

PROGRESS REPORT

MAR-JUNE 30, 2022

DHQ Hospital WANA South Waziristan



PUBLIC PRIVATE PARTNERSHIP FOR THE OPERATIONALIZATION OF
DHQ HOSPITAL AT WANA, South Waziristan

Medical Emergency Resilience Foundation (MERF)

www.merf-pakistan.org

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1. INTRODUCTION

The Government of KP under its initiative to provide quality healthcare services to the public under its health policy has engaged private sector organizations in health service delivery through KP Health Foundation on Public Private Partnership Model. The KP-HF is mandated to promote and enable the development of innovative health care delivery models to achieve policy objectives of Government of Khyber Pakhtunkhwa to improve coverage through various means of Public Private Partnership for health care service delivery.

Under this initiative, DHQ Wana has been outsourced to Medical Emergency Resilience Foundation (MERF), which is a national not-for-profit organization registered under Section 42 of Companies Act 2017 with SECP.

DHQ Hospital Wana is a Category A hospital, which should have 350 beds facilities with 18 specialties having 24/7 services. However, the hospital completely lack even basic facilities of category D hospital. The detailed assessment carried out before the award of contract has identified major gaps in infrastructure, human resource, medical and other equipment, medical supplies including medicines & consumables and support services. Under the terms on of the contract, MERF is required to make the hospital fully functional through filling human resource, rehabilitation and reconstruction of infrastructure, provision of medical and other equipment, medicine supply chain management, ancillary and allied services and amenities.

2. CONTRACT AWARD AND PARTIES

The contract for DHQ hospital is a TRIPARTITE AGREEMENT entered between the Khyber Pakhtunkhwa Health Foundation, DG Health Services through DHO South Waziristan and MERF. The draft contract was signed on January 10, 2022 while the final contract is effective from 04 March 2022 after receipt of required NOC from concerned departments. The duration of the contract is for a period of 05 years.



2. SIGNIFICANT EVENTS – INCEPTION PERIOD PROGRESS

In order to accomplish the intended scope of work, MERF draws on its wider experience in delivering health services (PPP approach), strengthening hospital management system, working in partnership with governments and communities to support the evolving system in a sustainable manner. Project management team has been in order to ensure the smooth implementation of the project. Technical and Support Structure based in Country office supports project management team and serve as a guarantee of program quality.

During the INCEPTION PHASE (03 months from signing of contract), the following activities were carried out.

- i. Initiation of Project's NOC process and obtained NOC for the project.
- ii. Established office and placed of management staff required for implementing the project.
- iii. Carried out orientation of relevant health and administrative authorities/staff for gaining their support and resolve.
- iv. Carried out detail assessment of existing Government HR together with Health Foundation to finalize the list of filled and vacant positions.
- v. Carried out advertising, initiating and completing recruitment process for vacant positions required for proposed service delivery package.
- vi. Establishing supply chain mechanisms of essential medicines, commodities, equipment and supplies required for the delivery of standardized services.
- vii. Finalized procurement plan and initiate the procurement process for Medical Equipment, Medicines, consumables and others.
- viii. Carried out detail assessment for repair and renovation, preparing accurate BoQs, launching renovation tender and initiating renovation work in the hospital.
- ix. Carried out key detail assessments for establishing project baselines.
- x. Started essential services like OPD, A&E, Gynae and others through deployment of staff.

A detailed progress on key areas is given in the subsequent sections.

2 REPAIRS, REHABILITATION AND RENOVATION:

Though, hospital has two huge buildings (old and new) but both has deteriorated considerably due to lack of proper maintenance. Major repairs like flooring, roof treatment, electrification, doors and windows repair are required in the hospital. Hospital has 102 residential units that require major repair and renovation. Proper residential area will be essential for retaining the specialized staff in the hospital. At time of hand-over of hospital to MERF, the residential area

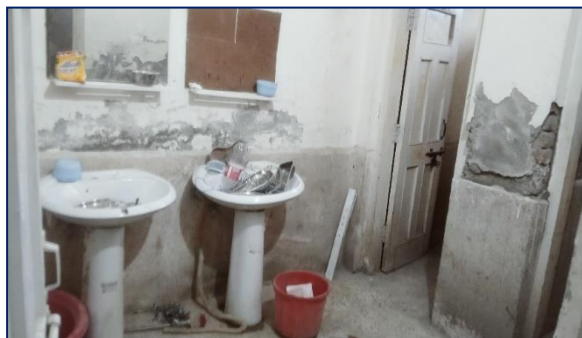
was fully occupied by illegal occupants and majority of them are private citizens. The state of infrastructure at the time of hand-over was as follow:



Operation table in OT



IPD General ward – Female



Toilets for Patients



Lab at WANA hospital with limited equipment

After handing over of the hospital, MERF started to carry out repairs, rehabilitation and renovation work and faced severe challenges which are being resolved in close coordination with local administration, KP health foundation and Health Department. The following steps were taken related to this area.

