

ANNUAL REPORT 2022



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GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ACLS – Advance Cardiac Life Support
DMRT – Dhamanaveshi Medical Response Team
HMH – Hulhumale’ Hospital
HMF – Hulhumale’ Medical Facility
CDC – Child Development Centre
IDMC – Infectious Disease Management Centre
MHC – Mental Health Centre
IGMH – Indira Gandhi Memorial Hospital
MOH – Ministry of Health
PHC – Public Health Centre
SHE – Society for Health Education
WHO – World Health Organization



This Annual Report covers the managerial, operational and financial activities for HMM principally from 01st January 2022 to 31st December 2022.

All the information presented in this annual report are constructed on qualitative and quantitative data received from various departments of the Hulhumale' Hospital. We thank all the staff who have contributed to the publication of this report together with the provision of the all the information contained herein.



CHIEF EXECUTIVE OFFICER'S STATEMENT



Despite being in the aftermath of the Covid 19 pandemic, I am pleased to note that the year 2022 was a very successful year for Hulhumale' Hospital (HMH) as HMH completed its 18 years of service and entered its 19th year, with new service developments and achievements of milestones.

The Child Development Centre- a project initiated in 2021 was completed and was officially inaugurated on 16th March 2022. This Centre offers therapies for different developmental disabilities including physiotherapy, occupational therapy, psychotherapy, speech therapy and services of an orthotist.

Among the main activities of 2022, a notable change is the relocation of the Hulhumale' covid facility managed by HMH to Infectious Disease Management Centre (IDMC) on 07th March 2022. As expected, with the influx of population in Phase II of Hulhumale', the number of patients seen in GOPD increased by 100%.

During the year, special importance was given to improve the diagnostic services. In this regard, I am happy to note that the installation of OPG (Orthopantomagram) made it very convenient to patients coming for dental services. Laboratory was equipped with a new Vidas machine and investigations such as AMH was introduced for the first time. Total Knee Replacement (TKR) surgery was done for the first time in HMH during this year. In addition, the mental health services was inaugurated at HMH in collaboration with the Cadabams group of Hospitals, Bangalore, India.

Mentoring of Ungoofaru Regional Hospital was a special responsibility assigned by the President's Office. Several meetings were held between two hospitals and a visit was made by HOD's of HMM to Ungoofaru Hospital. Assistance was provided by giving guidance and sharing SOP's. In addition, a collaborative work was initiated with Kulhudhuffushi Regional Hospital to guide in establishing a Child Development Centre at KRH. Under this initiative, a team of KRH visited the CDC at HMM and a team from the CDC of HMM visited KRH hospital and specific information regarding the infrastructure, service models along with relevant SOP's were shared.

Special focus was given on training of staff- including exposure trips abroad and some inhouse trainings facilitated by experts of the field. During the year, the term of the executive committee of Hulhumale' Hospital Recreation Club (HHRC) was completed and a new executive committee was elected. HHRC organized a Quran recitation competition, a futsal and volleyball tournament for the staff.

The productivity of staff depends highly on the health of the staff. Thus, staff health screening and a health challenge was conducted with the aim of motivating staff to maintain their own health and leading to healthy behavior and lifestyles .

Staff annual night was commemorated to mark the 18th anniversary of HMM. Long service staff, best performing departments and staffs were given awards in recognition of their services. As a final event of the year, a staff annual trip was held, which encouraged togetherness and supported friendly environment to staff of different departments. One of the positive outcomes of the year has been the improved cooperation and friendliness of staffs between departments, both in clinical and support areas.

As for the future plans, a new OT Complex of 4 operating theatres, ICU and NICU services, new delivery suites planned in 2022 are scheduled for completion in 2023. The agreements for preventive maintenance of equipment and procuring reagents and consumables through sole agents have brought a cost reduction in procurement of medical consumables significantly, ensuring continuity of regular services like Laboratory services.

Along with the expansion of HMM services, we are focusing on developing a dedicated, hardworking and empathetic team. Our aim is to provide quality service, accepted and trusted by the community.

I am thankful to the President Ibrahim Mohamed Solih for trusting me with the responsibility of managing Hulhumale' Hospital and providing the necessary guidance and assistance from his office in expanding and initiating the new services at HMM. The advice and guidance from Minister at President's Office, Mr. Ali Shiyam for improvement of HMM services is immense. His regular visits to HMM, provides the opportunity to efficiently finalize the policy decisions. I appreciate the board of Trustees of Male' Group of Hospitals for the close relationship with the management of HMM & the guidance in optimizing patient care. I am especially grateful for the close collaboration with IGMH. Whenever required, IGMH assists HMM in many ways including giving orientation to our new MO's at IGMH ER, sharing of some medical equipment, etc.

It is worthy to note that like previous years, the State Trading Organization (STO) has tirelessly worked with us to provide the required medical equipment and consumables throughout the year 2022. I respectfully value the close consideration given to HMM development projects by the Ministry of Finance in this economically difficult time.

It is my hope that the new year would be a better and a more prosperous one for HMH both in terms of service expansion and service quality.

A handwritten signature in black ink, appearing to read 'Mariya Saeed', with a stylized flourish at the end.

Mariya Saeed
Chief Executive Officer,

CHIEF FINANCIAL OFFICER'S STATEMENT



Dear Members of the Board and valued stakeholders,

As the Chief Financial Officer of our hospital, it is my pleasure to present the Annual Report for the fiscal year ending December 31, 2022.

In the past year, our hospital has faced unprecedented challenges due to the ongoing COVID-19 pandemic and the economic impact of the ongoing war in Ukraine. Despite these challenges, I am proud to report that we have maintained our financial stability and continue providing high-quality patient care.

Our revenue has increased by more than 50% during the year, mainly due to the increase in the population of Hulhumale'. During the year, we have implemented cost-saving measures, such as reducing unnecessary expenses and negotiating favourable contracts with vendors. The increase in population has put a massive strain on our resources in both medical and non-medical areas. The current demand for health services in Hulhumale' is beyond the capacity of the only.

We have also made significant investments in our facilities and technology to enhance the patient experience and improve outcomes. These investments include upgrading our IT servers, purchase of new Health Management Software, OPG Machine, Laparoscopy, and various other capital expenses to improve additional services in HMM.

As we look ahead, we will continue to focus on financial sustainability while investing in the future of our hospital. We will continue to work closely with the President's Office and the Ministry of Finance to deliver the best care possible to our patients. Thank you for your continued support and trust in our hospital.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mohammed S', written in a cursive style.

Mohamed Shifau Ibrahim FCCA
Chief Financial Officer

MEDICAL DIRECTOR'S REMARKS



As Hulhumalé Hospital (HMH) celebrates its 18th year of service, we are committed to enhancing our facilities and constructing new infrastructure to ensure quality service delivery. Over the past year, we have made significant progress in enhancing the quality of healthcare and patient outcomes. We have introduced a variety of services and I take pride in our team's achievements within the year, in terms of service introduction and expansion of our existing services. We have also invested in increasing staffing levels to ensure that we have a sufficient number of highly qualified healthcare professionals. Moreover, we have made significant investments in advanced medical technologies and equipment in order to improve efficiency of our services.

At HMH, we acknowledge that the competence of our staff is key to the success of our organization. We also understand that having a strong and dedicated workforce is essential for providing the highest healthcare services to our patients. As a result, Human Resources has been a top priority for us, with a strong emphasis on enhancing the technical and professional capacity of our team, especially in our clinical areas. Recruitment and retention of technical professional staff continued to be a major challenge throughout the year, especially with the growing demands in the specialized centres, such as MHC and CDC. Despite these challenges, we remain committed to recruiting healthcare professionals to ensure sustainable service delivery and future growth of the hospital. During the past year we have implemented several strategies for staff development such as providing ongoing training and development opportunities including CMEs for clinical staff. Additionally, we have implemented strategies for the development of a continuous professional development policy (CPD), foster a positive and supportive work environment, and recognize and reward outstanding employee performance.

In addition to acquiring a capable workforce, it gives me immense pleasure to highlight that we have inaugurated two very crucial services in the previous year. The first one is the establishment of our Child Development Centre (CDC) which provides specialized care to children under 18 years of age, and offers diagnosis and treatment of wide range of developmental and neurological disorders. Secondly, our Mental Health Centre (MHC) which was established in October 2022 in collaboration with the Cadabams Group of Health Care, India, provides services including diagnosis and treatment of mental health conditions. The centre has plans to conduct community outreach and education programs in the future to increase awareness about mental health issues.

During the past year, our hospital also has actively worked towards strengthening our collaboration with other hospitals. We understand it is crucial to build partnership to share best practices and resources. As part of our collaboration efforts, we have deployed our Medical Officers and anesthetists to work in atoll and regional hospitals, and our Child Development Centre team has been collaborating with Kulhudhufushi Regional Hospital, Addu Equatorial Hospital, and Gn.Atoll Hospital. This collaboration has allowed us to share knowledge, best practices, and develop community-based interventions, ultimately improving the quality of care to patients.

We understand that managing the budget is an ongoing process, and we are committed to remaining vigilant in our efforts to control costs. At the same time, we are dedicated to continue our investments in new technologies and equipments essential to improve our services. We are pleased to announce that we have recently acquired a new set of laparoscopic instruments that will allow us to perform laparoscopic surgeries and enable us to provide the highest level of care to our patients and us to meet the growing health-care needs of our community. Likewise, with the recent addition of new team members to our orthopedic team, we have been able to perform more complicated surgeries, such as Total Knee Replacements. In addition, we have established a High Dependency Unit to ensure a safe environment for patients recovering from surgeries.

Our unwavering commitment to providing the highest level of care to our patients remains our top priority and we will continually seek ways to improve our services and make them accessible to all who need them. I am deeply appreciative of the support and dedication of our staff, who work tirelessly to ensure our patients receive exceptional care.

As we embark on another year of service, I am optimistic about the opportunities that lie ahead. I hope and trust that the new year will bring new opportunities for us to expand and enhance the services we provide at HMH, as we remain committed to meeting the healthcare needs of our community.



Dr. Jumailath Beygum
Medical Director



OVERVIEW

Hulhumale' Hospital was established on 07th April 2004, with a primary focus on providing outpatient services only. In the first quarter of 2005, the services were extended on a 24-hour basis. With the vast growth in population of Hulhumale'; the necessity for health and wellbeing raised. Subsequently, over the past few years, we have significantly expanded our healthcare services and made substantial advancements in developing new healthcare services to meet the needs of the community.

In 2010, Hulhumale' Hospital became an entity under the Male' Health Services Corporation (MHSC). In 2012, the MHSC was dissolved and HMH was again brought under the Ministry of Health. In September 2015, Hulhumale' Hospital was placed under the governing board of IGMH. On 29th February 2016, the government awarded HMH to the Aasandha Company Ltd and was under the Company till 31 December 2019.

From 1 January 2020, HMH is governed under the 'Male' Hospitals board of Trustees'. Hulhumale' Hospital has over 16 years of experience in the healthcare sector and is known for providing quality healthcare and valuable experience to all domestic and international patients. Our healthcare offerings are supported by a team of compassionate and dedicated medical professionals who have rich knowledge and experience in their respective domains.

VISION

To enrich lives through excellence in health care services.

MISSION

Our Mission is to provide quality evidence-based, people-centered health care to our customers and preventative services to our community through a team of competent staff, who undergo continuing professional development.

VALUES

- **Teamwork:** Teamwork is central to our work. We each take the responsibility to contribute effectively to teams who believe that addressing a broad range of human needs is the best way to improve a person's health.
- **Compassion:** We are compassionate listeners. We hear the issues of our patients, respect them, and do everything in our power to help.
- **Quality (Evidence Based):** We believe that providing high quality, accessible health care is our reason for being. We seek to be a model for other community health centers.

- Continuous Development / Professionalism: We keep ourselves well educated so that we can apply new developments in our fields. We use innovative approaches to health care and customer service.
- Trust: By instilling confidence in our patients, they will become positive forces in the community and contribute to the health of others.
- People Centered: We believe that patients deserve to have timely access to health care and that our systems should reflect this value. people who come to the Hulhumale' Hospital can expect polite, friendly helpful staff members who relate to each person as an individual, recognizing their history, relationships, culture, and needs. We go the extra mile to meet each customer's expectation.
- Respect: The patient always comes first. We are dedicated to patient care; we treat each person with respect and dignity.

MEDICAL SPECIALTIES

1. Internal Medicine
2. Cardiology
3. General Surgery
4. Obstetrics and Gynecology
5. Pediatrics
6. Maxillo facial surgery
7. Ophthalmology
8. Dermatology
9. Orthopedics
10. Dental including Orthodontics
11. ENT
12. Anesthesia
13. Oncology
14. Pathology
15. Radiology
16. Clinical Services
17. Laboratory: hematology, biochemistry, pathology, serology, microbiology
18. Radiological services: X ray, Ultrasound scanning, MRI, CT & Mammogram
19. Speech Therapy
20. Physiotherapy
21. 24 Hrs ER services
22. Dialysis Unit (with 09 machines)
23. Blood bank

ESTABLISHED CENTERS, CLINICS AND UNITS

1. Public Health Centre
2. Reproductive Health Centre
3. Oncology Centre
4. Dialysis Centre
5. Child Development Centre
6. Mental Health Centre

HOSPITAL AREAS

The services of the Hulhumale' Hospital are divided into three areas of Hulhumale'. In addition to the services provided in the building on Huvandhumaa Hingun, the services provided in the Orange Hiyaa Building on Onugas Magu and the in Hulhumale' Phase II H16 Tower.

1) Hulhumale' Hospital – Huvandhumaa Hingun

- Support Services
- ER
- OPD Services
- Dental Service
- Procedure room
- Operation theatre
- Wards & Private Room
- Laboratory Services
- Oncology Center
- Dialysis unit
- Reproductive Health Centre
- Radiology Services
- Public Health Center
- Child Development Centre
- ND Abdullah Abdulhakim Ophthalmological Center
- Mental Health Centre

2) Hulhumale' Hospital – Onugas Magu Orange Hiyaa

- Infectious Diseases and Management Center
- Disability Management and Rehabilitation Center

3) Hulhumale' Hospital – Hulhumale' Phase II H16 Tower

- General Practice Clinic

HMH GOVERNANCE

Under the management of Chief Executive Officer; Hulhumale' Hospital is governed by a number of committees to overcome the day-to-day operational challenges and oversees a collective group of people in efforts to accomplish desired goals and objectives. Committees will plan, organize, monitor and direct individuals. The list of committees to direct, once established, subcommittees carry out their own work within the mandate entrusted to them. As per the state rules and committee mandates the members of the committees can adopt guidelines to govern their activities, provided these are consistent with the framework established by the main committee. Committees are empowered to report to the Executive committee with respect to resolutions, motions or reports they wish the main committee to concur in. HMH committees includes;

- **Executive Committee:** The Executive Committee oversees our administration and makes recommendations to the governance of the hospital on various matters. The Executive Committee is responsible to provide strategic guidance to Hulhumale' Hospital and support in improving the hospital's services.
- **HRMD Committee:** Human Resource Management and Development Committee is responsible for implementing rules and regulations of Hulhumale' Hospital and to work towards the betterment of the services given to the patients from Hulhumale' Hospital.
- **Bid Committee:** The Bid Committee is required to be established in every State Office to ensure that the procurement process of the State is carried out in a strong and uniform manner as mentioned in Section 10.8(g) of Chapter 10 (State Procurement System) of the State Finance Rules.
- **Internal Review Committee:** The Internal Review Committee (IRC) is established to ensure an effective mechanism to review all clinical incidents that occur at Hulhumale' Hospital. As such, the Committee will review all clinical incidences and provide necessary recommendation to the hospital management to revise and formulate guidelines to prevent and to minimize similar occurrences.
- **Discarding Committee:** The Discarding Committee is responsible to discard the damaged and unusable items as per the existing guidelines set forth by the government.
- **Infection Prevention Control Committee:** The Infection Prevention and Control Committee (IPCC) shall maintain an overview of infection prevention and control priorities within Hulhumale' Hospital. This Committee will ensure that infection prevention and control issues are appropriately managed within the institution.
- **Emergency Preparedness & Planning Committee:** The Purpose of establishing an Emergency Preparedness & Response Planning Committee (EPRPC) is to develop, maintain and review the processes, protocols and guidelines to respond to any major incident or emergency.
- **Pricing Committee:** The pricing Committee includes establishing the price of new service and reviewing the prices for ongoing services as per the national standards and policies.
- **Transfusion Committee:** Transfusion Committee is responsible for implementation of Good Clinical Practices (GCP) it is necessary to establish Hospital Transfusion Committees in all hospitals.
- **Nursing Standard & Practice Committee:** Nursing Standards and Practice Committee exists to shape and influence Nursing care at hospital by providing evidence-based guidelines and policies to deliver safe and effective nursing care practice. This Committee will ensure that high and consistent standards reduce risk for patients, relatives, staff and the organization.

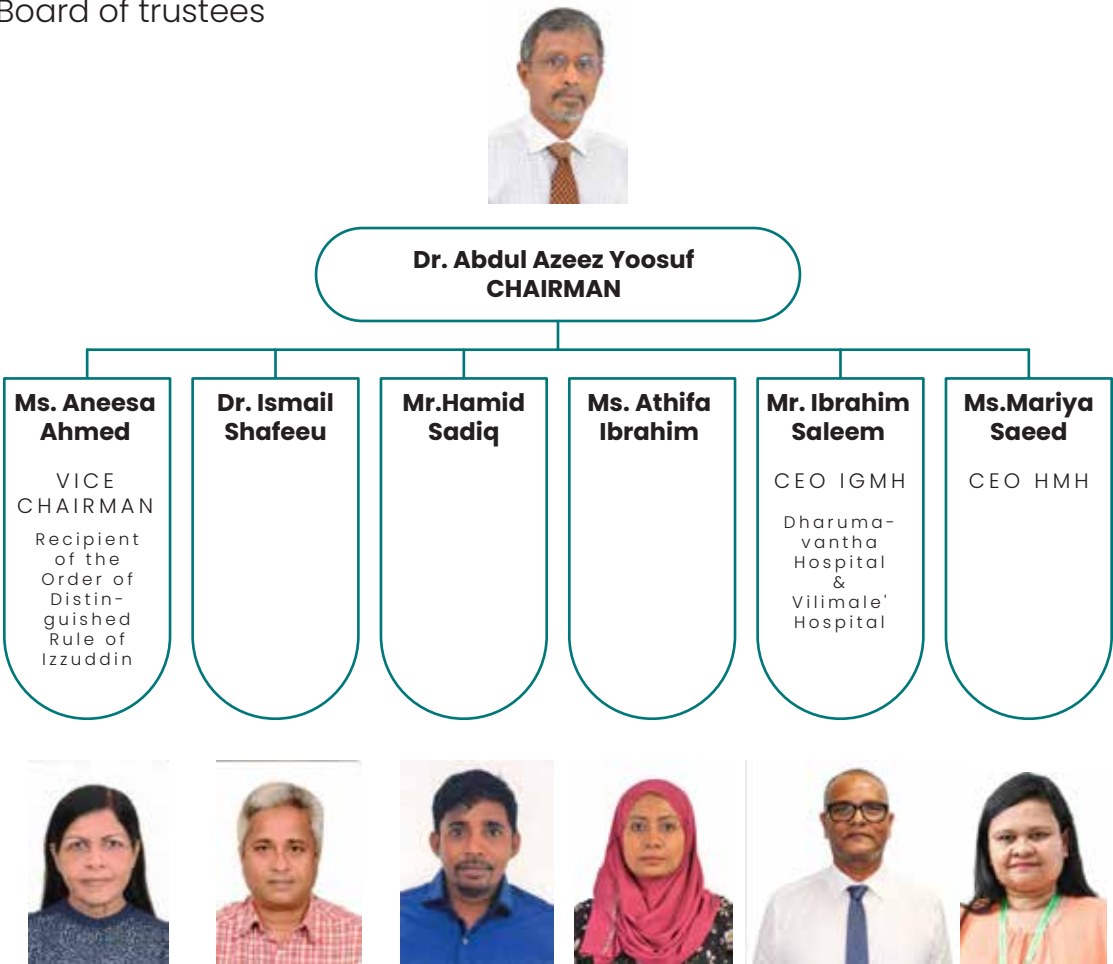
GOVERNANCE AND MANAGEMENT

MALÉ HOSPITALS BOARD OF TRUSTEES

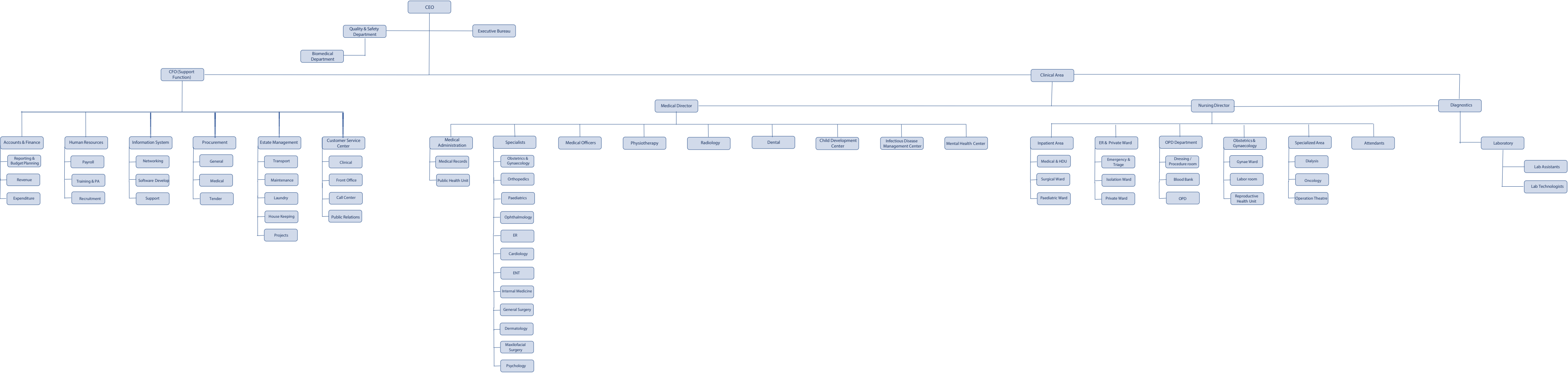
On 30th January 2020 President Ibrahim Mohamed Solih has renamed "Male' Hospitals Governing Board" tasked with the management of Male' Hospitals Group as "Male' Hospitals Board of Trustees" and reconstituted its Board of Directors. Dharumavantha Hospital, Indira Gandhi Memorial Hospital, Hulhumale' Hospital and Villimale' Hospital are managed under Male' Hospitals Group.

Composition of Male' Hospital Board of trustees

OUR BOARD



HOSPITAL STRUCTURE



HMH LEADERS



MS. MARIYA SAEED – CHIEF EXECUTIVE OFFICER



Ms. Mariya holds a Bachelor of Science in Bio Medical Science, University of Westminster, London, UK. She started her career in Central Hospital and has over 32 years of experience in the medical field. She worked in IGMH and National Thalassaemia Center as a Laboratory Technologist until 1995. In 1995 she joined the Society for Health Education (SHE) as the Head of Laboratory Services. In 2007 she was appointed as Programme Co-Ordinator in SHE. In 2010 she was appointed as Director of Laboratory Services until 2019. Ms Mariya has travelled to all the inhabited islands of the Maldives during her service in SHE to spread awareness in the Atoll communities. Ms. Mariya was a visiting lecturer for the Faculty of Health Sciences in the Maldives National University (MNU) from 2009 to 2019.

As a dedicated, resourceful and goal-driven professional educator, she has schooled several undergraduates in Microbiology and Hematology. In 2020 she co-authored an article titled "A sero-epidemiological study after two waves of the COVID-19 epidemic" in the Asian Pacific Journal of Allergy and Immunology. From 2018 onwards, she has been a member of the Faculty of Health Sciences Advisory Committee. Since 2016 she has been a member of the National Blood Council. The President's Office appointed Ms. Mariya Saeed as Deputy Chief Executive Officer in 2020 and promoted to Chief Executive Officer in 2020. As CEO, she has shown remarkable enthusiasm, compassion and commitment and led with excellence. With the expanding population of Hulhumale', Ms. Mariya has structured HMMH goals with a commitment to creating a great place to work and a commendable place to receive care for the citizens of Hulhumale'.

MR. MOHAMED SHIFAU IBRAHIM – CHIEF FINANCIAL OFFICER



Mr. Shifau joined HMH on 6th August 2019, initially as Financial Controller and later Appointed as CFO On 1st January 2020. He is a fellow member of ACCA and a founding member of Chartered Accountants of Maldives. He has a Bachelor's Degree in Commerce (Accounting and Management) from the University of Auckland- New Zealand. In addition to the ACCA qualification, he has completed two other Master's qualifications; Masters in Business Administration (International Finance) from Cardiff Metropolitan University- Wales and a Post Graduate certificate in Business Administration from University of Wales Saint David- Wales.

He has a particular interest in Process Engineering and how actions and tasks flow in organizations. He has more than 10 years of experience in the Accounting field. He worked in various government, publicly listed, and private companies. He has worked in multiple roles in Dhiraagu Plc, State Trading Organization Plc, MNU Business School, The President's Office and Anti-Corruption Commission. He has a practicing license from CA Maldives and is a visiting lecturer at the Maldives National University- Business School.

DR. JUMAILATH BEYGUM – MEDICAL DIRECTOR



Dr. Jumailath Beygum graduated from the University of Tasmania, Australia with MBBS and later obtained her masters, MD in Obstetrics & Gynecology from Tribhuvan University, Kathmandu, Nepal. With 20 years of experience as an Obstetrician and Gynecologist, the majority of her time was spent in Indira Gandhi Memorial Hospital (IGMH). During this time, she was HOD of the Gynae Department for two years. Dr. Jumailath has worked in various technical committees in the Ministry of Health, giving guidance and support in reproductive health subjects. She has served as Chairperson for Maldives Pharmaceutical Board (MFDA) for seven years.

Currently, Dr. Jumailath is a member of the Maldives Technical Advisory Group on Immunization (MTAGI) and a council member of the Maldives Medical & Dental Council (MMDC). In 2019 Dr. Jumailath joined as Medical Director and Senior Consultant in OBGYN in Hulhumale' Hospital. She was the first Medical Director appointed in the history of HMH. Dr. Jumailath also contributed immensely in volunteer work, particularly for the Cancer Society of the Maldives, Society of Health Education (SHE) and Health Protection Agency (HPA). Owing to the outstanding contributions in raising awareness and promoting public health through the Health Sector of Maldives. Dr. Jumailth received the National Award of Recognition in December 2020.

MR. MOOSA KALEEM QASIM – DIRECTOR ESTATE



Mr. Moosa Kaleem Qasim was appointed as the director of the Estate Department of HMH in October 2019. Earlier, he worked as a senior administrative officer in the Quality Assurance and Regulation Division at Ministry of Health, Maldives. He is a certified quality assessor trained under Maldives Healthcare Quality Standard. He was working on developing and implementing health services related standards and guidelines at QARD of MoH. Mr.Kaleem worked at the Ministry of Health from 2010 until 2019 and currently has extensive knowledge and more than ten years of experience in the health sector. He has traveled to all the Atolls of Maldives to conduct quality assessments of the country's health care services. Mr. Kaleem has also completed several Health Programs abroad. He holds a Master's of Business Administration (Hospital & Health Services Management) from the University of Bedfordshire, UK.

MS. HAIFA MOHAMED – NURSING DIRECTOR



Ms Haifa began her career as a nurse at IGMH in 2002, shortly after graduating from Baqai Medical University in Pakistan with a Diploma in Nursing. She holds a Master of Nursing from Maldives National University. During her eight years at IGMH, she has worked in different areas, including dialysis, private, and surgical ward. She joined Aasandha in 2010 as a senior officer to manage patient-related overseas medical insurance work.

In 2014, Haifa began working as a nurse at Hulhumale' Hospital. She was in charge of the dialysis unit until November 2019. She was appointed as the first Nursing Director in November 2019 under the Nursing Job and Family Standards. As a Nursing Director, she works closely with the nursing team and management to improve the nursing care provided in HMM. Haifa is a member of the Maldives Nurses Association. As a member, she enhances the nursing structure and Nursing profession in the Maldives.

MS. HAWWA IRASHA ADAM – QUALITY ASSURANCE / BIOMEDICAL



Over 15 years of experience in nursing, Ms. Irasha has started her career as a Registered Nurse at Laamu Gan Regional Hospital. She graduated from the Maldives National University in 2005. Right after she joined IGMH, she served IGMH for eight years. She has worked in the Intensive Critical Care Unit, Private wards, and NICU during her time. She has carried out responsible roles as nursing coordinator, and she was a member of the Infection Prevention Committee of IGMH. In 2013 she joined HMH as a clinical nurse and managed the Medical Ward. Also, she undertook various responsibilities, such as Acting Nurse Manager. In 2018 she completed her Masters of Nursing from Maldives National University.

In February 2020, Ms Irasha was appointed as Director of the Quality Assurance Department of HMH. Later in March 2020, further responsibility was handed over as the biomedical department head. Today, as the head of the Quality and Safety Department and along with Biomedical Department; she ensures that policies and development in HMH are in line with the quality requirements of MoH QARD. She is responsible for providing direction for Quality Improvement execution with fundamental Procedures compliance. With the global pandemic, she was appointed as the operational head for the Hulhumale' flu clinic and led the mass covid vaccination of Hulhumale'.

MS. NAHIDA HAMEED – DEPUTY DIRECTOR GENERAL MEDICAL ADMINISTRATION



Nahida Hameed was appointed as the Deputy Director General, Medical Administration in 2021. Her role includes overseeing the administrative functions of the medical services under the guidance of the Medical Director. Nahida joined the hospital in 2011 as the Head of Operations. Since then, she has held various key positions, including the Manager of Human Resources & Manager - General Administration. She has been a member of multiple committees such as the Human Resources Management & Development committee (HRMD), Procurement Committee & Discarding Committee. Before joining HMH, Nahida worked in Central Hospital and IGMH and has over 33 years of experience, both at operational and managerial levels. She holds a Master in Business Administration and a Bachelor in the Management of Human Resources.

