



National Accreditation Board For
Hospitals & Healthcare Providers (NABH)



भारतीय गुणवत्ता परिषद्
QUALITY COUNCIL
OF INDIA
Creating an Ecosystem for Quality

QUALITY CONNECT



LEADERSHIP IN HEALTHCARE

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Mr. Jaxay Shah
Chairman QCI

India's accreditation system was ranked 5th globally earlier this year. At QCI and NABH, we consider this just the beginning of our journey to embed quality in the lives of every Indian. As India journeys towards Atmanirbharta in the Amrit Kaal, I believe that accreditation is important to ensure that our products and services are not just 'Made in India' but 'Made in India with Quality.' Aatmanirbhar doesn't just mean making macro-level changes but even small initiatives at the community level can become significant stepping stones in India's journey towards Aatmnirbharta. Quality shall be the driving force for achieving the goal of developed India and consumers' trust is only gained by delivering high quality. It is at the core of everything that QCI and NABH is doing right now.

Over the years, NABH has catered to more than 17,000 healthcare organizations across the country, with a focus on improving patient safety and healthcare. It's a good achievement, but it is not a cushion seat for both NABH and QCI as we have a long way to go and we aim to cross at least 1 lakh mark soon.

The quality sector and patient safety are currently riding on a wave of positive impact that is indicative of a very positive turnaround in the healthcare industry. NABH today has become synonymous with being a healthcare boon for thousands of hospitals and healthcare providers aspiring to achieve high level quality standards for healthcare quality. It is extremely encouraging to see that the NABH has taken several initiatives that contribute in creation of an ecosystem for quality in healthcare.

Our system is designed in a way where all our assessors and partner hospitals are our ambassadors on ground, who implement the quality processes with complete knowledge & clarity and infuse trust within the system. I would like to announce three major initiatives to bring the much-needed disruption.

Firstly, a new rating system of assessors is being brought in which will capture feedback from all stakeholders on your technical competency, knowledge, communication but most importantly give a big weightage to your efforts in driving the assessments in tier 2/3 cities and rural areas. The dynamic model will be carefully monitored for a considerable time to

FOREWORD

upgrade or downgrade an assessor. Furthermore, the top-rated assessors, who would only reach that level after serving in the new Bharat, shall get 25% higher fees in Tier 2 cities, 50% higher in Tier 3 cities, & jump to 100% in villages. unless we ensure access to highest quality of healthcare to the last person, we won't stop. "Naya Bharat chhote shahron aur gaon mein hee hai." Thus, to pull hospitals and healthcare facilities from the smaller cities within our quality domain, I announce to devise a model that will take support of the consulting organizations, individual consultants, and other possible partners whom we shall pay a considerable amount for bringing in interested hospitals from these places under the umbrella of NABH. I strongly believe that quality interventions at the grassroots will be pivotal towards Atmanirbhar and Viksit Bharat in this Amritkaal.

I am also excited about the initiatives undertaken for digitizing NABH and its processes and many other collaborative and game-changing initiatives which will eliminate bottle necks and time lag issues. As we channel our energy on world's first Digital Health standards powered by NABH, I am sure this will create a huge impact on the future of digital healthcare quality system and will put both Indian healthcare system and NABH at the forefront.

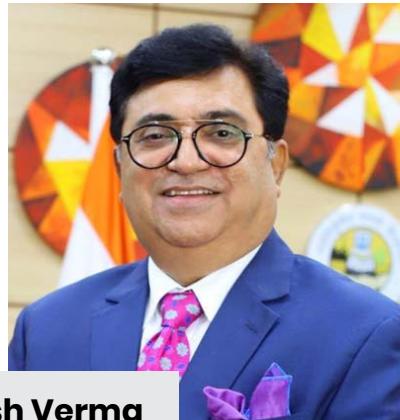
In our unwavering commitment to spread the message of quality pan India, I am also thrilled to share an exciting announcement that QCI is expanding its reach by opening regional offices in three prominent cities: Ahmedabad, Bengaluru, and Kolkata and NABH will have a place in these 3 offices. As we put the finishing touches on the details, we can't wait to unveil them to you in the near future.

I also extend my heartfelt gratitude to our visionary Prime Minister, Shri Narendra Modi, for extending his warm congratulations to AIIMS Nagpur for becoming the first among all AIIMS institutes to receive the NABH accreditation. This milestone sets a new benchmark in delivering quality healthcare, highlighting AIIMS Nagpur's commitment to patient care and safety. It is also a proud testament to NABH's relentless efforts in ensuring quality healthcare across the country, taking forward QCI's Quality movement to the last mile.

As we continue on our journey to improve the Quality of Life of India's 140 crore citizens, I want you all to take the lead and be the torchbearers of change. In this journey where we overcome multiple challenges, I believe that we will work together to uphold and further contribute to the legacy of QCI and NABH and create a connection with the grassroots to permeate the idea of Quality in the DNA of each and every citizen in every part of India.

Mujhe Vishwas hai ki Swasth Bharat Ki Oar Yeh EK Mahatvapoorn Kadam Hai Aur Aap Sab Isme Apna Yogdaan Denge

Jai Hind! Jai Bharat!



MESSAGE

Prof. (Dr.) Mahesh Verma
Chairman, NABH

India has one of the world's most extensive and diverse accreditation systems. It has been a pleasure to watch NABH grow and broaden its horizons over the years. As we move forward, it is critical to be aware of what is happening around the world and what has become the need of the hour in healthcare. In the last two years, there have been changes in hospitals and other healthcare-related industries. India is known around the world for its healthcare technology. In this technologically driven era, "transformation brings change, and change brings value" is the only way to move forward. The reimagining and revitalization of our own digital infrastructure is also beneficial.

The symbiotic association between Industry and Quality Infrastructure bodies is the key pillar for the nation's economic growth. A robust quality infrastructure ensures that products, processes and services adhere to international quality standards thus paving the path for the country's economic growth. I appreciate and thank the assessors who have been conducting assessments using the new methodology while remaining committed to NABH. It has become critical to investigate changes in the healthcare industry and strengthen processes. The requirement of the quality journey is to constantly retro inspect, improve, and move forward. The framework for patient quality and safety is based on needs, new diseases, and digital growth.

NABH and QCI have achieved national and international acclaim and success. NABH is evolving in a massive industry, and we are constantly improving our ability to perform better every day. It goes without saying that the NABH Secretariat and partners have continued to live up to expectations and meet challenges in their respective duties, eventually excelling in them despite a number of obstacles. We should all be very proud of the fact that we consistently outperform ourselves and are now where we are. I am confident that the journey ahead will be much more exciting and eventful.

NABH's release of the 3rd Edition of NABH Dental Healthcare Service Provider Accreditation Standards and the First Edition of NABH Entry Level Certification Standards for Dental Facilities is commendable. I am grateful to Dr. Atul Mohan Kochhar, CEO of NABH, and the entire NABH team for their exceptional efforts and dedication to quality and safe healthcare.

I congratulate the NABH secretariat for their tireless efforts to extend quality to even the last man in queue, as well as their dedication in elevating our stakeholders above and beyond their personal challenges. I am proud of their grace and fortitude. I wish the NABH leadership team and secretariat members all the best for continued growth, as well as all the partners and NABH empanelled hospitals.



MESSAGE

Mr. Rajesh Maheshwari
Secretary General, I/C

Earlier this year, the accreditation system in India was ranked fifth worldwide. The two pillars of establishing patients' trust in the healthcare system are empathy and communication. At QCI, we see this as just the start of our quest to make quality a part of every Indian's life. Every citizen has a fundamental right to quality, which is why accreditation is important.

Quality is central to everything we do. It is the foundation for establishing trust and delivering long-term results. NABH consistently collaborates to provide quality, independence, excellence, and integrity to all of our stakeholders. I congratulate Prof (Dr) Mahesh Verma, the Chairman NABH, and Dr Atul Mohan Kochhar, CEO NABH, on their leadership, which has proven to be an asset to the board and the organisation.