1. Detailed Assessment of infrastructure work to be carried out at the hospital.
2. Steps to vacate the illegally occupied blocks in the hospital. This was challenging as people were living in residential blocks as well as some portions of the hospital itself and were not willing to vacate the premises. MERF sought help from concerned authorities, health department and KP Health foundation to vacate the premises.
3. Processing of major renovation/rehabilitation work was initiated through competitive tender process. Local tribe, through a decades-old understanding claimed to have the right to all the civil works at the hospital. The tribe was engaged, jirgas were held, local administration was involved, support from Secretary Health Office, KP Health Foundation was sought and the matter has been resolved. It was finally decided by the competent authorities that the Contractor of local tribe will be given the contract at Standard Govt. rates notified through DC Office.

4. Pictorial depiction of work in progress is given as follow.



3 SERVICE DELIVERY

The human resource shortfalls were Initially resolved by inducting the appropriate staff, and the present staff consists of 15 specialists, 16 medical officers, and 33 male and female paramedical staff. Further recruitments will be completed once residential areas become available after eviction of illegal occupants within the hospital residential blocks.

a. OPD Services

As compared to an average baseline of 4970 a total of 6,770 patients were received at general and specialists OPD with a daily average of 260. The OPD comprise of general consultation rooms which also function as filter clinic/triage, a dental clinic, specialists’ clinics and EPI. There is a dispensary available in the health facility. All the patients are properly guided to respective clinics from the central registration points (CRP).

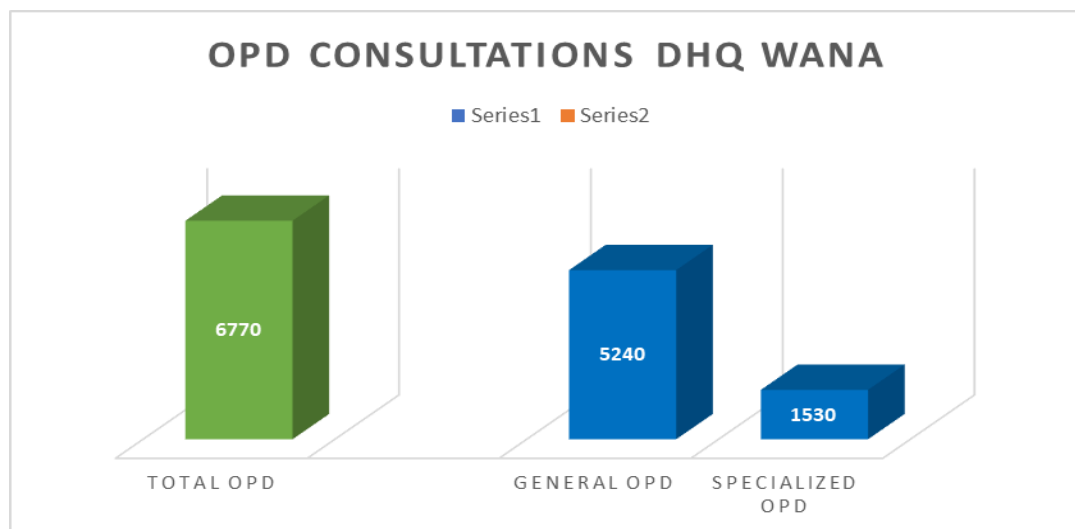


Figure 1: OPD Consultations with number of general and specialists’ consultations

b. Accident & Emergency Services

Emergency services are being provided 24/7 since the time the health facility was taken over by MERF. Round the clock presence of medical officers is ensured for accident and emergency services backed up by relevant specialists for opinion or intervention if required. Additionally, surgical technicians, nurses, pharmacy technicians and computer operators are also available to assist in the management of 24/7 accident & emergency services. All the staff on duty in A&E unit work in three shifts i.e. morning, evening, and night.

