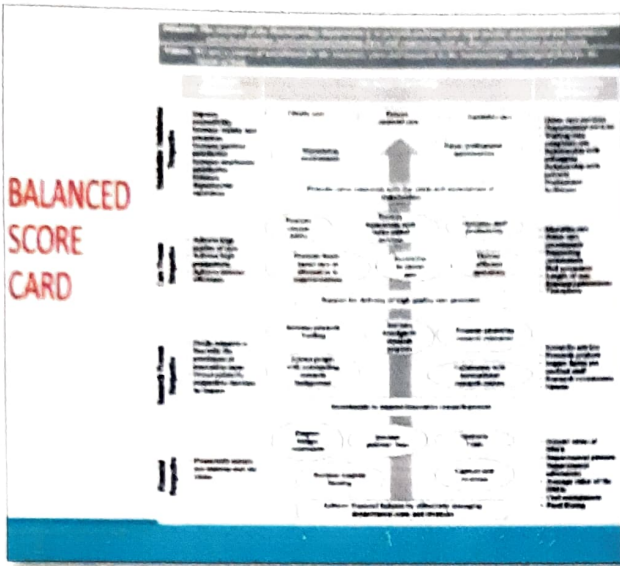
- Created by Drs. Robert S. Kaplan and David P. Norton, the Balanced Scorecard (BSC) is a revolutionary way to handle *strategy management* and has been one of the *most popular methodologies* used over the past three decades.
- Notably, it centers *your vision and strategy* around *four distinct perspectives*:
 - The Learning and Growth perspective*, where the required skills and infrastructure are defined.
 - The Internal Processes perspective*, where management focuses on the internal processes that are critical to meet the needs of the clients.
 - The perspective of the Clients* that in this case would cover patients and doctors.
 - The Financial perspective*, where the economic objectives of the organization are defined.

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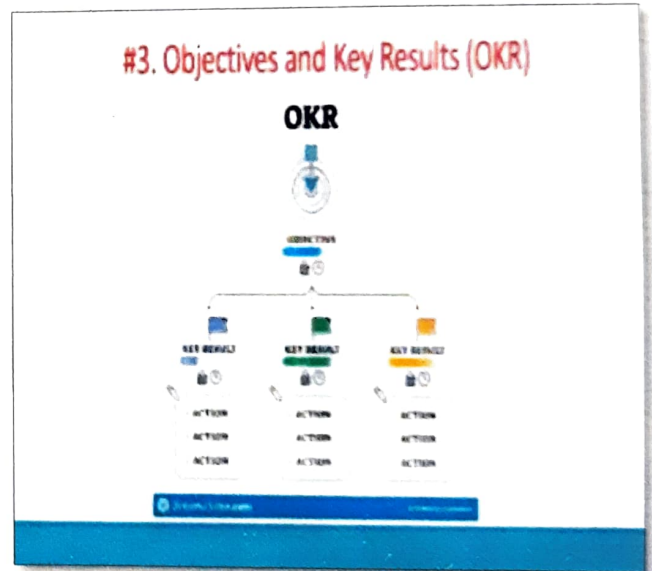
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Balanced Scorecard of a Hospital

BSC perspective	Indicators	Indicators
Finance (F)	F1: Ratio of total revenue to total costs	F3: the cost of drugs and materials
	F2: % Deductions of hospital	F4: % Personnel costs of total costs
	F5: Average expenditures per bed per day	
Internal Process (P)	P1: average Length of stay	P3: Discharge with Personal satisfaction
	P2: Bed occupancy	P4: Hospital infection rate
	P3: bed turnover	P5: Clinical errors
	P4: Mortality rate	P6: Mean Length of stay in emergency department
	P5: Cancelled operations	P7: Emergency Room (ER) waiting time
	P6: Staff satisfaction rate	
Learning and Growth (G)	G1: Staff turnover	G3: Training expenditures per capita
	G2: Staff satisfaction	G4: Employee absenteeism rate
Customer (C)	C1: The facilities for families and visitors	C3: Rate of Patient complaints
	C2: Patients satisfaction percentage	



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#4. Key Performance Indicators (KPIs)

- **Strategic KPIs** are concerned with moving an organization from where it currently stands to where it should be within a specific timeframe
- **Tactical KPIs** relate to the means already used to quantify progress towards organisational goals or objectives
- **Financial KPIs** measure an organisation's success and it's intrinsic ability to generate revenues and profits. They represent an efficient way to assess the financial health of an organisation and to determine whether or not it is capable to meet its bottom line. The most significant financial key performance indicators will target cash flow and sales growth, revenue generation, sources of income, profitability over a set period of time, and working capital.
- **Operational KPIs** assess the activities needed to achieve an organisation's vision and strategic objectives. Operational key performance indicators can improve process efficiency, help understand outcomes, and bring attention to any specific areas of the value chain that

Measurement

"Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."
— H. James Harrington

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Types of performance indicators



KPIs for Education- Students success

- **Graduation Rates:** The percentage of students who graduate and the amount of time it takes them.
- **Course Success Rates:** Monitor completion rates on a course-by-course basis.
- **Persistence Rates:** Understand and monitor the factors that affect students' persistence on to the next semester.
- **Student Engagement:** The number of students who study abroad, live on campus, participate in research activities, are enrolled in honors programs, etc.
- **Student Outcomes:** Keep track of students after graduation to see where their education takes them.
- **Disproportionate Impact:** Measure gaps between certain cohorts and your overall student body.
- **Passing Rates for Licensure Exams:** Evaluate the effectiveness of your programs in preparing students for licensing exams.

