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**French Medical Institute for
Mothers and Children**



ANNUAL REPORT 2018



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BY THE NUMBERS

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Our Milestones





2003

Laying of the foundation stone.

2006

Inauguration of FMIC by Afghan President Hamid Karzai, His Highness the Aga Khan and First Lady of France Madame Bernadette Chirac. FMIC performs Afghanistan's first-ever open-heart surgery.

2007

Launch of eHealth programme.

2009

FMIC becomes Afghanistan's first hospital to be awarded ISO 9001:2008 certification.

2010

First open-heart surgery at FMIC to be performed by an all-Afghan cardiac surgery team.

2011

First annual Quality Improvement and Patient Safety Convention.

2012

Laying of the Women's Wing foundation stone. Launch of Postgraduate Medical Education programme, beginning with paediatric medicine and paediatric surgery.

2013

Introduction of 128-slice CT scanner.

2014

Inauguration of dental and vision care clinics.

2015

Initiation of adult cardiac services. First conjoined twins successfully separated.

2016

First PGME class graduates. FMIC completes a decade of service delivery. 52-bed Women's Wing becomes operational.

2017

Inauguration of Afghanistan's first neonatal intensive care unit.

Our Services

Diagnostics

Comprehensive laboratory, with over 250 tests available on-site

Echocardiography

EEG & EMG, NCS, RNS, VEP & BEAP

ETT, ECG & Holter monitoring

Executive screening services

Fluoroscopy

General radiology and ultrasound

Histopathology

Mammography

Ophthalmology procedures

Orthopantomogram (OPG)

Portable radiography

Respirometry

Molecular pathology & cytogenetics

1.5 Tesla MRIs

128- and 16-slice CT scanners

Outpatient services

Cardiology (adult & paediatric)

Dental

Dermatology

Ear, Nose and Throat

Gastroenterology

General surgery

Internal medicine

Obstetrics & gynaecology

Ophthalmology

Orthopaedics

Paediatrics

Pharmacy

Physiotherapy

Psychology

Telemedicine

Neurology

Inpatient services

Adult & paediatric cardiology & cardiac surgery

Adult medicine

Anaesthesiology

Emergency

Ear, Nose and Throat

Gynaecology

Intensive Care Unit

Lithotripsy

Neonatal Intensive Care Unit

Obstetrics

Ophthalmology

Orthopaedics

Paediatric surgery

Paediatric medicine

Plastic surgery



FMIC is now a 161-bed hospital that offers a wide range of services for children, women and adults.



Chairman's Message



The French Medical Institute for Mothers and Children operates in one of the world's most challenging environments. It is an environment characterized by a high level of insecurity and limited access to resources that organizations elsewhere take for granted. Despite these challenges FMIC has achieved remarkable success over the past 13 years.

In 2009, FMIC became the first hospital in Afghanistan to be ISO certified. Since 2011, it has annually sponsored an international scientific conference as well as a quality and patient safety convention, both of which showcase Afghan health professionals' high capacity for innovation.

Since 2012, the hospital has conducted a Postgraduate Medical Education programme developed in partnership with the Ministry of Public Health and the Aga Khan University. The PGME programme has graduated 32 physician specialists and 44 are enrolled in three-year to five-year programmes in seven disciplines. Some of these programmes—such as anaesthesiology, cardiac surgery, cardiology, pathology and radiology—are not offered elsewhere in Afghanistan.

The foundations of FMIC's success include its unique four-party public-private partnership

model; its relentless pursuit of good governance and high-quality management; its commitment to international standards of quality; its focus on Afghan capacity building; and its pursuit of financial sustainability. Through the provision of its unique and effective telemedicine programme and a patient welfare programme, FMIC ensures that its high-quality services are accessible to patients from all of Afghanistan's 34 provinces, regardless of physical and geographic barriers, or their ability to pay.