The ER unit comprise of consultation room, dispensary, cardiac resuscitation room, minor OT, scrub room, and male and female observation wards. The ER unit is equipped with ECG machine, cardiac monitors, and vital monitors.

Patients received in ER unit for the reporting period comprised of road traffic accidents (RTAs), gunshot wounds, poisonings, and other emergency conditions.

During the reporting period a total of 530 patients were received in the ER unit, out of which 50 required minor surgical interventions and were discharged afterwards. Additionally, certain non-emergency patients were also received in ER unit and relevant consultations were extended to ensure patient satisfaction and service delivery.

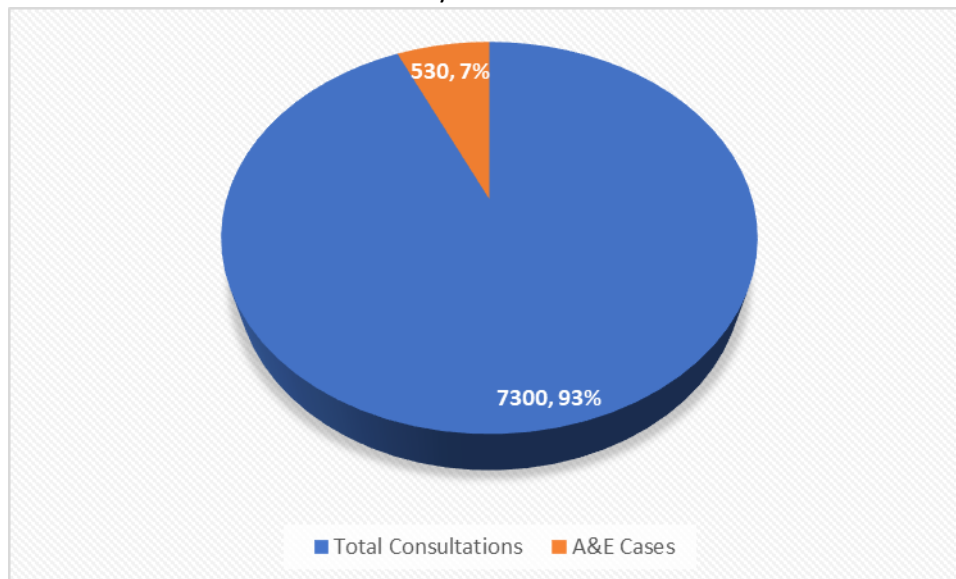


Figure 2: Total Attendance at the hospital and total number of A&E Cases

c. Surgical Services

During the reporting period a total of 77 surgeries were performed including 50 minor surgeries and 27 major surgeries. The surgeries conducted were performed by the general surgeon along with a team of surgical and anesthesia technicians with the latter cadre supervised by anesthetist. Strict infection prevention measures are implemented to avoid post-surgical infections and the instruments sterilization is ensured through modern techniques.

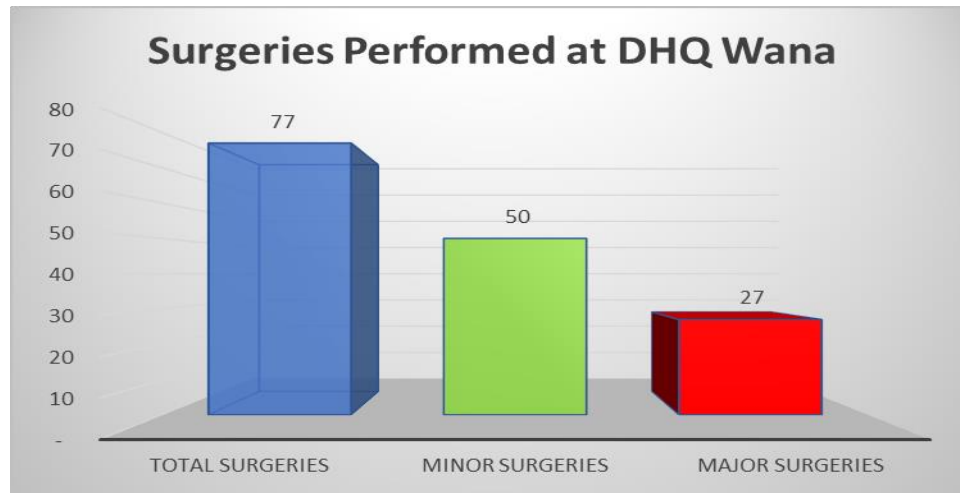


Figure 3: Total number of surgeries performed in DHQ Wana

d. Gynecology and Obstetrics Services

Gynaecology and obstetrics services were non-existent by the time MERF took over the health facility. Merf after taking over recruited a qualified gynecologist/obstetrician, lady health visitors, and dai/aya who provide maternity services in three shifts 24/7. They are further supported by female medical officers.