MR. HUSHAM ABDUL HAKEEM – DIRECTOR PROCUREMENT



Mr. Husham Abdul Hakeem began working at Hulhumale' Hospital on 07th August 2019 and is now in charge of the Procurement Department. Mr. Husham previously worked for STO as a Manager in the Regional Sales Department. During his nine years with STO, he has overseen the operations of STO's sales shops outside of the Male' region. He was in charge of the department's process control function, which included conducting annual inventory audits, managing the daily operations of the sales outlets, and collaborating with STO's management on the overall development of sales outlets. Currently, he is in charge of the overall procurement operations of HMH and Hulhumale' Medical Facility. Utmost care is given to ensure proper inventory management of medical consumables for continued medical services of the Hospital. He works closely with management to further develop the services in the Hospital. Mr. Husham holds a Master's Degree in Business Administration from Maldives National University.

MS. MARIYAM ALI – DEPUTY DIRECTOR GENERAL



Ms. Mariyam Ali joined Hulhumale' Hospital in 2014 and currently oversees Accounts and Finance department. She holds a Diploma in Public Administration and Management. She has over 33 years of experience in the field of finance and procurement in public sector. She also chairs the Tender Committee of Hulhumale' Hospital. She has worked in managerial position at Ministry of Health, Department of Medical Services, Maldives Water and Sanitation Authority and National Drug Agency. She was the Tender Committee Chair and Vice Chair of National Drug Agency and was a member of HRMD committee. She was also a member of IGMH Tender Committee.

MS. SAMEEHA MOHAMED – DIRECTOR HUMAN RESOURCES



Ms. Sameeha joined Hulhumale' Hospital on 01st June 2013. She was appointed as the Head of the Human resource department in October 2019. She has acquired more than 13 years of experience in the field. She has always given her total commitment in the field with a strong record of achievement in a wide range of HR areas. Her previous employment includes serving as Senior Human Resource Officer at Ministry of Health. During that period, she was in charge of recruitment, benefits and compensation of the regional and atoll hospitals. She played a significant role in change management within the organization. Ms Sameeha also worked at National Drug Agency to develop and implement their HR policies, and she immensely contributed to their staff development activities. Ms. Sameeha holds a Bachelors of Human Resource Management from Asia Pacific University, Malaysia.

MS. FATHIMATH SAUSAN MOHAMED SODIQ – DIRECTOR LABORATORY SERVICES



Ms. Sausan started her career as a Medical Laboratory Technologist in 2013 after graduating with a Diploma in Medical Laboratory Technology. In her 10 years in this field, she has worked in ADK Hospital and IGMH. After joining Hulhumale' hospital in 2015, she worked in all the departments of the laboratory including Hematology, Biochemistry, Serology, Clinical Pathology, Blood Bank and PCR Lab. In 2017, she had undertaken the responsibility of the Haematology Section's In-Charge. While doing bench work, she was handling the responsibility of managing the stock and developing SOPs and procedures for the section. During this time, she helped out and verified all the Blood Bank SOPs and procedures. She completed her Bachelors of Medical Laboratory Sciences in 2020.

She was appointed as the first Director of Laboratory department in 2022. She has more than 40 staff under her supervision including laboratory technologists, laboratory assistants and attendants. She manages the overall operations of the laboratory department. She is currently completing her Master of Business Administration (Hospital and Health Services Management).

MR. ABDULLA MAUROOF – DIRECTOR CUSTOMER SERVICE CENTRE & PR



Over the course of the previous 14 years, Mr. Abdulla Mauroof has been employed in the field of health care. He has held several positions in the health care industry, both in health centers and in Ministry Of Health. In 2020 and 2021, when the worldwide COVID-19 pandemic was at its peak, he demonstrated remarkable leadership in NEOC/HOEC by taking great initiative. He joined Hulhumalé Hospital in January 2021 as the Director of Customer Service Centre. His former experience working at regional health centers and the Health Ministry contributed in adding great value to the process of establishing ways to provide exceptional service to customers. He is most well-known for his unwavering commitment and his admirable ability to take on difficult responsibilities.

MR. ZABEEN ZAINUDHEEN – HEAD OF INFORMATION SYSTEM



Mr. Zabeen Joined Hulhumalé Hospital in 2006, moving up the hierarchy, to be promoted to In Charge of Information Systems in 2019. His innovative thinking has played an important role in the key development of the Hospital. He has led various projects within the Information Technology sector, such as Information Technology infrastructure development for the entire hospital and remote sites. In the past decade, he has experience gaining knowledge in planning and development of Information Technology for the Hospital. Furthermore, he has rendered his services in various committees including, the Discarding Committee and Harassment Committee.

He has a Bachelor's Degree in Information Technology (System Administration) and is currently completing his Master's Degree in Big Data and Data Science at Cyryx College.



HUMAN RESOURCES DEPARTMENT

STATEMENT OF HEAD OF THE DEPARTMENT

The Human Resources Department is dedicated to maximizing the potential of our greatest asset—our employees. We embrace change and the opportunity it brings. We are focused on delivering quality customer service and are committed to recruiting, developing, rewarding, and retaining our global workforce to maximize patient satisfaction.

Looking back to 2022, reflecting on the various projects carried out throughout the year, we can perceive the outstanding achievements we have obtained. The HR department closely monitored these projects and managed the recruitment tasks of these projects.

In addition, for staff development and to boost the morale of the employees and motivate them to work more towards achieving the goal of Hulhumale' Hospital, we have focused a lot on refining performance appraisals. We collaborated with Best Care Maldives, Dr. Faisal Saeed, to understand the changes to be brought to the existing performance appraisal forms and techniques to enhance the productivity of the performance appraisals.

Putting on a lot of effort, numerous policies related to the staff, Attendance policy, leave policy, Overtime policy, and Retirement policy of Hulhumale' Hospital were aligned and finalized last year. Most of all, along with the decision of localizing the staff of the Hospital in 2023, our team has conducted meetings and taken necessary recruitment actions in 2022.

As quoted by Peter Schutz's Hire character, Train Skills', as of now, our main focus for the year 2023 will be highly based on the training and development strategies. We evaluated the strategies and techniques used in the year 2022, researched, enhanced strategies, and did the requirement and planning works for a training hall, to increase the efficiency of the training provided by the Hulhumale' Hospital.

DEPARTMENT OVERVIEW

As the Human Resource Department, we coordinate personnel activities for a staff of over 700 regular permanent and contract employees.

Moreover, by means of Human resource management, we have a broader focus on labor relations, compensation, benefits, and compliance of the staff of Hulhumale' Hospital. For the development, we foresee and compile a requirement to train the employees and focus on aligning the personal development of the employees with the broader goals of Hulhumale' Hospital.

The main key areas of responsibility of the Human Resource Department include:

- Recruitment, Selection, and Hiring of local and foreign employees
- Benefits, Compensations, and Job classification
- Policy development
- Training and development

LOCAL RECRUITMENT

Local Recruitment's primary responsibility is the process of recruiting locals to fill vacancies at Hulhumale' Hospital. The quests included in the local recruitment at Hulhumale' Hospital are preparing job advertisements and posting job Ads on Hulhumale' Hospital's social media and official gazette, checking job applications received through email and hard copies, arranging and attending interviews for vacancies, preparing appointment chits, job agreement and creation of job descriptions of the selected employees. Moreover, arranging and conducting induction programs for new staff and creating individual personnel files, and maintaining the filing system are major responsibilities of local recruitment.

During the past year (2022), a total of 130 job advertisements were published in the Official Gazette and HMM Social media. A total of 1124 applications were received. The total number of employees selected in 2022 was 182. The total number of transferred employees and terminates is 43 and 79 respectively.

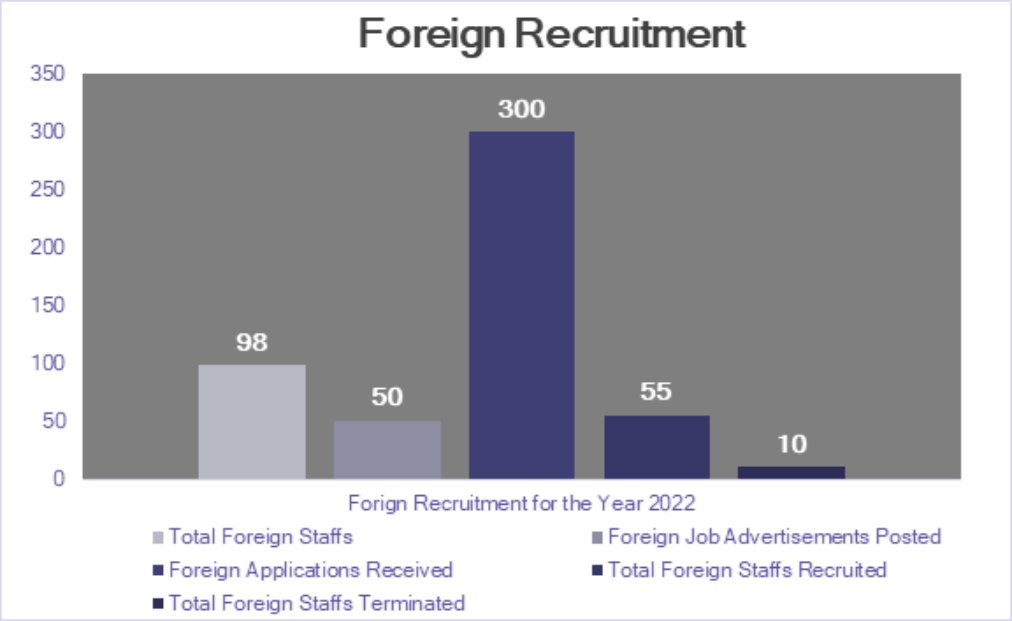


FOREIGN RECRUITMENT

Foreign Recruitment involves the process of hiring foreigners to fill vacant posts of Hulhumale’ Hospital. The tasks enclosed in Foreign Recruitment of Hulhumale’ Hospital follows; posting job advertisement to social media outlets and gazette, reviewing and pre-screening applications received before handing over the applications to the relevant departments, arranging interview for the vacant post and taking part in the interview panel, drafting job offer and contract for the selected staffs, and applying for work permit entry pass and pre-registration for the new staffs. Moreover, it also entails providing induction training for the newly joined staff, and applying for their registration, insurance, work permit, and work visa. Lastly, foreign recruitment also involves writing letters and mailing staffs and applicants, filing individual personal files for the staffs, and recording daily updates.

FOREIGN RECRUITMENT STATISTICS

A total number of 50 job advertisement were posted during the year 2022, where 300 interested applicants were received. The year ended with 98 total foreign employees, where 55 staffs were newly recruited and 10 employees were terminated.



PAYROLL

Payroll comprises of compensation such as salaries, allowances, pension contributions, and schemes paid during the year to all employees of Hulhumalé Hospital. The payroll process includes creating or delimiting positions to hire staff from SAP, hiring the newly joined and terminating resigned staff from HMH HR software, checking and resolving attendance and OT issues of each staff before 17th of each month, making salary adjustments and calculating ED and On call of specialist doctors, preparing MIB, STO and MFLC scheme details, preparing and uploading monthly pension on Koshaaru portal, preparing 14 and 15 sheets to upload allowances and deductions to SAP, after salary has been finalized, doing Simulation posting before the deadline set by Ministry of Finance, preparing budget control details, resolving budget issues and doing Live posting, Parking the salary, Doing final posting and attaching the relevant documents to SAP, collecting cash salary from MMA once cleared and handing over cash salary, emailing Scheme and court details before 10th of the next month, uploading Employee Withholding Tax to MIRA connect portal before 15th of the next month.

INTRODUCTION OF PROGRAM CODES AND SALARY CODES

The year 2022 started with a significant change in the SAP software from the Ministry of Finance where new Program codes were added to Salary Codes. During January, we were asked to create the required amount of program codes and allocate all current staff to the new program codes so that they would be changed in the Cost Distribution in the SAP system.

We faced a lot of challenges in creating the new program codes. As we had more than 600 staff, it was a challenge to allocate each staff to a program. During each month's Salary period, we were required to check the virement report, which is received from the finance department of the hospital, and had to compare it with the final Salary sheets. If there were any differences or if a budget needed to be amended, we were required to create a budget control sheet for the finance department to carry out the task of budget control.

The implementation of program codes was a good change since we are now able to easily see the staff allocated to each program and it made it easy to forecast the budget for each department, ultimately utilizing the budget more efficiently and effectively.

Currently, we are using a total number of 47 program codes which is expected to increase in the year 2023, due to the ongoing projects of the Hospital.

THE NEW KOSHAARU PORTAL

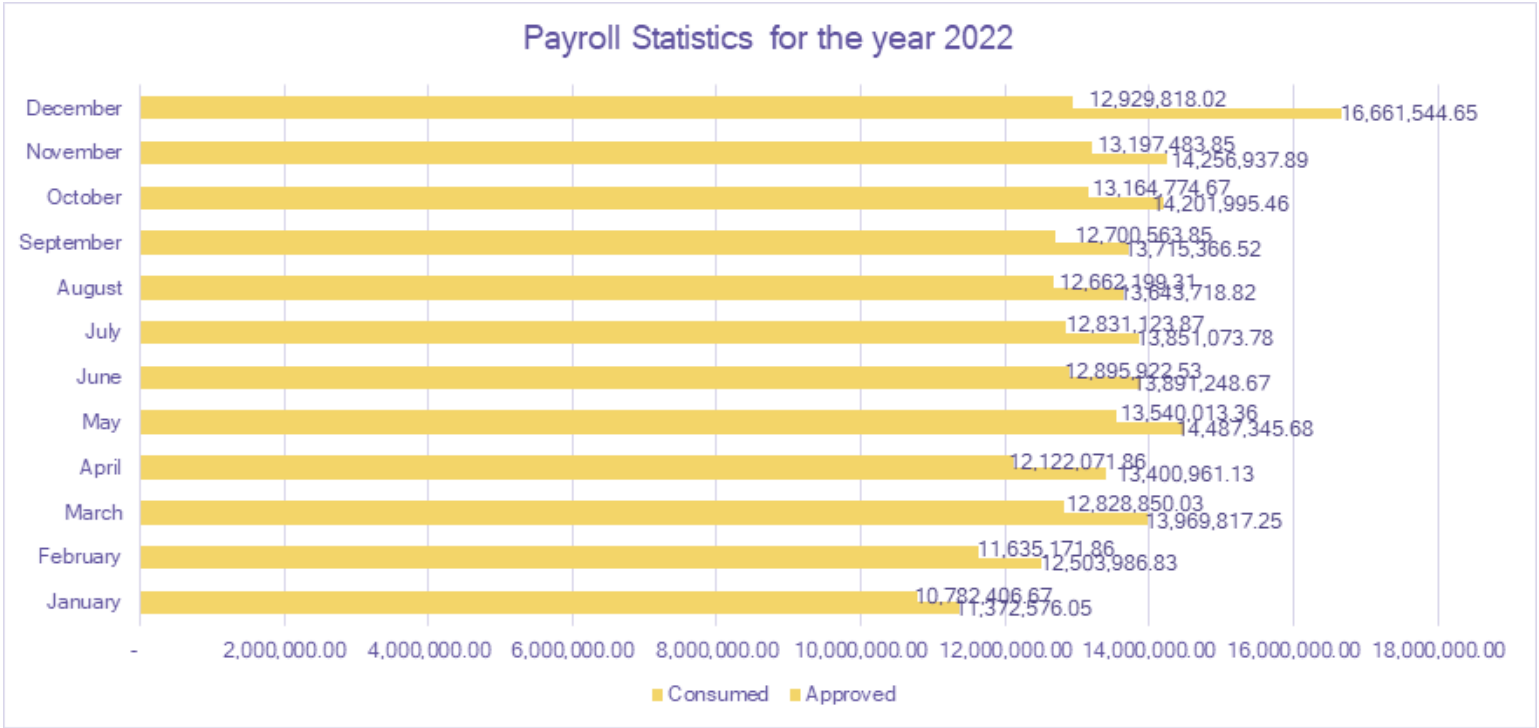
The Maldives Pension Office introduced the new Koshaaru Portal in the very first days of 2022. With the new Koshaaru portal, we were required to migrate to the new portal within the first month of the year. Training sessions for agencies were conducted by the pension office to understand the way to migrate the staff to the new portal.

Migrating to the new portal was fairly easy, but due to the lack of training provided during the payroll period, there were a few difficul-

difficulties in using the new portal.

With the introduction of the new portal, all pension-related works and calculations were made via the portal, without the need for the previously used forms and manual works. Hence, this made pension works more stress-free and immensely feasible.

During the year 2022, a total budget of MVR 165,956,572.73 was approved, and a total of MVR 151,290,399.88 was consumed for Salary and Wages.



PERFORMANCE APPRAISAL AND UNIFORM

The Performance Appraisal form is designed by Hulhumale' Hospital HR department to provide our staff with feedback on their job performance, to ensure that employees are managing and meeting the goals expected of them. This includes providing guidance and identifying staff potential for future growth and development. Every staff is allocated a target for the year based on their job description and is graded based on their performance by the department's HOD/supervisor. All HODs and supervisors who evaluate our staff are to follow the guidelines of our performance appraisal policy when filing the forms.

During the year, several meetings were conducted with Dr. Faisal Saeed and our team to draft new forms for clinical and non-clinical staff. Moreover, the forms were revised to allow a scoring/grading mechanism and all professional appraisals to be conducted in conjunction with the employee to enable a two-way conversation. The new forms are to be finalized after test trials with 1 or 2 staff to implement broadly.

PEOPLE, PLANNING, RESOURCING, TRAINING AND DEVELOPMENT

Employee development, in other words, training and related opportunities for employees to gain new skills and competencies are highly focused on by the HR team.

Whilst some organizations view development as a shared responsibility with employees, we, as the HR team of Hulhumale' Hospital, recognize training as a strategic tool for the growth, productivity, and ability to attract and retain valuable employees. These training programs will lead the employees to develop skills not only needed for their current job, but for other expertise and future positions.

Hence, for the workforce of Hulhumale' Hospital to become more efficient in the current role, to aspire to a more senior position, or to gain more customer satisfaction, we got the training requirements from the respective departments and sought different feasible training programs that could be conducted based on the allocated budget.

Furthermore, employees were released for technical international workshops and seminars under the guidance and coordination of the HR team. Throughout the year 2022, a total of 18 training programs were conducted with the total staff participation being 568. The chart below shows the summary of the training conducted in 2022.

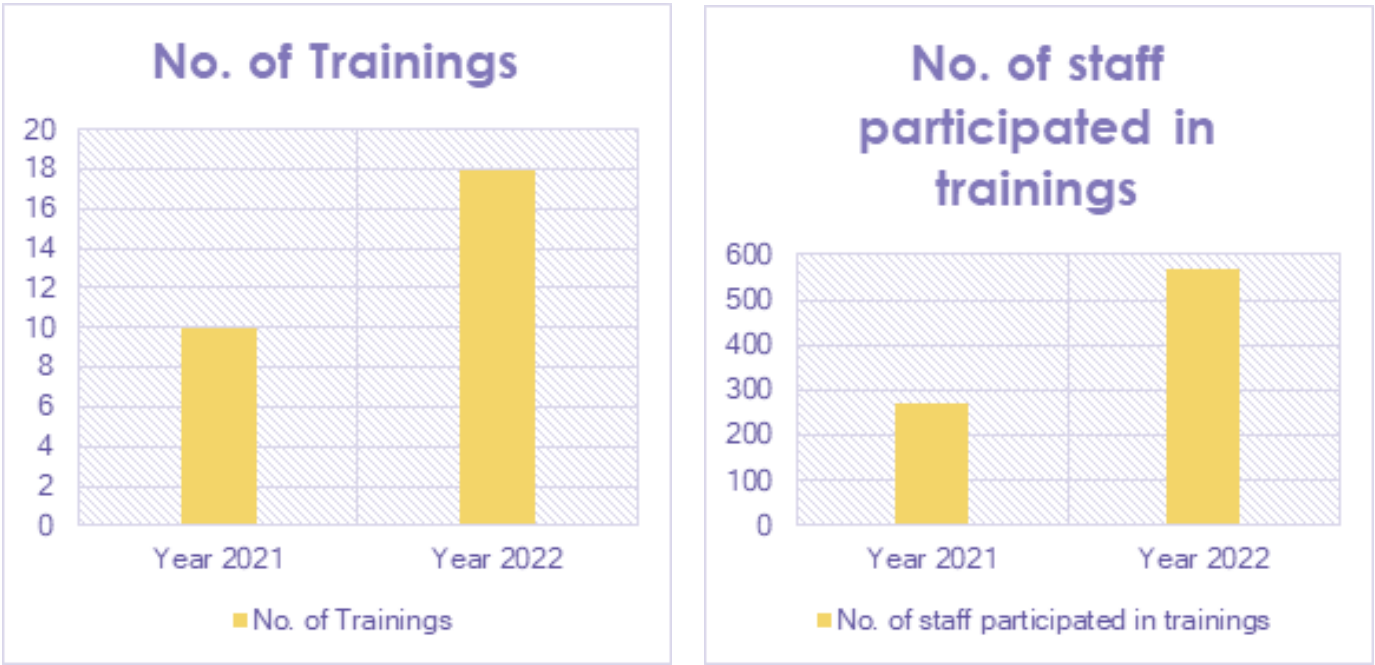


DEVELOPMENT AND TRAINING

To invest in our employees, we have increased the number of training conducted in 2022 raising the number of trained employees in different key areas of the Hospital.

Investing in an employee to develop already acquired skills, or new skills is often considered too little. However, this is a great aspect that will increase the performance of the staff and lead to the productivity of the Hospital.

Below shown is a comparison of how the Hospital has performed to develop staff via training.

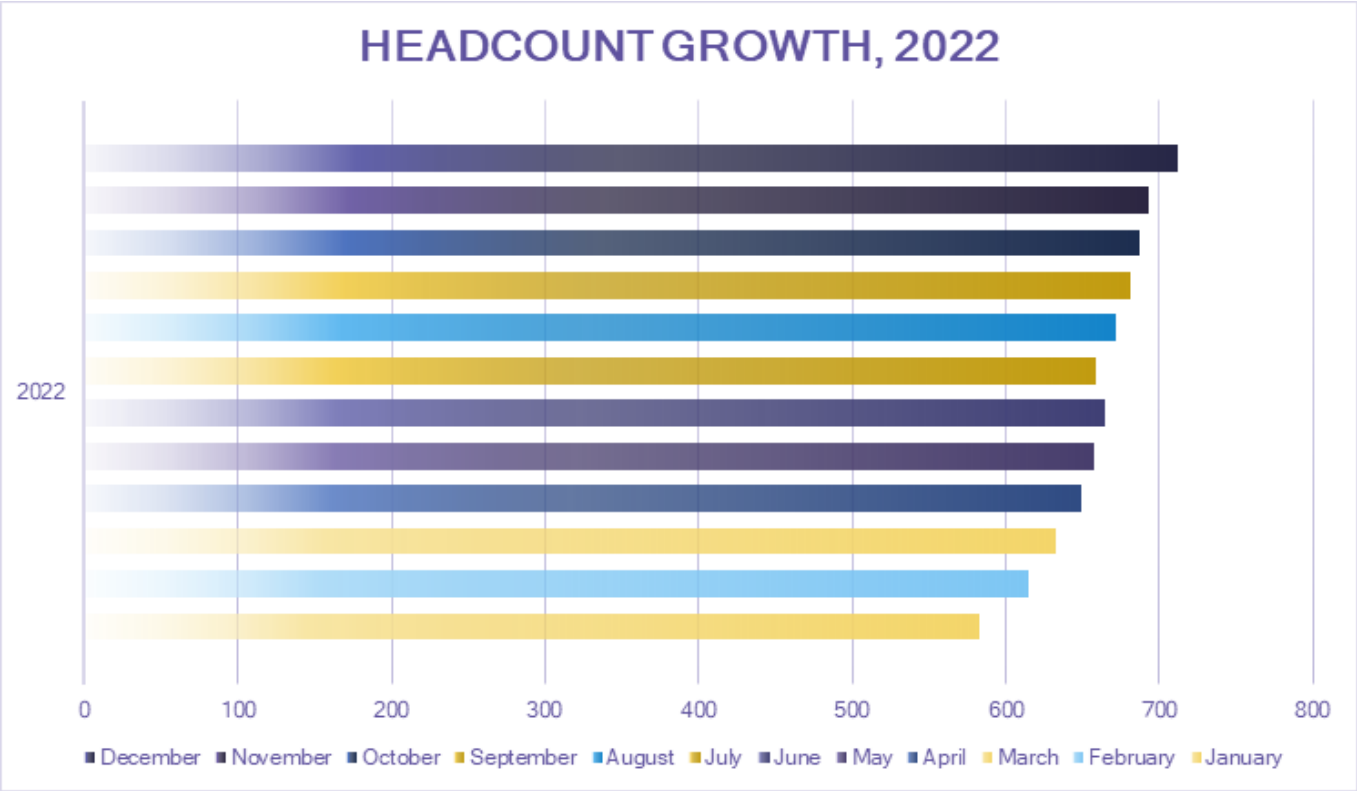


GROWTH RATE

We started 2022 with a total of 575 employees and at the end of the year 2022, we currently have 712 employees. This indicates that the Hospital is growing at an average rate of 20.8%.

The highest growth was recorded on December 2022, with 19 employees joining the Hospital. The slowest months in the term of growth were October 2022 and November 2022, with 6 employees on board.

This indicates that compared to last year, we have achieved 20.8% of headcount growth.



RISK MANAGEMENT

Though risk in any workplace is inevitable, an effective risk management strategy can help reduce costs and alleviate the consequences of risks. Taking a proactive approach to risk management will prepare the team with appropriate responses that ensure the well-being of both the employer and employees.

Hence, to identify potential employee-related human resources risks before they occur, we follow a specific process of risk management as shown below.



AVOIDING RISKS IN HIRING

As poor hiring decisions may lead to an increase in patient dissatisfaction and risks of lawsuits, we have developed and finalized the recruitment policy and introduced a practical test as part of the interview. Moreover, if the applicants have any previous experiences, we ensure to conduct background checks and verify employment history.

HAVING AN EASY APPLICATION PROCESS

An appropriate and effective application process is essential since if not, it could hinder our chances of realizing the full potential employees' skills and knowledge and have a great chance of not receiving a potential application. Hence, in order to maintain a simple, interesting, and informative application process, our team has been working with the Information System Department to develop constructive HR software which is almost completed to be used in 2023.

AVOIDING INEFFECTIVE TRAINING STRATEGIES

Training strategies followed in Hulhumale' Hospital were not finalized and consistent previously. Hence, in 2022 a great focus was put on the training component, and have finalized specific and strict training strategies as per the advice from senior management. Therefore, in relation to this, proper and efficient training will be conducted as per the requirements for the development of the staff.

AUDITS

It is important to have an objective examination of the HR policies, practices, and procedures. The goal of an audit is to look for trouble spots and identify the techniques which can be implemented to improve the practices and policies.

In this regard, we were visited by the Auditor General's Office and Payroll audits were taken from the payroll staff of the HR department, and as expected, no issues were found in our Payroll.

ACTIONS / EVENTS AND TASKS

HR team has initiated and celebrated with the Hospital team, various days which are globally and locally recognized. Some of these days or weeks were celebrated wearing globally assigned colors to show our support for respective global concerns. Some of these days/weeks are mentioned below:

- Maldives National Day
- World Mental Health Day
- World Antimicrobial Awareness Week (WAAW)
- 16 Days of Activism against Gender-Based Violence
- World AIDS Day

ACHIEVEMENTS

HRMD MEETINGS AND RESULTS

17 HRMD meetings were planned and conducted in the year 2022. These meetings were conducted based on the special topics which needed to be discussed, in accordance with the concerns and requests of the employees. Most of these discussions were regarding approval of 'No pay' leaves.

Among these discussion topics, most of them were discussed to see the end of it, which is finding a solution or approvals for the respective topics.

CONTRACT STAFF LEAVE POLICY

As there was no policy implemented for the contract staff of Hulhumale' Hospital, HR team developed a policy for the contract staff. This policy includes the essential information regarding working hours, leaves, and other benefits & allowances provided for contract staffs.

Hence, this policy was taken to HRMD committee for approval, was approved by the committee and informed to all staff via an internal memo in the year 2022.

OVERTIME FOR TRAININGS

To motivate employees to attend the training sessions coordinated by the hospital, HRMD committee finalized the policy of approving overtime allowance for the time spent in the training programs.

FINALISING THE RETIREMENT POLICY

In 2016, after Hulhumale' Hospital was taken from Aasandha Company Limited, there was no finalized retirement policy. Therefore, completing the Retirement policy was begun and finalized on 28th December 2022. Hence, the policy has now been approved and brought to practice by the President's Office and the Ministry of Finance.

CHALLENGES AND OUTLOOK

Human society is complex and managing people has always been a challenging task. Hence, the best step to overcome the challenges we face is to identify these challenges. Below mentioned are some of the challenges faced by the HR department.

- High labor turnover rate
- No software for the recruitment process
- Limited recruitment tools to reach out to qualified specialists

- Receiving fewer/no job applications for some posts
- Scarce accommodation options to occupy foreign staff
- Budget restrictions to employ new staff for the allocated posts

Human Resource Management has always been crucial, we have seen this, especially through the pandemic period. Hence, one of the major priorities in 2023 will be being supportive of the employees adapting to the work environment after the pandemic. Therefore, we shall make sure that the Hospital's goals are translated into departments and team goals, to make it easy for employees to know what is expected from them.