FMIC's partnership model, its defining characteristic, enables its founding partners—the Governments of France and Afghanistan, the Aga Khan University (an agency of the Aga Khan Development Network) and the French NGO La Chaîne de l'Espoir—to meaningfully define its purposes and contribute to its accomplishments.

The guidance of the Ministry of Public Health and the contributions of mission teams from La Chaîne in France and from the Aga Khan University have been immensely important to the training of Afghan physicians and nurses and to the quality of care.

The partnership also provides a means for others to join in efforts to develop Afghanistan's health

system. The Government of Canada, for example, has provided critical funding for the PGME programme.

FMIC's partnership also embraces its staff. The Board and management are deeply committed to creating and maintaining a culture built on respect, dignity and trust, where all staff—from caregivers to those involved in technical, administrative and support functions—are well-informed, proud of the work they are doing and empowered to contribute to the organization's success.

Our vision is that as FMIC grows and evolves into a full-fledged academic health centre, it will demonstrate that Afghans do not need to go abroad for advanced, high-quality care, because FMIC delivers an international standard of services in Afghanistan, by Afghans and for Afghans!

Lee Hilling

Chairman of the Board

French Medical Institute for Mothers and Children

CEO's Message



FMIC continued to deliver excellent care to patients and users of our services in 2018. Throughout the year, we focused on quality, building our capacity and increasing access to our services. Notwithstanding a highly volatile environment, we have demonstrated strong resilience through our continued services to the people of Afghanistan, whilst upholding our values of compassion, accountability, accessibility and excellence.

The year 2018 was yet another year of innovation and growth despite several challenges. Some key service additions included the installation of a second 1.5 Tesla MRI machine and the introduction of several services (needle biopsy, adult orthopaedic surgery and expanded endoscopy), a special care unit and a phlebotomy centre.

FMIC is a unique and highly effective public-private partnership. This has been recognized by the President of Afghanistan Muhammad Ashraf Ghani, who, speaking at a 2018 national conference on NGOs in Kabul, said, "FMIC, sponsored by the Government of France and the Aga Khan Development Network, is actively involved in bringing change to the lives of thousands of women and children in Afghanistan."

We are fully committed to ensuring that patients with limited or no means can access FMIC's high-quality care through our patient welfare programme. In 2018, welfare worth US\$ 2.8 million was provided to 45,840 patients.

Our long-term vision of becoming the leading institute of excellence and innovation in healthcare, education and research in Afghanistan has been crucial in moving the institution forward. His Highness the Aga Khan, during the foundation stone laying ceremony of the Women's Wing, emphasized: "What this project is doing is charting a course towards sustainable health solutions all across Afghanistan."

FMIC is deeply committed to building the capacity of Afghanistan's healthcare professionals. There is a dire need for specialist doctors and skilled nurses in the country and we have invested in training them through a Postgraduate Medical Education programme and a comprehensive nursing education service.

FMIC is a leading employer in Afghanistan, with a team of over 980 highly trained staff who work across more than 20 specialties and sub-specialties of medicine and surgery. We are proud that 27

per cent of our staff are women, and are working to increase that figure. We are thankful to all our employees for their support in a challenging and difficult environment. Despite severe adversity, they enable FMIC to continue to provide the highest quality care to Afghans when they need us the most.

We remain committed to making FMIC a learning organization that is dedicated to the continuous education of our staff. One way we have pursued this is through an intensive in-house programme that has enabled middle and senior managers to complete a comprehensive management programme supported by the Aga Khan University.

Finally, we are committed to continually developing new services and programmes to position FMIC at the forefront of medicine. For all these achievements, credit belongs to FMIC's four founding partners: the Governments of Afghanistan and France, the Aga Khan University (an agency of the Aga Khan Development Network) and La Chaîne de l'Espoir.

Dr Nayamat Shah

Chief Executive Officer

French Medical Institute for Mothers and Children





The expansion of MRI services has enabled FMIC to offer this critical diagnostic service in a more timely manner.