The National Accreditation System ensures that an organization reaches a high level of quality standards, and NABH have a significant role to play in enlightening people about it. The aim is to provide world class accreditation services and NABH assure and ensure highest quality healthcare services and patient safety. NABH secretariat is well appreciated on the release of the 3rd Edition of NABH Dental

Healthcare Service Provider Accreditation Standards and the First Edition of NABH Entry Level Certification Standards for Dental Facilities

I applaud the efforts of the team to organise regional conclaves for Principal Assessors in three cities in last 6 months. Assessors are the backbone of any accrediting facility, and it is critical to strengthen the methodology used to conduct assessments. It is critical to understand that assessment is not a fault-finding exercise, but rather a collaboration with healthcare organisations that have voluntarily entered the process to improve their healthcare quality facts. Assessors are patient quality and safety ambassadors. Assessment should be a hand-holding exercise in which balance is found through logic and critical thinking.

We are grateful for the cooperation and support of our esteemed stakeholders, who help us serve the nation. NABH will enter a new era to build on the past legacy and be the torch-bearer of quality. I am confident that NABH will strive to excel and grow by taking initiatives to reach out to the last man in the line

**EDITORIAL**

Dr. Atul Mohan Kochhar
CEO, NABH

NABH accreditation is not just a badge of honor for healthcare providers, it is an important tool for ensuring quality care. Accreditation means that an organization has met NABH's rigorous standards, which cover all the aspects of healthcare operations, from patient care to facility management.

Active pursuit of Universal, Affordable, Accessible and Quality Healthcare is the hallmark of a caring state. India has made tremendous strides in this area in the last decade, and NABH which has just turned 18 years, has played a key role in assuring quality health care and patient safety. With over 3,300 healthcare organizations benchmarked and accredited against its world-class standards, and touching another 17,000 plus organizations under its certification and Empanelment programs, today, NABH pledges to reach small hospitals and clinics in different districts, villages to leave no institution untouched.

Over the years, NABH standards have brought paradigm shift in delivering healthcare services and it has helped in sensitizing health care workers about their responsibilities. However, a country as diverse as India, growing at an unprecedented rate, requires many professionals who are skilled, continuously reskilling and upskilling. Today, our overall medical professional count per 1,000 patients is much below than WHO standards across doctors, patients and para medics category. NABH has thus signed an MoU with various organizations working in these sectors addressing to bring a change, exploring solutions and addressing this gap.

Given the importance of Digital Health, NABH has embarked on making it one of NABH's key priority areas. NABH has drafted India's first ever Digital Health Standards to ensure the safe & secure use of digital health solutions and to improve the overall clinical care & quality ecosystem in the country. These standards are intended to be used for the assessment of digital processes implemented by the organization for providing patient care services.

In the past months, NABH team is working tirelessly in the new standards and the revision of old standards. NABH has revised the standards for SHCO Accreditation – 3rd edition, Dental Accreditation – 2nd edition, Entry level certification of Dental Clinics – 1st edition, Allopathic Clinics Standards – 2nd edition and others too. The revised Allopathic Clinics standards also include the checklist for Dermatology Standards and Dialysis Standards. I am sure the new standards for, ART Clinics accreditation – 1st edition, Care Home accreditation – 1st edition, Stroke Care Centres certification – 1st edition will be game-changer in the healthcare quality and patient safety.

Sharing is caring. It is knowledge. It is growth. NABH has come up with two new initiatives, NABH Quality Connect Grants and NABH Best Practices Club for showcasing and contributing to the Quality movement in healthcare and patient safety by sharing the best practices, frugal innovations and much more.

I heartily thank our Chairman QCI for his announcements and far-wide vision for NABH which is harbinger of positive disruption in accreditation framework of India and a significant step towards motivating small healthcare setups in tier 2-3 cities, and villages to start their quality journey in sync with the vision of our honourable Prime Minister. NABH shall continue to robustly work towards achieving this vision with absolute honesty, dedication and efficiency, and do the utmost in taking quality in healthcare to the last in the line.

As a team, NABH shall continue to work towards building of healthcare quality and patient safety culture in India. I congratulate the NABH Secretariat, all the partner hospitals and assessors for their ceaseless efforts, co-operation and contribution in strengthening the quality system in India.

Jai Hind.



Articles from
**HEALTHCARE LEADERS
AND EXPERTS**



Dr. Sanjeev Singh

LEADERSHIP IN HEALTHCARE

With Good Health and Well Being becoming one of the sustainable development Goals, Indian Healthcare System is becoming more dynamic in pushing for a systematic approach towards health. Helping in realizing the Goal of Universal Health Coverage and Health for All, which is also becoming one of the organizational Goals, in the healthcare market in India, effective leadership is expected to play a crucial role.

Warren Bennis, widely regarded as a pioneer of leadership studies termed leadership as 'a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential'.

Leadership at its core entails guiding and motivating individuals towards achieving not only the organization's goals but in bringing innovations which enables organizations to sustain in the dynamic healthcare market.

According to a report by NITI Aayog the private healthcare sector is increasingly innovative and socially entrepreneurial- India has become a global leader in low-cost technologies and care model, and many state governments have broadly endorsed private sector collaborations through public private partnerships (PPPs) to deliver care more effectively.

However, there still are unique challenges faced by healthcare leaders, such as complex regulatory environments like changing healthcare laws, regulations and reimbursement models, evolving technology like artificial intelligence and robotic process automation, and changing patient expectations. In addition to the usual challenges, Healthcare leaders are also faced by unprecedented challenges such as threat of a pandemic, recession in the healthcare market leading to rising healthcare costs and public health emergencies in cases of disasters.

It is often seen that Quality of care gets frequent mentions in stakeholder's rhetoric, but it remains a neglected component in policy and practice. The National Accreditation Board for Hospitals & Healthcare Providers (NABH) represents a positive step towards raising quality of care however, Global experience

demonstrates that even accredited facilities suffer quality lapses resulting in preventable mortality and disability, hence, a strategic action plan should be materialized to systematically address such quality gaps. Such a plan which is easy to be made on paper can only be implemented with the influence of a leader on operations like staff engagement, patient safety, clinical outcomes, and adherence to government regulations.

Essential leadership qualities are particularly valuable in healthcare settings. Qualities like Visionary Thinking, Effective Communication, empathy and emotional intelligence, adaptability and decision making are becoming indispensable for a leader in working towards continuous quality improvement of healthcare services.

Historically different types of leadership styles have been identified, transactional and transformational. The transactional leadership involves a style of reward and punishment, with a focus on day-to-day functioning. On the other hand, transformational thought process involves working in a team where the leader has a vision of what and how the unit should function. The team, however, also has a say in how to achieve the vision. In such leadership styles, strong communication and interpersonal skills of the healthcare leaders act as major game changers.

Transformational leadership gives a sense of authority and responsibility to the staff. It has a positive effect on staff satisfaction directly impacting staff retention. A highly motivated staff when communicates well with the patient and their families and show consistent positive attitude, improves patient satisfaction (E. Willits, personal communication, 2006).

Leadership in Healthcare is not just limited to transformational changes at the managerial level, evidence of transformational leadership on physician's performance also persists. In medical settings transformational leaders generally inspire public health staff to share the sacred mission, stimulate their intelligence and provide individualized consideration (Fischer, 2016; Pearson, 2020). When physicians change their motivation and coping styles under transformational leadership, there is a significant cross-level positive impact on physician's performance implying the importance of transformational leadership in improving employees' performance (Miao and Cao, 2019).

Classical teaching mentions that "Management is about coping with complexity", while "Leadership is about coping with change". Leadership styles mentioned above are applied to

different types of leaders in the healthcare sector. These are:

1. Institutional Leaders – CEOs, Directors etc.
2. Service Leaders – Heads of Departments, Chief of Centers
3. Frontline Leaders – Primarily catering to Patient Care Services.

Competencies like Innovativeness, Credibility, Knowledge of Healthcare Systems, Technical skills, Problem solving abilities, Risk tolerance, Ethics, Personal attitude, and experience must be possessed by healthcare leaders.

Leadership challenges in India: A major bottleneck for scaling up leadership and innovation in the Indian health system is the low level of qualifications generally in the medical workforce. Many individuals claiming to be doctors in their occupation do not have the prerequisite qualifications. Also, the qualifications and level of skills of nurses and other professions allied to medicine is much below than that of doctors. This widens the gap between the more qualified and the less qualified staff which likely has consequences in leadership development.