We will be focusing on the required changes to be brought to the Hospital, to work faster, smarter, and with reduced stress. Moreover, easy and effective communication between the junior staff and senior staff will enhance the productivity of the service provided as a whole. Hence, we shall achieve this with the speedy work of better techniques and approaches to performance appraisal.

Most importantly, we see a bright year ahead for the training and development of the staff of Hulhumale' Hospital. This will be achieved by HR working with the departments, identifying the respective requirements, and conducting beneficial training programs for better productivity.

ESTATE DEPARTMENT

STATEMENT OF HEAD OF DEPARTMENT

The estate management teams play a crucial role in ensuring a safe and secure environment for both staff and patients in health-care facilities. Our primary responsibility is to ensure compliance with national health facility standards, which is critical in providing patients with a high-quality care experience. Our work involves maintaining and managing various systems, equipment, and buildings, all of which are essential in the daily operations of healthcare facilities. Our team of professionals possesses a wide range of knowledge and expertise, which includes but is not limited to maintenance and construction activities. The scope of our work encompasses electrical, mechanical, plumbing, HVAC, and a host of other specialized areas. Our employees undergo extensive training to stay updated with the latest industry standards and regulations.

The 2022 year was a very hectic, nevertheless very productive year for all the divisions functioning under Estate Management. We are pleased to highlight that 2022 was one of the most effective year and marks our finest works delivered so far in the history of HMH. Directing on the works of Estate Department by the end of 2022, Standard Operating Procedures for all divisions of the estate were shared with Human Resources Department after approving from Quality and Safety Department.

We do recognize that the most important asset of our department is our excellent workforce. The department has organized and scheduled training for employees to develop their morale and skills and employees' performance and code of conduct were held in a consistent manner. We are gratified and honored to note that our team maintains solid and determined work ethics to deliver the assigned tasks in a timely manner. The project team and the maintenance team have tackled all the development of the hospital as a strong and dynamic team without reluctance and exhaustion. To improve the quality of the work presented by the maintenance team and sustain the value of service, the maintenance works were divided into 03 units. This is the first time in the long history of the hospital, such a shift has been implemented. At the same time, to share the data of the work performed, modifications have been put together to the work order software to make sure and record the work completed and to track-record the problems.

The rising population in the Hulhumale' Phase II, put a massive pressure on the hospital's ambulance service. As the demand were escalating drastically, shortage of hospital ambulances and drivers was the major concern due to the increased necessity. However, with the support of Ministry of Health a new additional ambulance has been added to the hospital vehicle fleet to provide the required services. Hence, the number of drivers were increased from 18 to 23 to carter the human resource shortage. With the launch of new services in the hospital, the laundry work has also boosted significantly. Consequently, the number of laundry employees were increased from 19 to 25 to retain the quality of service provided. With the major changes in the housekeeping division, the challenges within the housekeeping have been significantly settled and the number of complaints regarding the concerning issues to the housekeeping work has been considerably decreased. Outsourcing the cleaning service has been major step to resolve and reduce

the obstacles and trials to grapple with. Estate department play a crucial role in creating the image of a hospital in the public eyes. With lots of challenges along the way, the task is also rewarding in the sense that our teams commitment and dedication aid to facilitate for a quality healthcare journey for patients. The planned projects for 2023 and implementation of continuous improvement in healthcare will hopefully increase the patient centered care delivered in Hulhumale' hospital. We can ensure that 2023 will be a year with beams in the history of HMM with the revolves and establishment of brand new services providing a safe and welcoming environment to our patients and staff.

MAINTENANCE

- HMM Maintenance Division received in year 2022 total of 915 work orders to attend.
- Total 780 work orders or works have been attended or completed.
- Total 78 works or work orders are in pending status cause of various reasons.
- Newly build and introduction of Mental Health Center in HMM was accomplished in the year 2022
- HMM Call Center 1417 have been separated and moved to Kanbili Building 02nd floor in the year 2022
- 75% of interior and structural works of a General Practice Clinic in Tower 16 of Hulhumale' Phase II was completed in the year 2022

TRANSPORT

- Total of 12113 trips was made from HMM transport division in the year 2022.
- Total of 4276 ambulance trips made from HMM transport division in the year 2022.
- Total of 7837 trips other than ambulance made from HMM transport division in the year 2022.
- Ambulance Calls of 1417 have been taken from call center and assign to handle all ambulance calls directly under transport division in the year 2022
- A new ambulance vehicle added to the transport division vehicle fleet in the year 2022.

HOUSEKEEPING - TAILORING

- Total of 1615 hospital use items sewed from HMM housekeeping / Tailoring section and handover to all departments in the year 2022.
- Total 67 items have been kept as pending due to various reasons in the year 2022

HOUSEKEEPING - CLEANING

- A new cleaning company was hired and eliminated the challenges faced on cleaning in the year 2022.
- 25 lorries (1.5ton) general and Biohazard waste was disposed from HMM in the year 2022.
- Refreshments for various meetings and events was provided in the year 2022.

LAUNDRY

- From HMH laundry section laundry service was provided to total of 377,579 items in the year 2022.
- Laundry service for 362,144 items was provided from HMH Laundry division which was brought from Hulhumale' Hospital in the year 2022.
- Laundry service for 14,707 items was provided from HMH Laundry division which was brought from Infectious Disease Management Center (IDMC) in the year 2022.
- Laundry service for 728 items was provided from HMH Laundry division which was brought from National Ambulance Service in the year 2022.

QUALITY AND SAFETY DEPARTMENT

STATEMENT OF HEAD OF THE DEPARTMENT

The Quality & Safety department (QSD) is responsible for the coordination, implementation, and supporting risk management, quality, and safety-related activities in all the areas of the hospital. Our department aims to sustainably improve quality and safety of Hulhumale' Hospital. This includes preventing events such as healthcare-associated infections, patient falls, medication errors. Addittonally, Quality & Safety department also monitors performance on important quality measures.

OVERVIEW

Healthcare is provided in an inherently complex and high-risk environment. High-quality healthcare requires continued commitment from all staff to the pursuit and maintenance of excellence. Fundamental to such excellence and to providing quality person-centred care are robust, integrated clinical governance systems.

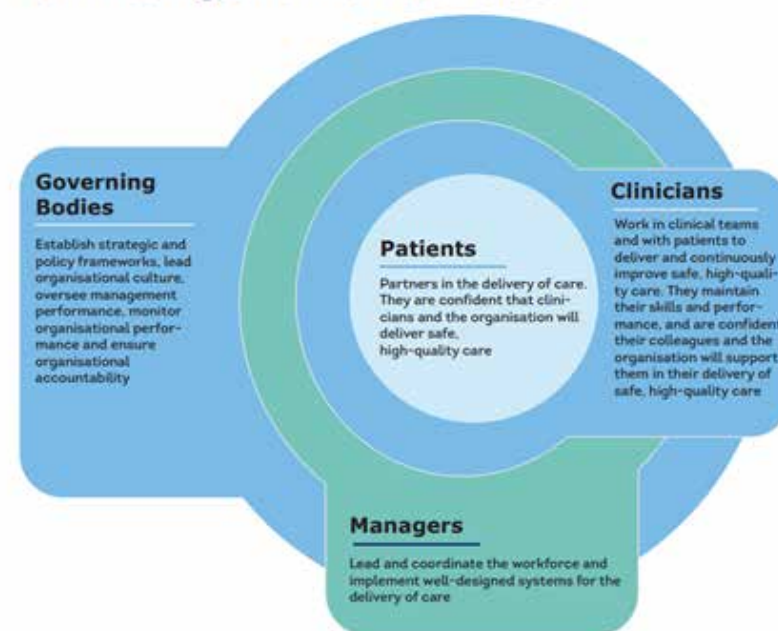
The role of the Hulhumale' Hospital (HMH) Quality & Safety department (QSD) is to embed clinical governance systems to ensure Hulhumale' Hospital delivers safe high-quality healthcare through the implementation of the HMH Clinical Governance Framework.

KEY ACHIEVEMENTS

Hulhumale' Hospital QSD in affiliation with Best Care Maldives, aims to improve quality and safety improvement projects and standardizing of services in HMH. Thus, one of the main achievements of the year was implementation of clinical governance, which is an integrated element of HMH's overall responsibility and accountability to govern the organization. As a component of broader systems for corporate governance, clinical governance involves a complex set of leadership behaviors, policies, procedures, and monitoring and improvement mechanisms that are directed towards ensuring good clinical outcomes.

The policy was disseminated to all staff and awareness sessions were conducted by QSD.

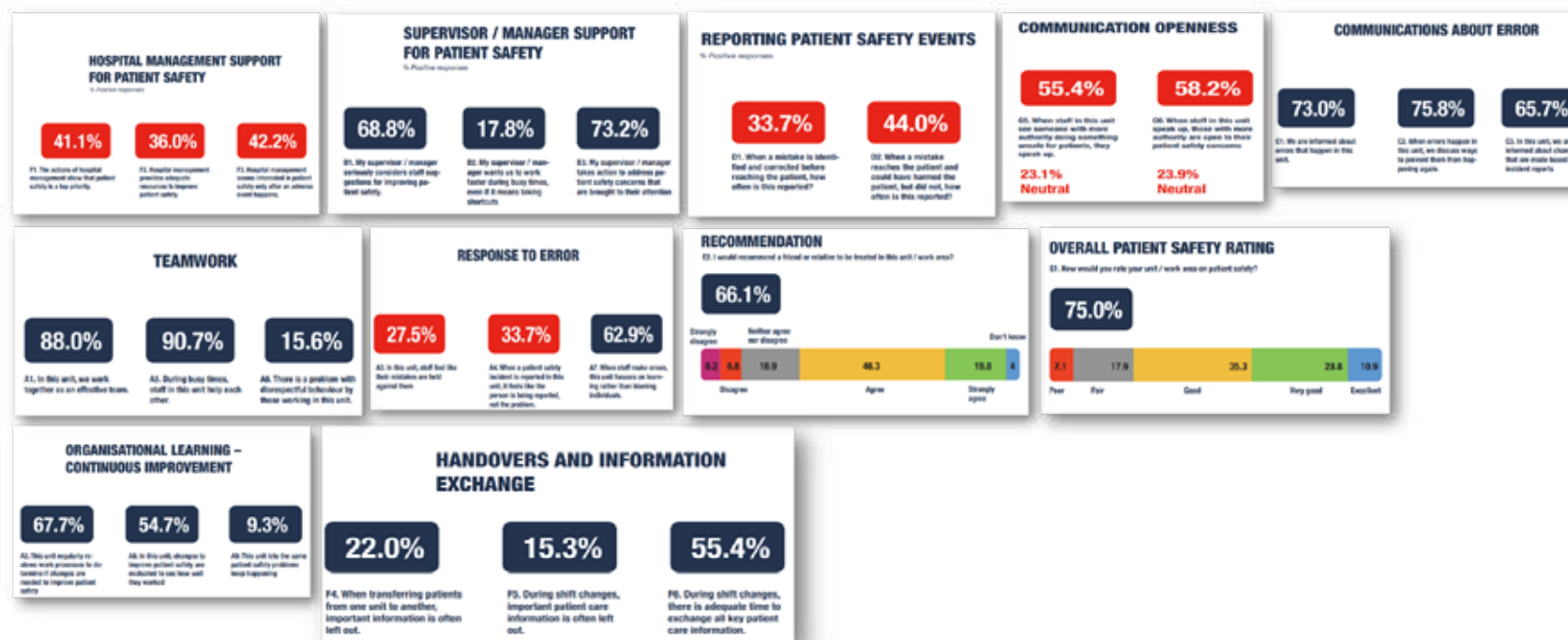
Clinical governance roles





The main key achievement of the year was assessing the culture of patient safety at Hulhumale' Hospital. Thus, Australian Hospital Survey safety Culture Questionnaire 2.0 was disseminated to all staff of the HMH on 20th October 2022. Response rate for the Safety Culture Survey of Hulhumale' hospital was 65%. The main components of the questionnaire includes: hospital management support for patient safety, supervisor / manager support for patient safety, reporting patient safety events, communications about error, response to error, organizational learning – continuous improvement, teamwork, communication openness, handovers and information exchange.

The below infographic represents participants response for the safety culture survey.



As apparent from the above figures, Hospital management supports for patient safety, supervisor / manager support for patient safety, reporting patient safety events were considered as positive responses from majority of the participants.

Additionally for communications about error and how staff response to error were perceived positively as an incident occurs they communicates how to prevent it and understand that the incident is not held against them but focuses on learning rather than blaming.

Establishing a patient safety focal group was another achievement of the year for the improvement of care provided to patient and for the standardized care delivery/services at HMH. Main aim of the patient safety focal group is to promote patient safety culture within the organization and to prevent the redundant

and unwanted harms caused to the patients by the healthcare workers and other staff of HMH.

Additionally, Clinical Audits and Quality Improvement (QI) projects were allocated to patient safety focal from this group. The QI projects and clinical audits includes subjects which reinforces patient safety, patient satisfaction, and overall quality of care provided by HMH. The scheduled audits and QI projects include, Patient Identification, Effective Communication, Medication Safety, Surgical Safety Check list, Hand Hygiene, Documentation, and Surgical Site infection.

Furthermore, Continuous Professional Development (CPD) policy was also implemented within this year for all the healthcare workers of the hospital. This policy was also disseminated to all relevant staff and awareness sessions were conducted by QSD.

As quality of services largely depends on the knowledge, skill and commitment of the employees working within the hospital, it is crucial that all the health care professionals keep advancing in medicine and with the changes in delivery of care. It is equally important for the health care workers to maintain the knowledge and skill for continuous professional development.

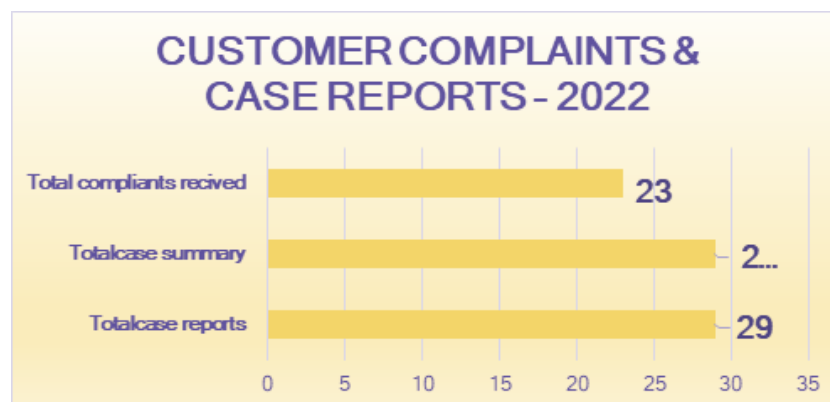
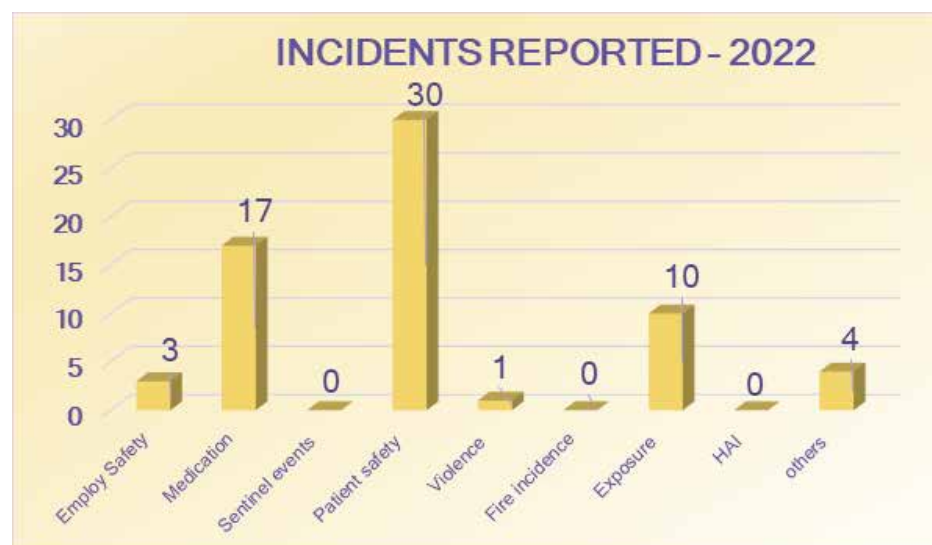
Continuous professional development (CPD) is how members of a profession maintain, improve, and broaden their knowledge, expertise, and competence, and develop the personal and professional qualities needed throughout their professional lives. This Continuous Professional Development is intended to ensure competence of the healthcare providers and to foster a culture of learning in HMH. Following to the implementation of the policies, staff were also made aware about the roles and responsibilities of Hulhumale' Hospital's Quality & Safety Department and awareness sessions were conducted on incident reporting mechanism and complaint management.

"Quality Assurance Department" was renamed to "Quality & Safety Department" as per the proposed by Dr.Faisal from Best Care Maldives which was endorsed by EXCO of HMH . As Quality Assurance is only one component of the Quality management process, Best care Maldives proposed to rename "Quality & Safety Department" (QSD) which cover all the four components of Quality (quality planning, quality assurance, quality control and quality improvement), further integrating governance processes in HMH with safety and quality of health care.



Moreover, HMH's safety and quality systems will support staff to deliver the right care, monitor unwarranted variation, assess risk, and learn from events and feedback to support continuous improvement. Likewise, with the collaboration of Best Care Maldives, QSD is progressing towards standardization/certification of National standards (MOH).

Total Incidents received on 2022 was 65 incidents and total customer complaints received were 23. Where Incidents related to employ safety was 3, medication administration – 17, patient safety incidences 30, violence case – 1, exposure – 10 incidences and others– 4 considered as theft. All the incidences has been investigated by using 5 As and addressed according to incident management process and using PDSA cycle all the incidents further improvement recommendations are provided. Customers complaints has been addressed by calling the customers and resolved according to customer complaint management policy. All the investigations a case report is generated and a case summary is generated to the relevant departments for further actions with recommendations.



CHALLENGES

The main challenges of the department include under-reporting and delayed reporting of incidents. Furthermore, another major challenge faced by the department is lack of education and training specifically on patient safety and quality.

BIOMEDICAL DEPARTMENT

STATEMENT OF THE HEAD OF THE DEPARTMENT

Biomedical department functions to support overall patient care by installing, testing, calibrating, and repairing biomedical equipment, training users, and maintaining safe operations. Furthermore, ensuring proper maintenance, operation, and function of all biomedical and other hospital equipment's and machineries is one of the major functions of Biomedical department.

OVERVIEW

Biomedical department plays a huge role in sustaining proper operation of all hospital equipment's/systems. They also assist procurement department in ordering/procuring, by providing specifications and biomedical equipment requirement for the requested medical equipment and machines. Moreover, installation of medical equipment in collaboration with the supplying party is also a main responsibility of Biomedical department. Similarly, repair and maintenance of medical equipment and decide on the replacement of parts/equipment is also managed. In addition, training, and demonstration sessions for users on handling of medical equipment are conducted by Biomedical department.

KEY ACHIEVEMENTS

Some of the key accomplishments of Biomedical department includes installation of opthal machineries and new autoclave machine. Furthermore, in the year 2022, a total of 112 in-house repair and maintenance work was done by Biomedical department, which demonstrates the efficiency, significance, and competence of the department for the smooth operation of hospital works.

CHALLENGES

Biomedical department is confronted with challenges such as staff shortage (currently the department has two staff), increased workload with the increased total number of hospital new services. Additionally lack of space for repair and maintenance of equipment and machineries and unavailability/delay of required items (accessories or parts) from suppliers. Moreover, inadequate training of new equipment's/machines, and unavailability/delay of tools required for work.

MEDICAL ADMINISTRATION DEPARTMENT

STATEMENT OF THE HOD

The Medical Administration entered its 2nd year of service in 2022. Like the previous year, much work was done to streamline and strengthen the activities of the department.

With service introductions as well as service expansions, the administrative tasks increased too. To address this, a post for a senior administrative staff was created and a staff was recruited for the post. I would like to note that for the most part of the year, there were only two administrative staff handling the administrative responsibilities of the department. Undoubtedly, the department would not have functioned smoothly without their commitment and dedication. Hence, I applaud them for their efforts and hope that they would continue with the same commitment to overcome the future challenges too.

The exponential population growth in the Hulhumale' created an increase in the number of people receiving our services as well as those on waitlist for our services. Despite the challenges of limited resources, it is worthy to note the continued support and cooperation of our clinical staff in providing a quality service and in all the activities planned by the medical administration with respect to their services.

In terms of our growth, service delivery and service improvement, I believe that 2022 was a successful year. With the full commitment from our team, I am confident that we would overcome the challenges that come our way and have a successful year ahead too.

ACHIEVEMENTS

In 2022, some new but very essential services have been established in the hospital. In addition, clinical staff This include:

ESTABLISHING THE CHILD DEVELOPMENT CENTRE

Though there are many children with developmental issues, there is no specific centre in the Maldives to provide the comprehensive care package to these children. So, the establishment of the Child Development Centre in HMH where a multi-disciplinary team provides care to the children was a dream brought to the reality for many parents. It is worthy to note that the centre was an initiative of the Vice President of the Maldives, Hon. Faisal Naseem. The Centre was inaugurated by the President of Maldives, H.E.P Ibrahim Mohamed Solih and the 1st lady on 16th March 2022.

ESTABLISHMENT OF THE MENTAL HEALTH CENTRE

As there was a great demand for the psychiatric and psychological services due to limited service providers, an initiative was taken by the Senior Management of HMH under the guidance of the Minister at the Presidents' Office, Mr. Ali Shiyam to establish the mental

health services at HMH.

Under this initiative, the Mental Health Centre – a collaboration with The Cadabams group of health care, Bangalore, India and HMH was inaugurated on 10th October 2022 by the 1st lady, Madam Fazna Ahmed. Since then, the services are ongoing with a team of professionals from the Cadabams group and HMH staff.

INCREASING NUMBER OF SPECIALISTS

Like the past year, special focus has been given to increase the no of specialists in the most demanded areas. In this regard, additional specialists have been recruited in internal medicine, Orthopedics, Ophthalmology, radiology, Obs & Gynaecology and Anesthesiology.

SERVICE EXPANSIONS

Special focus has been given to increase the technical/ clinical staff to most demanding areas. In this regard, the no: of physiotherapists and radiographers were increased, resulting in the daily increase in no of services provided from these areas.

CHALLENGES

As the only government hospital in Hulhumale', HMH is mandated to provide health care to all residents of Hulhumale'. This poses a huge challenge due to the mismatch between the fast-growing population and our ability to expand the services due to the infrastructure limitations.

Another challenge is the unavailability of professional staff, especially in the very crucial services such as those in the Child Development Centre, some medical specialties, etc.

High staff turnover in some areas is also a challenge to maintain the standard of service quality. Despite these challenges, we aim to strengthen our care and continue to provide quality services to the public.

OUTLOOK

Despite the challenges, the outlook seems to be very positive due to the planned developmental projects such as the OT & ICU project, the DMRC project, General Practice clinic and the expansion of existing services such as the expansion of the ER and the new Dental department. In addition, the plans to continue the Capacity building of exiting staff as well as recruit new staff with relevant technical competencies is promising for a positive outcome.

STAFF STATISTICS OF 2022

STAFF WHO JOINED IN 2022		
1	Radiologist	2
2	Orthopaedics	1
3	ER Phycian	1
4	Aneasthetist	2
5	Internal Medicine	1
6	Pchycatrist	1
7	Gyneacologist	1
8	Dermotologist	1
9	ENT	1
10	Ophthal	1
11	Dentist	1
12	ER Phycian	1
13	Medical Officers	39
STAFF WHO RESIGNED IN 2022		
1	Radiologist	2
2	Aneasthetist	1
3	ER Phycian	1
4	ENT	2
5	Medical Officers	28
6	Orthodontist	1

EVENTS AND ACTIVITIES HMH PARTICIPATED IN 2022

Date	Participant	Event details
16 th to 18 th February 2022	Dr. Jumailth Beygum	Visited Addu Equatorial Hospital for a review trip.
12 th to 14 th March 2022 26 th March 2022 19 th to 21 st May 2022	Dr. Hawwa Inaya and Saadha Moosa	Attended Reproductive Health Guidelines meeting organized by Ministry of Health.
19 th May 2022	Dr. Jumailth Beygum	Attended Technical working group meeting organized by Health protection Agency.
17 th to 20 th May 2022	Dr. Hawwa Inaya and Saadha Moosa	Attended a guideline meeting related to reproductive health organized by Ministry of Health
17 th to 20 th May 2022	Dr. Fahad and Hawwa Nihula	Attended Ophthal Camp in F. Atoll Hospital
26 th to 28 th May 2022	Dr. Aishath Mariya	Attended a Cancer screening program at Sh. Atoll organized by the Cancer society of Maldives
17 th June 2022	Road Safety fair 2022	Participated Road Safety fair 2022 organised by Housing Development Coparation
13 th August 2022	Mansa Program	Participated Mansa Program organised by Housing Development Corporation
23 rd to 30 th December 2022	Dr.Kahled Shehata Elshaer	Attended Circumcision Camp at R. Ungoofaaru regional Hospital



PHYSIOTHERAPY DEPARTMENT

OVERVIEW

The physiotherapy department plays a vital role in in pain relief, healing, and rehabilitation in most medical and surgical conditions.

ACHIEVEMENTS

The physiotherapy department has been having a long waitlist for its services. This was mostly due to the space constraints as well as due to the fact that there have been only 2 physiotherapists providing services. In order to address the long wait, the management has increased the no of physiotherapists to 4.

In addition to the patients coming to the hospital, the physiotherapy team has attended the patients at the Covid facility and IDMC and the inpatients at HMM too.

STATISTICS

Total Physiotherapy	10,985
Outpatients	9992
In Patients	993

RADIOLOGY DEPARTMENT

OVERVIEW

The radiology department is equipped to provide all radiological services such as X-ray, Mammogram, CT & MRI scans.

ACHIEVEMENTS

STRENGTHENING OF THE DEPARTMENT

The demand for our radiological services has been high since the time MRI and CT services were introduced. Hence, it has been a challenge to serve them all without keeping them in a long waitlist. To overcome this issue, additional radiologists and radiographers were recruited in 2022. The additional staff enabled the department to increase the no of daily services.

INTRODUCTION OF NEW SERVICE

As per the request from the MOH and the MBS, the processes to start the T2 star services has been initiated and is in the final phase by the end of 2022. This is an important service for the thalassemic children. At present the services is unavailable in Maldives and hence, if required the thalassemic children has to be sent abroad to get it. Introducing this service at HMH would be an important milestone for HMH. Once the required training is completed by the radiology staff, the service could be started.

STATISTICS

Service	Total
X-Ray taken (Total No. of Exposures)	53,040
X-Ray taken (Total No. of Patients)	24,837
OPG	1042
C-arm (in OT)	86
Ultra Sound Scan Done	5172
CT- Scan (No. of studies)	2751
MRI Scan (No. of studies)	1849
Mammogram	192

CHILD DEVELOPMENT CENTRE

OVERVIEW

The Child Development Centre (CDC) is a child-centered and family-focused service for children involving both health and community services. It is a new service and the first of its kind in the Maldives to house rehabilitative specialized disciplines under a common roof and provide multidisciplinary care. Our focus is to minimize institution and promote community-based care by the provision of assessments, individualized interventions, therapies and support to address concerns of the children.

CDC cater for those who have, or are suspected of having, developmental problems such as:

1. Developmental delay or intellectual disability
2. Pervasive Development disorders.
3. Neurological conditions, e.g., cerebral palsy, developmental co-ordination disorders, dyspraxia.
4. Syndromes and/or behavior problems associated with developmental delay.
5. Neurodegenerative disorders.
6. Specific learning Disorder.
7. Motor skill delay.

The center is staffed by a skilled multidisciplinary team including:

1. Psychologists.
2. Occupational therapists.
3. Physiotherapists.
4. Speech language therapists.
5. Social worker.
6. Developmental pediatrician.
7. Prosthetist/ Orthotist.

FOCUS

- To provide multidisciplinary services to promote child health and well-being, enhance emerging competencies, and minimize developmental delays.
- To minimize institutionalization and promote community-based care by providing appropriate interventions and guidance to chil-

dren and their families to achieve goals and improve child development within the context of home, family, school and immediate social environment.

- To provide parents and community with resources, information and skills to enhance the child's developmental skills

OBJECTIVE

- Early identification
- Evaluation of children whose health development is compromised
- Provision of appropriate intervention to improve child's development

ACHIEVEMENTS

JANUARY 2022

- Establishment of the new building enabled to officially open the center to public
- Started work with a Physiotherapist, Psychologist, Pediatrician, Prosthetist, and two Occupational therapist, a speech therapist, a therapy assistant and 2 admin staff.

MARCH 2022

- Team grew by the addition of a Speech therapist, a Physiotherapist, a Therapy assistant, a Social worker, and a Manager. Also, one of our occupational therapist resigned.

JULY 2022

- Few members of our team resigned due to personal and educational reasons.

AUGUST 2022

- Held a career Awareness Day
- Participation in an international conference

SEPTEMBER 2022

- Our team had expanded to a total of 3 speech therapists, 2 psychologists, 1 occupational therapist, 2 physiotherapist, 1 paediatrician,
- 1 social worker, 1 prosthetist/orthotists,

- 1 manager, 2 therapy assistants, and 4 admin staff.
- Started working shift duties on Mondays and Wednesdays

NOVEMBER 2022

- Conducted a wheelchair fitting session in collaboration with Assisted Living

FACILITY

Child Development Centre comprises of 4 clinical rooms, a gym, an admin area, and a corridor with open space. The space is child-friendly with space for children to move around freely.

