



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

## FOREWORD

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.' Atmanirbharta 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 Atmanirbharta. 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

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 Atmanirbharta 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.

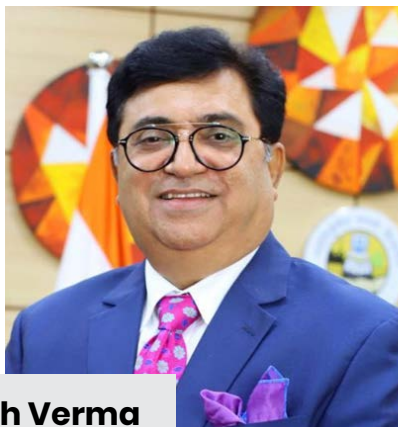
In our unwavering commitment to spread the message of quality pan India, I am also thrilled to share an exciting announcement that QCI is expanding its reach by opening regional offices in three prominent cities: Ahmedabad, Bengaluru, and Kolkata and NABH will have a place in these 3 offices. As we put 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 Mahatvapourn  
Kadam Hai Aur Aap Sab Isme Apna Yogdaan Denge*

*Jai Hind! Jai Bharat!*



**Prof. (Dr.) Mahesh Verma**  
Chairman, NABH

## MESSAGE

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.





**Mr. Rajesh Maheshwari**  
Secretary General, I/C

## MESSAGE

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 hierarchal 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 it working population to achieve success in their respective fields. In recent times we have seen how our Prime Minister Shri Narendra Modi 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 Ayush 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 Kotecha, 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 pursuit 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 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

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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 Lorange     | 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                                 |
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| 62 | Dr. Vinay Pathak               | Junior Resident, Deptt. of Hospital Administration     | SGPGIMS  |
| 63 | Ms. Subbulakshmi               | Nurse officer  | Manipal hospital Sarjapur Road   |
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| 71 | Dr. Paresch Shah               | Head of Quality and Accreditation Coordinator          | Dhirubhai Ambani Occupational Health And Family Welfare Centre(DAOHFWC)              |
| 72 | Dr. Paresch 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   |
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| 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 Kamothe 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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