There remains a preference for hierarchy and a leader follower attitude is deeply ingrained in the Indian mind set which prevents the development of potentially efficient leaders for the organization.

Way Forward - Recognizing the importance of strong leadership in delivering high quality of care, healthcare organizations should develop programs and be able to provide resources to support leadership development. Designing such programs will require deep understanding of healthcare market in India and its impact on institutionalized care.

Encouraging distributed leadership across managers and clinicians, often placed in different departments, is crucial to scale up innovation.

With hospitals having dual lines of authority and a highly complex process mechanism, strong co-ordination, and leadership in pursuing continuous quality improvement is becoming necessary. Effective leadership in healthcare is fundamental to achieving optimal patient outcomes and organizational success. By embodying key attributes, implementing best practices, and overcoming challenges, healthcare leaders can inspire and empower their teams to provide high quality care. It is essential for healthcare organizations to invest in leadership development programmes and support the growth of future leaders to meet the evolving needs of the industry.

But there needs to be a competency framework in such Leadership development Programs which means leadership is not confined to people with specifically higher hierachal positions. Instead, there is a shared sense of responsibility based on the concept that all people working in the organization have potential to develop as leaders. With this, achievement of organizational goal will be a collaborative effort with more sense of belongingness.

An unfaltering leadership development program will create strong leadership in healthcare which eventually will continue to evolve, innovate, and deliver excellence in patient care.

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Dr. Upasana Arora

LEADERSHIP IN HEALTHCARE

John C Maxwell, a renowned Management guru defines leadership as, "A leader is one who knows the way, goes the way, and shows the way." Irrespective of how you define a leader, he or she can prove to be a difference maker between success and failure. Leaders stand up for what they believe in. Leaders keep their promises. As a great leader we need to set an example for everyone around us.

Leadership holds a key strategic outlook for the growth of any country or organisation. A good and strong leader takes their country or organisation to the top of the pyramid and steers its working population to achieve success in their respective fields. In recent times we have seen how our Prime Minister Shri Narendra Modiji have made India shine in the world and have made world a single family with G 20 Mantra of One Earth, One Family, One Future.

Healthcare always had their role models and clinical leaders from the inception of the healthcare sector. However, the last half century has seen a lot of Clinical leaders taking the roles of CEO with the growth of private healthcare in India. This has led to the unprecedented growth of corporate industry as one of the segments of private healthcare. As the corporate industry grew there were greenfield and brownfield projects which laid the foundation of chain of hospitals and subsequently the private equity companies came into limelight in the last 20 years.

I also have been working relentlessly for last 23 years for my organisation Yashoda Super Speciality Hospital, Kaushambi from 2000, and we became the First NABH Accredited Hospital in Ghaziabad in 2010 and I, being the First Indian working in India to be awarded the prestigious Fellowship of ISQua (International Society for Quality and

Accreditation) in 2015. As part of NABH Accreditation, I have focused on quality of patient services and had kept the patient expectations as my first priority which led to the growth of my hospital and a continuous flow of patients making Yashoda a household name in Ghaziabad and Delhi NCR. I started with a tertiary care hospital in 2006 and expanded my specialities in coherence to patient needs and transformed to a quaternary care hospital in 2017.

I have always been a technological updated person and hence I have been constantly upgrading my diagnostics, rehabilitative and therapeutic departments with the latest advancements, along with qualified manpower and infrastructure meeting patient expectations, which keeps me along with all my peers.

As a leader, I believe that every individual should be ethical, have transparency in their actions with a feeling of happiness in their work and then only can he/she contribute to the organisation. So, I always try to provide an enabling environment to all my staff so that they can contribute their best. As an outcome of this positive environment my doctors and staff are providing ethical practice to patients with transparency which makes the patient delighted which in turn makes the doctors and staff happy to work in a positive environment.

My message to the young emerging leaders is that there is no elevator to take you to the top. Your need to believe in yourself, work hard consistently towards achieving your goals and be humble.





LEADERSHIP IN HEALTHCARE

Gracy Mathai

Chief Executive Officer
Baby Memorial Hospital, Calicut

Leadership

Leadership is the accomplishment of a goal through the direction of human assistants. The man who successfully marshals his human collaborators to achieve particular ends is a leader. A great leader is one who can do so day after day, and year after year, in a wide variety of circumstances. Few of the simple definitions are as follows: Peter Drucker: "The only definition of a leader is someone who has followers." Warren Bennis: "Leadership is the capacity to translate vision into reality." John Maxwell: "Leadership is influence - nothing more, nothing less."

In simple words, leadership is all about taking risks and challenging the status quo. Leaders motivate others to achieve something new and better. Interestingly, leaders do what they do to pursue innovation, not as an obligation. They measure success by looking at the team's achievements and learning. There is no shortage of literature on definitions and theories of leadership, and indeed everyone in their own right has ideas about what leadership is. Some

definitions have become well known by virtue of who coined them. More recently, Kouzes and Posner, who focus on the behaviors that successful leader's exhibit, state that 'Leadership can happen at anytime, anywhere and in any function'. A number of theories on leadership have attempted to address what underpins successful leaders: In contrast, management is about delegating responsibilities and getting people to follow the rules to reduce risk and deliver predictable outcomes. A manager is responsible for completing four critical functions: Planning, Organizing, Leading, and Controlling. Unlike leaders, managers do not challenge the status quo.

Instead, they strive to maintain it. They evaluate success by seeing if the team has achieved what was expected. Leaders and managers apply different approaches to achieve their goals. For example, managers seek compliance to rules and procedures, whereas leaders thrive on breaking the norm and challenging the status quo.

Effective Leadership in Healthcare

Effective leadership by healthcare professionals is vital in modern healthcare settings. The major factor underpinning this is the drive to improve the quality of healthcare provision



on a background of ever-increasing healthcare demands and need for increased efficiency and productivity. There are many reasons why quality improvement programmes fail, however the lack of engagement of medical staff and their resistance to change are amongst the most important factors. Clinicians who assume leadership roles need to overcome these barriers and adopt a style of leadership that is inclusive and meets the needs of healthcare professionals. Ultimately however, a collective leadership approach is most likely to create and sustain quality improvement. Since the dawn of clinical medicine there have always been leaders inspiring future generations of clinicians and academics. These leaders were invariably

viewed as highly charismatic, but potentially also arrogant and unchallengeable in their decision-making processes. Indeed, this forms the basis of the ingrained hierarchies that have always existed in clinical medicine. This form of dictatorial leadership is difficult to justify in modern healthcare settings where organizations are comprised of complex interactions between a large number of professionals with multiple roles to fulfil. However, the concept of the changing role of clinicians in managing patients at the bedside to possessing important

managerial roles in healthcare organizations is not a modern one. All hospital trusts within the NHS are managed by executive boards, charged with making recommendations on

organizational development and policy that are implemented by layers of middle management. The board, and in particular its chief executive, is accountable to the Department of Health (and the Secretary of State for Health), and hence require individuals who possess considerable management and leadership skills. As a result of this, in recent years there has been an unprecedented interest in developing clinical leaders in the NHS.

The healthcare sector is characterized by constant reforms aimed at the efficient delivery of safe, effective and high-quality care. Effective leadership is required to lead and drive changes at all levels of health system to actualize the goals of the ongoing reforms in healthcare organizations. Leadership in the healthcare sector is spread across management and clinical workforces, creating peculiar challenges. Effective leadership has been recognized as crucial in shaping organizational culture and driving the implementation of reforms in healthcare sector. This is evident in the growing interests in the concepts of health management and leadership, especially since the turn of the century, as reflected in the prevalence of studies on health management and leadership across different countries.