SERVICES

- Empowering and enabling families to become problem solvers who are independent of services.
- Comprehensive assessments by specific professions and/or by a multidisciplinary team.
- Providing medical individualized intervention plans for children with identified developmental needs and their caregivers.
- Conduction of group sessions to teach social and coping skills along with therapy.
- Medical assessment and follow-up of children diagnosed of suspected developmental concerns.
- Community engagement-communication with caretakers and educational institutions to integrate care plans within the child's daily environment.
- Provide assistance and guidance in acquiring rehabilitative tools and equipment.
- Collaborating with local tertiary care services for pediatric neurology, child psychiatry, orthopedics and other areas that are available.
- Working with agencies to acquire assistive devices.

PEDIATRICS

- Pediatrics is the branch of medicine dealing with the health and medical care of infants, children and adolescents from birth up to the age of 18.
- They manage physical, mental, and emotional well-being of the children under their care at every stage of development, in both sickness and health.
- Assessing all aspects of development- motor skills, interaction skills, play behavior, language and communication, and cognition are an important role played by pediatricians.
- They are a source for continuing information regarding referrals and management of the medical condition by providing psychological support and awareness to the family.

PSYCHOLOGICAL SERVICES

- This branch of psychology studies of the psychological processes of children and, specifically, how these processes differ from those of adults, how they develop from birth to the end of adolescence, and how and why they differ from one child to the next.
- They identify and diagnose psychological, emotional, or behavioral disorders of children and provide services to them while being part of a multidisciplinary team to ensure that the best treatment plans are provided.
- Developing and implementing individualized treatment plans and therapeutic processes to children is one of the most important part as a child psychologist.

Psychological Services available at Child Development Center

- Behavior therapy
- Child-centered therapy
- Group therapy
- Emotionally-focused therapy
- Parent-child interaction therapy

Other Services available at Child Development Center

- Social skill development
- Individualized intervention plans
- Supportive sessions for parents, if needed
- Comprehensive psychological assessment

OCCUPATIONAL THERAPY

- Occupational therapy applies specialist approaches and techniques to maximize a child's engagement, achievement and independence in all activities, including those at school, play, leisure and self care skills such as dressing and feeding.
- They assess and determine where delays or limitations are coming from, especially in the areas of fine motor skills, cognitive skills, social development, and establishing self-care routines.
- Working with Prosthetists, Psychologists, Pediatricians, Physiotherapists, Speech therapists, and Social liaison to provide a multi-disciplinary rehabilitation process and improve movement, functionality and independence of the child is all part of being an occupational therapist.

PHYSIOTHERAPY

- Physiotherapy and rehabilitation are therapy processes that are aimed to optimize functionality, mobility, independency and well-being of an individual.
- They provide assessments, diagnosis, treatment and advice exercises for children presenting with general development delay with/without pathology where it impacts on their gross motor development.
- They also ensure that they work as part of a multidisciplinary team for a holistic approach to provide specialist assessment of equipment for mobility and posture.
- Such include improving gait/gait training, muscle strength and functional mobility.

SPEECH THERAPY

- Speech-Language therapy work to prevent, assess, diagnose and treat speech-language abilities, social communication, cognitive-communication and swallowing disorders in children and adults.
- They also provide aural rehabilitation for individuals who have hearing disabilities and provide augmentative and alternative communication (AAC) systems for individuals with severe expressive and/or language comprehensive disorders.
- They train and provide education to family/caregivers and other professionals with collaboration with each other to ensure that the best care is given to patients.

PROSTHETICS/ORTHOTICS

- Prosthetics is defined as a branch of medicine focusing on the manufacturing and fitting of artificial body parts (prostheses) for patients with deformities and amputations. Whereas, Orthotics is defined as the practice of designing and providing special assistive mechanical aids (Orthoses) that prevent or assist movement of weakened or injured joints or muscles.
- These specialists assess children for supportive devices like braces or splints (orthoses) and follow-up with treatment plan.
- They also design, make and fit supportive devices to facilitate with rehabilitation processes and improve movement, functionality and independence of children.
- They work alongside with Occupational therapists, Speech therapists, Psychologists, Pediatricians, Physiotherapists, and Social liaison to ensure the most efficient multi-disciplinary care is provided.

SOCIAL WORK

- Social work is a practice-based profession that promotes social change, cohesion, development, and empowerment of people and communities.
- They Conduct initial assessments/ interviews of family situation and make on-site visits to determine needs and goals.
- Other roles of a social worker include reaching and advocating for public assistance and assistive resources for patients, providing crisis intervention as needed, and coordinating treatment plan and maintain ongoing contact with outpatient providers for the continual care of patients.
- They also refer individuals to appropriate treatment centers, as indicated by the multi-disciplinary team they are a part of and monitor planned actions by pediatric follow-ups.

SERVICE STATISTICS

During the year of 2022, a total of 341 patients were registered in CDC, out of which 193 patients have received or are receiving services, including 37 island patients. A total of 4944 appointments were given during this period, out of which 333 were DNAs and 415 were informed cancellations.

Patients Received/Receiving Services by Specialties

Pediatrics	133
Psychology	59
Speech Therapy	130
Occupational Therapy	73
Physiotherapy	69
Prosthetics/Orthotics	35

Patients in Waiting by Specialties

Pediatrics	20
Psychology	176
Speech Therapy	114
Occupational Therapy	234
Physiotherapy	16
Prosthetics/Orthotics	11

Appointments by Specialties

Physiotherapy	1160
Speech Therapy	1053
Psychology Sessions	961
Occupational Therapy	757
Pediatric Consultations	172
Prosthetic/Orthotic Sessions	122

INCLUSION CRITERIA

Child must be below the age of 18.

Child must have Developmental delay in 2 or more domains (global developmental delay):

- Developmental delay or intellectual disability
- Pervasive development disorders
- Neurological conditions such as cerebral palsy, developmental co-ordination disorders, dyspraxia
- Specific learning disorders
- Motor skill delays
- Neurodegenerative disorders
- Complex medical needs referred from pediatrician/specialist for co-ordination of care and further management.
- Behavioral or emotional difficulties associated with a developmental disorder and/or physical disability such as ID, GDD, SLD, ASD, ADHD, DCD, DMD, Language disorder, Tourette's and Tic Disorder, etc.

ASSISTIVE DEVICES

CDC has prescribed a total of 81 assistive devices in 2022:

- 34 AFOs
- 16 WheelChairs
- 10 Walkers
- 08 Standing Frames
- 06 NSPA Services
- 02 Hand Splints
- 01 Weighted Vest
- 01 Pencil Grip Pen
- 01 Assistive Chair
- 01 Bath Seat
- 01 Go to Seat

WORKSHOPS AND TRAININGS

Continuing Professional Development (CPD) is a combination of approaches, ideas, and techniques that helps in career growth and development. As a team, we conduct CPD sessions every Sunday to discuss their knowledge, best practices and challenges, which helps to improve the quality of service.

Career Awareness Day 2022 – As part of creating awareness about career pathways related to Allied Health Professionals, we conducted a career awareness day for school and college students. The purpose of the day was to share information about the workplace, our jobs, and skills and education required for success in Allied Health Professions.

Psychological First-Aid (PFA) Training Session – Psychological First Aid Training – We took part in a training program held by the Red Crescent to learn on how to be there for people who have gone through distress or trauma during disasters and emergencies.

HINAI Training Sessions – Our team took part in a training session conducted by HINAI team. HINAI is a comprehensive hospital management system that could be deployed on any platform and used on any web browser. The training taught on how to use the management system as Hulhumale' Hospital plans to transition from a manual system to HINAI Web.

2nd Rehabilitation Conference (SLMA) – Our team took part in an international conference organized by Sri Lanka Medical Association, where we learned about approach to neurodevelopmental disorders in children, speech therapy perspective of Autism Spectrum Disorder, rehabilitation of muscle disease in children, psychological aspect in trauma and disability, and social support for individuals with disabilities and their families.

Conference regarding people with Physical Disabilities – Ministry of Gender, Family and Social Services

World Mental Health Day 2022

Religious Scholars workshop on mental health – WHO – HPA

Public Lecture on Mental Health

National Campaign on Mental Health – HPA

EVENTS AND ACTIVITIES

Mental Health Day 2022 – We took part in World Mental Health Day 2022 Open Day event organized by Health Protection Agency, World Health Organization and the Centre for Mental Health, where we were able to provide psychoeducation to the public.

Career Awareness Day 2022 – As part of creating awareness about career pathways related to Allied Health Professionals, we conducted a career awareness day for school and college students. The purpose of the day was to share information about the workplace, our jobs, and skills and education required for success in Allied Health Professions.

COLLABORATION WITH OTHER HOSPITALS

In August 2022, CDC began collaborating with regional hospitals, mainly to provide professional advice and support. CDC has held several online meetings with the Kulhudhuffushi Regional Hospital and Addu Equatorial Hospital to provide support in setting up child development services. A team from Kulhudhuffushi visited CDC in November in order to have a better understanding of how the facility works. Following the visit, senior staff of our team visited Kulhudhuffushi to provide input and feedback on how their services are being provided. We also prepared a minimum requirement plan for the initial establishment of their services.

ACHIEVEMENTS

- Established the first multidisciplinary service centre in Maldives.
- Weekly CPD sessions where discussions, ideas, opinions and information is shared within the team.
- Successful collaborations with schools, families, authorities in creating therapy plans.
- Establishment of integrated therapy based on block mode of service delivery.
- Initiated comprehensive assessments for children with various needs.
- Working closely with NSPA to get specialized wheelchairs, weighted jackets, AFOs, and other assistive devices.
- Speech department initiated using AVAZ application (an Alternative Augmentative Communication device) for non-verbal children.
- Career awareness session on different Allied Health professions for students and college students.
- Establishment of a good connection with other Child Development Centres in regional hospitals.
- Significant improvement in children's condition and functionality.

CHALLENGES

- Difficulty in the procurement and availability of diagnostic tools.
- Limitation of rooms and therapeutic tools and equipment.
- Delays and time frame in delivering AFOs and prosthetic equipment.
- Difficulty in hiring Allied health professionals – ICP
- Lack of vocational training programs available

MEDICAL CONDITIONS SEEN OVER THE YEAR

- Global Developmental Delay
- Autism Spectrum Disorder
- Attention-Deficit Hyperactivity Disorder
- Intellectual Disability
- Cerebral Palsy
- Down's Syndrome
- Spoken language disorder
- Children with sensory disabilities
- Traumatic brain injuries
- Learning disabilities
- Neurodegenerative disorders
- Developmental dysplasia
- Epilepsy
- Genetic conditions

- Ataxia telangiectasia
- Arthrogryposis Multiplex Congenita
- Myasthenia Gravis
- Duchenne Muscular Dystrophy
- Sanfilippo Syndrome
- Encephalopathy
- Congenital talipes equinovarus
- Lissencephaly
- Ehlers-Danlos syndromes
- Ketogenic acidosis
- Prader Willi Syndrome
- Klinefelter Syndrome
- Tuberous Sclerosis
- Angelman Syndrome

OUTLOOK

- Plans to start more assessment and screening programs.
- Plans to start hearing screening and feeding therapy.
- Robust use of Alternative Augmentative Communication (AAC), both high-tech and low-tech.
- Development of Alternative Augmentative Communication (AAC) app in Dhivehi.

GOVERNANCE AND MANAGEMENT

- Technical Assistance Received (details of workshops and trainings)
- Maldivian Red Crescent facilitated standardized Basic First Aid (1 Day) and 1 Psychological First Aid Training (1 Day) for 25 Participants from CDC and HMM. The training was delivered by trained trainers of MRC.
- Feeding Therapy training session held by Thibaa.
- Religious Scholars Workshop on Mental Health 2022 (WHO, HPA).

RISK MANAGEMENT

CDC works with children of various disabilities and disorders and great emphasis is given on risk management, patient safety and quality care. Clinical governance and patient safety sessions are conducted during our CPD sessions.

Overview of each Department 2022 (CDC)

KPIs & Results (Key Performance Indicators)	
Total Number of Patients Registered	345
Total Number of Patients received/receiving Therapy	196
Number of Patients received/receiving Speech Therapy	142
Number of Patients received/receiving Occupational Therapy	58
Number of Patients received/receiving Psychology Services	62
Number of Patients received/receiving Physiotherapy	69
Total Number of Prosthetic/Orthotic Consultations	124
Total Number of Pediatric Consultations	166
Total Number of Workshops, Sessions and Trainings Staff Attended	11
Total Number of Continuous Professional Development Sessions (CPDs)	42
Total Number of School Visits and Home Visits	18
Total Number of Assistive Devices Prescribed	81

ACTIVITIES CARRIED OUT DURING THE YEAR

- Career Awareness session for school leavers and college/university students and parents.
- World Mental Health Day Fair 2022.

FUTURE GOALS

- Starting more assessment and screening programs based on the availability of diagnostic tools and materials
- Starting hearing screening as well as feeding therapy
- Robust use of Alternative Augmentative Communication (AAC)
- Development of AAC Application in Dhivehi

- Aiding parents to get access to therapeutic applications and required devices
- Begin prosthetics and orthotics workshop
- Increasing public awareness on early signs to detect developmental delay
- Parental psychoeducation
- Working on retention strategies for Allied Professionals
- Seeking options for more vocational trainings

STATISTICS

MENTAL HEALTH DEPARTMENT	
Psychiatry	1028
Psychology	519



MENTAL HEALTH DEPARTMENT

OVERVIEW AND ACHIEVEMENTS

Mental health concerns have been recognized as a significant challenge faced by the community. In response to this, The Mental Health Centre (MHC) was established on 10th October 2022 as a collaboration between HMH and the Cadabams Group of Health Care, India. The newly established mental health centre provides wide range of services including diagnosis and treatment of mental health conditions and plan to conduct community outreach and education programs to raise awareness about mental health issues.

The services of the centre were well received by the public as evidenced by the long waitlist in this short time period of time since the services were initiated. The professional team consists of staff from both HMH and the Cadabams group, who are working together to provide comprehensive mental health care.

In addition to the services provided in the centre, the team has initiated community services, mainly focused on the schools. In this regard, an introductory meeting was held with Ghazee School and sessions were planned for the students, parents and teachers.

The Center aims to extend its services to schools in atolls through online sessions, empowering educators to address various mental health challenges faced by their students.

PUBLIC HEALTH DEPARTMENT

OVERVIEW AND ACHIEVEMENTS

Public Health Center provides services for preventive health and promoting healthy lifestyles required for individuals seeking services from Hulhumale' hospital, for staff, and for the community of Hulhumale'.

The statistics show the services provided by our team such as immunizations, child health services, NCD clinics, tobacco cessation and home visits to bed-ridden patients. In addition, Public Health Center conducts awareness activities for the community of Hulhumale' by various activities and preparation of health messages for posting on the hospital social media. PHC also looks after staff wellbeing of Hulhumale' Hospital, where we provide staff vaccinations and ensure that staff are adequately vaccinated for Measles and Rubella, Influenza, Hepatitis B and Covid-19.

In the first half of 2022, PHC staff contributed greatly to the national program for Covid-19 vaccination, due to which many of our regular health promotion activities and services were compromised. In 2022, Hulhumale' Hospital team has provided 12,479 Covid vaccinations for adults above 18 years and children between 12 years and 17 years.

We also continued our regular services including childhood immunization, growth monitoring, NCD Clinic, tobacco cessation clinic (face-to-face as well as phone counseling), home visits to bed-ridden patients and provision of DOTs to TB patients. In 2022 we saw significant growth in service demands and delivery compared to previous years, mostly due to the increase in the population of Hulhumale'. Childhood immunizations given in 2022 increased by 48% from 2021 and by 6% from 2019 (pre-Covid-19). Growth & development monitoring done for children below 5 years increased by 72% from 2021 to 2022, however, there was a 45% decrease from the last pre-covid year (2019 to 2022). We had 37 tobacco cessation clients in 2022, of which 12 quit smoking, with a quit rate of 32%.

Public Health Unit also engages in disease surveillance, including case investigations for communicable disease, and collecting stats on HIV, Hep B and STIs, and Dengue patient locations from Medical Records Department, which we share with HDC mosquito control team and engage in mosquito control in Hulhumale' city in collaboration with HPA and HDC. We actively obtained updates on surveillance methods and forms from HPA and held regular refresher training sessions for doctors and nurses on disease notification in order to improve accuracy and outputs of disease notification and reporting.

HEALTH PROMOTION ACTIVITIES CONDUCTED FOR THE STAFF

- 6th Jan 2022: Began the year with inauguration of Staff Health Challenge 2022 (67 staff participated). Challenge aimed to promote the 3 key components of healthy lifestyle that contribute to 80% of non-communicable diseases smoking in an enjoyable way, i.e.

maintaining a healthy weight through healthy diet and physical activity, increasing physical activity and quitting smoking. Winners were selected and given an award and certificate and the activity ended with an experience sharing get-together.

- Healthy breakfast for HMM staff on World Diabetes Day 11th Nov 2021.
- Staff Health Screening for Hulhumale' hospital staff on 13th, 14th and 16th Nov 2022. Total of 167 staff were screened, and investigations given for those at high risk, staff with detected chronic diseases referred to NCD clinic for regular treatment, those with risk factors referred for tobacco cessation and dietary counseling.

Training Workshops conducted by PHC:

- 13, 15, 17, 21 Mar: Tobacco cessation training for 11 Health care professionals in Hulhumale' (including HMM staff (doctors, nurses, PHOs) and School Health Officers from 3 schools in Hulhumale'. Training was conducted by TOT trained staff who received WHO TOT training in tobacco cessation.

The PHC team are looking forward to develop and strengthen the services further and conduct more awareness, staff trainings and more community based public health activities in the coming year too.

STATISTICS

PUBLIC HEALTH ACTIVITIES	
Immunizations (total)	17,894
- Childhood Vaccination (EPI and optional vaccines including birth dose given in wards) MR vaccine additional dose	3264
- Travel vaccines	948
- Influenza & other vaccines for Public (E.g. Varicella, Hep-B) MR vaccine Fiyavathi/ schools	595
- Covid vaccination	13,392
- Covid Vaccination for bed-ridden patient	71
- Staff vaccinations (MR, Hep B, Influenza, other)	415
Growth monitoring	5751
Deworming	427
Vitamin A	1011
NCD clinic (No. of patients consulted)	121
GRBS	252
BP Check	1798
Tobacco cessation (phone / face-to-face counseling)	118
Individual Health Education: (Nutrition , HTN , DM, Exercise)	1438
Home visits to bed-ridden patients	174
DOTS for TB patients: (no. of interactions, as each patient comes daily for treatment)	839
HEALTH EDUCATION SESSIONS	167
OTHER EVENTS/ACTIVITIES CONDUCTED BY PHU	47

STATISTICS OF CLINICAL SERVICES

OUTPATIENT CONSULTATIONS

Speciality	Total
Anesthesiology	558
Cardiology	1,247
Dental Department (total)	7,612
Dental	6,214
Orthodontist	378
Oral and Maxillofacial Surgery	1,020
Dermatology	4,623
ENT	4,274
Immunologists	1
Internal Medicine	10,220
Nephrology	160
Obstetrics and Gynaecology	5,927
Obs & Gynaecology OPD	3,140
ANC	2,577
Other RHC consultations	210
Oncology	812
Ophthalmology	6,556
Optometry	2,155

Orthopedics	5,974
Paediatrics	9,848
Urology	40
Psychiatry	1,028
Surgery	2,901
EM PHYSICIAN	398
Total No. of Specialist Outpatient consultations	64,853
GENERAL OPDS	
GOPD, Green OPD	78,840
Flu Clinic/Flu OPD	40,242
Casualty & Emergency Department (ER, DR, EPR)	5,759
Total	124,841
Total number of Outpatient consultations	189,694
ADMISSIONS & OBSERVATIONS	
Total No. of Admissions	2763
Total No. of Discharges	2,673
No. of patients kept for observation (ER)	2,924

No. of patients kept for observation (Isolation Room)	975
BED OCCUPANCY	
Total Bed Occupancy for the month	7933
No. of Beds	65
Bed Occupancy Rate	33.44
Total length of Stay	7620
Average length of Stay(Discharge & Dead patients)	2.77
DELIVERIES	
Total Deliveries	337
Normal deliveries	166
Lower Segment Caesarean Section (LSCS)	159
Instrumental Deliveries	12
Total Perinatal Emergencies	
Post Partum Haemorrhage (PPH)	15
Abortions	46
Total Other Obstetric and Gynaecological Procedures	65
Total Deaths	75
REFERRALS	
Total Emergency Referrals	

Referrals to IGMH	135
Referrals to ADK	33
Ref TreeTop Hospital	30
Referrals to other centers(HMF)	24
SURGERIES BY SPECIALITY	
DEPARTMENT	TOTAL
ENT	25
Obstetrics and Gynaecology	253
LCSC	167
Emergency LSCS	114
Elective LSCS	53
Other Gynaecological surgeries	86
Ophthalmology	19
Orthopedics	199
Surgery (General surgery)	379
Maxillofacial surgery	66
Total no. of Surgeries in OT	942
Major Surgeries in OT	421
Minor Surgeries in OT	521
OTHER SERVICES	

SERVICES	TOTAL
Chemotherapy	1259
Dialysis	6830
Ophthalmology procedures	3876
ENT procedures	169
DENTAL procedures	1835
Speech therapy	1055
LABORATORY SERVICES	
Laboratory investigations	
Out Patient Investigations	409220
In Patient Investigations	24281
Total no of investigations	433,501
Patients for Laboratory Services	
No. of Out Patients	63833
No. of In Patients	5611
Total no of patients for laboratory investigations	69,444
Histopathology & Cytology	
Fluid Cytology	36
FNAC	318
FNAC (USG guided)	
Pap smear /Vaginal Cytology	282

No. of x-matches (cross matches)	1890
Total no. of Blood Transfusions	
For Thalassemia Cases	30
For Pregnancy Cases	26
For Anaemia Cases	246
Others	51
In-vivo investigations	
ECG	8111
Echocardiography	657
Total In-vivo investigations	8,768
REPRODUCTIVE HEALTH CENTRE	
Services	Total
No. of ANC clients	2867
No. of PNC clients	596
No. of WWC & FP screenings	304
No. of outreach Breast/Cervical cancer screenings	63
Total no. of Breast & Cervical Cancer screenings	50
No. of PAP smears collected for Cervical cancer	93
No. of Colposcopy	4

Family Planning (total no. of clients)	
IUD insertion	21
IUD removal	4
Depo Provera injection	36
Implant Insertion	63
Implant removal	43
other Family planning methods	206
No. of immunizations (for pregnant mothers)	601
Individual Counseling and Health Education (no. of clients)	1164
Breast feeding counselling	199
Family planning counselling	95
Other health education	838
Group education sessions (e.g. Clients forums) -no. of persons educated	908
NST	224
INFECTIOUS DISEASE MANAGEMENT	
Admissions	357
Discharges	344
Transfer	22
Deaths	23

□

INFECTIOUS DISEASE MANAGEMENT CENTRE

STATEMENT OF THE HEAD OF DEPARTMENT

As the only Center dedicated to treatment for Infectious Diseases in the greater Male' area, our aim is to provide patients with the care they need in accordance with the policies & guidelines setup by the government authorities and the Hospital. While the tasks are challenging, we aim to overcome these challenges with a dedicated team of doctors, nurses, administrative & support services together.

As a head of IDMC, I have enjoyed assisting the hospital management to achieve the institutional goals and implement the strategies. I would like to continue this tradition of success by further streamlining and refining our performance metrics to truly assess and maximize the impact of what we do.

OVERVIEW

The center is Utilized to care and treat for covid-19 patients. There is a total of 9 Doctors, 20 Nurses & 6 Administrative staff overlooking the whole operations of the center. The center consists of:

- 2 Ward (36 bed)
- I.C.U (5 bed)
- Isolation ward (3 rooms)
- Dialysis room (4 beds)
- X-ray room (Not in use)
- Laundry (Not in use)

TECHNICAL ASSISTANCE

During the year 2022, the center has received training for both Medical & Administrative together, & separate trainings for medical staff. IT related & soft skill trainings were held for both medical & administrative staff together in order to improve the IT skills and communication skills required by both set of staffs.

Individual trainings were held targeted to both doctors & nurses working at the center. Trainings were held for administrative staff include customer service training, Dhivehi literature training and orientation session for HR policies.

All the trainings were held to guide the staff into improving their technical & non-technical skills required when performing the job.

CLINICAL AUDITS

A total of 3 clinical investigation were carried out by HMH QAD regarding 3 patient related issues. And also 1 administrative investigation done by HMH QAD regarding a property damage at the ward.

EXPECTED IMPROVEMENT BY HOSPITAL

- CCTV installation works to be completed in order to provide better security services.
- Discussions with stakeholders to be made occasionally in order to keep policies (patient related protocols/guidelines) up to date with the current pandemic situation.
- Better parking facilities for the staff in the future.
- Setup of the proposed laundry, x-ray room & kitchen to be completed.
- Backup generator and Waste Autoclave machine needs to be moved to IDMC.
- Pathway for ambulance and Wamco vehicle needs to be done properly with pavement stone.

OPERATIONAL HIGHLIGHTS OF IDMC

A total of 357 Admissions were done in the year 2022. 132 Patients were discharged, 182 Patients were discharged under Community based isolation, 8 patients left against medical advice from the Centre & 12 deaths.

Admission												
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
	158	65	8	4	2	38	29	7	5	17	17	7
Male	66	32	3	2	0	20	11	3	4	8	8	3
Female	92	33	5	2	2	18	18	4	1	9	9	4
Maldivian	146	60	7	3	2	35	26	6	5	14	17	7
Foreigner	12	5	1	1	0	2	3	1	0	3	0	0

DISCHARGE / CBI / LAMA / TRANSFER / DEATH DETAILS												
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Discharge	29	34	5	1	3	5	18	7	5	9	13	3
C.B.I	80	47	2	1	0	21	16	1	1	5	4	4
L.A.M.A	4	3	0	0	0	1	0	0	0	0	0	0
Death	5	12	0	0	0	2	0	1	0	0	3	0
Transfer	7	11	3	1	0	0	0	0	0	0	0	0
TOTAL	125	107	10	3	3	29	34	9	6	14	20	7

TRANSFER BREAK DOWN												
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
IGMH	6	11	2	1	0	0	0	0	0	0	0	0
HMH	0	0	1	0	0	0	0	0	0	0	0	0
FIF	1	0	0	0	0	0	0	0	0	0	0	0

- A three-Room Isolation ward was setup with full functionality in order to prepare to treat other infectious disease along with Covid-19 within the center.
- A new 9 Bed I.C.U was setup with full functionality on the 1st Floor of the Centre on standby.
- All operations which were setup at HMF (Hulhumale' Medical Facility) has been moved to IDMC
- Emergency response plans for the center was finalized.
- Standard Operating Procedure for the Center was written, approved & finalized.
- Autoclave system was streamlined.

NURSING DEPARTMENT

OVERVIEW

Improving nursing standards has become increasingly important to meet the ongoing demands of patient care throughout the healthcare industry. For us, responding to this need starts with strengthening our recruitment and retention functions. With the influx in population of Hulhumale' City, the number of patients visiting Hulhumale' Hospital also has doubled. In collaboration with HR team, nursing department has been able to recruit nurses, with majority of local nurses. By the end of year 2022, the number of staffs under nursing department were a total of 195 nurses and 53 attendants.

Nursing Department oversees several units including Emergency Room, Dialysis Unit, Oncology Unit, Operation Theater, Reproductive Health Center, and all inpatient which are, Gynae Ward, Surgical Ward, Pediatric Ward, Medical Ward and Private Rooms. In addition, outpatient services such as dressing room, procedure rooms and OPD rooms are also managed by nursing department.

As per the demand of the public, nursing services were also expanded in 2022. Additional shift duties were started for dialysis staffs as the number of patients requiring dialysis treatment increased rapidly. Admission rates in Medical Ward increased and thus, additional 5 beds were kept after extending the Medical Ward. Adolescent health was initiated in the year 2022, from Reproductive Health Center as part of their mandate. In addition, nurses have given first aid assistance in several futsal tournaments held in Hulhumale' by various agencies.

The biggest achievement in 2022 was the recruitment and the retaining of nurses, implementation of the new consent form which was drafted and finalized by the nursing standard and practice committee, participation and achievements in staff inter-departmental sports tournaments, such as futsal and volleyball. Challenges faced during 2022 were, increase in workload and staff shortage due to this, budget constraints, limited opportunities for professional development and advancement, and maintaining patient satisfaction due to the increased number of patients.

As head of department, I would like to express my deepest gratitude for the tireless work done by nurses and attendants, especially in managing the increasing number of patients visiting Hulhumale' Hospital. The dedication and sacrifice shown during these challenging times are truly admirable and has not gone unnoticed.





	DETAILS
1	On 5 th November 2022, Oncology Nurses visited F. Dharaboodhoo and Magoodhoo to take awareness session.
2	Oncology Nurses arranged an online session for the nurses and doctors from all health care facilities in Maldives regarding Oncological emergencies and palliative care.
3	Oncology Nurses arranged a session about chemotherapy to the nurses who are involved in administering chemotherapy (from IGMH, TTH, ADK, AEH and LAH) about basic concept of chemotherapy.
4	On 9th January 2022 at 10:30am Nurses from Reproductive Health Center conducted an awareness PPT session, at 14:00hrs, for HMH staff.