2018 Highlights

Improving Diagnostics

Patients in Afghanistan with diseases of the brain, abdomen, spine and extremities often face a long wait for access to high-quality diagnostic services. The addition of a second 1.5 Tesla MRI scanner at FMIC, installed in September 2018, means that waiting times have been substantially reduced.

Phlebotomy Centre

With the opening of FMIC's phlebotomy centre in Taimani, in northwest Kabul, communities can now more easily access quality diagnostic services.

Special Care Unit

In January 2018, FMIC established a Special Care Unit to address the needs of semi-critical medical and surgical patients who require special care and close monitoring.

Adult Orthopaedic Surgery

FMIC's orthopaedic team provides a range of advanced treatment options for children. Services have been extended to adults to help those living with musculoskeletal disorders—sports injuries, arthritis and congenital spine disorders—live fuller and more productive lives.

Interventional Radiology

For treatments that require tissue sampling, patients used to have to travel abroad, as Afghanistan's healthcare system did not offer biopsy services. That changed when FMIC introduced interventional radiology services, performed by a specially trained radiologist using imaging-guided, minimally invasive procedures.



Access for the Disadvantaged

The Women and Children's House

La Chaîne de l'Espoir's Women and Children's House (WCH), located within the FMIC grounds, makes it possible for poor families from across Afghanistan to receive quality healthcare.

Those staying at the WCH receive full healthcare coverage, free accommodation, food, transportation and social services before, during and after treatment.

This project is a successful collaboration between La Chaîne de l'Espoir and FMIC for the benefit of Afghans, irrespective of their gender and their social and geographical backgrounds.

Many patients come from the most insecure areas of the country, notably the provinces located in the east and the south of Afghanistan. Since July 2018, the WCH has extended its services to vulnerable Afghan women in need of gynaecological surgical care.

FMIC believes that every person should have access to quality healthcare, regardless of their income or location.

2018

45,840

patients received care thanks to the patient welfare programme, with services worth **US\$ 2.8 million** provided.

To date

504,518

patients from across Afghanistan have benefited and **US\$ 33.7 million** has been spent on their treatment.

Patient Welfare Programme

In a country with an under-resourced public healthcare system, many families are faced with impossible decisions when a loved one falls ill. FMIC believes that cost and distance should not stand between families and the medical care that they need. FMIC covers part or the full cost of treatment for disadvantaged patients with funds, in 2018, contributed by the Government of France, La Chaîne de l'Espoir, the Aga Khan Development Network and individual donors. To donate to the patient welfare programme, visit the FMIC website.

2018

3,343

patients benefitted from **eHealth sessions**.

To date

31,202

patients have accessed **eHealth consultations**.

eHealth: Telemedicine

Physical access to quality medical services is a major challenge in remote regions of Afghanistan, mainly due to poverty, poor infrastructure, non-availability of specialized services and training opportunities, and security challenges. FMIC has been using telemedicine 'eHealth' services since 2007—tele-consultations, tele-radiology, tele-pathology and tele-ophthalmology—to widen access to medical care.

With the support of the Aga Khan University and La Chaîne de l'Espoir, the eHealth programme has successfully collaborated with the distant Bamyan and Faizabad Provincial Hospitals, which the Aga Khan Health Services operates as part of a public-private partnership; Mirwais Regional Hospital in Kandahar; and Khorog Oblast Hospital in Tajikistan.

Our Patients



Kamila

Five-year-old Kamila was unlike her 10 siblings. As she grew older, she barely ate, was short of breath whenever she played and could stand for only a few minutes. Her father's concerns for her health finally brought Kamila to a hospital near her village in Ghazni province, where doctors diagnosed her with Tetralogy of Fallot—a combination of four congenital heart abnormalities.