It is increasingly apparent that clinicians need to demonstrate effective leadership qualities beyond those needed to treat individual patients. The clinician's role in globally improving the quality of healthcare provision is now seen as vital in healthcare systems that are under ever increasing demands. Quality within healthcare settings can be defined in a number of ways. The NHS highlights patient safety, clinical effectiveness and patient experience as the key markers of quality of healthcare provision. The Care Quality Commission (CQC) looks into additional factors such as efficiency of services and value for money. Effective leadership is crucial in bringing about the changes necessary for quality improvement but the unique structure of healthcare organizations can prove a hindrance to change. Within healthcare organizations describes an inverted power structure with those at the bottom (e.g. hospital

consultants) having greater decision-making power than those nominally at the top. Successful leaders in healthcare organizations must acknowledge this and overcome the considerable barrier to change (e.g. ingrained working practices and cultures) that this inverted power structure supports. In this respect transformational leaders can truly be seen as change agents, placing the concern of their healthcare workforce above themselves. Engaging professionals to buy into a vision and allowing them to lead the process of change is likely to be more successful than other approaches. Rather than toppling resistance to change, transformational leaders acknowledge and deal with it. Moreover, quality improvement initiatives are more likely to succeed if healthcare professionals believe they have ownership of the task.

Role of Clinical Governance in Healthcare Leadership:

According to NHS: *Clinical Governance is a framework through which healthcare organizations have been made accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical care will flourish.*

Apart from this it promotes evidence-based medicine, proliferates best practices, establishes a process-based approach, provide inputs for system/process improvements in clinical space, improves quality of patient care and clinical outcomes, augments patient safety, efficiency etc. Now let's have a look at how exactly Clinical Governance based on Accountability, Authority and Responsibility helps in managing healthcare.

- » A system of accountability for quality, safety and experience of patients.
- » Have clear clinical standards in place to deliver what is intended.
- » Safeguard high standards of care and maintain clinical excellence.
- » Demonstrate high standards of care are upheld and continuously improved upon.
- » Patient focused services based on their needs with feedback, design and participation.
- » Information focused IT digitalization, record management and confidentiality.
- » Quality improvement: structured methodology to continuously improve care (projects).
- » Staff focus: How they are developed including engagement, culture and leadership.
- » Leadership focus: Empower and motivate others, have planned improvement efforts.
- » Focus on clinical effectiveness and research to design best possible outcomes for patients.
- » Risk management allows learning from incidents and measures in place for safety.
- » Education and training: Support professional development and ensure staff are up to date.
- » Clinical audits ensure clinical practice are monitored & set standards maintained.
- » Safety, quality and patient care is everyone's business – all staff should be involved.
- » Everyone strives to reduce risk of harm by following set procedure and standards.

Leadership in healthcare is much different than in any other organization as it deals with life. Healthcare Leaders has to ensure that patient's safety is given utmost priority. NABH Accreditation helps in achieving and maintaining the patient's safety at all level in the healthcare organization. It also helps for continual improvement. Thus, healthcare leadership can bring a transformational change in the care and safety of patients.



National Accreditation Board for Hospitals & Healthcare Providers

VISION

To be the apex national healthcare accreditation and quality improvement body, functioning at par with global benchmarks.

MISSION

To operate accreditation and allied programs in collaboration with stakeholders focusing on patient safety and quality of healthcare based upon national/international standards, through process of self and external evaluation.

VALUES

Credibility: Provide credible and value addition services

Responsiveness: Willingness to listen and continuously improving service

Transparency: Openness in communication and freedom of information to its stakeholders

Innovation: Incorporating change, creativity, continuous learning and new ideas to improve the services being provided



NABH UPDATES

Digital Health Standards

NABH announces its latest digital health initiatives aimed at fortifying the nation's digital health infrastructure and ensuring the delivery of high-quality healthcare services. As part of this groundbreaking effort, NABH has forged a Memorandum of Understanding (MoU) with the esteemed National Health Authority (NHA) and extended its unwavering support to the Ayushman Bharat Digital Mission (ABDM), a visionary initiative launched by the Government of India.

Outcome

NABH conducted assessments of twelve healthcare solutions for certifying ABDM-compliant health solutions. NABH is in the process of developing a certification scheme for healthcare solutions including Hospital Management Information System (HMIS), Laboratory Management Information System (LMIS) and clinics also.

In partnership with the Confederation of Indian Industry (CII), NABH has developed accreditation standards for Care Homes, which are now in the final stages of release. These standards are designed to ensure the highest quality of care and services provided by residential care facilities.

NABH has also partnered with the Indian Association of Dermatologists, Venereologists and Leprologists (IADVL) to develop accreditation standards for standalone dermatology and cosmetology centres. These standards focus on promoting best practices in dermatological and cosmetological services, encompassing quality care, patient safety, and hygiene measures.

Certification of ABDM Health Solutions

Activities

NABH has conducted pilot assessments for ABDM Compliant healthcare solutions.

Outcome

Development of a certification scheme for HMIS, LMIS and clinics is underway and will soon be announced by NABH.



Inspection of National Commission of Homeopathy (NCH)

Activities

In a significant milestone for homeopathic education, NABH has successfully conducted inspections of three Homeopathic colleges and hospitals as per requirements outlined by the NCH. This pilot initiative, aimed at ensuring quality standards in homeopathic education, has been quite successful. The comprehensive inspection reports have been diligently prepared and submitted to NCH for further evaluation.

Outcome

The NCH has expressed a strong interest in expanding this activity to encompass all 247 existing Homeopathic colleges across the country. This forward-thinking approach highlights the commitment of NCH and NABH to elevate the standards of homeopathic education and promote excellence in this field.

Heal in India - Role of NABH in Medical Value Travel

Activities

In a strategic partnership aimed at promoting medical tourism in India, NABH has joined hands with the Ministry of Health and Family Welfare. (MoHFW). Recognizing the immense potential of India healthcare sector, this collaboration seeks to position India as a preferred destination for medical travelers worldwide.

Outcome

NABH renowned for its commitment to quality and patient safety, has been at the forefront of accrediting healthcare organizations in the country. Leveraging its expertise, NABH has been actively involved in developing a well-curated empanelment programme, which has been in place since 2016. This programme offers a comprehensive two-year validity to all Medical Value Travel Facilitators (MVTF), ensuring their adherence to stringent quality standards.

Chatbot for Entry-Level programme (HOPE portal)

Activities

As part of its ongoing objective to streamline the certification process and provide comprehensive guidance to hospitals, NABH has unveiled an innovative solution--a Chatbot integrated

into the HOPE portal. This cutting-edge technology is designed to assist hospitals at every stage of their certification journey, offering prompt and accurate information and support.

NABH collaborated with COGNO-AI, a leading artificial intelligence company, to develop this interactive Chatbot. Leveraging the power of AI, the Chatbot serves as a virtual assistant, equipped with extensive knowledge and expertise in NABH's certification requirements and procedures.

Outcome

NABH is committed to providing users with a seamless and structured experience when accessing information on its website. With the aim of catering to specific queries and delivering relevant details to users on-demand, NABH has launched ASHA--a dedicated WhatsApp assistant. ASHA, which stands for "Hope", has been meticulously designed to offer precise and targeted information to users. Through this intuitive WhatsApp assistant, users can easily inquire about specific fee structures, module information, eligibility criteria for various certifications, and more.

MoU with Digital Health - National Cancer Grid of India and The Koita Centre of Digital Oncology (NCG-KCDO)

Activities

NABH, with its commitment to advancing digital healthcare, has recently signed an MoU with the NCG-KCDO. This strategic partnership aims to foster collaboration and mutual support in the development of digital health Initiatives.

Outcome

The partnership between NABH and NCG-KCDO signifies a noteworthy milestone in the advancement of digital healthcare solutions in India. By joining forces, the two organizations will pool their expertise, resources, and knowledge to drive innovation and promote the adoption of digital technologies in the healthcare sector.

Events

Accreditation Council meeting of ISQua 2023

Activities

CEO NABH, recently participated in the prestigious Accreditation Council Meeting of the International Society for Quality in Healthcare (ISQua). The event took place in Dublin on the 30th and 31st of March 2023 and provided a platform for international experts to come together and discuss the development and revision of healthcare standards.

During the two-day event, Atul Mohan Kochhar actively engaged in a workshop focused on the revision of the 5th Edition of the Guidelines and Principles for the Development of Health and Social Care Standards and the Guidelines and Standards for External Evaluation Organizations Standards.

Outcome

This workshop provided a valuable opportunity for experts to collaborate, exchange insights, and contribute their expertise towards shaping standards for the future of healthcare.

Health

Activities

NABH Awareness session on Orientation about NABH Ayush Accreditation/Certification Programs in Feb 2023 organized by AHMA (Ayurveda Hospital Management Association), Palakkad, Kerala.