5	On 4th February Nurses from Reproductive Health Center conducted a session on Healthy Eating for Hulhumale' Hospital staff by a facilitator from SHE.
6	Nurses from Reproductive Health Center, Gynae Ward and Labour Room on 20th February 2022, safe Infusion Therapy and Hands on Training to the nurses. Participants included Gynae Ward, RN. Aminath Rashfa and SRN. Aishath Najuma, from Labour room; SRN. Aminath Siyara, SRN. SRN Mariyam Suneetha, SRN. Fathimath Rishfa and RN.Mariyam Eenaas Solih.
7	On 6 th March 2022 Reproductive Health Center, Gynae Ward and Labour Room conducted a workshop with HPA in collaboration with IGMH Nurses to mark "World Birth Defects Day 2022", participants included SRN. Midh-hath Ahmed, CN. Fathimath Abdhul Qayyom.
8	On 9th March 2022, Nurses from Reproductive Health Center, Gynae Ward and Labour Room conducted an advocacy session. Participants included from Labour Room, SRN Fathimath Mohamed Fulhu, SRN Mariyam Suneetha. From Reproductive Health Center, RN. Faminath Rashfa, SRN. saadha moosa,RN. Bidhaayath Thoiba.
9	From 13 th to 17 th March 2022, Tobacco Training Session as a Refresher Course was conducted by Ministry of Health and World Health Organization. Participants included all Nurses and staff from Reproductive Health Center and RN. Ameenah Ali from Gynae Ward.
10	On 31 st March 2022 nurses from Reproductive Health Center, Gynae Ward and Labour Room, conducted a statistical presentation for the year 2021.

11	From 8 th to 12 th May 2022 nurses from Reproductive Health Center attended a Complimentary Feeding Session under Social and Behavior Change Communication Strategy.
12	On 5 th May, nurses from Gynae Ward and Labour Room International Midwifery Day was celebrated and plus a badge was distributed and a short informative video was shared to public.
13	On 7 th June 2022 Gender Based Violence Class for Nurses and Doctors from Reproductive Health Center was conducted by Reproductive Health Center staff
14	On 11 th June Nurses from Reproductive Health Center conducted Complimentary Feeding Exhibition at Hulhumale' Hospital for Public awareness.
15	On 13 th June 2022 nurses from Reproductive Health Center conducted a session regarding Healthy Eating for Huravee School Students.
16	From 16 th July to 20 th July 2022 nurses from Reproductive Health Center conducted training program of breast feeding and complimentary feeding for mothers affiliating with Public Health Unit.
17	On 29 th September 2022 nurses from Reproductive Health Center had conducted Breast and Cervical Cancer Session for HMH staff.

18	On 6 th October 2022, SRN. Fathimath Mohamed Fulhu, SRN. Aishath Sudha, CN. Mariyam Shabeen and SRN Saadha Moosa attended Medication Error Session conducted by Nurses from Reproductive Health Center.
19	On 9 th October 2022 Nurses from Reproductive Health Center had a Medical Camp on Screening for cancer as an outreach program at Th. Villifushi by Clinical Nurse. Mariyam Shabeen and Clinical Nurse. Fathimath Abdul Gayyoom.
20	From 19 th to 12th November Nurses from Reproductive Health Center, Gynae Ward and Labour Room conducted CPD and QAD session which was attended CN. Mariyam Shabeen, SRN. Fathimath Rishfa, SRN. Saadha Moosa, SRN. Midh-hath Ahmed, CN. Fathimath Abdul Qayyoom.
21	On 20th November GBV class conducted for all Coordinators by CN. Mariyam Shabeen Nurses by Reproductive Health Center.
22	On November to mark 'World Diabetic Day' a Facilitator from SHE, in affiliation with RHC nurses, conducted a GDM forum for ANC mothers.
23	On 23rd November Nurses from Reproductive Health Center, Gynae Ward and Labour Room conducted a session on O&G Statistic Presentation cone with case review among O&G staff, MOs and Consultants.
24	On 25th November nurses from Gynae Ward and Labour Room had conducted PPT presentation on PPH and a Drill as per in-service programe done for year in monthly basis.

25	On 29th November GBV Session was conducted for HMH Staff by nurses from Reproductive Health Center, to mark International day for the elimination of violence against women.
26	On 13th December nurses from Reproductive Health Center conducted a session regarding Healthy Eating for Huravee School Students.



TRAININGS ATANDED BY NURSES

#	TRAINING/MEETING DETAILS
1	One nurse attended the BIRTH DEFECT TRAINING
2	Six nurses attended the FIRST 1000 DAYS OF LIFE
3	Four nurses attended the CME (MANAGEMENT OF 1st STAGE
4	Nine nurses attended the AIRPORT DRILL ORIENTATION (IGMH)
5	Two nurses attended the Product Training B Braun
6	Two nurses attended the WARD MEETING AIRPORT DISCUSSION
7	Two nurses attended the BUILDING A CULTURE OF PATIENT SAFETY (VIRTUAL SESSION)
8	Seven nurses attended the MENTORING WORKSHOP

9	Five nurses attended the CPAP AND BIPAP
10	Three nurses attended the WORLD TB DAY 2022
11	Thirty-Four nurses attended the "NIGHTINGALE: NURSES SOFT SKILL TRAINING WORKSHOP"
12	Six nurses attended the HMM- HR Software Training
13	Two nurses attended the International Nurses Day Seminar Invitation by Tree Top Hospital
14	One nurse attended the CANCER MANAGEMENT PHARMACOTHERAPY
15	Seven nurses attended the Communication Training Program
16	Six nurses attended the Infection Prevention Strategy moving from scrubbing to rubbing + instrument care and maintaining
17	One Nurse attended the Ophthalmology training Zeiss
18	Two nurses attended the HMM Clinical Governance Framework
19	One nurse attended the Basic Microsoft Training
20	One nurse attended the Mental Health Training
21	One nurse attended the Advanced Excel Training Program
22	One nurse attended the HAND HYGIENE TRAINING
23	Two nurses attended the MATACHANA TRAINING

24	Two nurses attended the CRITICAL CARE ADVANCE VENTILATION AND DEFRILATION
25	Two nurses attended the Excel Training Program
26	One nurse attended the baclofen infusion training
27	One nurse attended the MH GAP Master training
28	One nurse attended the IJCHP 2022 Moving from Silos to Synergy in Evidence-Based Practice
29	One nurse attended the HIMS training
30	One nurse attended the PSYCHIATRIC FIRST AID TRAINING
31	Nine nurses attended the CPD & QAD MEETING
32	Four nurses attended the SESSION ON MEDICATION ERRORS BY QA
33	Three nurses attended the DR. REDDY'S NIGHTINGALE WORKSHOP
34	One nurse attended the INDUCTION SESSION
35	One nurse attended the HANDWASHING WORKSHOP SESSION
36	Two nurses attended the HIMS SOFTCARE TRAINING
37	Two nurses attended the Smoking cessation training
38	One nurse attended the World COPD day symposium 2022

39	One nurse attended the Medication Assisted training by NDA
40	One nurse attended the ACLS Training class in IGMH
41	Ten nurses attended the CHEMOTHERAPY TRAINING by Madhumitha at HMH (JUNE 2022)

LABORATORY

STATEMENT OF THE HEAD OF DEPARTMENT

The year 2022, started amidst another wave of COVID-19 where several staff were quarantined due to the illness. Laboratory was short staffed and the staff on duty were overworked and exhausted. Managerial wise laboratory was in an interim period where there was a change in the department head. With the appointment of new director of laboratory, the main areas to focus on were identified. This include the supply and management reagents, improving quality and reliability of laboratory results, resolve internal conflicts and strengthen internal relationship amongst staff.

Several actions were taken to overcome these challenges including, counting the balance stock in store by laboratory personnel and maintaining store laboratory stock by laboratory, participating in external quality control program, holding daily and monthly meetings to hear staff grievances and discuss on issues to resolve for smooth running of laboratory.

The services of laboratory increased during 2022, with the installation of a blood culture analyzer which enabled the processing of blood cultures in Hulhumale' Hospital Laboratory, installation of an analyzer which enabled fast, accurate microbial identification, and antibiotic susceptibility testing. The installation of the platelet agitator and incubator enabled the preparation of platelet concentrates in house which helped out in the treatment of oncology patients admitted in the hospital. The initiation of new services such as AMH, D-Dimer in house lead to enhancement of service of the laboratory.

The future of laboratory is bright with the implementation of the HMIS and automation of laboratory on the cards which will significantly improve the reliability and accuracy of the reported results and will help laboratory staff to focus on making the laboratory more standardized. We also aim to increase the services given by laboratory to cater to the growing needs of the public.

DEPARTMENT OVERVIEW, ACHIEVEMENTS, CHALLENGES AND OUTLOOKS

The laboratory at Hulhumale' Hospital is completely equipped with cutting-edge, fully automated chemistry, hematology, and urine analyzers to maximize testing capacity for the analysis of a variety of patient specimens, including blood and other bodily fluids. Our team includes 1 experienced visiting pathologist, 31 well-trained, qualified laboratory technologists, 7 skilled phlebotomists and 4 hardworking attendants who all work together to provide patients with quality, reliable service.

The vision of the laboratory is to become one of the best laboratories in the country which provides a wide range of tests giving out reliable, accurate and timely reports in a patient centric manner

Our objectives include:

- To provide patients with reliable results

- To give out quality reports in a timely manner
- To always be patient centric in the service being provided
- To expand the range of the investigations provided

We provide the public with a variety of laboratory investigations including biochemistry analytes, immunology investigations, hematology and coagulation investigations, testing of body fluids and microbiological testing. Our blood bank provides crossmatching of patient and donor samples and blood components preparation. In addition to this, thalassemia screening test service is given to the public free charge at the laboratory. We also give the public the service of collection and transportation of samples to IGMH and Medlab for investigations not available at our laboratory.

In the year 2022 our main focus was on reagent management and giving service to patients without interruptions. Also, to improve the quality of the results generated in the laboratory. We have achieved this to a great extent by improving the reagent ordering process and participating in an external quality control program.

One of the major challenges that we face is the unavailability of a Laboratory Information System in the laboratory. This caused the staff to be overworked and having to do repetitive manual work. In addition to this staff shortage is also an issue that we face. In addition to this, space limitations and restrictions are a huge challenge as we are unable to increase the services of the laboratory due to this.

As a Hospital Management Information System (HMIS) is in the implementation stage, we believe this will help to overcome the challenges we face to a great extent. In the future we aim to continue the external quality control program and add other analytes being tested in the laboratory to the program. Moreover, with the implementation of HMIS, we will be able to gain more insights into the statistical data of the laboratory and plan for the future accordingly. We also aim to implement the National standard for clinical laboratories published by Ministry of Health which will enable us to work for getting international standardization.

WORKSHOPS AND TRAININGS

- Continuing Medical Education (CME) on Immunohematology session held from 16th January 2022 (2 staff)
- V5600 Key Operator Training conducted by Prosynergy Medical Systems held from 22-3-22 to 23-3-22 (6 staff)
- ISDB Online training on Biosafety and Biosecurity in Microbiological and Biomedical Research, Diagnosis and Clinical Care (1 staff)
- WHO infectious Substances Shipping and Training Program held from 19-6-22 to 21-6-22 (4 staff)
- Operator Training for BacT/Alert 3D Analyzer (18 staff)
- Operator Training for Vitek Compact Analyzer (11 staff)
- Attended Launching Ceremony of National Guideline of Clinical Use of Blood on 14-6-22 (1 staff)
- BIORAD QC Seminar: Basics & Intermediate QC Systems, EQAS & Interpretation, QC Data Management in Medical Laboratory held on 14-6-22 (6 staff)
- Communications Training Program held by HR on 13-6-22, 16-6-22 and 20-6-22 for support staff (3 staff)

- Summit on Laboratory Automation held in Bangalore , India from 22-8-22 to 25-8-22 (1 staff)
- Basic Microsoft Training held on 3-9-22 (2 staff)
- V5600 Basic Operator Training (theory and practical training) held from 6-10-22 to 7-10-22 (25 staff)
- Patient Safety Symposium held by MOH from 23-10-22 to 27-10-22 (1 staff)
- 2022 AACC Middle East Conference held in Dubai from 4-11-22 to 8-11-22 (1 staff)
- HMIS key operator Training (11 staff)
- Dhivehi communication Training held from 12-12-22 to 13-12-22 (5 staff)
- Thalassemia Screening Training by MBS (4 staff trained)
- 2 staff selected for the Patient Safety and Quality Control focal points from laboratory
- Dhivehi communication Training held from 12-12-22 to 13-12-22 (5 staff)
- Thalassemia Screening Training by MBS (4 staff trained)
- 2 staff selected for the Patient Safety and Quality Control focal points from laboratory

KEY PERFORMANCE INDICATORS AND RESULTS

Quality Control – An External Quality Control Program for chemistry analytes started. The results show that the lab is performing satisfactorily.

Minimize downtime of laboratory analyzers – All the analyzers including the backup analyzers are in running condition which enabled uninterrupted, smooth running of operations in case of any technical issues in any analyzer. Whenever an analyzer was down, HMH biomedical team or vendor biomedical team attended within short period of time.

Minimize discontinuation of laboratory investigations – Direct purchase agreements and effective communication between suppliers enabled the laboratory to be run smoothly without interruptions during the year 2022 which helped in gaining confidence of public to the laboratory.

Effective reagent management – Interdepartmental communications strengthened and laboratory orders placed only after counting the physical stock in store by laboratory technical staff. All delivery notes shared with laboratory more effective reagent management.

Troubleshooting and solving issues that arise during shifts – Shift coordinators appointed and a mobile phone assigned for effective communication between other departments and laboratory during the shift.

Minimize pre-analytic, analytic and post analytic errors of laboratory – Main cause of laboratory incidents are typing or clerical errors which is the result of the large amount of manual data entry done by laboratory Technologists during the post analytic phase of testing. To mitigate this, a Hospital Information Management System with a Laboratory information System was needed and now this project is in its implementation stage.

ACTIVITIES CARRIED OUT DURING THE YEAR

- Lab Week 2022 celebration which included:
- Lab Open day for all hospital staff
- Game day for laboratory staff
- Laboratory technologist profession awareness session conducted to Rehendhi School grade 8 and 9 students
- Lab week dinner night held for lab staff
- Biggest loser challenge held among lab staff
- Lab cleaning day held before start of Ramazan Month
- Lab team participated in inter-department Volley Tournament held by HHRC
- Lab team participated in inter-department Quiz competition held by HHRC
- Lab team participated in inter-department Futsal Tournament held by HHRC
- Laboratory Staff received 1st place in the Quran Competition held by HHRC



CUSTOMER SERVICES AND PUBLIC RELATIONS

STATEMENT OF HEAD OF THE DEPARTMENT

The decision to transition from Ministry of health to Hulhumale' Hospital in 2022, was a huge consideration for me. I am pleased to be a part of Hulhumale' Hospital and with the improvements I have been able to accomplish with the assistance of management and the members of my team. Since Customer Service is the public face of Hulhumale' Hospital, it was necessary for customer service center to accurately portray the hospital as a whole. Despite the fact that this was a challenging task, I consider that we were able to accomplish it successfully. The relocation of call centers to a more spacious and technologically sophisticated has been one of the most successful endeavors, as it has resulted in an improvement in the quality of service that is offered to the public. To name only a few, one solution involves separating the admission and discharge counters from the front main counter as well as the radiology counter to give customers with both increased safety and convenience of access. In conclusion, I am looking forward to many more improvements being made available to the public in 2023 by both the CSC and Hulhumale' Hospital. It has always been a source of pleasure to see our objectives being accomplished in the most proficient way.

ACHIEVEMENTS

As the primary government hospital in Hulhumale', the unexpected rise in patient volume at Hulhumale' Hospital is attributable to the rising number of people relocating to the region. We focused on providing a clear route to service seekers as the number of patients grew. We have developed an information counter service at HMH as a distinct service in order to deliver high-quality service. In addition, we have implemented an online memo service for specialized consultations. Patients should send their appointment confirmation message together with their identification card to our telegram number, 9108606.

The number of admissions will increase according to the number of patients. Previously, admission and discharge services were administered at the main front counter, which was not optimal for both patients and employees since they also handled cash. To mitigate this, we have built a new service counter for admissions and discharges, where patients may get services in a more dependable and straightforward manner.

Due to the strong demand for MRI and CT services at HMH, we have prioritized expanding the radiology department at HMH. Historically, radiology memo service was provided inside the radiology department. However, the public has difficulty locating the location. Therefore, most patients had great difficulty reaching the counter. As a result, CSC recommendation and discussions with management, we relocated the counter near the Radiology department's entrance, where visitors can readily discover and get assistance. With the latest modifications to the counter service hours of the radiology department, we have also enhanced our staffing levels. We are also pleased to note that in 2022, the CSC extended the pool of counter staffs and clinical assistants available for rotation to deliver excellent services from relevant area.

Triage was the most congested area for individuals who came for general consultations and other clinical procedures, as the number of patients soared. Formerly, just one employee was present to create memos at the triage counter. With the expansion of triage counter service, two staff are there to create memos, and one floor manager is present to ensure that everything runs smoothly. In addition, we installed a kiosk machine developed by HMM employees to reduce floor congestion in 2022. In addition, we've added more than 30 seats to the outside waiting area to accommodate triage side service seekers in comfort. We've begun assigning priority token numbers to patients older than 65, children less than 2 years, and those with severe clinical conditions to expedite their care. Another 2022 accomplishment was the relocation of call center. Earlier, the physical location of call center made it difficult to answer calls. The new call center has improved worker efficiency, allowing them to respond to more calls simultaneously. Newly built call center was developed to enhance service quality. In the year 2022, we held eight specialized trainings for the CSC staff with the assistance of numerous technical experts in order to improve the standard of quality of the service we delivered to the customers.

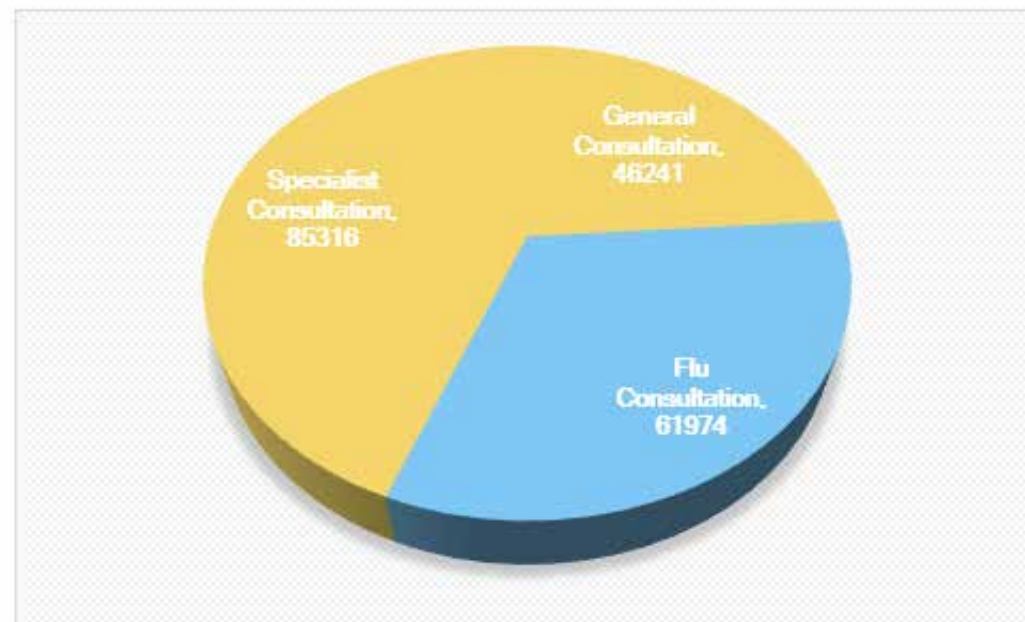
Total: 96 staffs

Staff allocations are as follow:

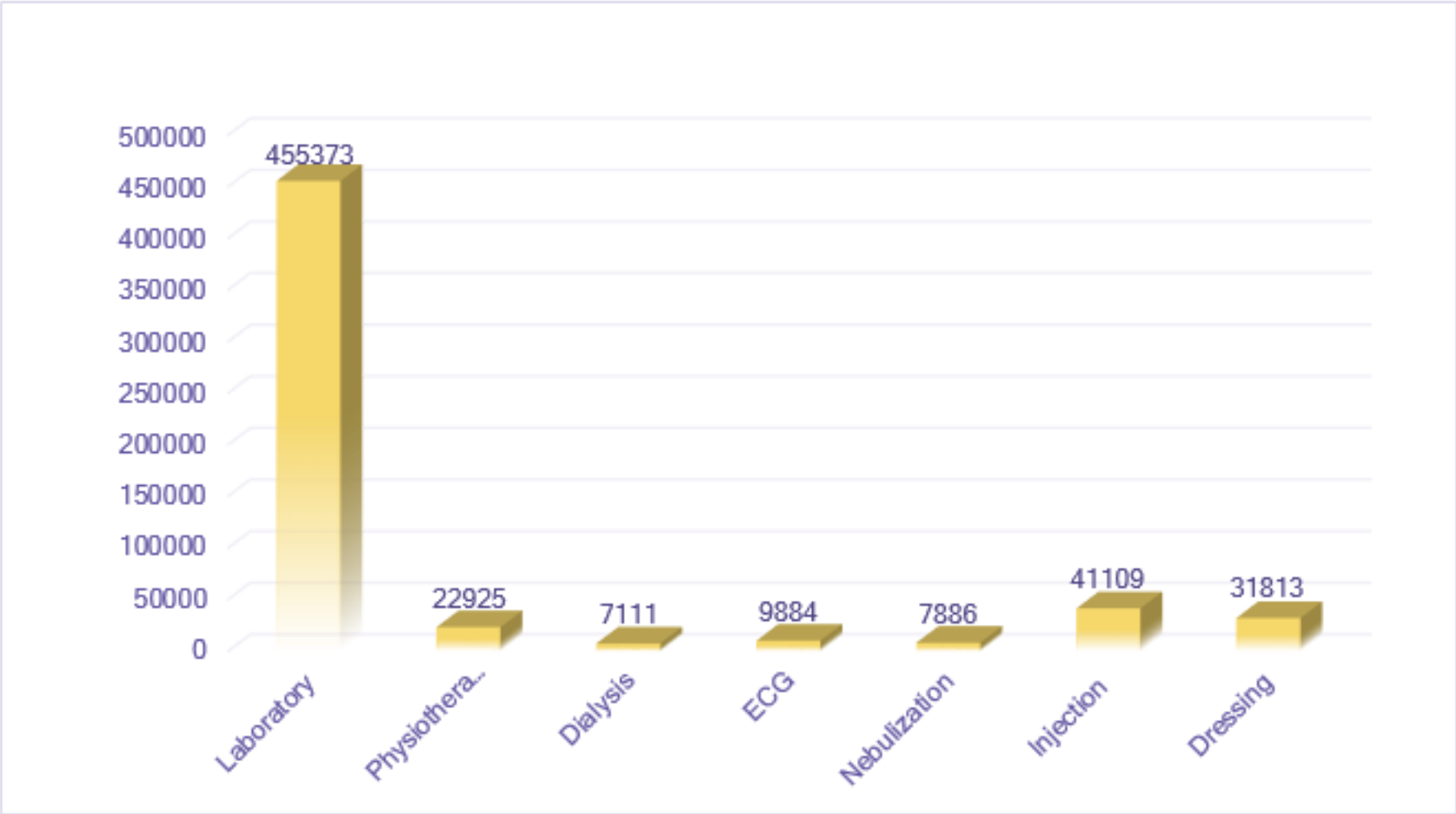
- Front & Information counter (Supervisor allocated)
- Triage counter & (Supervisor allocated)
- Kovel counter
- Kanbili counter
- Admission & Discharge counter (Supervisor allocated)
- Oncology counter (Supervisor allocated)
- Radiology counter
- Call center (Supervisor allocated)
- Clinical Assistance allocated for
- General / Flu OPD
- Gynecology
- Pediatrics
- Internal Medicines
- Orthopedics
- Surgeries
- Dermatology
- Optometry
- Other Clinics (PAC, RHC)
- Radiology (Scan, Echo, MRI, CT, Memogram)

STATISTICS

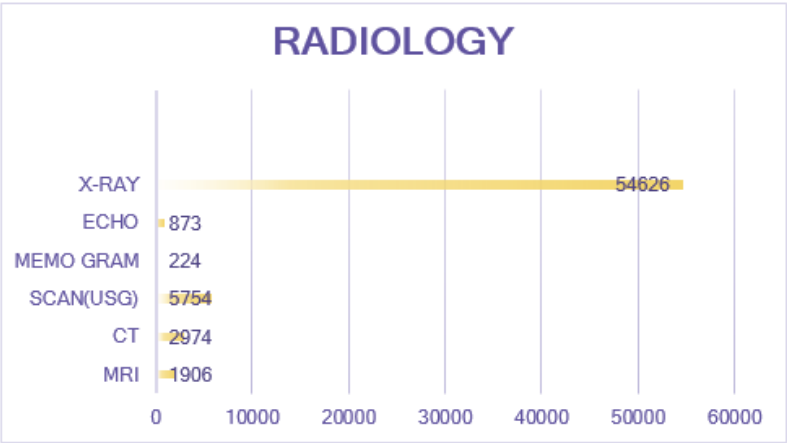
Number of memos taken for Consultation (General, Flu, and Specialist)



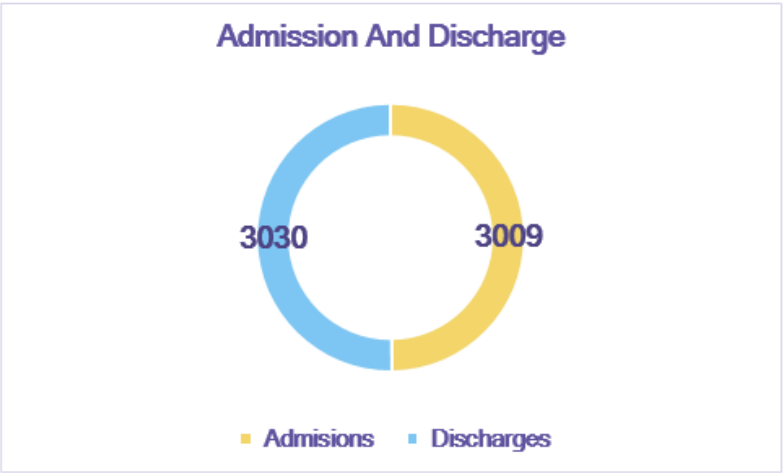
Number of memos taken for other services



Number of memos taken for Radiology

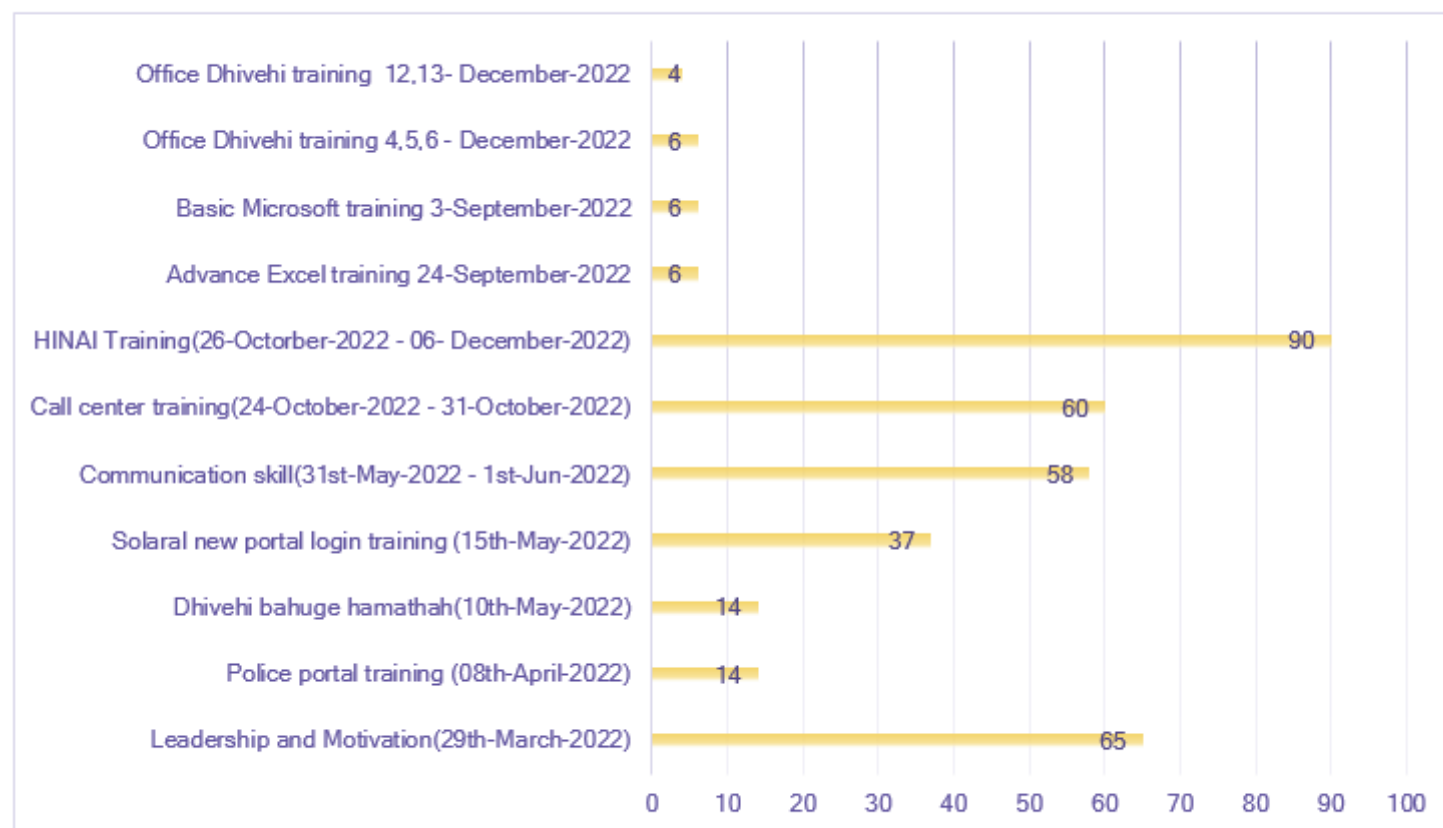


Admission and Discharge:



Work permits Medical – Hulhumale’ Hospital offers work permit medical services which comply to regulations from the Government of Maldives for work visa and work permit applications and renewals. In addition to work permit medicals for visa, Our Hospital also provides medical services to apply for dependent visa in the Maldives.