Kamila's father is a baker who struggles to make ends meet. The cost of open-heart surgery for his daughter was far beyond his means. But the doctors at the hospital were able to refer him to La Chaîne de l'Espoir's Women and Children's House and FMIC. In September 2018, Kamila underwent a successful operation and can now look forward to a normal life with her siblings and family.



Zakia

Four-year-old Zakia hails from the eastern province of Laghman, an active war zone. She was discovered to be suffering from a congenital heart disease, patent ductus arteriosus: a persistent opening between the two major blood vessels leading from the heart, requiring urgent cardiac surgery.

With a monthly income of Afghanis 7,500, her family of six could not afford the cost of the procedure. She was subsequently referred to and successfully treated at FMIC in April 2018, while based at the Women and Children's House.

Today, Zakia is enjoying an active, healthy life surrounded by her loving family.

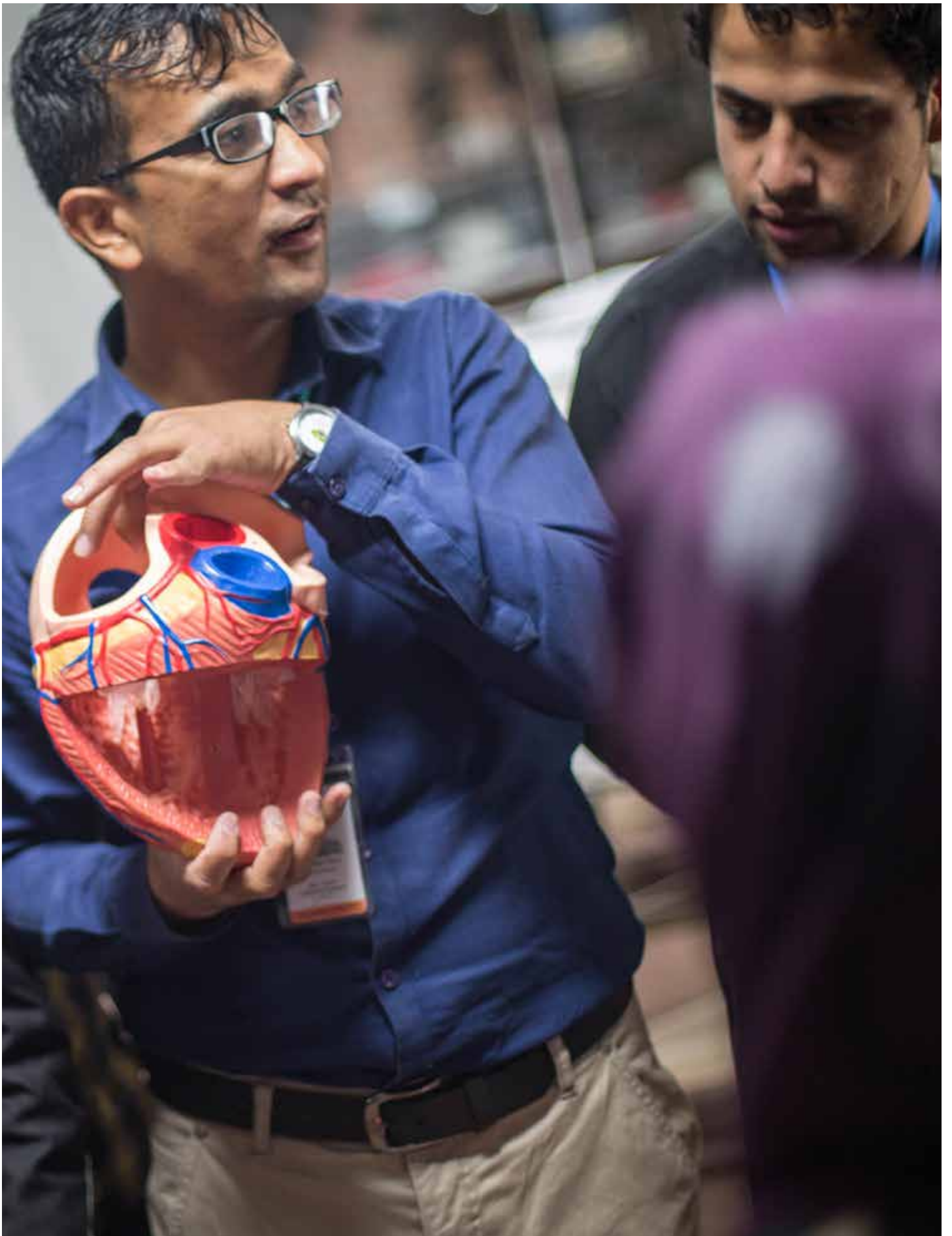


The Triplets

Shahla and Ali were surprised to be told that they were going to have triplets. Shahla remained under the close watch of FMIC specialists, who were concerned that the babies might be born early and underweight. The team's expertise in handling birth complications and providing the care needed for the newborns through FMIC's neonatal intensive care unit, the first fully-equipped NICU in the country, meant that the three pre-term babies were delivered safely and went on to survive and thrive.

Ali commented that the happiest days of his life were at FMIC, while Shahla believes that FMIC is truly a place of miracles.





Building Capacity

Specialist physicians are much needed and FMIC's Postgraduate Medical Education programme has been growing in scope and size. It now offers advanced training in seven specialties—anaesthesiology, cardiology, orthopaedics, paediatric medicine, paediatric surgery, pathology and radiology—with an eighth programme, in cardiovascular surgery, to be added in 2019. Thirty-two specialist physicians have been trained and are serving in a variety of public and private institutions in Afghanistan, while 44 are currently enrolled. All programmes are accredited by the Ministry of Public Health, Afghanistan and the Aga Khan University's Department of Postgraduate Medical Education.