Outcome

NABH witnessed the participation of 150 representatives from various Ayurveda institutes. The session aimed to create awareness and provide guidance on the NABH Ayush Programmes which focus on ensuring quality standards and accreditation for Ayurveda Healthcare Facilities.

With a strong commitment to improve the quality and standardization of Ayurvedic healthcare services, NABH announced its intention to enroll approximately 100 applications under the NABH Ayush Programmes in 2023. This ambitious target reflects the growing interest and recognition among Ayurveda institutes regarding the importance of accreditation in enhancing their practices and ensuring patient safety and satisfaction.

Accreditation/Certification awarding ceremony organized by Central Council for Research in Ayurvedic Sciences (CCRAS) in New Delhi.

Activities

In a momentous occasion, four Ayush Entry Level Certification Programmes (AELC) and three Avush Accreditations were bestowed upon esteemed Central Council for Research in Ayurvedic Sciences (CCRASI) centres. The prestigious awards were presented by Ayush Secretary, Shri Vaidya Rajesh Koteka, and DG-CCRAS, Prof RN Acharya, in the presence of Dr Neha Sobti, the representative from NABH.

The event marked a significant milestone in recognizing and honoring the outstanding efforts of the CCRAS centres in achieving excellence in quality standards and patient care. The Ayush Secretary and DG-CCRAS commended the dedication and commitment of the centres towards upholding the highest standards of Ayurvedic healthcare.

Outcome

The recipients of the AELC Programmes and Ayush Accreditations were applauded for their relentless push of quality and their significant contributions to the Ayurvedic field. The awards serve as a testament to their adherence to stringent accreditation and certification processes, ensuring the delivery of exceptional healthcare services.

While these centres have achieved notable recognition, the journey towards accreditation and certification is an ongoing process for other CCRAS hospitals and centres. With their dedicated efforts and commitment to excellence and certification processes in the near future.



ACTIVITIES & PARTICIPATION OF NABH

5th CME Workshop

Dr. Atul Mohan Kochhar, CEO-NABH gave an insight to participants about “Importance of Accreditation and Quality in use of Medicines” during the 5th CME Workshop on “Improving Availability, Rational and Safe use of medicines in Public Health Facilities in Delhi” at Maulana Azad Medical College

**Regional Conclaves for Principal Assessors of NABH:**

Pandemic had restricted the interaction only by the mode of virtual platforms. NABH started the interactions with the assessors again through regional conclaves spread in 3 regions of country making it convenient and easy for assessor to attend and share the same platform.

The regional conclaves supported by the leadership of QCI is one of the ways to interact and discuss the way forward. It was designed in a way to have interactive sessions between NABH secretariat and QCI-NABH.

The 3 conclaves were done at Bengaluru (25th Feb'23), Delhi (19th March'23) and Mumbai (28th April'23)

Principal Assessor Conclave in Bengaluru- 25th Feb 2023

NABH conducted its first Principal Assessors' Conclave (post COVID) in Bengaluru. The day-long Conclave reinforced NABH systems and processes highlighting its inherent policy of being an enabler for the benefit of all stakeholders.



NABH Regional Conclave – Delhi- 19th March 2023



NABH Regional Conclave Mumbai-28th April 2023





33rd ISDR Dental Conference

NABH participated in the 33rd ISDR Dental Conference conducted at The Leela Ambience, New Delhi and gave an insight on how NABH Dental Health Care Service Providers Accreditation Program will enable the Dental Healthcare facilities in demonstrating their commitment to quality care and patient safety.

NABH also had a place for stall where more than 1000 participants visited and were enlightened about NABH and its services.



NABH Assessor Courses - In the last 3 months, NABH has increased the reach through including more brains who will be trained as assessors under various programs.

NABH Entry Level Certification Program Assessor Course on 17th to 19th April 2023



NABH Medical Imaging Services Accreditation Program Assessor Course on 19th to 21st April 2023



NABH Hospital Accreditation Program Assessor Course on 24th to 28th April 2023



NABH Dental Accreditation Program Assessor Course on 9th to 12th May 2023**NABH Hospital Accreditation Program Assessor Course on 22nd to 26th May 2023****NABH Program on Implementation on 5th Edition Accreditation Standard for students of Chitkara University, Rajpura, Chandigarh on 21st to 23rd May 2023**

Dr. Atul Mohan Kochhar, CEO-NABH met and sought guidance of Shri Sanjiv Singh Ji, JS DPIIT. A scrupulous, astute administrator, He motivated NABH to continue to work with absolute honesty, dedication and efficiency, and do their utmost in taking quality in healthcare to the last in the line.



NABH Program on Implementation on 5th Edition Accreditation Standard for staff of Aarupadai Veedu Medical college and Hospital, Puducherry on 11th to 13 May 2023

**MoU Signing Ceremony between NABH and CGHS.**

NABH and CGHS renewed their Memorandum of Understanding (MoU). The revised initiatives incorporate many new measures to further improve the quality of healthcare delivery for millions of beneficiaries of this scheme.



Panel Discussion

NABH participated in the panel discussion during “Policies and interventions to improve access to next generation antimicrobials in low and middle income countries: India case study workshop” organized by ISB Max Institute of Healthcare Management and Center for Global Development.

Dr. Atul Mohan Kochhar , CEO-NABH highlighted how NABH accreditation programs ensure appropriate stewardship practices for high-end antimicrobials and how these standards are playing pivotal role in the antimicrobial stewardship adoption.



Collaboration with National Institute of Siddha

NABH is proud to welcome NATIONAL INSTITUTE OF SIDDHA (Inst. Code - 183), TAMBARAM SANITORIUM, CHENNAI, under NABH Ayush Accreditation Programme. We thank Vaidya Shri Rajesh Kotecha, Secretary, Ministry of Ayush for his constant support and encouragement.



Release of 3rd Edition of NABH Dental Health Service Providers accreditation standards

Chairman-NABH, Prof Dr Mahesh Verma, today released the 3rd Edition of NABH Dental Health Service Providers accreditation standards and also the First Edition of NABH Entry Level Certification standards for Dental Facilities (upto 8 chairs) during the NABH Dental Assessors' course.



NABH 3rd Advisory Committee Meeting on 21st March 2023



NABH Participated in the KEMS International Summit on 17th to 19th March 2023



QCI Gunwata Sankalp at Lucknow



IPSC CONFERENCE



Dental Conference

NABH participated in a two-day Dental conference in Delhi on 8th and 9th April 2023. The NABH team gave insights about Accreditation /certification programs and process. An Abstract for the conference was also submitted and presented.

**NAT Health Annual Summit**

NABH participated in NAT Health Annual Summit 2023 on 22nd March 2023. The event was marked by the launch of "Microsite" with the objective of promoting patient safety in healthcare.





NABH participated in “Arogya Bharat” NATHealth Annual Summit 2023, on 22nd and 23rd March 2023 at New Delhi.



NABH participated in the National Health Conclave 2023 jointly organized by AHPI & Vayah Vikas on 29th April 2023 at Bengaluru.



ISQUA Accreditation Council Meeting

CEO, NABH attended the ISQua Accreditation Council meeting held on 30th and 31st March 2023 at Dublin. The meeting was preceded by a workshop on Revision of 5th Editions of the Guidelines and Principles for the Development of Health and Social Care Standards (the Principles) and the Guidelines and Standards for External Evaluation Organisations (the Standards).



Dr. Atul Mohan Kochhar, CEO-NABH illuminated about the role of NABH, importance of NABH Ayush entry level certification programme in augmenting quality public healthcare in the National Ayush Mission (NAM) conclave.



(From left to right in the image: - Dr Neha Sobti (Accreditation Officer, NABH), Dr Punam Bajaj (Director NABH), and Dr Vandana)



(From left to right in the image: Dr. Indu Bala, Assistant Director-NABH, Dr. Munjapara Mahendrabhai, Minister of State for AYUSH and Minister of State for Woman and Child Development, Vaidya Shri. Rajesh Kotecha, Secretary, Ministry of Ayush, Dr. Atul Mohan Kochhar, CEO-NABH, Dr. Ebinesh Antony, Analyst-NABH)

Dr. Atul Mohan Kochhar, CEO-NABH highlighted the need of quality in healthcare and importance of collaboration to overcome the obstacles for healthcare services across the borders while moderating the roundtable session on "Accelerating Healthcare workforce mobility across borders (African region)" in the One Earth One Health Advantage Healthcare India 2023



NABH had a stall presence during the One Earth One Health Conference 2023. NABH also had a meeting with the ministers of health from various states and various countries and healthcare leaders for collaborations and understandings for accreditation and quality healthcare services.