During the reporting period a total of 84 institutional deliveries were conducted including 80 normal vaginal deliveries and 4 cesarean sections.

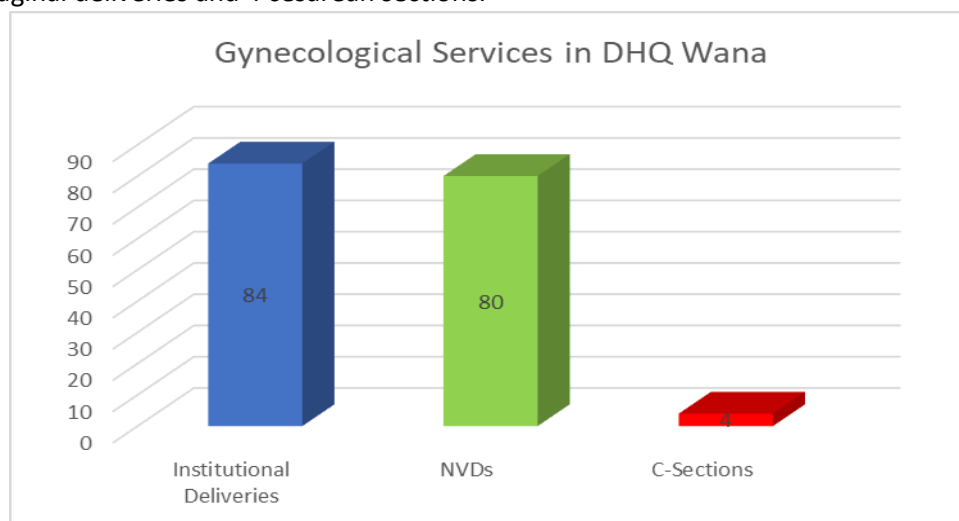


Figure 4: Total number of births with bifurcation of NVDs and C-sections

e. Laboratory Services

There is a fully functional laboratory available in DHQ Wana which performs hematology, chemistry, serology, and microscopy 24/7. During the reporting period a total of 1, 114 laboratory tests were performed to assist in the diagnosis and monitor treatment progress of the patients.

f. Radiological Services (X-ray, ECG, and USG)

During the reporting period a total of 178 X-rays were performed. While a total of 18 patients required ECGs during health services provision. The tests are performed by qualified radiology technicians for best results.

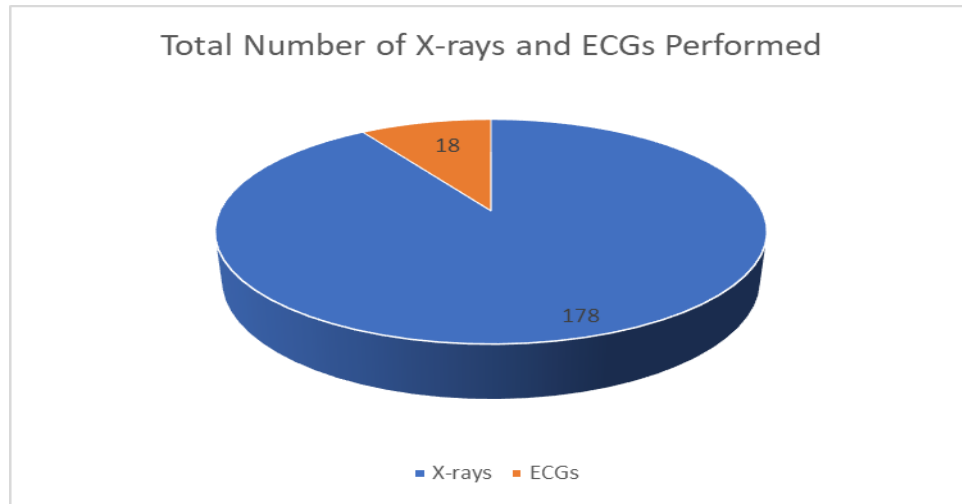


Figure 5: X-rays and ECGs performed in DHQ Wana



4 MEDICAL EQUIPMENT

In terms of essential medical equipment, major gaps were observed in almost all units and no medical equipment exist in Orthopedic, Cardiology, Pulmonology, Dialysis/Nephrology and Neurosurgery units. Similarly, diagnostic equipment such as CT scan, Doppler ultrasound, ECHO machine etc. are required to upgrade the diagnostic unit suitable for Category A hospital.