FMIC believes in lifelong learning and invests in its staff by supporting continuing professional development through a variety of initiatives. Besides local and international training programmes, FMIC provides financial assistance for continuing education and specialized training courses for its employees. In 2018, on-the-job sessions were organized for nursing, medical, allied health and administrative staff, FMIC physicians were able to attend continuing medical education courses and several people were sent overseas for training.

In 2017, FMIC launched its two-year Developing Healthcare Leaders for Tomorrow programme. Created

FMIC's response to the shortage of trained human resources for healthcare in Afghanistan is to act as a training hub, building the pool of qualified medical, nursing and administrative leaders available. Support has been provided by Global Affairs Canada and Agence Française de Développement.

for middle and senior managers—in 2018 two more managers were added to the original 54—it is using a mix of online and face-to-face learning to build the leadership skills needed to help FMIC thrive.

FMIC focuses on building gender equality. The hospital has 264 women staff—27 percent of the workforce—with 59 in management positions, and remains committed to increasing women's representation at all levels of the organization.

FMIC also believes in investing in healthcare professionals at public and private institutions in Afghanistan through short- and long-term attachments in departments at FMIC, clinical placements, continuing medical education and online eLearning sessions.

Healthcare providers from Kabul University of Medical Sciences, Kabul University, the Ministry of Public Health, Ghazanfar Institute of Health Sciences, Bamyan and Faizabad Provincial Hospitals and other institutions, including staff from the Aga Khan Health Services in Afghanistan and Tajikistan, have benefited.