Dr. Atul Mohan Kochhar, CEO-NABH with Dr. Sangita Reddy, Joint Managing Director of Apollo Hospitals Enterprises



Dr. Atul Mohan Kochhar, CEO-NABH with Shri. Lav Aggarwal, Joint Secretary, Ministry of Health and Family Welfare

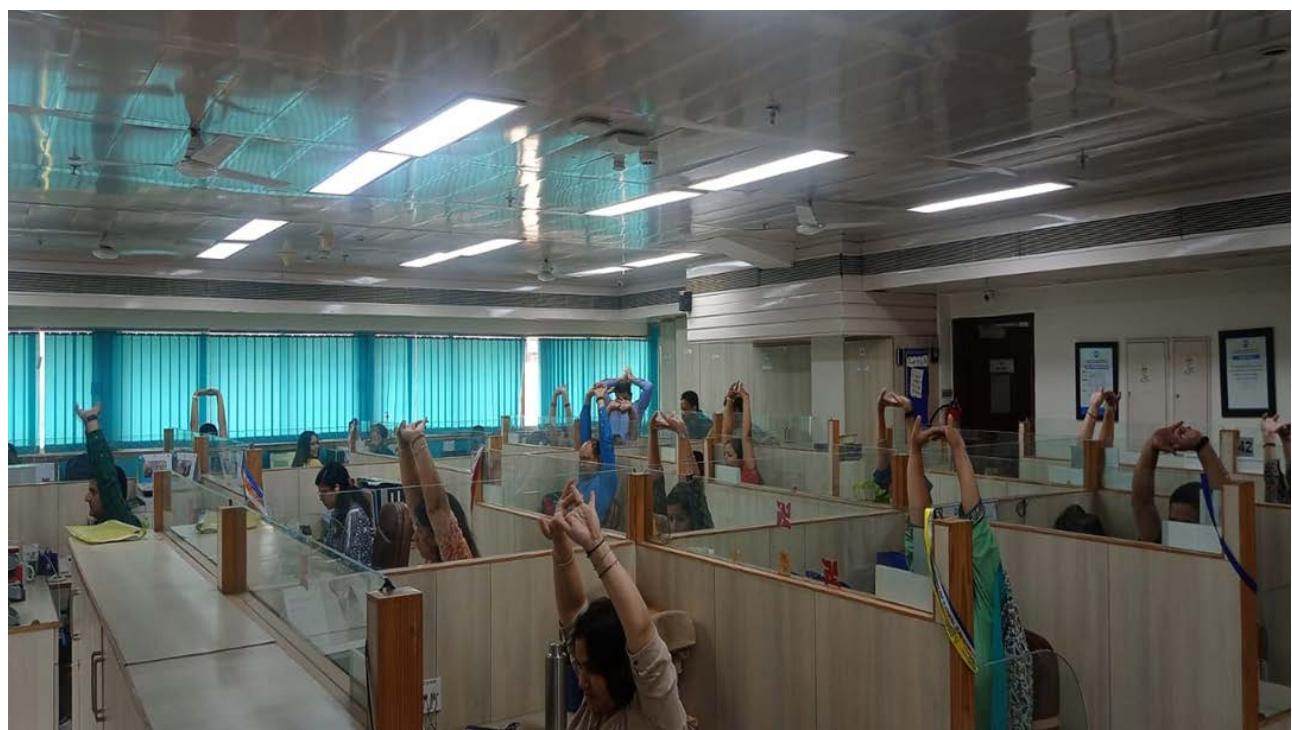
Awarding Entry level Certificate to Dr Ram Manohar Lohia Hospital



CELEBRATIONS @ NABH

QCI Men's Cricket Tournament



QCI Women's Tournament**Yoga Day Celebration@NABH**





COMPETITIONS

An overwhelming response, for the competitions were received from the participants across the country. NABH congratulates all the participants for the extensive work done and submissions in form of presentations, photo story and posters. Taking into consideration the guidelines given, adherence to topic, plagiarism few entries have been shortlisted and selected entries will be given NABH courses which can be availed in next 3 months.

The winning entries are:

I. POSTER COMPETITION

1. Ms Simanti Sengupta - Senior Executive – Quality Assurance, Tata Medical Center, Kolkata
2. (A) Dr Shivraj Kale - Medical Records Auditor (Quality Team), Lilavati Hospital & Research Centre, Mumbai
(B) Dr Shivani Singh - Senior Officer Medical Administration - Max Super Speciality Hospital Mohali
3. Ms Supriya.S – Staff Nurse, Dr. Mehta's Hospital, Chennai

II. POWERPOINT COMPETITION

1. Mr Ganesh Prabhakar Sahu – Senior Optometrist, Lawrence And Mayo Trust, Mumbai
2. Ms. Harjasleen Kaur - Ex-PROJECT FELLOW, M.H.A, Amritsar

LIST OF PARTICIPANTS:

Poster Making Competition

S No	Name	Profile	Name of the Organization
1	Vikram Pradhan	Associate Manager - Quality	Manipal Hospital
2	Dr. Sunil Prakash Bhatti	Medical Superintendent	Shree Siddhi Vinayak Multi Speciality Hospitals
3	Mrs. Suneetha Raghu	Manager Quality & Admin	R L Jalappa Hospital & Research Center
4	Dr.Sandra Magdalene	Manager- Quality	Shridevi Institute of Medical Sciences and Research Hospital
5	Shanu Thomas	CLINICAL EDUCATOR	SC BAGCHI AROGYA SADAN
6	Dr. Sandra Magdalene	Manager- Quality	Shridevi Institute of Medical Sciences and Research Hospital
7	Renita Helen Lasrado	Assistant nursing superintendent/CNE co ordinator	Fr Muller Medical college hospital
8	Vaishnavi Sharma	Quality Executive - I	Neelam Hospital
9	S.Hemalatha	Physician associate	Dr.Mehta's Multispeciality hospitals
10	Dr. Hamad Bin Khalid	Resident Administrator	All India Institute of Medical Sciences, New Delhi
11	Supriya.S	Staff Nurse	Dr.Mehta's Hospital
12	Dr Chingu Raphy	Assistant Quality Manager	Justice K.S.Hegde Charitable Hospital,Mangalore
13	Avinash C M 1, Meghashree V2	Asst.Medical Superintendent1, Quality Management Officer(s) 1, 2, Patient Safety Officer 1	Sri Shankara Cancer Hospital & Research Centre
14	Ms Simanti Sengupta - 1st	Senior Executive – Quality Assurance	Tata Medical Center
15	Dr. Narinder Kumar	Sr. Consultant	Jhpiego
16	Dr. Kriti Tambi	Head Quality, Medical Administration	Rukmani Birla Hospital, A unit of CK Birla Hospital
17	Dr Pallavi Rayachoti	General Manager Quality	Ankura Hospital for women & children
18	Dr. Meenakshi	AM Quality	Rajiv Gandhi Cancer Hospital and Research Institute
19	Dr. Manjinder Bhatti	Medical Superintendent & Quality Head	Metro Heart Institute with Multispecialty Hospital, Faridabad
20	DR. ADITI M. DAVE	CENTRE HEAD	KJ MULTISPECIALITY HOSPITAL
21	Dr. Abhijeet Jirage	Quality Head/ Assistant M.S.	Ashwini Sahakari Rugnalaya Ani Sanshodhan Kendra Niy. Solapur.Maharashtra
22	Deepak Kumar Bharti	CSSD Manager	NCI AIIMS
23	Deepak Kumar Bharti	CSSD Manager	NCI AIIMS
24	DEEPASHREE R N	Quality executive	ClearMedi Radiant Hospital