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KPIs for Education- Faculty Success

- **Faculty Workload & Productivity:** Keep track of your instructors on an individual and departmental basis.
- **Student-to-Faculty Ratio:** The number of students per faculty member, on a campus-wide basis or by department.
- **Faculty & Staff Tenure Rate:** The length of employment for faculty members and other support staff members.
- **Faculty Turnover:** Supporting tenure numbers, turnover rates identify areas with weak employee retention.
- **Part-Time vs. Full-Time Faculty:** Examine the costs and benefits for both types of instructors.
- **Weekly Student Contact Hours:** Analyze productivity by certain courses, sections, instructors and other variables.

KPIs for Education- Financing

- **Instructional Costs:** Evaluate the cost of part-time and full-time faculty members.
- **Administrative Costs Per Student:** Understand how much your institution is spending on administrative services on a per-student basis.
- **Program & Department Budgets:** Analyze budgets by term, semester or year and compare with actual spend.
- **Revenue, Grants & Funding:** Alumni donations, endowments, research grants, fundraising efforts, federal funds and other monetary benefits.
- **Student Financial Aid Percentages:** Track the number of students receiving scholarships or government aid.
- **Tuition Costs:** Monitor costs accrued by students on a semester or annual basis.

KPIs for Hospitals

- Patient satisfaction
- Patient safety- Incidents; Medication errors
- Death rate
- Admission/discharge wait times
- Admission rates
- Hospital Readmission rates
- Patient referrals
- Average hospital stay
- Treatment Costs
- Patient wait time – Emergency Room wait

KPIs for Research

Dimensions	Indicators
Effectiveness	Number of scientific publications
	Number of patents
	Number of technology transfer activities
Outcome	Revenue generated by licenses
Efficiency	Cost of a scientific publication ; External budget/Internal budget
Network	No. of joint publication
Risk	Time and cost overrun; Employee turnover



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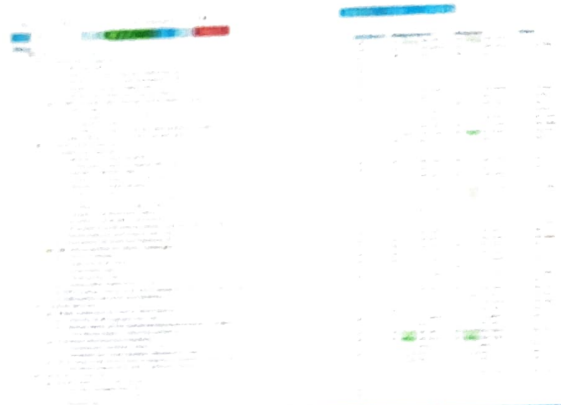


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Integrated Performance Management



Dashboard for monitoring KPIs



Check-list for Institute Body

How **Lower-level processes and structures** can add strategic value to the institute in following areas:

- Growth: Is there a Strategic Planning Process in place for growth and development of the institute? → **Long-term Vision of the Institute**
 - Quality of medical education and health care
 - Resource generation
 - Innovations
 - Engagement/Network with other organisations
 - Process of decision making
 - **Quality of information available**
 - The criteria for efficient and strategic resource allocation between competing demands?
 - **Performance management and evaluation system** for IB, GB, other bodies, departments/centers
 - Quality of monitoring: frequency of meetings.
 - Self-evaluation
- Statutory and regulatory compliances- Risk management**

Performance Measures for G.B. and other bodies

GOAL	ACTION	Strategic KPI	Operational KPI
Strategic Planning	Institute/center consultation	Five-year plan - Five-year plan for Institute/development	Forecasting, annual planning, budgeting, Assessment → ROI
Education - G.B.	Setting up Medical/ Nursing, Dental colleges	Operationalization of colleges Teaching - Learning outcomes	Project supervision team- timelines, quality Schedule of procurement of equipment, supplies
Operational Teaching	Faculty development Curriculum reforms	Timely/ good teachers Impact of teaching - Learning outcomes	Recruitment Integrated teaching, competency based learning Technology
Research	Research facilities	Publications	Projects
Patient Care	Hospital facilities	Quality care indicators	Operationalization
Performance Management	Performance review	Improvement in outputs and outcomes - Performance Index	Quarterly performance review with different departments
Financial Management	Increase Revenue	Extra-mural grants	Review user charges, Costing of services
	Reduce Costs	Reduction of costs and wastage	Review internal processes - (downsizing)
Productivity	Increased output	Efficient processes	Hospital/MB → Productivity enhancement

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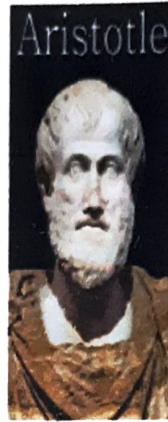
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Immediate steps for Administration

- **Annual Calendar of meetings** for IB, GR, SFC and all other committees
- Design a comprehensive **Performance Management system** for real-time monitoring of academics, student admissions, examinations, research, patient care and administrative matters such as recruitments, MIS, Timely completion of infrastructure projects, Simultaneous, recruitment of faculty and staff, and procurement of equipment.
- **Financial Management**
 - Integrated planning and budgeting - BE/RE
 - Annual accounts, Internal budgetary controls and Audit reports
 - PFMS
 - Procurement management: GeM, eProcurement of tender; Contract management; Facility management
 - Additional resource mobilization from different sources- PMJAY



"First, have a definite, clear practical ideal: **a goal, an objective.**

Second, **have the necessary means to achieve your ends: wisdom, money, materials, and methods.**

Third, **adjust all your means to that end."**

- Aristotle

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