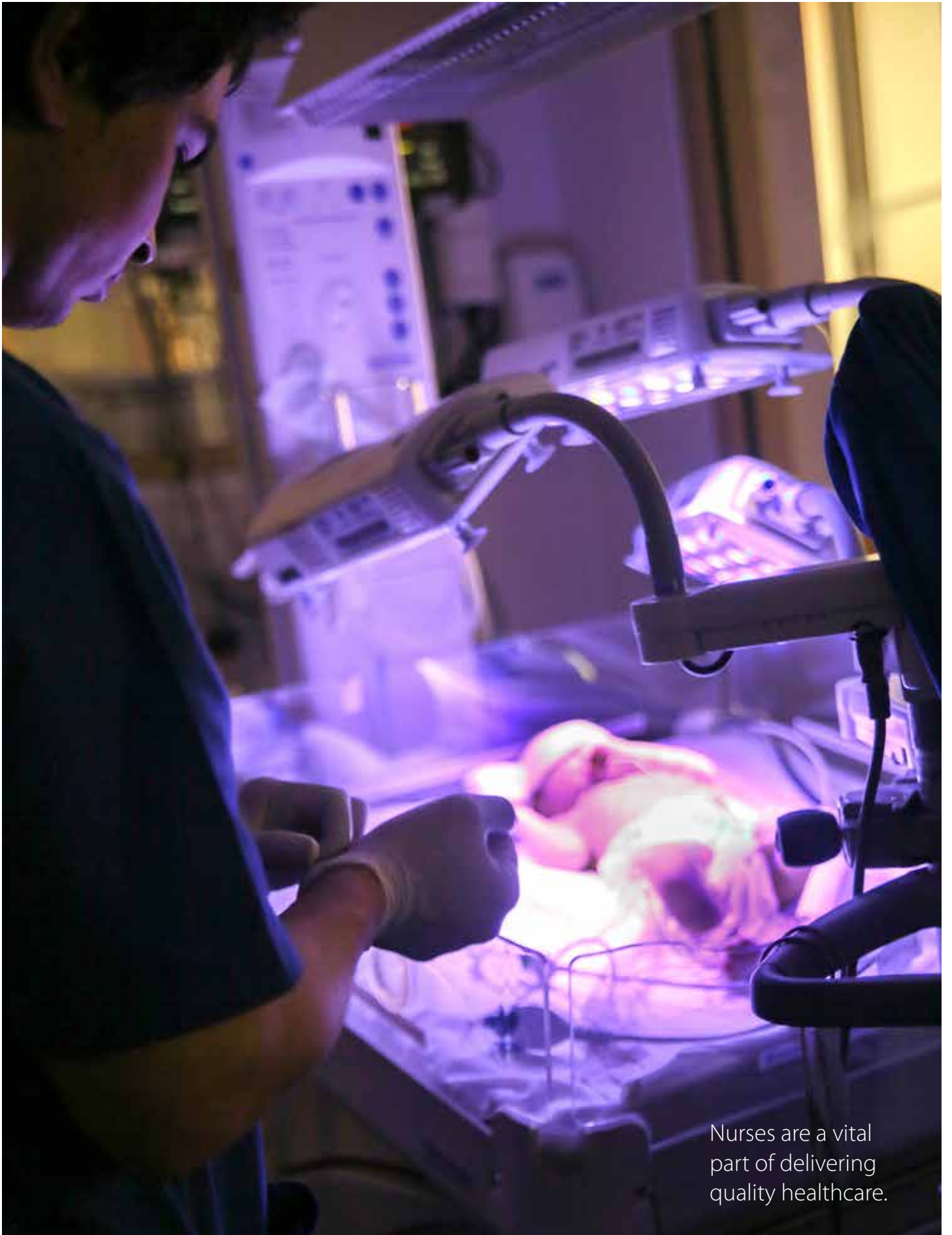
Besides healthcare professionals, FMIC has also run preventive health awareness sessions for the communities around the hospital. In 2018, FMIC organized 15 sessions for 861 participants.

Medical Missions

La Chaîne de l'Espoir, the Government of France and the Aga Khan University have supported skill development initiatives, specialized healthcare services and capacity building through medical missions to FMIC.

In 2018, La Chaîne sent 42 missions to FMIC—a total of 655 workdays—offering medical, surgical and biomedical support. Thirty-three professionals from France and Europe came to FMIC to share their expertise with Afghan counterparts, offering a mix of practical and theoretical training. The focus was on strengthening the new obstetrics and gynaecology services being offered, as well as neonatology and paediatric cardiac surgery. Adult healthcare services such as interventional cardiology, ophthalmology and cardiac surgery were also supported.