25	Dr. Simran DE	Intern/ Trainee	Medanta Superspecialty Hospital, Indore
26	Dr Shivani Singh	Senior Officer Medical Administration	Max Super Speciality Hospital Mohali
27	Neha Sharma	Unit Head – Patient Experience	Rukmani Birla Hospital
28	N.Ferinsha	Asst. Manager – Quality Assurance Department	Avitis Super Specialty Hospital
29	Dr. Hardik Raval	Quality Executive	Kusum Dhirajlal (KD) Hospital, Ahmedabad
30	Rahul Mathur	Senior Manager (Sales & Marketing)	CK BIRLA HOSPITALS RBH
31	Punj Vyas	Sr Manager Biomedical Department	KD Hospital
32	Mallikarjuna Swamy H C	Senior Officer / ICN	Dr Malathi Manipal Hospital
33	Dr. Swati Marwaha & Dr Srishte Saraf	Deputy Manager Quality/ Intern	Max Super Specialty Hospital, Mohali
34	Riyank Gangawat	Assistant Manager, Quality Department	Geetanjali Medical College & Hospital, Udaipur
35	Dr. Kaniarivi M	Clinical Pharmacologist	Kokilaben Dhirubhai Ambani Hospital , Navi Mumbai
36	Mr.Jiju.K.K	Manager-Supply Chain Management	Baby Memorial Hospital
37	Dr Shivraj Kale- 1st	Medical Records Auditor (Quality Team)	Lilavati Hospital & Research Centre
38	Dr Priyanka Jose	Clinical Pharmacologist (Medical Services Team)	Lilavati Hospital & Research Centre
39	Amalraj Ravi	Manager (Hospital Administration & Quality Management)	Kanchi Kamakoti CHILDS Trust Hospital
40	Sonu Gupta	Assistant Professor	Dasmesh Institute of Research and Dental Sciences Faridkot
41	Dr.Haseef T.A & Miss SUPARNA B	Clinical Pharmacist	Manipal Hospital Varthur Road , Bangalore
42	Dr. Beegum Sheena Karim	Clinical Pharmacist	Baby Memorial Hospital
43	Ashutosh Basotia	Lead – Transformation Management Office	Rukmani Birla Hospital, Jaipur
44	Dr. Deepak Dhiman	AGM Operations	Ojas Hospital (A unit of Alchemist Hospitals Ltd)
45	Arun.S	Senior Manager Quality	Sri Ramachandra Medical Centre
46	Dr Rohin Saini	Deputy Manager	Max Smart Super Speciality Hospital, Saket
47	ZAINAB SHAIKH	Masters in Hospital Administration student.	MGM Institute of Health Sciences
48	Dr. Vivek Nanda	Consultant, Department of Emergency Medicine.	KD Hospital, Ahmedabad.
49	Dr. Ankita Kulshrestha	Assistant Manager	Rukmani Birla Hospital , Jaipur
50	Zainab Shaikh	Masters in Hospital Administration student.	MGM Institute of Health Sciences
51	Dr Anitha Joseph	Clinical Pharmacist	Aster MIMS - Calicut
52	Amalraj Ravi	Manager (Hospital Administration & Quality Management)	Kanchi Kamakoti CHILDS Trust Hospital

53	Amalraj Ravi	Manager (Hospital Administration & Quality Management)	Kanchi Kamakoti CHILDS Trust Hospital
54	Dr. Tahneeyath Jahan,	Manager	Care Hospitals
55	Chhanda Sen	Incharge Nursing, critical care	Apollo Multi-speciality hospitals, kolkata.
56	Venkatesh G V	Executive - Quality	Manipal Hospital Whitefield
57	Pallavi D. Dongre	Quality Manager	Pawana Hospital
58	Pallavi D. Dongre	Quality Manager	Pawana Hospital
59	Mohammed Shahid,	MRI Technician	National Institute of Mental Health And Neuro Science - Bangalore
60	Sathya	Nursing officer	Manipal hospital varthur road , Bangalore
61	Harsheen Kaur Arora	Analyst	NABH, Quality Council of India,
62	Dr. Alina Lorance	Clinical pharmacist	Manipal hospital Sarjapur Road
63	Rajeswari Rangan	Lead Officer Nursing	Manipal Hospital Varthur Road
64	Ashmith Da Cruz	Quality Lead	Manipal Northside Hospital
65	Ritesh Deshmukh	Head- Stores	S. L. Raheja (A Fortis Associate) Hospital
66	Harjasleen Kaur	Ex-PROJECT FELLOW, M.H.A	Guru Nanak Dev University,Grand Trunk Road, Off NH 1, Amritsar, Punjab-143005 India
67	Dr. Rohitha	Quality Manager	Prashanth Hospitals, Velachery, Chennai
68	Dr. Paresh Shah	Head of Quality and Accreditation Coordinator	Dhirubhai Ambani Occupational Health And Family Welfare Centre(DAOHFWC)
69	Dr. Paresh Shah	Head of Quality and Accreditation Coordinator	Dhirubhai Ambani Occupational Health And Family Welfare Centre(DAOHFWC)
70	Jasmine	Quality Officer	St. Isabel,s Hospital
71	Jasmine	Quality Officer	St. Isabel,s Hospital
72	Jasmine	Quality Officer	St. Isabel,s Hospital
73	Ahalya Sasidaran	Nursing Superintendent	Saraswathi Institute of Medical Science
74	PRERNA SHAHA- Ist	Coordinator	Training and Capacity Building Cell (TCB) QCI
75	Priyanka Nongrum	Nursing Superintendent	Jorhat Cancer Centre – Assam Cancer Care Foundation

Photo Story Competition

S.no	Name	Profile	Name of the Organization
1	Logeshwari. S	Physician Associate	Dr. Mehta Multi-speciality Hospital
2	Dr. Sushma Krishna	Microbiologist & ICO	Sagar Hospitals, Bangalore
3	Ekta Modi	Chief Operating Officer	Parul Sevashram Hospital (Affiliated to Parul University of Public Health)
4	Dr. Rohitha, Ms. Aswani, Mr. Jothimurugan	Quality Manager, Quality Executive	Prashanth Hospitals, Velachery, Chennai
5	Vishwanath Koppad	Quality nurse manager	Cloudphysician Healthcare
6	Angel Trisa William	Trainee in Quality Department	Avitis Institute of Medical Sciences
7	Dr. Poonam Gupta	Consultant Microbiologist (AMS Lead)	Kokilaben Dhirubhai Ambani Hospital , Navi Mumbai
8	Dr. Poonam Gupta	Consultant Microbiologist (AMS Lead)	Kokilaben Dhirubhai Ambani Hospital , Navi Mumbai
9	Dr. Shifnaz.N.P	Clinical Pharmacist	Baby Memorial Hospital
10	Dr. Sushma Krishna	Microbiologist & ICO	Sagar Hospitals, Bangalore
11	Mr. Surya Narayan Bhattacharjee	Senior Executive – Quality Assurance	Tata Medical Center, Kolkata
12	Arun.S	Senior Manager Quality	Sri Ramachandra Medical Centre
13	Sujithsagar	Quality Senior Nurse	Manipal Hospitals private ltd
14	Dr. Benita Grace Babu	Clinical Pharmacist	Hiranandani Hospital (A Fortis Network Hospital)
15	Dr Anitha Joseph	Clinical Pharmacist	Aster MIMS - Calicut
16	Dr. Deepak Dhiman	AGM Operations	Ojas Hospital (A unit of Alchemist Hospitals Ltd)