Right after signing of the contract, MERF finalized the list of Medical and Equipment to be procured and initiated the Procurement Process. Majority of the equipment has been procured and is being delivered and installed at the hospital.

The list of Equipment procured is provided in Annex 1

5 PHARMACY SERVICES

The hospital has fully functional pharmacy established in to one main warehouse, OPD dispensary and ER dispensary. Six months' stock is kept at the hospital any time. Stock is issued to dispensaries, wards (for crush carts), maternity, NICU, OTs etc. on weekly basis. ER dispensary is open 24/7 and works in three duty shifts.

6 WAREHOUSING, SUPPLY CHAIN LOGISTICS MANAGEMENT

Standard warehousing, supply chain and logistics management has been properly established and made operational at the hospital. All existing equipment, supplies were properly counted, newly received items have been properly documented and standard protocols have been developed to ensure asset safeguarding.

7 QUALITY ASSURANCE/M&E

Standard Quality Assurance and M&E Systems for data collection, analysis, reporting have been deployed. Similarly, Bio-metric attendance system has been installed for staff. Standard M&E checklists and monitoring of the activities is conducted as per policies of the organization.

8 STAFFING

Following is the status of staff hiring at the hospital. The remaining positions have been selected and offer letters have been issued. These positions will be joined in the month of August.

Sr. No	Employee Name	Designation	Location
1	Mamoon Rashid	Health Manager	DHQ WANA
2	Babar Khan	Logistics Manager	DHQ WANA
3	Ibrar Ahmad Khan	Financial Manager	DHQ WANA
4	Muhammad Ismail Khan	Surgeon	DHQ WANA
5	Zainab Pirzada	Gynecologist	DHQ WANA
6	Neelam Nazir	Gynecologist	DHQ WANA
7	Muhamamd Inam Ullah Wazir	Orthopedic Surgeon	DHQ WANA
8	Syed Ikram Ullah	Cardiologist	DHQ WANA
9	Saadat Ullah Khan	ENT	DHQ WANA
10	Noor Hassan	EYE	DHQ WANA
11	Shakeel Ahmad	Anesthetist	DHQ WANA
12	Yaseen Anwar	Clinical Support Services Supervisor	DHQ WANA
13	Qazi Syed Irfan Ullah Shah	Dermatologist	DHQ WANA
14	Mir Wauiz	Medical Officer	DHQ WANA
15	Naimat Ullah	Medical Officer	DHQ WANA
16	Romel Wazir	Medical Officer	DHQ WANA
17	Farid Ullah	Medical Officer	DHQ WANA
18	Muhammad Ayub	Medical Officer	DHQ WANA
19	Sadeeq Ahmad	Medical Officer	DHQ WANA
20	Zafran Ullah	Medical Officer	DHQ WANA
21	Mamoor Iqbal	Medical Officer	DHQ WANA
22	Hassan Aziz	Medical Officer	DHQ WANA
23	Salman Quraishi	Medical Officer	DHQ WANA
24	Sulaiman Khan	Medical Officer	DHQ WANA
25	Muhammad Umar	Medical Officer	DHQ WANA
26	Sheraz Zaman	Medical Officer	DHQ WANA
27	Dr. Mehwish Iqbal	Women Medical Officer	DHQ WANA
28	Ghazala Gul	Women Medical Officer	DHQ WANA
29	Asif Kamal	Dental Surgeon	DHQ WANA
30	Muhammad Altaf	Dental Surgeon	DHQ WANA
31	Imrana	Charge Nurse	DHQ WANA
32	Samreen Wazir	Charge Nurse	DHQ WANA
33	Somaira	Charge Nurse	DHQ WANA
34	Sadia	Charge Nurse	DHQ WANA
35	Shamim	Charge Nurse	DHQ WANA
36	Firoza	Charge Nurse	DHQ WANA
37	Fatima	Charge Nurse	DHQ WANA
38	Aasia	Charge Nurse	DHQ WANA
39	Tariq Aziz	Charge Nurse	DHQ WANA
40	Kalim Ullah	Charge Nurse	DHQ WANA
41	Muhammad Fahim	Charge Nurse	DHQ WANA