TRAINING PROGRAMS & STAFF DEVELOPMENT



Number of memos taken for Work Permit Medicals: 440

CHALLENGES

For the past 18 years, 2022 has been the year HMH has experienced the most services taken by patients due to the increase in the migration of people to Hulhumale' area. Due to a drastic increase in the service given to the patients, we have introduced new services in HMH in 2022. But, we are experiencing lack of staff on our department which has not increased with the new services or with an increase in the service taken from HMH. Due to this, the work load for our staff are drained. Also we are facing a lot of difficulties in operating the main software (software) which we use to create memos. I would like to highlight that, we have experienced server disconnections while operating our software which has affected the services we provide in the counters.

PUBLIC RELATIONS DEPARTMENT

Public Relations Department was formed on 3rd December 2019 for the purpose of building a positive public image and reputation for Hulhumale' Hospital. Currently PR department includes of one Public Relations – Assistant Director and one Graphics Designer – Senior Officer. Our aim is to help the hospital maintain a positive relationship with the media and the public.

Roles:

- Media Communication
- Content Creating
- Graphics Designing
- After effect render
- Videography
- Event Photography
- Office Staff events management
- Video Editing & Animation
- UI/UX Design
- Plan and develop strategies
- Social Media Marketing
- Develop and share information that tailored to audience and Media
- Crisis Communications with Media
- Dealing with Negative information
- Part of marketing mix – all the activities
- Building and maintaining a positive image of the hospital

Event/Activities:

- Anniversary Night
- World Health Day
- Cancer Day

- World heart Day
- CDC Opening
- MHC Opening
- Circumcision Camp
- Aids day
- Anti-Microbial Week
- Complementary feeding exhibition
- International Day of Midwives
- Radiology Day
- Staff Training Sessions (18 Sessions)
- School Session (11 Sessions)
- Public Health Centre Events (08 Events)
- Staff Photography (48 Sessions)
- Social Media Posts (1241)

Challenges:

- Lack of proper equipment
- Greatly understaffed compared to the daily workflow.
- Budget Constraint
- Too many communication platforms/miscommunications
- Micromanagement
- Amplifying brand awareness via social media

PROCUREMENT DEPARTMENT

STATEMENT OF THE HEAD OF DEPARTMENT

The year 2022 was both challenging and a successful year for procurement department. It was a pleasure to participate in some of Hulhumale' Hospital's most significant development initiatives in its history. Involvement of the procurement department in the opening of the Mental Health Centre, the disability management center, the expansion of the new dental department, the initiation of direct purchase agreements for medical consumables and reagents, and the first project ever to go through the national tender board for the development of an operation theatre complex are all noteworthy achievements. In addition, assisting with the introduction of the HMIS, upgrading the IT infrastructure, and the HMM procurement team's first ever foreign vendor solicitation for teleradiology reporting services are significant accomplishments.

DEPARTMENT OVERVIEW

The procurement department is responsible for ensuring that Hulhumale' Hospital's operations are supported by a continuous flow of products, services, and materials. We are also constantly looking for ways to reduce costs and improve the quality of our services provided by Hulhumale' Hospital.

The procurement department is responsible for ensuring that the inputs used are of good quality and cost-effective. This process involves sourcing the inputs that are ideal for Hulhumale' Hospital and ensuring that they are delivered on time and in the correct quantities.

The procurement department is divided into three sections: tender, general, and medical. Each staff member is assigned to a specific section in order to increase efficiency. Despite the fact that these areas are where their expertise lies, all staff are shuffled once or twice a year to provide exposure to the entirety of the joint operation. We believe that all employees must be fully aware of the whole operation and be able to cope with the responsibilities assigned to their team. Therefore, it is crucial to comprehend how procurement functions as a whole.

The procurement department is headed by Director Husham Abdul Hakeem. He is assisted by Assistant Director Ajuvad Mohamed and Ajuvad is responsible for handling projects and tenders. The senior procurement officer, Aishath Juwaidha, is responsible for overseeing all general assets, consumables, and tenders. Procurement officers Haseena Ali Didi, Aminath Amaanee Ibrahim, and Ibrahim Haneef handle general assets and consumables under her supervision. Senior procurement officer Mariyam Nazima supervises medical assets and consumables. Procurement officer Hamid Ibthisham handles all medical consumables, while assistant procurement officer Asiyath Ahmed Waleed manages all medical assets.

STOCK ORDERING PROCESS

The procurement process starts upon receipt of a store's purchase request. Purchase requests are prepared by store for general inventory and in response to requests from departments for out-of-stock products. Indents for project-related work and services also initiate the procurement process upon receiving a request from HMH store.

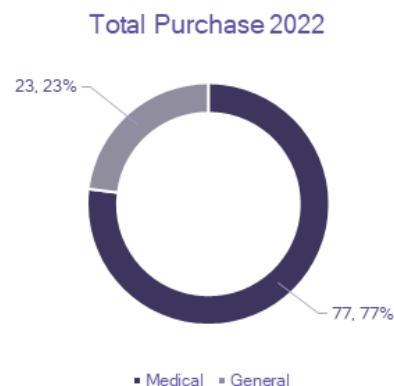
Requests for Quotation (RFQ) emails are sent to suppliers after the purchase requests have been received. Following the evaluation of quotations, budget approvals are prepared and sent to Finance for approval. When contracts exist with suppliers, it is often possible to buy goods/services without obtaining a single quote and purchase directly from agreement vendors.

Once Finance approves the purchase and assigns budget, purchase orders (PO) are created through SAP software. After PO created and released by the designated delegates, it is sent to vendors and goods/services delivered to the store promptly so that it can be issued to relevant departments. If an item is not delivered on time or if there is insufficient stock, purchase orders must be cancelled.

OPERATING HIGHLIGHTS

In terms of total purchases, 77% are for general items and 23% are for medical items. Even while the overall number of general orders exceeds the entire number of medical orders, medical orders account for 77% of the total value of purchase orders in 2022, whilst general items account for just 23% of the total value of purchase orders. These data imply that medical purchases will account for a greater proportion of overall expenditures in 2022, despite the fact that there are fewer requests for particular medical purchase orders than general ones.

Procurement has initiated four (4) general consumable tenders in the year 2022, under which eleven (11) general consumables agreements has been signed with six (6) different vendors. Apart from general consumables, procurement department initiated five (5) direct purchase agreements with five (5) medical vendors and two (2) CSSD agreements with two (2) vendors. As a result of this expense for medical consumables were reduced to 16.6% in 2022.

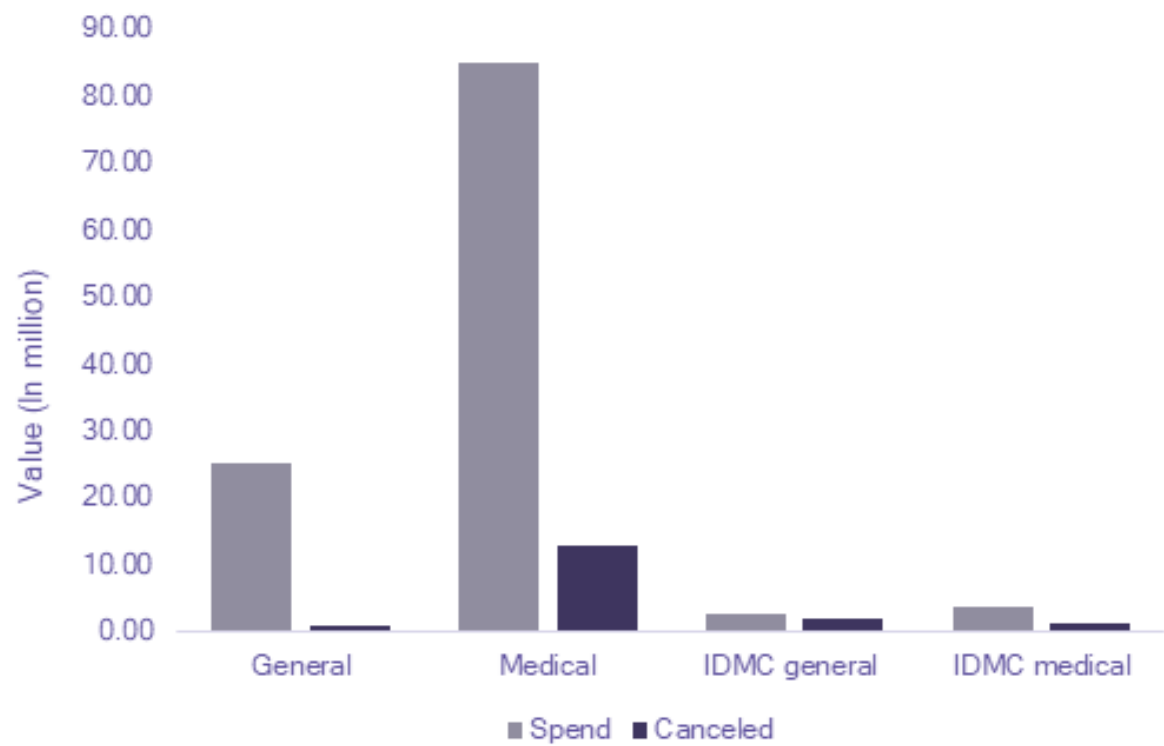


PURCHASE ORDER STATISTICS

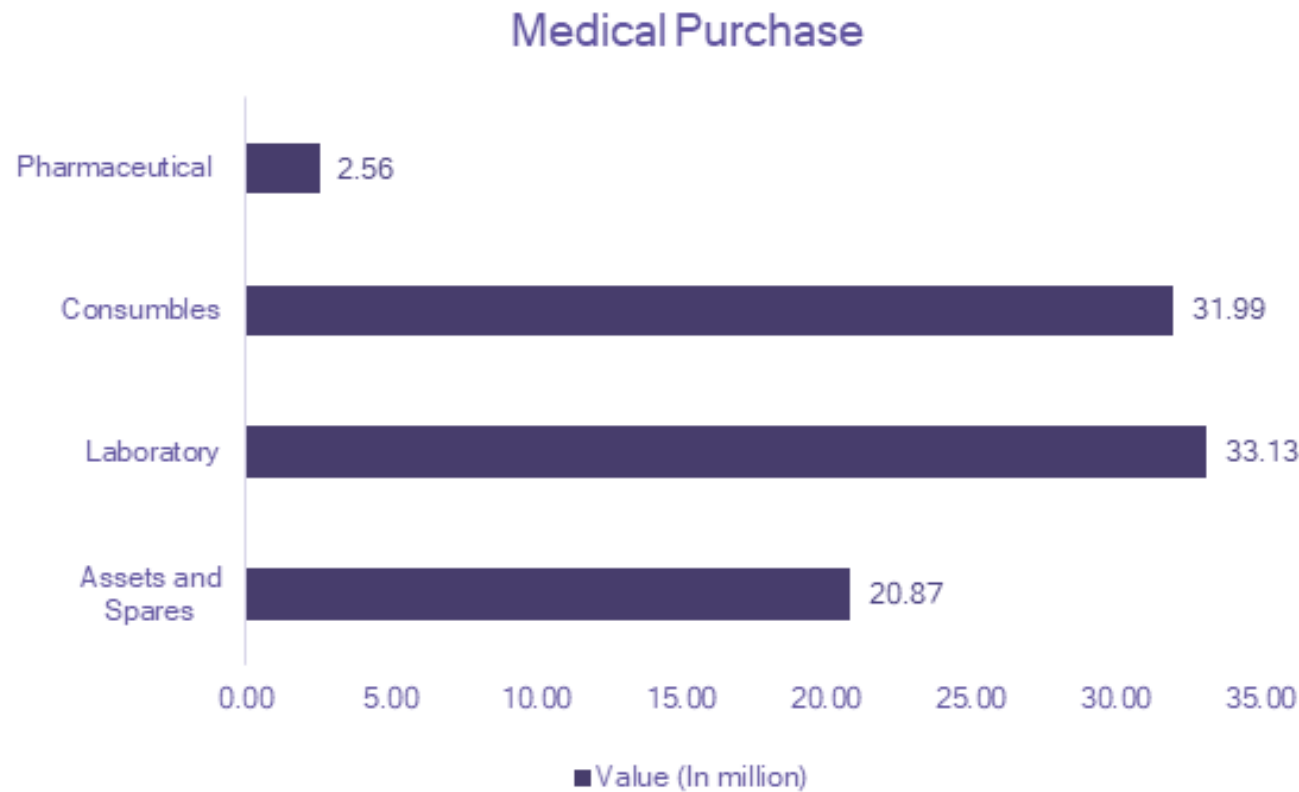
The purchase orders are anticipated to have included a total value of MVR 133,242,202.46. General orders accounted for MVR 30,500,672.16, while medical orders accounted for MVR 102,741,530.30 worth of items.

Hulhumale’ Medical Facility (HMF) initially managed by IGMH was handover to manage under Hulhumale’ Hospital in 2022. The services given to HMF were relocated and rebranded to Infectious Disease Management Centre and fully functional under Hulhumale’ Hospital. The change resulted in the addition of IDMC procurement to the procurement department. MVR 2,673,628.93 worth of general items and MVR 3,696,321.05 of medical items were purchased to IDMC throughout the year.

In 2022, 1845 purchase orders were issued, of which 12.7% were cancelled for various reasons such as vendors not delivering items on time, out of stock and requirement change from HMH departments. 87.3% of purchase orders were processed and acquired. The remaining 10.2% of items were deferred until 2023 for further processing. For 89% of orders, GR was processed. It was projected that the entire cost would be roughly MVR 133,242,202.46, of which approximately MVR 30,500,672.16 would be spent on general items and MVR 102,741,530 on medical items.



Expenditure on medical purchases approximately sum up to 88,550,000. Out of which 2,560,000 was spent on procuring pharmaceuticals and a total of 31,990,000 was spent on procuring medical consumables. A total of 33,130,000 was spent on laboratory while 20,870,000 was spent on medical assets and spares needed for HMH.



MAJOR PROJECTS / TENDER

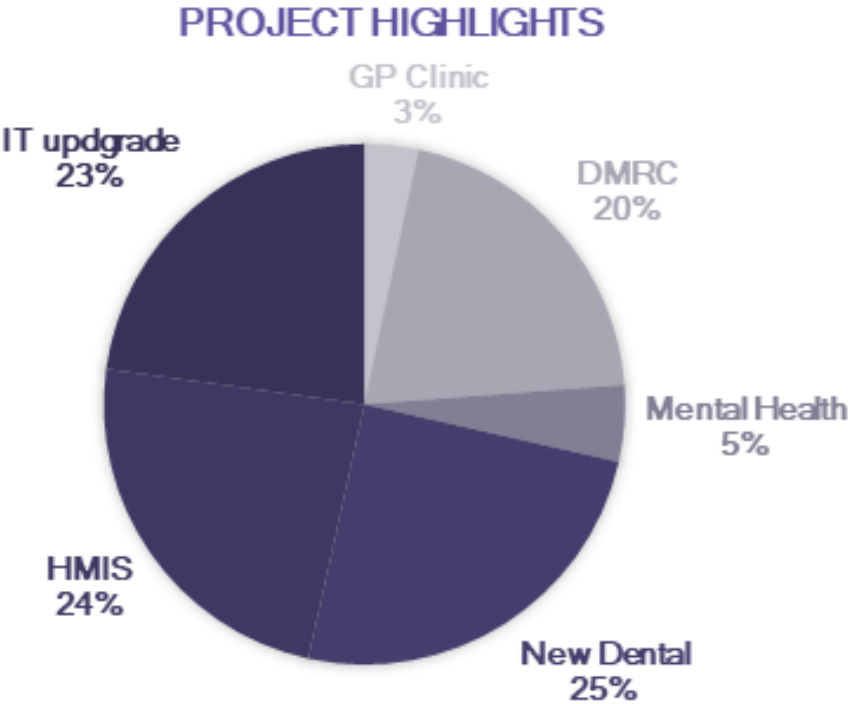
In the year 2022, a total of 37 tenders were floated, out of which 30 were awarded. These tenders include projects conducted for the development of the new GP clinic established in Phase II and for the acquisition of services and items needed to open the clinic. A total of 443,342.37 was spent on GP clinic. One of the major tenders includes the interior finishing of the DMRC (Disability Management Rehabilitation Centre). Approximately 1,196,978.50 was spent on the interior finishing. DMRC is anticipated to be in fully functional in 2023.

Interior finishing of new dental department was awarded with a project value of MVR 2,837,243.70. The project commenced in 2022 to further expand the dental services provided at HMH and is expected to be open to public in early 2023.

In the aim to resolve the technical shortcomings of HMH IT infrastructure, a tender was floated and awarded in 2021, however the project was rejected by MOF due to budget restrictions. The project was resumed, and total IT infrastructure was upgraded and in use in the during the fourth quarter of 2022.

HMH has been aiming to implement Hospital Management Information System (HMIS) for past few years and yet due to various reasons it was implemented. Procurement department worked closely with ICT Health LLC to initiate the project.

In the year 2022, a total of 11,478,3270.5 was spent on tenders and projects.



CHALLENGES

In 2022, the increasing number of unforeseen projects was one of the greatest challenges. Therefore, it became difficult for the procurement department to schedule tenders in advance. In addition, there have been delays in the budget approval phase as a result of financial restrictions, which has led to the postponement of purchases. A financial approval known as "budget approval" was required prior to processing any PO's. Budget approval delays make it difficult for procurement to respond to department inquiries. Conflicts with suppliers resulting from payment delays are another challenge faced by procurement. Due to outstanding payment concerns, some vendors refused to deliver goods for which purchase orders had been issued, while others ceased supplying goods on credit.

In 2022, the rising number of urgent purchase requests were one of the most critical challenges, as the procurement department had limited time to procure, placing the department in a tight situation. Consequently, it would be more effective for the procurement department to maintain a forecast and minimize unanticipated purchases to the greatest extent feasible. Getting the right medical equipment required by the department was a challenge due to the lack of proper technical specifications. This issue resulted in a prolonged sourcing process and caused issues with the supplied equipment. We target to resolve the issues in collaboration with other departments in 2023 by effectively educating other departments of our processes and challenges.

ACHIEVEMENTS

As we put a high focus on patient safety and service improvement, we signed an agreement with Best Care to improve HMH's service quality while also guaranteeing that patient safety is maintained to the greatest degree feasible within the hospital. This is a significant achievement since it assures a quality service is given at HMH. Another accomplishment for procurement department is, department's involvement in executing projects such as opening mental health Centre at HMH, which provides a much-needed service for the public. In addition, HMIS was implemented to better manage data, and the entire HMH IT system was upgraded to a total solution.

Reagent expenses were reduced by 16.6% as a result of purchasing medical consumables directly from local authorized vendors. This strategy helped the hospital save a substantially and ensured that reliable supplies of medical consumables could be obtained with confidence. Additionally, BACT ALERT and VITEK 2 devices were implemented to decrease the manual labour required for microbial testing. These automated procedures have enhanced productivity and decreased the amount of time required to get results. A noteworthy accomplishment was the effective re-implementation of HMH OPG services, which had been out of operation since 2017. The procurement team's efforts enabled the revival of this vital service within five years. The continuity of patient care and the quality of HMH's services have benefited from this effort.

Overall, the procurement team's work has been a huge financial and patient care providing success during the whole year of 2022, which is a testament to the team's competence, dedication, and perseverance.

TARGETS FOR 2023

One of the many objectives our team has set for 2023 is to replace STO with open tenders for the purchase of generic medical goods and pharmaceuticals. This would reduce expenditures by 10% to 15% while maintaining product availability. We also strive to provide 90% of the order amount for each quarterly medical supplies. In addition, by the end of the second quarter of 2023, we aim to have concluded the bidding process and awarded the projects to the winning bidders to best utilize the budget allocated to HMM.

Another goal is to improve the negotiation process in order to get the best possible price and reduce the lead time for the delivery of the goods and services. In addition, we will also implement contract-based purchasing for certain medical consumable purchases. This method can help us achieve a 6% price reduction on direct reagent purchases. Procurement department aims to improve the process of getting the right medical equipment for the department by increasing the involvement of the biomedical department in the purchase process.

CONCLUSION

The status of each and every purchase request has been communicated to the various departments in order to keep track of the progress of their requests. In the future, we hope to implement an automated system that will help the department to check the status of their requests.

Despite the various shortcomings that the team members encountered during the procurement process, we were still able to successfully meet the expectations. The support provided by other departments and the continuous efforts of the management team helped the department meet its goals.

The year 2022 has been exciting and demanding, we look forward to meeting our targets and ensure to provide our outmost support in assisting HMM to provide the best possible service to patients.

ANNEX 1: STATISTICS

1. Purchase Orders (Value)

Purchase orders	Value	%
Total Value	133,242,202.46	100.0
Spend	116,323,452.80	87.3
Canceled	16,918,749.66	12.7
Good Received	119,625,402.90	89.8
Carried to 2023	13,616,799.58	10.2

2. Purchase Orders Created

	Count	Spend	Canceled	Total
Suppliers	183			
Purchase order	1845	116,323,452.80	16,918,749.66	133,242,202.46
General	1254	25,104,492.34	848,401.87	25,952,894.21
Medical	388	84,849,010.51	12,833,968.08	97,682,978.59
IDMC general	175	2,673,628.93	1,874,149.02	4,547,777.95
IDMC medical	28	3,696,321.05	1,362,230.66	5,058,551.71

3. Requests received to Procurement

Purchase request	1108
IDMC medical	39
IDMC general	76
HMH Medical	346
HMH General	647

ANNEX 2: AWARDED TENDERS

TENDER NO.	DESCRIPTION	VENDOR	AMOUNT
TENDER/HMH/2022/001	CLEANING SERVICE TO IDMC	ASTONISH CLEANING COMPANY PVT LTD	504,000.00
TENDER/HMH/2022/002	SUPPLY OF GENERAL CONSUMABLES	MASTERMIND INVESTMENT/ IM TRADERS	-
TENDER/HMH/2022/003	HIRING TAXI SERVICE TO HMF	HYDE PARK	19,080.00
TENDER/HMH/2022/004	PROCUREMENT OF DENTAL CONSUMABLES	BIOMAX, PROSYNERGY, NEOMED, MEDTECH	885,306.77
TENDER/HMH/2022/006-R1	PROCUREMENT OF AC	REFCOOL INVESTMENT	178,840.78
TENDER/HMH/2022/007	PURCHASE OF IT RELATED HARDWARE TO CONSULTATION ROOMS	ROSEWARE / COPIER PLUS	70,166.70
TENDER/HMH/2022/008	PURCHASE OF IT RELATED HARDWARE	ROSEWARE CORPORATION PVT LTD	58,019.10
TENDER/HMH/2022/009-R1	PURCHASE OF CHILLERS	REFCOOL INVESTMENT	66,469.70
TENDER/HMH/2022/010	CONTINUOUS QUALITY IMPROVEMENT CONSULTANT	BEST CARE MALDIVES	8,250.00
TENDER/HMH/2022/011-R1	CLEANING SERVICE TO HMH	FENMULI CONSTRUCTION PVT LTD	254,178.67
TENDER/HMH/2022/012	PURCHASE OF IT RELATED HARDWARE TO IDMC	OOREDOO / COMPUTER PLUS	393,745.42
TENDER/HMH/2022/013-R1	SUPPLY OF GENERAL CONSUMABLES	AFLAH INVESTMENT / MASTERMIND INVESTMENT	-
TENDER/HMH/2022/014-R1	SUPPLY OF UNIFORMS (T-SHIRTS)	DONAD INVESTMENT	145.00
TENDER/HMH/2022/015	ACCOMMODATION FLAT RENOVATION	REJECTED BY MOF	513,662.22
TENDER/HMH/2022/018-R1	PEST CONTROL SERVICE TO IDMC	PESTEX MALDIVES	24,000.00
TENDER/HMH/2022/020	CDC WORKSHOP	MEDIQUIP MALDIVES / DDM HARDWARE	766,093.36

TENDER/HMH/2022/021	PURCHASE OF IT RELATED HARDWARE	ROSEWARE CORPORATION PVT LTD	78,083.84
TENDER/HMH/2022/022	SUPPLY OF NURSING CONSUMABLES	NEOMED / MEDTECH	105.15
TENDER/HMH/2022/023	CDC CLINICAL SUPERVISION	-	8,400.00
TENDER/HMH/2022/024	TRS	APOLLO TELERADIOLOGY	45.00
TENDER/HMH/2022/025-R1	INTERIOR FINISHING OF NEW DENTAL DEPARTMENT	EXCLUSIVE TRIPS	2,837,243.70
TENDER/HMH/2022/026	SUPPLY OF GENERAL CONSUMABLES	MASTERMIND / AFLAH INVESTMENT	3,447.00
TENDER/HMH/2022/028	IT RELATED HARDWARE	ROSEWARE CORP/ MEGACHIP	234,864.20
TENDER/HMH/2022/029	INTERIOR FINISHING OF DMRC	GOLDEN PALMS	1,196,978.50
TENDER/HMH/2022/030	SUPPLY OF GENERAL CONSUMABLES	ONLINEXTREAM / AFLAH INVESTMENT	-
TENDER/HMH/2022/031	IT RELATED HARDWARE	COMPUTER PLUS, SAFE NETWORK	281,228.00
TENDER/HMH/2022/032	FIVE FUNCTION BED	MEDTECH MALDIVE PVT LTD	280,800.00
TENDER/HMH/2022/035	IT RELATED HARDWARE	SAFE NETWORK, GROW GROUP OF COMPANIES	182,532.00
TENDER/HMH/2022/037	SUPPLY & SERVICE OF FIRE EXTINGUISHERS SAFETY EQUIPMENTS IN GP CLINIC PAHSE 2	EMBER FIRE AND SAFETY	49,596.95

INFORMATION SYSTEM

STATEMENT OF HEAD OF THE DEPARTMENT

In the year 2022, our main goal was to drive digital transformation and innovation through technology. We are committed to providing secure and efficient technology solutions for Hulhumalé Hospital. Our focus is on leveraging technology to improve Hospital processes and increase patient satisfaction. Our department is dedicated to staying ahead of industry trends and implementing cutting-edge solutions. We aim to foster a culture of continuous learning and growth within the technology team. We had the pleasure of taking part in some of the vital projects for the development of Hulhumalé Hospital. Transformation of IT infrastructure from conventional to hyper-convergence infrastructure is one of the key projects that is successfully implemented by the Information Systems Team. Moreover, the team has played a vital role in opening the mental health centre, and disability management centre, relocating the hospital call centre and upgrading the patient flow system.

ICT DEVELOPMENT

The past year has been a busy and productive one for the Information Systems Department of Hulhumalé Hospital. We have successfully implemented and maintained a number of important projects that have greatly improved the functioning and efficiency of the hospital.

One of the major accomplishments of the year was the upgrade of Hospital IT infrastructure from a conventional to a hyper-convergence infrastructure. This has greatly increased the speed and reliability of our systems and has allowed for more streamlined and efficient operations.

The Information Systems team also implemented a GIT server and integrated AD authentication API with OAuth 2.0. This has greatly improved the security of our systems and has allowed for more streamlined access and collaboration among employees.

The Information Systems team developed an intranet for employees and maintenance, as well as an SMS web portal and work-order web application. These tools have greatly improved communication and coordination within the hospital.

One of the major new developments of the year was the development of a hospital queue application and admin panel. This tool has greatly improved the management of patient flow within the hospital and has greatly improved patient experience.

The Information Systems team implemented a Redis server for the HMM queue application and video application, which has greatly improved the performance and scalability of these systems.

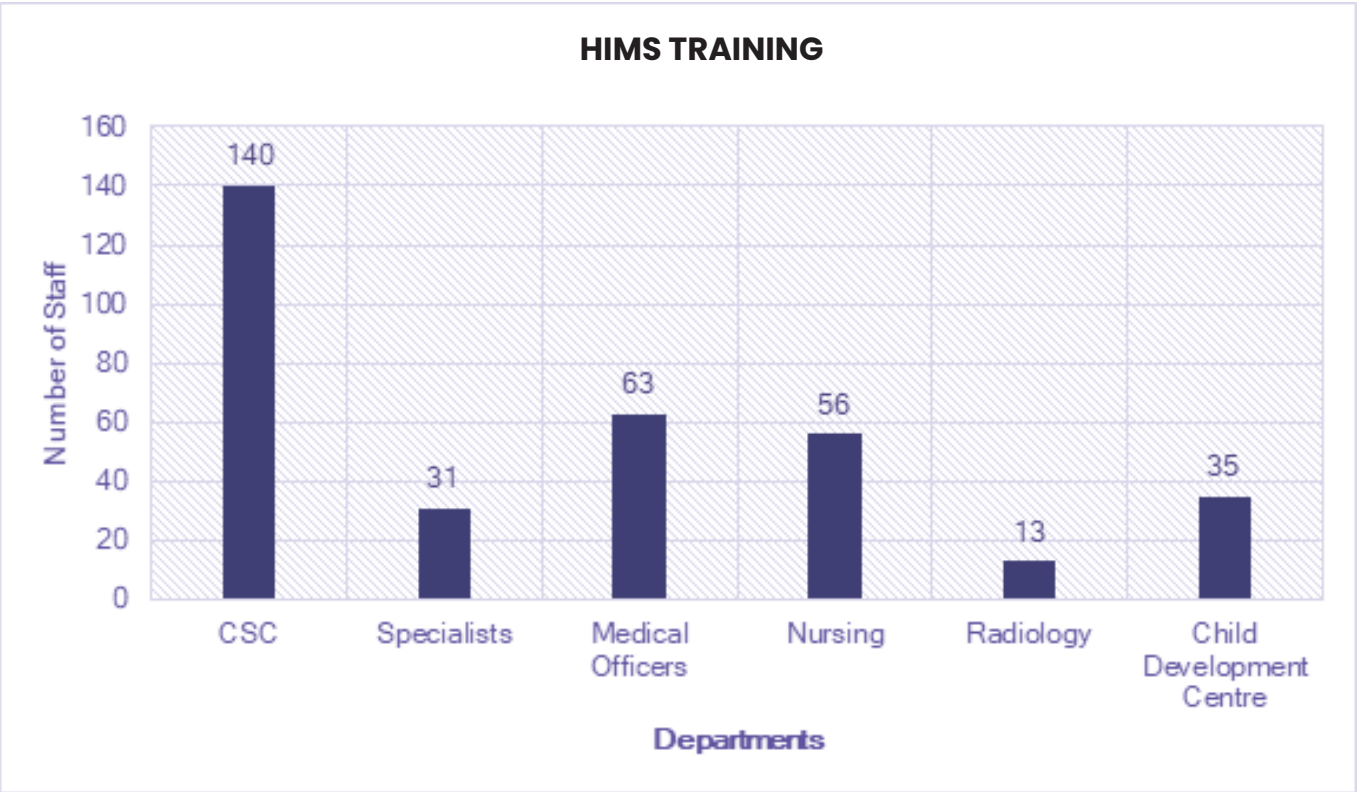
The Information Systems team developed Softcare API, Website API and Work-order API, which has greatly improved the functionality and integration of our systems.