PowerPoint Presentation Competition

S.no	Name	Profile	Name of the Organization
1	Vikram Pradhan	Associate Manager - Quality	Manipal Hospital
2	Dr Akanksha	State Consultant	UNICEF
3	Dr Monica Honhaga	Dentist	IRCC HOSPITAL
4	GANESH PRABHAKAR SAHU	SENIOR OPTOMETRIST	LAWRENCE AND MAYO TRUST
5	Dr Margeyi Mehta	Assistant Professor in Clinical laboratory	Medical college , Vadodara
6	Dr Raksha K	Head of Department, Consultant Microbiologist & Infection Control Officer	St. Martha's Hospital
7	Akshay Parmar	Quality Co-Ordinator	DHS MULTISPECIALTY HOSPITAL
8	Veronica D'souza		
9	Dr. Narinder Kumar	Sr. Consultant	Jhpiego
10	Dr.Krutarth R. Brahmbhatt	Professor & Head of Department, Community Medicine	GMERS Medical College, Junagadh
11	Arjun Kumar	Project Coordinator	Quality Council of India
12	Mehak	Sr. Executive - Quality Department	Neelam Hospital, Rajpura
13	Dr Rucha J Mehta	Consultant Endocrinologist and Diabetologist, Head of Cardiometabolic Clinic	Apollo Hospitals and EDMO Clinic
14	Garima Trivedi		
15	Dr Abhishek Jinwal	Nodal Officer Quality Assurance	Civil Hospital Sanwer Indore
16	Dr. Anmolika Watal & Dr Upvanjeet Kaur	Quality Manager	Maharishi Markandeshwar Institute of Medical Sciences and Research
17	Dr.Abinash B Mohapatra	Sr.Quality Executive-Quality & System	SAKRA WORLD HOSPITAL,BANGALORE
18	Dr. Poonam Sarda	Deputy General Manager Quality & Patient Care Services	SevenStar Hospital, Nagpur
19	Mrs Soni Charde	Manager- Quality Assurance	Shri Ram Murti Smarak Institute of Medical Sciences
20	Mr. Rahul Chopra	Senior Executive- Quality Assurance	Shri Ram Murti Smarak Institute of Medical Sciences
21	DEEPASHREE R N	Quality executive	ClearMedi Radiant Hospital
22	Dr. Ashish Kumar Shivhare	Quality & Operations In-Charges	Precision Urology Hospital & Kidney Transplant Centre
23	Mr. Parth Sompura	Assistant Professor, Parul Institute of Paramedical & Health Sciences	Parul University
24	Chhanda sen	Incharge Nursing, critical care	Apollo Multi-speciality hospitals, kolkata.
25	Sr. Dhanya Devasia	Chief nursing officer.	Father Muller medical college Hospital.

26	Dr. Priyanka Mehta	Manager Quality	MRR Children's Hospital
27	Punj Vyas	Sr Manager Biomedical Department	KD Hospital
28	Dr.Sandra Magdalene	Manager- Quality	Shridevi Institute of Medical Sciences and Research Hospital
29	S ARUN REDDY	LAB TECHNICIAN	DR. MALATHI MANIPAL HOSPITAL
30	Veena Pradeep	Jr. Executive in Patient Experience & Service Excellence	Avitis Institute of Medical Science
31	Babita Tanwar	Public Health Nurse	Maulana Azad Medical College, New Delhi
32	Mallikarjuna Swamy H C	Senior Officer / ICN	Dr Malathi Manipal Hospital
33	Chitra P Pillai	Nurse educator	Dr Malathi Manipal Hospital
34	Dr .Surya Rajamanikyam	Operations	Dr.Malathi Manipal Hospital
35	Fr. Wilson C D	HOD- Quality	Fatima Hospital
36	Riyank Gangawat	Assistant Manager, Quality Department	Geetanjali Medical College & Hospital, Udaipur
37	Dr. Bijoy Johnson	Consultant in Healthcare Data Analytics	Baby Memorial Hospital
38	Anusha Jain	Trainee, Quality Assurance Department	Geetanjali Medical College & Hospital, Udaipur
39	Hetal Prajapati	Quality Manager	Parul Sevashram Hospital (Affiliated to Parul University of Public Health)
40	Ms Rubyiana Dsouza(patient safety)	Chief – Nursing Services	Lilavati Hospital & Research Centre
41	Amalraj Ravi	Manager (Hospital Administration & Quality Management)	Kanchi Kamakoti CHILDS Trust Hospital
42	Dr. Suraj Kumar Agarwal	Consultant &Head , Emergency Medicine	Kokilaben Dhirubhai Ambani Hospital , Navi Mumbai
43	Ashutosh Basotia	Lead – Transformation Management Office	Rukmani Birla Hospital, Jaipur
44	Dr. Josna Jose	Clinical Pharmacist	Baby Memorial Hospital
45		IT Team	
46	Verma Jaya		
47	Dr. Deepak Dhiman	AGM Operations	Ojas Hospital (A unit of Alchemist Hospitals Ltd)
48	Arun.S	Senior Manager Quality	Sri Ramachandra Medical Centre
49	Dr. Gargi Bhattacharya	Microbiologist and ICO	Ruby General Hospital
50	Gargi Das	Senior Nurse Officer- Quality Nursing	Manipal Hospitals , Bangalore
51	Ashutosh Basotia	Lead – Transformation Management Office	Rukmani Birla Hospital, Jaipur
52	Dr. Vivek Nanda	Consultant, Department of Emergency Medicine.	KD Hospital, Ahmedabad.
53	Mr. Sachin Dwivedi	Nursing Officer (Research)	Regional Ayurveda Research Institute Lucknow, Ministry of Ayush, Govt of India.

54	Mr. Hemanth M S, Ms. Arya Devi	Nursing Officers	Manipal Hospital Varthur Road
55	Lt Col Sunny Thomas (Retd)	Chief Administrative Officer	Baby Memorial Hospital
56	Amalraj Ravi	Manager (Hospital Administration & Quality Management)	Kanchi Kamakoti CHILDS Trust Hospital
57	Ashmith Da Cruz	Quality Lead	Manipal Northside Hospital
58	Dr. Rahul Ranjan	Assistant Prof., Dept. of Hospital Administration	National Cancer Institute, Jhajjar; AIIMS, New Delhi
59	Harsheen Kaur Arora	Analyst	NABH, Quality Council of India,
60	Dr. Vinay Pathak	Junior Resident, Deptt. of Hospital Administration	SGPGIMS
61	Dr. Vinay Pathak	Junior Resident, Deptt. of Hospital Administration	SGPGIMS
62	Dr. Vinay Pathak	Junior Resident, Deptt. of Hospital Administration	SGPGIMS
63	Ms. Subbulakhsimi	Nurse officer	Manipal hospital Sarjapur Road
64	Dr. Vinay Pathak	Junior Resident, Deptt. of Hospital Administration	SGPGIMS
65	Srijona Bhadra	Student	IIHMR University, Jaipur
66	Harjasleen Kaur	Ex-PROJECT FELLOW, M.H.A	Guru Nanak Dev University, Grand Trunk Road, Off NH 1, Amritsar, Punjab-143005 India
67	Dr. Vinay Pathak	Junior Resident, Deptt. of Hospital Administration	SGPGIMS
68	Dr Trisha Sharma	Student	IIHMR University, Jaipur
69	POOJA SHARMA	nursing officer	
70	Dr. Rohitha	Quality Manager	Prashanth Hospitals, Velachery, Chennai
71	Dr. Paresh Shah	Head of Quality and Accreditation Coordinator	Dhirubhai Ambani Occupational Health And Family Welfare Centre(DAOHFWC)
72	Dr. Paresh Shah	Head of Quality and Accreditation Coordinator	Dhirubhai Ambani Occupational Health And Family Welfare Centre(DAOHFWC)
73	Dr Rohin Saini	Deputy Manager	Max Smart Super Speciality Hospital, Saket
74	Er. YASHDEEP SACHDEVA	ASSISTANT EXECUTIVE ENGINEER(Electrical & Mechanical)	CENTRAL PUBLIC WORKS DEPARTMENT (CPWD)
75	Ms. Namrata Pinto	Nurse Educator	Manipal Northside Hospital
76	Disha Choudhury	Operation Intern	Precision Urology Hospital
77	ujwala choraghe	MHA Student	MGM Medical college and Hospital Kamothem navi mumbai
78	Dr Sai Krishna Chaitanya P	Consultant Endocrinologist	KIMS HOSPITAL,
79	Devajeet Kalita	Dy. Manager	Tezpur Cancer Centre – Assam Cancer Care Foundation
80	Asmita Sarma	Staff Nurse	Darrang Cancer Centre – Assam Cancer Care Foundation
81	Mallika Narzary	Nursing Superintendent	Cancer Centre – Assam Cancer Care Foundation



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NABH DIGITAL HEALTH STANDARDS FOR HOSPITALS

1st
EDITION
SEPTEMBER 2023