42	Umar Rehman	Charge Nurse	DHQ WANA
43	Khushnood Rehman	Charge Nurse	DHQ WANA
44	Imran Ullah	Charge Nurse	DHQ WANA
45	Sadaf Parveen	Charge Nurse	DHQ WANA
46	Syed Aqib Noor	Charge Nurse	DHQ WANA
47	Muhammad Riaz	Charge Nurse	DHQ WANA
48	Muhammad Arif	Charge Nurse	DHQ WANA
49	Muhammad Zaman	Clinical Technician (Radiology)	DHQ WANA
50	Irfan Ullah	Clinical Technician (Radiology)	DHQ WANA
51	Inam Ullah Khan	Clinical Technician (Radiology)	DHQ WANA
52	Qasim Khan	Clinical Technician (Dental)	DHQ WANA
53	Najmudin	Clinical Technician (EPI)	DHQ WANA
54	Muhammad Khalid	Clinical Technician (EPI)	DHQ WANA
55	Laila Yaqoob	Lady Health Visitor-LHV	DHQ WANA
56	Sumaira Gul	Lady Health Visitor-LHV	DHQ WANA
57	Ishal	Lady Health Visitor-LHV	DHQ WANA
58	Muhammad Umar	Senior Pharmacist	DHQ WANA
59	Sadiq Ullah	Pharmacist	DHQ WANA
60	Sadam Hussain	Pharmacist	DHQ WANA
61	Yasir Aziz	HR/Admin Officer	DHQ WANA
62	Kalim Ullah	Computer Operator	DHQ WANA
63	Abdul Hameed	Computer Operator	DHQ WANA
64	Ghulam Muhammad	Data Manager	DHQ WANA
65	Zalib Khan	Cook	DHQ WANA
66	Javed Iqbal	Liaison, Community Engagement and Access Specialist	DHQ WANA
67	Anwar dad	Field Engineer	DHQ WANA
68	Shabir Ahmad	Logistics Assistant	DHQ WANA

9 ANNEX 1 – LIST OF EQUIPMENT

S.NO	Hospital Furniture & Equipment	Qty
A	OPDs Clinics	
	Consultation room (26)	
	Table	26
	Revolving Chair	26
	Patient Stool	26
	Chairs for the attendant	50
	Patient Screen	26
	Examination couch	26
	Stretcher	2
	Wheel chair	2
	Vital Monitor (Thermal gun included) with Stand	8
	Stethoscope	30
	BP apparatus (Wall Mounted)	18
	Tendon hammer	52
	Measuring tape	52
	Torch	52
	Thermal gun	26
	Spatula	52
	Tuning fork 128 cycles/second	26
	Weighing machine	26
	Height Scale	26
	Ophthalmoscope	2
	X-ray illuminator - Large	26
B	Accident & Emergency (A&E)	
	Patient Beds (Matress, Side Table and over bed food table)	8
	Patient Monitors with Wall stand	3
	Heavy duty suction machine	2
	Otoscope	2
	BP Apparatus - Mobile with Stand	3
	BP Apparatus - Wall Mounted	2
	Weighing machine	2
	Weighing machine Paeds	2
	Infant weighing machine	1
	Dressing Instruments Sets	100
	X-ray illuminator - Large	3
	Patient Screen	10
	Drip Stands	14
	Emergency OR/Minor procedure room:	
	Trauma Room Strature	5
	Mobile OT light with Battery Back up	1
	Vital Monitor (Thermal gun included) with wall Stand	5
	ECG machine	1
	Medicine Trolley	8
	Instrument Trolley	4
	Steel Almirah with glass doors - strongman type	12
	Stretchers	2
	Wheel chairs	2
	Table	4
	Revolving Chair	4
	Patient Stool	4