Overall, we are proud of the progress we have made in improving the technology infrastructure at Hulhumalé Hospital and look forward to continuing to find ways to enhance the patient experience and support our staff in the upcoming year.

ONGOING PROJECTS

Implementation of Hospital Management Information System.

Implementation of HMIS will have advanced technology, which will help in better patient care, improved efficiency, and increased productivity. With the ever-increasing threat of cyber-attacks, it is essential to have robust security features to protect patient data and confidential information. An upgraded HMIS will have stronger security measures in place and better data management features, including data warehousing, data mining, and real-time reporting, which will help to provide more accurate and up-to-date information for better decision-making. With advanced analytics capabilities, an upgraded HMIS can provide valuable insights into patient data, which can be used to improve patient outcomes, reduce costs, and optimize operations. The below chart shows the number of staff who obtained HMIS training.



CHALLENGES

In the year 2022, we strive to upgrade hardware and software for the Hospital. The old system does not have the latest security patches and updates, making them more challenging for Information Systems Department secure from cyber-attacks. It is challenging to obtain technical support from vendors as the support contract was not able to renew due to setting up end-of-life support from hardware manufacturers. This led to a performance downgrade and increased frequency of downtime. Additionally, high turnover rates can result in a constant influx of new staff, adding to the workload of existing employees.



FINANCE DEPARTMENT

STATEMENT OF HEAD OF THE DEPARTMENT

OVERVIEW

The finance department is a complex, dynamic department that is integral to every other department of the hospital. The finance department provides financial expertise, information and guidance, advise and support on operational matters to internal and external stakeholders of the hospital. The finance department develops and implements financial controls and financial policies to safeguard the assets of the hospital and prevent fraud and error. The finance department also assist in developing policies and procedures which assists the management and staff in shaping the direction of the organization.

OBJECTIVES

The main objective of the finance department is to manage cash flow by improving cost efficiency. It is by planning of effective ways of utilization of funds and ensuring sufficient availability of funds to provide fast and quality services to the other departments of the hospital to fulfilment of the needs of the patients.

GOALS

- Strategic budget control and planning
- Cost containment and cash flow management
- Documenting income and expenses
- Accurate report keeping

MAJOR UNDERLYING FUNCTIONS OF THE DEPARTMENT

- Estimating costs and profitability, planning, and budgeting
- Managing financial operations
- Preparing and forecasting budgets
- Capital investment decisions
- Financial reporting
- Financial and operational analysis

SECTIONS OF FINANCE DEPARTMENT

Payables Section

Payables section of Finance department comprises of 4 staffs with main works of the section being managing and processing of all payments of the hospital.

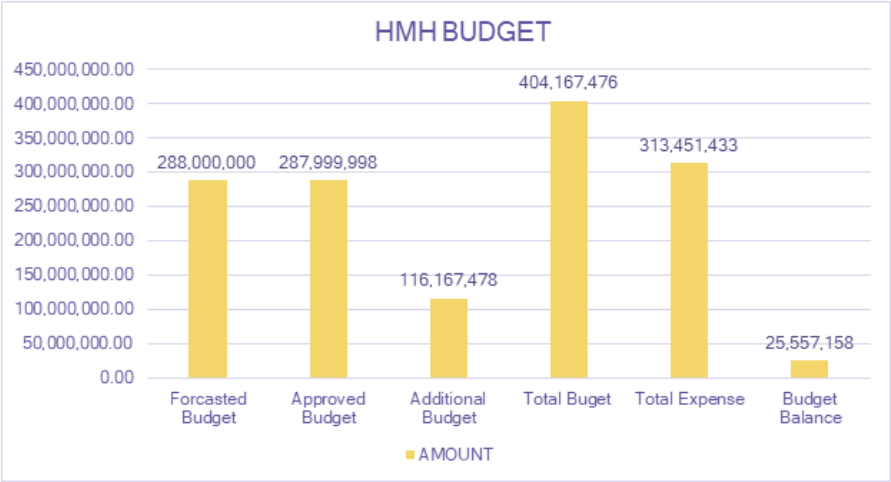
LOOKING AHEAD

In order to better the quality of service provided by the finance department the following items are planned for the year 2023

- Obtain an accounting software to record and maintain accounting records as per accounting standards
- Increase and improve the internal controls used in accounting process
- Provide training and seminars for staff
- Conduct department meeting each month to identify and correct issues in the finance department

FINANCIAL SUMMARY

- Forecasted Budget: MVR 288,000,000.00
- Approved Budget: MVR 287,999,998.00
- Budget Received During the Year: MVR 116,167,478.06
- Total Budget for the Year: MVR 404,167,476.06
- Total Expenses During the Year: MVR 313,451,433
- Budget Balance at end of Year: MVR 25,557,158.00



Finance department forecasted a budget of MVR 288,000,000 for the year 2022. However, from the forecasted budget MVR 287,999,998 was approved by Ministry of Finance. During the year we were able to obtain an addition of MVR 116,167,478.06 for the budget, that includes the additional budget received for infectious disease management and disability management and rehabilitation center. During the year a total of MVR 404,167,476.06 was consumed from the budget as expenses leaving a balance of MVR 25,557,158 at the end of the year.

COMPARISON

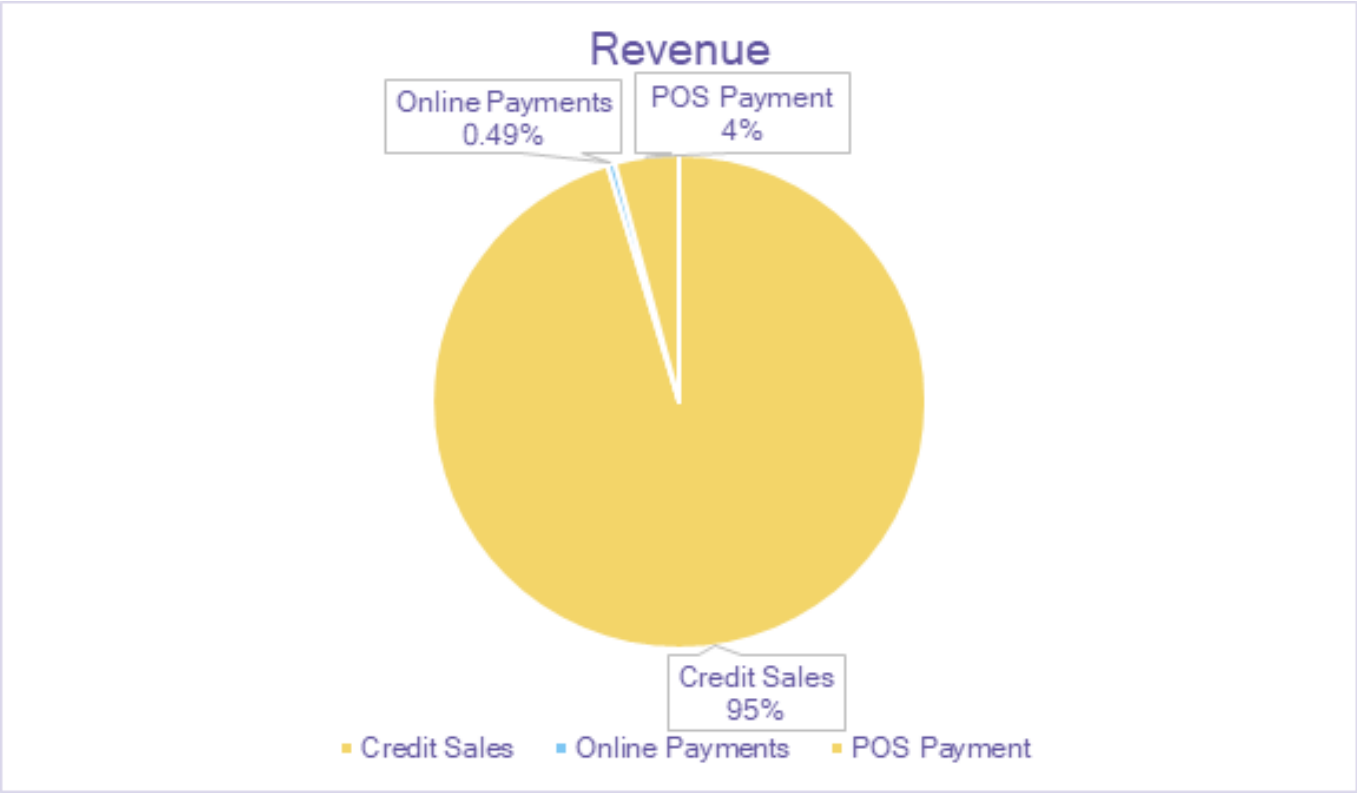
Comparison of the years 2021 and 2022 presented in further detail in terms of revenue and expenditures of the hospital.



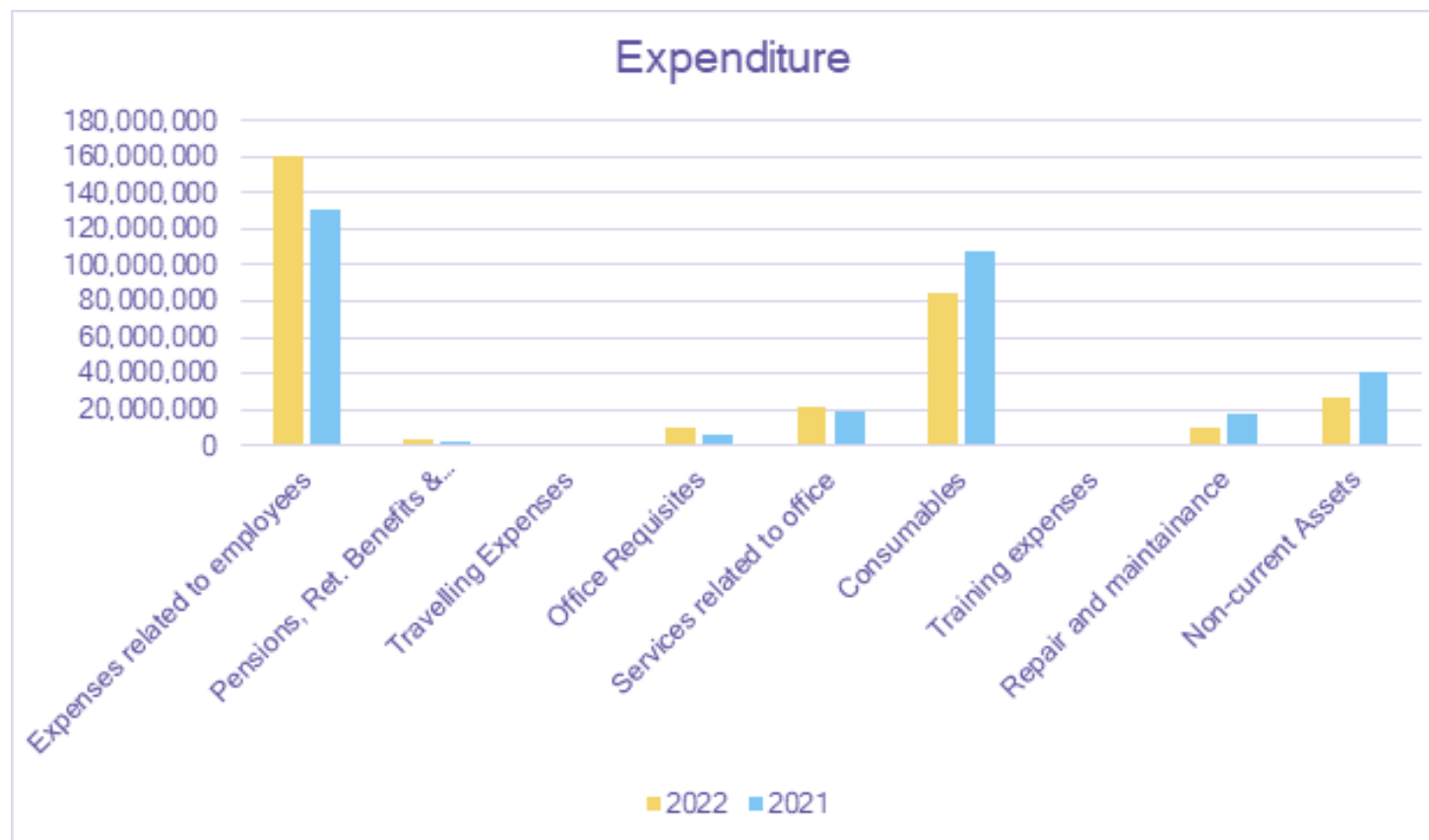
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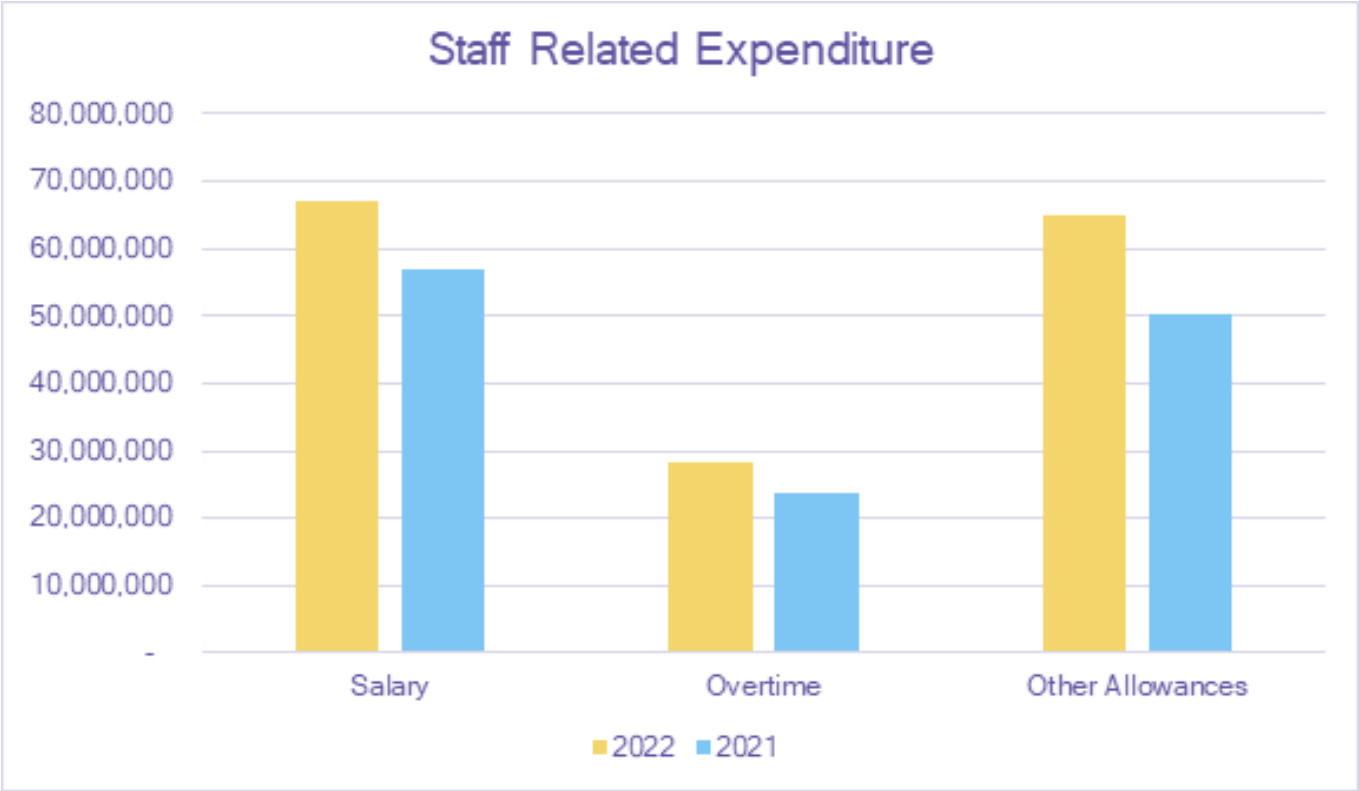
Compared to previous two years, during the year 2022 revenue of hospital increased across all departments of the hospital. Laboratory tests had the highest rise of revenue during the year 2022. Main contributors for the revenue of the hospital for past years were mainly Laboratory services and consultation services provided by the hospital.



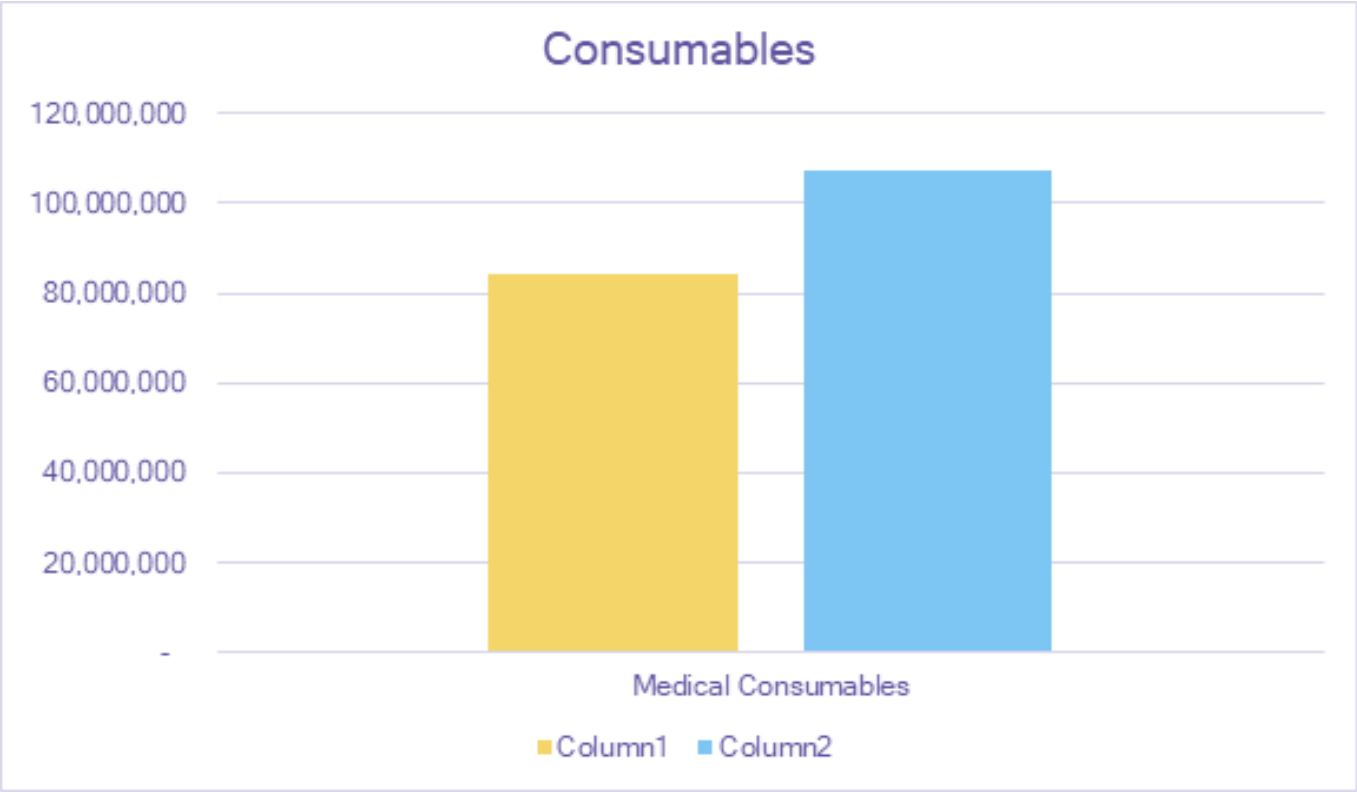
During the year 2022, most of the revenue of the hospital consist of credit sales which was 95% of total sales while POS sales was at 4% and online payment was at 0.49% of the total sales.



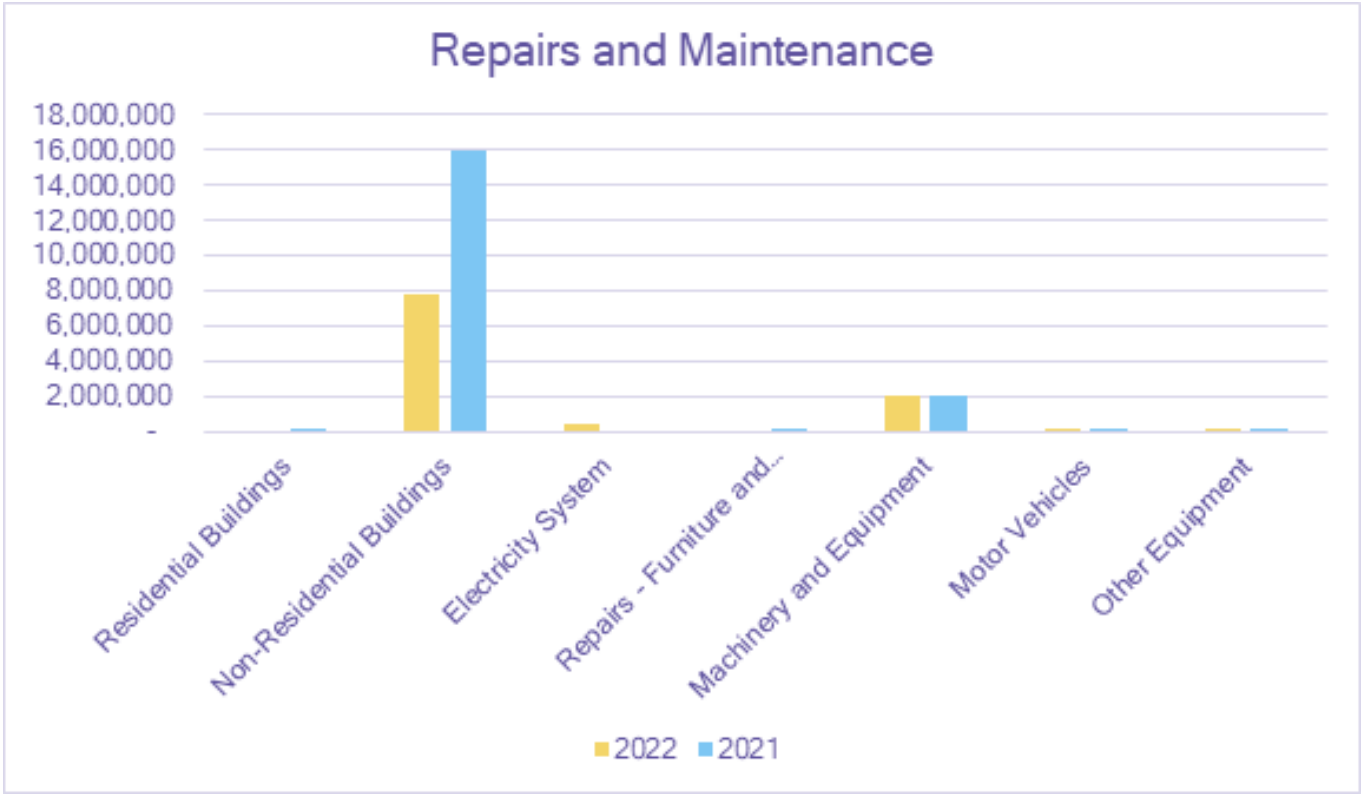
Expenditures of Hulhumale' Hospital is contributed mostly by expenses related to employees and medical consumable. Due to increase of services provided by Hulhumale' hospital during 2022, the expenses related to salary increased comparing to 2021. During the year 2021 due to covid 19 pandemic the expenditure on medical consumables was comparatively high. Following that during the year 2022 we started to purchase medical consumables directly from the supplier. Hence the expenditure on medical consumables reduced by 23,064,912 comparing to 2021.



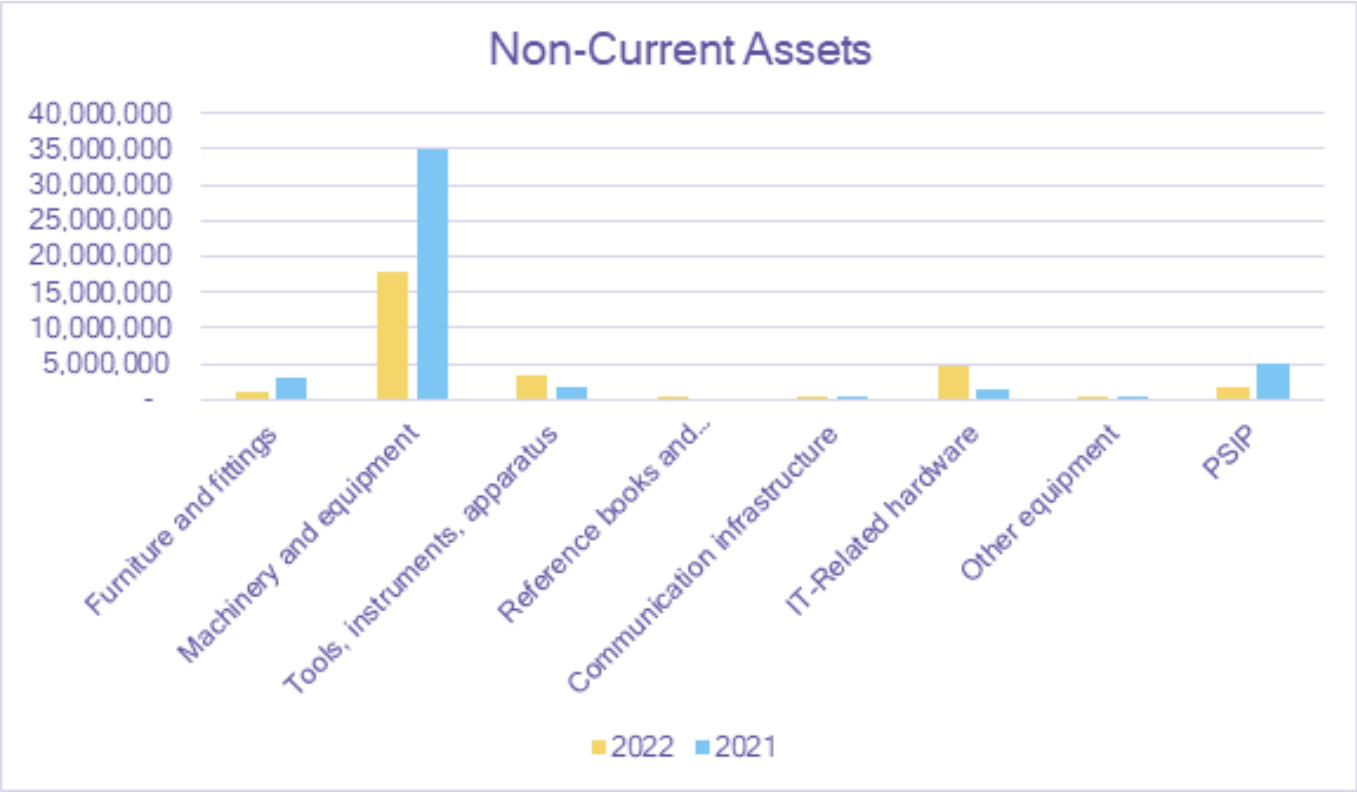
More than half of the staff related expenses consist of staff salary and overtime pay while other allowances contribute to the rest. Due to increase of services provided by Hulhumale’ hospital during 2022, the expenses to salary increased comparing to 2021.



Consumables of the hospital consist only of medical consumable related to services provided. During the year 2021 due to covid 19 pandemic the expenditure on medical consumables was comparatively high. Following that during the year 2022 we started to purchase medical consumables directly from the supplier. Hence the expenditure on medical consumables reduced by 23,064,912 comparing to 2021.



Most of the repair relating to hospital is performed on non-residential buildings and machinery and equipment used in the hospital. During the year 2021 the expenditure on non-residential buildings was most spend on finishing of child development center.



Most of the non-current assets related expenditure of the hospital is expenditure of machinery and equipment. During the year 2021, the extremely high expenditure on machinery and equipment was due to purchase of laparoscopy.

SECTION ENTRY

Apart from the usual works of the finance department there were a total 6308 entries made to the section entry during the year 2022.

PAYMENT VOUCHERS

During the year 2022 a total of 3197 payment voucher were made.