AKU sent 5 missions—a total of 65 workdays—to support FMIC in medical and administrative areas. Missions focused on cardiology, ophthalmology, construction and renovation and risk management. AKU faculty regularly visit FMIC for training sessions related to the Postgraduate Medical Education programme.



Nurses are a vital part of delivering quality healthcare.



Focused on Quality

We continue to focus on patient safety, patient-centred care, continuous quality improvement and service excellence.

In March 2009, FMIC became the first healthcare organization in Afghanistan to receive ISO 9001:2008 certification for patient care and support services. Efforts to maintain service excellence have continued, and in 2018 the hospital was successfully recertified for ISO 9001:2015.

FMIC is now taking steps to acquire accreditation by the U.S.-based Joint Commission International, the global gold standard in healthcare accreditation.

To raise the bar for quality care in Afghanistan, FMIC has organized a Quality Improvement and Patient Safety Convention every year since 2011. It is attended by healthcare providers from across Kabul, including the Ministry of Public Health and other public and private institutions that acknowledge the importance of quality healthcare.



Our Future

Our expansion will enhance our contribution to Afghanistan's healthcare system and expand access to an even wider range of healthcare services.

Over the next several decades, FMIC plans to grow from a 161-bed facility to a 550-bed teaching hospital that offers a full complement of basic and specialized services, trains new healthcare providers and supports a substantial research programme. The Expanded Medical Complex, currently under design, will begin to offer services in the near future.

The new facilities will provide space for research activities, additional Postgraduate Medical Education programmes and enhanced diagnostic facilities and medical services, including in adult general surgery, cardiology, gastroenterology, internal medicine, neurosciences, oncology, orthopaedics and renal diseases.

Our Partners and Affiliates

FMIC is a model public-private partnership that demonstrates how government and civil society organizations can collaborate to bring high-quality health services to developing countries.

Each of our four founding partners—the Governments of France and Afghanistan, the Aga Khan University (an agency of the Aga Khan Development Network) and La Chaîne de l'Espoir—continue to play an active role in the support and development of FMIC.

In addition, support by bilateral donors continues to enable the sustainability of FMIC's programmes and the provision of quality healthcare services for the people of Afghanistan.

FMIC received funds for its Patient Welfare Programme in 2018 from the French government, La Chaîne de l'Espoir, His Highness the Aga Khan and individual donors; for capacity building programmes from La Chaîne and Global Affairs Canada (GAC); and for the PGME programme from Agence Française de Développement and GAC.

To date, US\$ 99 million has been received from donors in support of our programmes.



By the Numbers

	2006-17	2018	Total
Admissions	53,668	8,442	62,110
Clinic Visits	994,725	160,407	1,155,132
Deliveries	594	1,159	1,753
Radiology Procedures	581,165	77,026	658,191
Laboratory Tests	3,238,465	431,738	3,670,203
Surgeries (All)	27,774	3,745	31,519
Surgeries (ENT, general, gynaecological, neurological, orthopaedic & plastic)	19,848	2,318	22,166
Cardiac surgeries (paediatric & adult)	2,888	545	3,433
Day surgeries (ophthalmologic & other)	5,038	882	5,920

“I am grateful to FMIC for providing me the opportunity to attain specialization in a rare field for women in Afghanistan. Despite the many challenges of being a woman in Afghanistan, I can now contribute to my country's healthcare system and benefit from the opportunities provided to me by FMIC, an exemplary healthcare provider.”



Dr Sahar Maroof

Class of 2018

First Female Radiologist
Trained in Afghanistan



French Medical Institute for
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Behind Kabul University of Medical Sciences
Ali Abad, Kabul, Afghanistan
www.fmic.org.af



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