	Chairs for the attendant	12
	Patient Screen	4
	Examination couch	2
C	Indoor Wards (General)	
	Patient Bed with Matress, Side table, Overbed Food table and drip stand	100
	Patient Attendant Bench - wooden	140
	Resuscitation Trolley	12
	Oxygen Concentrator	3
	Stethoscope	30
	BP apparatus stand type	24
	Drip stands	20
	Patient Screen	24
	X-ray illuminator double wall type	24
	Office Table	24
	Revolving Chair	24
	Visitors Chair	50
	Pt Examination Couch	24
1	ICU & CCU	
	ICU/CCU Beds	6
	Patient Monitors - 8 para	6
	BiPAP	1
	Infusion Pump	6
	Syringe pump	6
	Resuscitation unit	2
	Ventilator	
2	Nursery	
	Baby Incubator	3
	Baby Cot	15
	Paediatric resuscitation unit	1
	Vital Monitor	4
	Phototherapy machine	5
	Infant Warmer	4
	Nebulizers	12
	Infusion Pump	2
	Syringe pump	2
	Suction Machine	2
D	Dental	
	Dental X-ray	1
	Instruments	1
E	Operation Theatres (OTs)	
	Anaesthesia machine	1
	Operation Table (Hydraulic Semiautomatic)	1
	OT Ceiling light	2
	Patient Monitor	2
	Infusion pumps	2
	Syringe Pump	4
	Heavy duty suction machine	4
	Diathermy with appliances	2
	Resuscitation trolley	2
	Medicine Trolley	12
	Instrument Trolley	12
	Steel Almirah	6
	Specialty dependent OTs equipment & Instruments	
	General Surgery	1
	Gynaecology	1

	C-Arm Machine	1
F	Labor room	
	Mobile OT light with battery Backup	2
	Vital Monitor	2
	Baby warmer	2
	Resuscitation unit	1
	Vacuum Extractor	1
	CTG Machine	1
	Sonic/Doppler Sonic aid	1
	Wheel chair	2
	Stretcher	2
	Patient Screen	6
	Drip Stands	6
	X-ray illuminator double wall type	2
	Sterilizing drums	10
	Delivery set normal	3
	Obstructed labour set	2
	CS Section Set	1
	Stethoscopes foetal (aluminium)	2
G	Sterilization room:	
	Autoclave - B Class	1
	Instruments packing machine	2
	Instrument storage cabinet with UV light.	4
H	Laboratory	
	Haematology Analyser	1
	Blood Chemistry Analyser - Special	1
	Chemistry Analyzer - Routine	1
	Urine Analyser	2
	Aseptic hood/luminar flow (Biosafety Cabinet - Level 1)	1
	Water Bath	3
	Centrifuge machine, Semi digital with lid	
	Centrifuge machine, digital with lid	2
	Juster/Pipettes of various size, adjustable	6
	Blood Bag sealer Machine	1
	Shaker Machine	1
	Phlebotomy Chairs	2
	Others Misc Items	1
I	Radiology	
	X-Ray 1000 mAH with accessories	
	Ultrasound Machine with double probe (vaginal and abdominal)	1
	Lead gowns, Gloves, Goggles, Shield set, Hangers x-ray,	1
	X-Ray Illuminator double wall type,	2
J	Pharmacy	
	Air Conditioner - Inverter	6
	Pharmaceutical Refrigerators	4
	Steel Almirah	8
	Other (Racks, Pallets, Thermohyrometer etc)	1
K	Miscellaneous	
	Safe Waste disposal	
	Incinerator 20Kg/Hr	1
	Colour Coded Bins (Set of 5)	150
	Small Waste Bins	120

Waste Transportaion trolleys	1
PPEs	1
Mortuary	
Postmartum Kit	2
Laundry	
Washing Machine - Heavy Duty	2
Steam Press - Heavy Duty	
Administration Block	
Medical Superintendent Office Furniture	1
Office Table	6
Revolving chair	6
Visitor chair	12
Conference Table with 12 Chair	1
Internal Exchange complete with phone sets	1
Computer Desktop with UPS and Printer Laptop	4
Laptop	4
Scanner	1
Photocopier	1
Multimedia with overhead project & screen	1
Electric Water Cooler	10
Water Dispenser	6
Refrigerator	1
TV (LCD)	4
Air conditioners	4
Sets of basic gardening equipment	1
Fire extinguishers	30
UPS	1
Oxygen Cylinders	40
Wooden Beds with Mattress	60
Oxygen Lining	1
Signage	1
SS Waiting area Benches 3-Seater	50

MERF aims to save lives in times of crisis and help rebuild the shattered health services structure in the country during natural disasters, conflict and disease or health system collapse



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