STAFF TRAININGS

- Public Finance Regulation training was given to Mohamed Shifau Ibrahim, Mariyam Ali, Mariyam Sanaz, Fathimath Sabah, Aminath Reesha, Mariyam Hussain and Mohamed Arubaan by Ministry of Finance.
- Training on refining strategic objectives and developing performance indicators was given to all staffs of finance department by Ministry of Finance.
- Microsoft Excel training was given to Mariyam Sanaz, Fathimath Sabah and Nazahath Mohamed by Hulhumale' Hospital.
- Office Dhivehi training was given to Mariyam Sanaz, Aminath Reesha, Faaiza Haamid and Fathimath Sabah by Abdulla Jameel

FINANCE DEPARTMENT STAFF

During the year 2022 the accounts and finance department was operated by 10 members, whose conduct and attitude towards work were good and maintain cordial relationship between each other. Each member of staff of accounts and finance department rendered there services responsibly and honestly.



STORE

DEPARTMENT OVERVIEW

The Store department is the place where we receive and issue goods (stock). This is the place responsible for managing the stock, which includes Assets, Medical Consumables, General Consumables, Pharmaceuticals, Controlled Drugs etc. The department is consisting of 12 staff. Headed by the Deputy Director General Ms. Mariyam Ali and she is assisted by the Senior Administrative Officer Mr. Ismail Shafeeu Ibrahim. There are 2 Administrative officers, 1 Pharmacist, 4 Assistant Administrative Officers, and 3 Support Staff. In June 2022, Assistant Director Mr. Ali Shareef was assigned to the role of Store HOD according to the management's decision. For smooth operation, we made the role and responsibility allocation. Following are the responsibility allocation details.

RESPONSIBLE AREA	ALLOCATED STAFF
Administrative Work + SAP Update	Ismail Shafeeu Ibrahim
Laboratory Consumables	Shamrath Mohamed
Medical Consumables	Zuhura Haroon
Pharmaceuticals + Controlled Drugs	Mohamed Amir
Dental and Dialysis	Afa Samiya
General Items	Mariyam Shimaza
IDMC	Ahmed Siruhan Jaufar
General Items	Hassan Solah

CHALLENGES

2022 was a challenging year as we had not implemented a reliable stock management system. This caused numerous issues for us with balancing our inventory and placing reorders. Moreover, other divisions experienced negative consequences & challenges since it was hard to keep track of the inventory. They would contact us each time they required something, which should've been clarified in terms of its availability. The scarcity of space to store supplies proved to be a difficult issue for us. We needed two warehouses outside our hospital, numbered 8 and 12 respectively. Moreover, we also stored inventory at Kan'bili Building on the first floor. Nevertheless, we encountered a difficulty when we needed to make space for our Mental Health Department, necessitating us to vacate the 1st floor.

OUR ACHIEVEMENTS

We experienced several obstacles along the way, however, we collaborated with management to overcome these hurdles. Consequently, we can proudly announce that we attained our objectives despite the difficulties.

We developed an intuitive and efficient "Inventory Management System" on Google Sheets. This was connected with several indicator sheets that various departments used. It facilitated a clear view of the items we held in stock, along with how many of each item there were available. Additionally, keeping track of items received, items issued, re-order requirements, and consumption rates is an important achievement for us in 2022.

In 2022, there was a concerning issue of limited space. After much deliberation with the upper management, a successful outcome emerged and we were able to acquire more room from the Infectious Disease Management Centre for inventory storage. We seized the chance to reorganize our inventory in an organized manner for easier management.

Consequently, the most pressing problems and issues were resolved. This has made the process smoother than ever before.

TECHNICAL ASSISTANCE RECEIVED

During the year 2022, we got some pieces of training for our staff.

TRAINING PROGRAM	DURATION / DATE	TRAINER	STAFF ENROLLED
Basic Microsoft Training Program	3 September 2022	In-House	Shamrath Mohamed Zuhura Haroon Mohamed Amir
Warehouse Management	18 Sep 22 – 19 Sep 22	Alcor Management & Consultancy	Shamrath Mohamed Zuhura Haroon Hassan Solah
Basic Microsoft Training Program	23 September 2022	In-House	Shamrath Mohamed Zuhura Haroon Mohamed Amir Hassan Solah
Laboratory-related trip to India (Official)	14 Nov 22 – 17 Nov 22	2 Hospitals in India	Shamrath Mohamed

TARGETS FOR 2023

Our goal is to continually make our service simpler and more efficient. We strive to bring about the necessary changes, enhance the quality of our service and eliminate any bureaucracy or hurdles that may be present.

We have set ourselves a goal of minimizing our wastage by 2023. We have noticed considerable quantities of medical items being discarded due to expiration and other reasons. An important factor impeding the success of our original goal was the challenge of predicting and understanding consumption rates. Therefore, by utilizing our new stock inventory spreadsheet, we are now able to meet this goal.

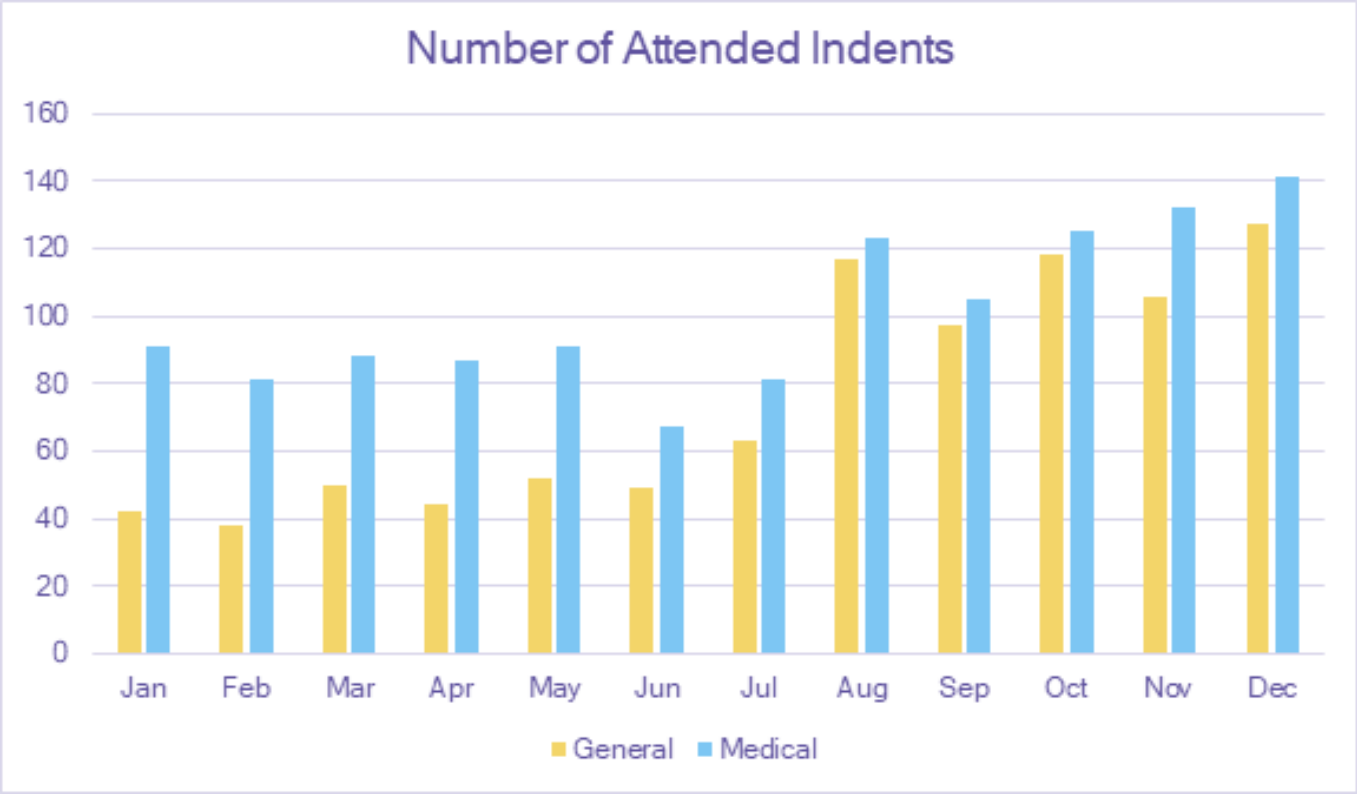
We are committed to providing our staff with additional training and educational opportunities. We believe that ongoing professional development helps us stay ahead of the curve, which ultimately leads to more effective & efficient operations. Additionally, having a well-trained team is essential for staying knowledgeable on industry trends and advances. We are consistently dedicated to making the necessary adjustments to enhance our service quality and get rid of any bureaucracy or obstructions.

CONCLUSION

Our store team has benefitted from previous experience and is committed to working collaboratively with the staff of Hulhumale' Hospital to ensure the smooth operation of this institute. We are open to identifying our errors and areas that could be improved upon. Moreover, we strive to obtain feedback from our stakeholders and enhance our manner of delivering the service.

Purchase Requests Created		
Month	General	Medical
Jan	119	19
Feb	70	24
Mar	71	24
Apr	99	44
May	73	38
Jun	98	30
Jul	33	14
Aug	72	27
Sep	97	46
Oct	77	29
Nov	57	23
Dec	48	31

Number of attended Indents		
Month	General	Medical
Jan	42	91
Feb	38	81
Mar	50	88
Apr	44	87
May	52	91
Jun	49	67
Jul	63	81
Aug	117	123
Sep	97	105
Oct	118	125
Nov	106	132
Dec	127	141



STATISTICS – APPENDIX A

1. OUTPATIENT CONSULTATIONS

SPECIALIST CONSULTATIONS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Total number of outpatients	18,638	10,380	13,167	10,632	13,777	16,950	14,434	18,455	18,057	17,632	18,104	19,604	189,830
Anaesthesiology	51	19	53	13	23	104	54	60	49	39	15	78	558
Cardiology	90	116	114	111	159	131	56	113	0	194	63	100	1,247
Dental Department (total)	684	401	822	393	654	771	458	625	658	593	627	927	7,613
Dental	566	319	689	302	535	621	343	448	522	537	533	799	6,214
Orthodontist	38	20	26	29	35	43	34	45	41	38	29	0	378
Oral and Maxillofacial Surgery	80	62	107	62	84	107	81	132	95	18	65	128	1,021
Dermatology	420	320	526	153	236	168	117	316	408	482	686	797	4,629
ENT	323	254	402	333	325	361	402	424	407	422	180	435	4,268
Immunologists						1							1
Internal Medicine	907	551	834	547	732	780	618	909	1,321	830	1,093	1,098	10,220
Nephrology	40	40	36	25						11		8	160
Obstetrics and Gynaecology	432	414	504	399	396	475	371	569	444	492	653	778	5,927
Obs & Gynaecology OPD	175	231	290	165	180	224	175	281	235	271	405	508	3,140
ANC	225	175	206	233	192	238	185	263	188	187	234	251	2,577
Other RHC consultations	32	8	8	1	24	13	11	25	21	34	14	19	210
Oncology	27	16	125	12	150	64		61	91	97	49	120	812
Ophthalmology	883	405	507	360	519	563	466	755	583	389	407	719	6,556
Optometry	307	233	264	162	31			130	266	234	253	275	2,155
Orthopedics	254	301	512	331	598	639	524	716	542	390	519	648	5,974
Paediatrics	663	460	713	494	568	878	794	1,107	1,083	988	1,038	1,062	9,848
Psychiatry								144	145	172	337	362	1,160
Psychology									50	118	188	163	519
Urology										23		17	40
Surgery	297	320	349	147	166	272	119	144	300	242	243	302	2,901
EM PHYSICIAN				2		30		356	10				398

Total No. of Specialist Outpatient consultations	5,378	3,850	5,761	3,482	4,557	5,237	3,979	6,429	6,357	5,716	6,351	7,889	64,986
CONSULTATIONS AT ER, GOPD, GREEN OPD													
Casualty Medical Officers (GOPD, Green OPD)	7,416	5,018	5,778	5,507	6,606	6,876	6,582	6,983	6,851	7,068	6,963	7,179	78,827
FLU CLINIC	5,297	1,129	1,179	1,236	2,184	4,326	3,405	4,496	4,305	4,361	4,321	4,022	40,261
Casualty & Emergency Department (ER, DR, EPR)	547	383	449	407	430	511	468	547	544	487	469	514	5,756
Total Casualty & Emergency Department	13,260	6,530	7,406	7,150	9,220	11,713	10,455	12,026	11,700	11,916	11,753	11,715	124,844
TOTAL OUTPATIENT CONSULTATIONS	18,638	10,380	13,167	10,632	13,777	16,950	14,434	18,455	18,057	17,632	18,104	19,604	189,830
AVERAGE CONSULTATIONS PER DAY	601	371	425	354	444	565	466	595	582	569	584	632	6,189

2. INPATIENTS

TOTAL ADMISSIONS	204	115	180	211	183	229	229	316	244	277	273	302	2,763
Total No. of Discharges	213	103	175	205	175	203	242	293	241	257	267	299	2,673
Observations ISOLATION	105	39	61	61	96	75	93	115	135	113	74	8	975
No. of patients kept for observation (ER & CASUALTY)	240	199	216	205	232	152	220	284	287	310	253	326	2,924
(ER & Casualty)													
Labour room (admitted for at least 6 hours)	6	7	3	17	8	15	9	11	13	7		0	96
Total No. of Observations	351	206	219	222	240	167	229	410	300	317	327	326	3,314
3.BED OCCUPANCY													0
Total Bed Occupancy for the month	464	271	539	538	495	597	648	954	888	899	869	771	7,933
No. of Beds	59	59	59	59	59	59	59	59	59	65	65	65	65
Bed Occupancy Rate	26.2	16.4	29.5	30.4	27.1	33.7	35.4	52.2	50.2	49.2	49.1	42.2	
Total length of Stay	438	283	510	552	447	547	700	898	838	744	894	769	7,620
Average length of Stay	2.03	2.67	2.88	2.65	2.42	2.59	2.82	3.01	3.42	2.79	3.20	2.50	2.77
4.OBSTETRIC STATISTICS													

Normal deliveries	10	10	6	17	11	11	20	16	10	16	19	20	166
Lower Segment Caesarean Section (LSCS)	11	13	13	17	14	13	9	16	15	15	11	12	159
Instrumental Deliveries											1	0	1
Assisted Vaginal Deliveries -Vacuum extraction		1		4		2	1		1		1	1	11
Total Deliveries	21	24	19	38	25	26	30	32	26	31	32	33	337
Other Obstetric and Gynecological Procedures	2	5	9	2	3	5	6	7	3	8	7	8	65
Tubal Litigation (TL)		3	4	1	2	1	2	2	1		3	1	20
Dilatation Curettage (D&C)	2	1	1		1	1	1	1			1	4	13
Manual Removal of Placenta (MRP)									1			1	2
Abdominal Hysterectomy		1	3			3	1	2		3	1	0	14
Vaginal Hysterectomy			1									0	1
Ovarian Cystectomy								1		2		0	3
Polypectomy												2	2
Myomectomy				1			1	1	1	1		0	5
Laparotomy							1			2	2	0	5
6.REFERRALS													
No. of Emergency Referrals to IGMH	10	10	10	14	19	10	4	8	7	18	9	16	135
No. of Emergency Referrals to ADK	4	4	1	3	2	0	1	5	1	2	7	3	33
No. of emergency Referrals to Tree Top Hospital	0	14	6	0	1	0	1	1	1	2	2	2	30
No. of referrals to Covid facilities (including IGMH)	3	4	4	2	1	1	0	0	0	1	0	1	17
No. of referrals to IDMC	0	0	0	0	0	2	1	1	0	1	0	2	7
Total Referrals	17	32	21	19	23	13	7	15	9	24	18	24	222
7.SURGERIES													
Surgeries by Speciality													
ENT	1	0	0	2	5	1	3	6	3	3	0	1	25
Obstetrics and Gynaecology	20	19	27	23	19	18	14	28	17	25	20	24	253

LCSC	11	12	15	19	14	13	10	16	15	15	14	13	167
Emergency LSCS	9	10	8	15	9	6	9	12	6	11	10	9	114
Elective LSCS	2	2	7	4	5	7	1	4	9	4	4	4	53
Other Gynaecological surgeries	9	7	12	4	5	5	4	12	2	10	6	10	86
Ophthalmology	2	1	2	0	2	4	1	1	4	1	1	0	19
Orthopedics	1	1	10	6	8	25	15	35	27	20	18	33	199
Surgery (General surgery)	61	8	16	5	11	52	82	30	13	24	12	65	379
Maxillofacial surgery	5	3	8	3	5	8	4	11	11	0	2	6	66
Total no. of Surgeries in OT	90	32	63	39	50	108	119	111	75	73	53	129	942
Emergency Surgeries	12	18	13	17	15	10	12	20	39	17	19	27	219
Elective Surgeries	78	14	50	22	35	98	107	47	7	56	34	102	650
Major Surgeries in OT	22	19	35	28	22	34	24	67	46	43	38	43	421
Emergency Surgeries	12	14	7	16	10	8	10	20	25	15	17	17	171
Elective Surgeries	10	5	28	12	12	26	14	47	4	28	21	26	233
Total no. Major Surgeries in OT													
Minor Surgeries in OT	68	13	28	11	28	74	95	44	29	30	15	86	521
Emergency Surgeries	0	4	6	1	5	2	2	6	25	2	2	10	65
Elective Surgeries	68	9	22	10	23	72	93	38	4	28	13	76	456
8.MINOR PROCEDURES (outside the OT)													
Suturing	79	98	519	138	114	115	109	121	265	112	102	124	1,896
Injections	2,184	2,509	2,922	2,529	2,499	2,502	2,201	2,249	3,019	2,682	5,230	2,529	33,055
Dressings	5,466	2,322	3,021	3,960	4,848	5,057	5,353	6,117	5,117	6,347	2,471	6,067	56,146
POP application	30	45	103	46	39	45	33	42	28	30	49	66	556
Other Procedures:	118		346	260	449	267	383	456		581	578	591	4,029
ECG	691	648	799	407	905	854	733	808	991	1,050	836	1,095	9,817
GRBS	486	648	518	677	898	905	773	1,371	1,130	1,613	1,286	856	11,161

Nebulizations	484	164	164	300	584	474	493	1,133	1,470	1,206	1,355	1,080	8,907
Nail Removal	10	8	8	8	13	12	11	14	8	8	16	13	129
I&D	11	8	20	1	8	19	17	13	13	15	14	17	156
NST	1		40	2	28	4	22	36	2	20	2	28	185
POP removal	25	35	153	16	15	16	19	20	13	25	20	21	378
Catherization	18	18	26	39	19	28	19	36	30	30	30	9	302
Suppository Insertion	68	25	29	21	81	168	146	242	229	216	183	164	1,572
Eye Irrigation	27		29	9	32	23	21	23	18	23	22	25	252
Suture Removal	101		90	76	65			94	113	108	96	89	832
Total Minor procedures (outside the OT)	9,799	6,528	8,787	8,489	10,597	10,489	10,333	12,775	12,446	14,066	12,290	12,774	129,373

9. SPECIAL PROCEDURES

Chemotherapy	75	78	92	94	109	105	115	100	115	123	114	139	1,259
Dialysis	548	521	570	549	633	582	563	576	551	548	578	611	6,830
Ophthalmology procedures	44	269	420	219	467	516	469	349	323	115	284	401	3,876
ENT procedures	20	16	9	12	11	16	8	44	0	2	0	31	169
Dermatology procedures	105	63	96	0	27	95	37	106	0	134	606	566	1,835

10. DENTAL PROCEDURES

Total number of Scaling	52	42	76	28	45	108	72	33	31	40	65	69	661
Total number of Extractions	104	71	150	67	92	102	66	82	74	119	106	129	1,162
Total number of Filling	148	137	442	0	173	215	148	156	10	197	14	374	2,014
Total number of Dentures	149	76	101	0	0	0	53	0		0	0	0	379
Other dental procedures	505	181	326	138	308	384	214	298	396	464	395	553	4,162
Total no. of dental procedures	958	507	1095	233	618	809	553	569	511	820	580	1125	8,378

11. PHYSIOTHERAPY SERVICES

Out Patients	615	636	908	581	659	708	571	967	1267	1024	995	1061	9,992
In Patients	77	4	29	44	46	39	37	87	151	129	258	92	993
Total Physiotherapy	692	640	937	625	705	747	608	1054	1418	1153	1253	1153	10,985

12. LABORATORY SERVICES

Laboratory investigations													
Out Patient Investigations	31482	28418	35531	17941	33702	37044	28824	39425	38996	39791	36856	41210	409,220
In Patient Investigations	1360	875	1415	1643	1560	2483	2378	2624	2355	2467	2996	2125	24,281
Total no of investigations	32842	29293	36946	19584	35262	39527	31202	42049	41351	42258	39852	43335	433,501
Patients for Laboratory Services													
No. of Out Patients	4660	3840	4922	3007	5079	5785	4755	6328	6211	6589	6097	6560	63,833
No. of In Patients	342	263	325	402	354	531	544	621	552	539	658	480	5,611
Total no of patients for laboratory investigations	5002	4103	5247	3409	5433	6316	5299	6949	6763	7128	6755	7040	69,444

13. BLOOD TRANSFUSION SERVICES

No. of x-matches (cross matches)	133	113	124	177	113	140	165	200	147	169	195	214	1,890
Blood transfusions													0
For Thalassemia Cases	3	0	0	0	6	6	0	1	6	0	1	7	30
For Pregnancy Cases	0	2	1	1	1	1	5	4		7	2	2	26
For Anaemia Cases	20	8	13	18	11	11	23	19	34	20	32	37	246
Others	3	0	2	1	1	1	0	13		6	17	7	51
Total no. of Blood Transfusions	26	10	16	20	19	19	28	37	40	33	52	53	353

14. OTHER DIAGNOSTIC SERVICES

Radiology													
X-Ray taken (Total No. of Exposures)	3790	4110	5072	3382	4208	4685	3732	4862	4691	4534	4741	5233	53,040
X-Ray taken (Total No. of Patients)	1626	1728	1912	1281	1813	2025	2272	2485	2194	2583	2452	2466	24,837
OPG	0	0	0	0	0	0	0	145	201	166	214	316	1,042
C-arm (in OT)	0	0	0	5	0	10	0	16	13	15	13	14	86
Ultra Sound Scan Done	571	419	461	364	445	486	349	350	270	297	617	543	5,172
CT- Scan (No. of studies)	243	210	192	128	303	355	229	229	183	209	258	212	2,751
MRI Scan (No. of studies)	0	51	176	100	142	178	182	202	146	253	225	194	1,849
Mammogram	19	16	26	14	16	17	0	8	20	9	16	31	192
Total Radiological investigations	6249	6534	7839	5274	6927	7756	6764	8297	7718	8066	8536	9009	88,969
In-vivo investigations													
ECG	727	661	732	421	856	759	573	592	701	786	654	649	8,111

Echocardiography	91	58	94	50	42	89	8	59	0	65	12	89	657
Total In-vivo investigations	818	719	826	471	898	848	581	651	701	851	666	738	8,768
15.SERVICES FROM PUBLIC HEALTH UNIT													
Immunizations (total)	7974	2557	1747	647	797	848	445	468	640	723	660	388	17,894
- Childhood Vaccination (EPI and optional vaccines)	251	208	258	243	279	289	199	307	363	319	247	301	3,264
- Travel vaccines	17	24	94	19	4	14	42	20	116	333	218	47	948
- Influenza & other vaccines for Public (E.g. Varicella, Hep-B)	62	19	16	2	10	8	25	34	66	118	195	40	595
Covid vaccinations (total)	7642	2306	1507	381	473	537	179	103	105	67	63	11	13,374
- Astrazeneca	737	0	0	0	0	0	0			0		11	748
- Pfizer	6905	2306	1507	381	473	537	179	103	105	67	81	0	12,644
- Covid Vaccination for bed-ridden patient (home visit)	0	0	0	0	0	0	4	0	0	67	0	0	71
- Staff vaccinations (MR, Hep B, Influenza, other)	2	1	7	3	31	0	361	4	1	0	0	5	415
Growth monitoring	405	392	472	430	550	557	16	575	561	596	604	593	5,751
Deworming	36	9	22	17	32	22	71	50	43	52	35	38	427
Vitamin A	89	93	67	95	121	125	12	75	94	91	84	65	1,011
NCD clinic (No. of patients consulted)	16	3	14	3	11	13	10	8	13	15	5	10	121
GRBS	21	13	5	3	17	12	81	25	16	27	27	5	252
BP Check	181	172	116	49	106	155	4	159	272	226	178	180	1,798
Tobacco cessation (phone / face-to-face counseling)	11	0	1	1	0	2	69	9	7	5	9	4	118
Individual Health Education: (Nutrition , HTN , DM, Exercise)	135	88	90	40	80	87	17	130	243	174	169	185	1,438
Home visits (total no. of patients visited)	17	18	23	0	14	21	11	13	12	20	9	16	174
Home visits to bed-ridden patients >65	17	18	23	0	14	21	5	13	11	12	6	14	154
Home visits to bed-ridden pts <65	0	0	0	0	0	0	6	0	1	8	3	2	20
No. of procedures at Home visits	18	12	23	0	10	14	17	5	7	5	7	7	129
DOTS for TB patients: (no. of interactions, each patient comes daily for treatment)	90	84	85	84	93	72	60	59	33	57	60	62	839
OTHER ACTIVITIES CARRIED OUT BY PHU													
HEALTH EDUCATION SESSIONS	0	0	7	0	0	0	0	0	5	2			14

HEALTH SCREENINGS (No. of staff screened):	0	0	0	0	0	0	0	0	0	0	167	0	167
OTHER EVENTS/ACTIVITIES CONDUCTED BY PHU	0	0	12	0	0	0	0	3	0	0	0	0	15
STAFF TRAINING	0	0	0	0	0	0	26	6	0	0	0	0	32
16.SERVICES FROM REPRODUCTIVE HEALTH CENTRE													
No. of ANC clients	214	198	229	240	213	242	188	270	227	257	293	296	2,867
No. of PNC clients	28	34	38	46	66	44	51	76	47	51	59	56	596
FP Consultation	3	4	9	1	3	6	3	13	6	7	7	13	75
No. of WWC screenings	26	12	7	2	0	8	12	16	25	62	16	43	229
GBV CASES	0	0	1	2	0	0	0	1	0	0	0	1	5
No. of outreach Breast/Cervical cancer screenings	0	0	0	0	0	0	0	0	0	38	0	25	63
Total no. of Breast & Cervical Cancer screenings	12	0	0	0	0	0	0	0	0	38	0	0	50
No. VIA for cervical cancer	0	0	0	1	0	0	1	0	1	4	0	0	7
No. of PAP smears collected for Cervical cancer	16	1	0	0	0	3	4	6	8	34	5	16	93
No. of Colposcopy	0	0	0	0	0	0	1	1	1	1	0	0	4
Family Planning (total no. of clients)	16	24	38	24	21	35	29	37	35	23	37	52	371
-IUD insertion	0	0	4	3	2	1	0	6	2	0		3	21
-IUD removal	0	1	0	0	0	0	0	1	1	0	1	0	4
-Depo Provera injection	0	2	4	4	4	4	7	3	1	2	2	3	36
-Implant Insertion	1	5	5	8	5	5	3	5	6	4	7	9	63
-Implant removal	0	1	2	2	2	5	7	5	3	3	4	9	43
-other Family planning methods	15	15	23	7	8	20	12	17	22	14	23	30	206
No. of immunizations	33	37	54	48	54	58	50	69	40	62	40	56	601
Individual Counseling & Health Education (no. of clients)	44	102	119	96	93	90	102	162	85	61	121	89	1,164
-Breast feeding counselling	10	19	28	20	6	13	28	25	16	5	18	11	199
-Family planning counselling	2	13	10	11	6	6	4	5	6	6	12	14	95

-Other health education	32	70	81	65	81	71	70	132	63	49	74	50	838
Group education sessions (e.g. Clients forums) -no. of clients attended	1	0	51	0	0	50	0	10	187	2	10	597	908
NST	6	9	8	19	22	23	29	30	18	18	18	24	224
BP monitoring	0	0	2	3	0	4	7	11	11	8	4	15	65
16. IDMC													
Total No. of Admissions				2	2	24	23	6	6	15	15	6	99
Total No. of Discharges				1	2	25	31	6	6	12	15	6	104
No. of patients kept for observation				1	7	23	7	0	0	0	0	0	38
Total Deaths in the Health Facility				0	0	1	0	1	0	0	3	0	5
CHILD DEVELOPMENT CENTRE													
MENTAL HEALTH DEPARTMENT													
PSYCHIATRY										150	337	364	851
PSYCHOLOGY									50	118	188	163	519

NOTE:

1. IDMC STARTED FUNCTIONING ON MARCH 2022

2. MENTAL HEALTH CENTRE OPENED ON OCT 2022, BUT PSYCHOLOGICAL & PSYCHIATRIC SERVICES WERE GIVEN ON OPD BASIS FROM SEPT 2022

16. CDC

PHYSIOTHERAPY	28	50	66	82	123	122	66	113	51	124	150	141	1,116
SPEECH THERAPY													
TOTAL	0	0	27	55	57	46	56	90	108	110	133	117	799
PARENT SESSION	0	0	1	0	0	0	0	0	5	0	0	0	6
OCCUPATIONAL THERAPY													
TOTAL	51	83	73	37	53	39	39	46	50	70	56	AL	597
PARENT SESSION	0	0	4	5	5	1	2	7	8	2	0		34
PSYCHOLOGICAL THERAPIES													
TOTAL	27	29	54	25	35	34	23	52	78	92	117	165	731
PARENT SESSION	0	22	18	14	4	13	11	9	27	8	0	0	126
PROSTHESES / ORTHOTICS	6	5	17	2	5	11	10	7	20	12	18	5	118
PAEDIATRIC CONSULTATIONS	9	11	13	7	9	15	4	14	23	24	22	9	160