

**Operational Mechanism**  
**For**  
**OR Renovation Project**

Approval of "Operational Mechanism for OR Renovation Project" in Academic Council meeting of Nishtar Medical University held on 13.10.2020.

Sr. No.	Name of Doctor	Designation	Signature
1.	Prof. Dr. Ahmed Ijaz Masood Vice Chancellor, NMU, Multan		
2.	Prof. Dr. Muhammad Samee Akhtar Rtd. Principal		
3.	Prof. Dr. Ijaz Hussain Malik Professor Emeritus		
4.	Prof. Dr. Salman Waris Professor Emeritus		
5.	Dr. Huma Quddusi, Professor of Obst. & Gynae	Professor HON Obs/gynae	Huma
6.	Dr. Mehnaz Khakwani, Professor of Obst & Gynae		Me
7.	Dr. Ghulam Mustafa, Professor of Medicine		Ghulam
8.	Dr. Iftikhar Hussain Khan, Principal, NMC / Professor of Surgery		Iftikhar
9.	Dr. Khalid Hussain Qureshi, Professor of Surgery		Khalid
10.	Dr. Muhammad Masood Ur Rauf Khan, Professor of Surgery		Masood
11.	Dr. Nasreen Siddique, Professor of Community Medicine		Nasreen
12.	Dr. Khalid Usman, Professor of Pathology		Khalid
13.	Dr. Shahid Habib Ansari, Professor of Pathology / Head of Biochemistry		Shahid
14.	Dr. Muhammad Saleem, Professor of ENT	Professor of ENT	Muhammad Saleem 14.10.2020
15.	Dr. Shahid Irshad Rao, Professor / Head of Obst & Gynae Unit-III		Shahid
16.	Dr. Rao Muhammad Rashad Qamar, Professor / Head of Ophthalmology	Prof - ENT	Rao
17.	Dr. Muhammad Amer, Professor of Anaesthesia		Amer

Sr. No.	Name of Doctor	Designation	Signature
18.	Dr. Muhammad Aamir Dawood, Professor / Head of Neurosurgery	Professor of N/s.	Dr. Aamir Dawood
19.	Dr. Naheed Ahmad Ch., Professor / Head of Plastic Surgery	HOP Bumer	
20.	Dr. Hafiz Muhammad Kamran Siddiqui, Professor / Head of Orthopaedic Surgery		Kan
21.	Dr. Ghulam Abbas, Associate Professor / Head of Nephrology		G. Abbas
22.	Dr. Naeem Ullah Leghari, Associate Professor / Head of Psychiatry		Naeem
23.	Dr. Abdul Sattar, Associate Professor / Head of Radiology	Prof of Radiology	Sag
24.	Dr. Muhammad Asif Gul, Associate Professor / Head of Gastroenterology	Associate Prof GI	Asif
25.	Dr. Zahra Nazish, Associate Professor / Head of Medicine Unit-III		Zahra
26.	Dr. Mushtaq Ahmad, Associate Professor / Head of Forensic Medicine		Mushtaq
27.	Dr. Abdul Ghaffar, Associate Professor / Head of Urology		Abdul Ghaffar
28.	Dr. Abdul Jabbar, Associate Professor / Head of Pharmacology		Abdul Jabbar
29.	Dr. Anjum Naveed, Associate Professor / Head of Pulmonology		Anjum
30.	Dr. Raheel Tahir, Associate Professor / Head of Dermatology	Associate Professor Dermatology	Raheel
31.	Dr. Haroon Aziz Khan Babar, Associate Professor / Head of Cardiology	HOT Cardiology	Haroon Babar
32.	Dr. Ghulam Mustafa, Associate Professor / Head of Pediatric Medicine Unit-I		Ghulam Mustafa
33.	Dr. Muhammad Azam Khan, Associate Professor of Pediatric Medicine Unit-II		Muhammad Azam Khan
34.	Dr. Muhammad Arif Mahmood, Associate Professor of Medicine		Muhammad Arif Mahmood
35.	Dr. Tariq Mahmood, Associate Professor of Orthopaedic Surgery	Associate Prof.	Tariq Mahmood
36.	Dr. Muhammad Ilyas Anjum, Assistant Professor / Head of Anatomy		Muhammad Ilyas Anjum
37.	Dr. Muhammad Fahad Saleem, Assistant Professor / Head of Neurology	AP	Muhammad Fahad Saleem
38.	Dr. Hamid Hassan, Assistant Professor / Head of Physiology	Associate Professor	Hamid Hassan





## Operational Mechanism For OR Renovation Project

### Definition.

- |         |   |  |
|---------|---|--|
| 1. OR   | = | Operating Room                             |
| 2. NMUH | = | Nishtar Medical University Hospital-Multan |
| 3. NANA | = | North American Nishtar Alumni              |
| 4. SPO  | = | Strengthening Participatory Organization   |

SPO is a prestigious national organization with national and international presence [please google this name]. They act as link between donor and recipient organizations in disbursement of funds to ensure transparent, fair legal and documented transfer and use of money both nationally and internationally.

5. NANA – RCM = “NANA’s representative committee in Multan”

A 3 or more membered committee amongst residents of Multan that will be nominated and notified by NANA.

### 6. Works Committee.

A 4 membered committee of young colleagues and consultants:

- Dr. Kaleem Ullah (Assistant Professor Thoracic Surgery – will be coordinator of this committee).
- Dr. Khalid Chishti (Assistant Professor Orthopaedic) representing Orthopaedic (2<sup>nd</sup> floor)
- Dr. Muhammad Rizwan Sharif (Assistant Professor Neurosurgery) representing (1<sup>st</sup> floor)  
Dr. Rizwan is involved in construction and development of a new OR for Neurosurgery.
- Dr. Rashida Parveen (Assistant Professor Gynae) for Gynae – Labour Room Floor.

This committee will identify and recommend the need of any work or deficiency of equipment / instrument on their floor to the vetting committee. Once approved they will be directly supervising the work being done.



7. **Vetting Committee.**

A high level 3 membered committee from Nishtar Medical University faculty to examine, authorize and vet any work or purchase of equipment / instrument recommended by the works committee.

Vetting committee will consist of 3 members:

1. Prof. Dr. Khalid Hussain Qureshi (Head of Surgery & Allied and de - facto Dean of Surgery and Allied).
2. Prof. Mehnaz Khakwani (she is the next head of Gynaecology and Obstetric. Prof. Dr. Huma Quddusi will retire while project will probably still be under completion 01.07.2021). Prof. Dr. Mehnaz Khakwani will then also be the senior most professor in Surgery and Allied and is already actively engaged in renovation and upgradation of Gynae. and Obst. OR floor).
3. Prof. Dr. Naheed Ahmad Choudhry (Head of Plastic Surgery and Burns) has maximum experience amongst all faculty of developing ORs as he was first hand involved in development of Pak Italian Burn Centre which has 5 modular ORs.

8. **Finance Committee.**

Consists of 3 custodians and signatories of Nishtar Alumni account:

1. Prof. (Rtd) Khalil Ahmad Gill Sb, Orthopaedic Surgeon.
2. Dr. (Rtd) Shahid Naseem Sb, Consultant Radiology
3. Dr. Ilyas Anjum Sb, Head of Anatomy Department

All requests for release of funds from Alumni account [All donations will go into this account except for that from NANA which will be disbursed through SPO] will be submitted to this committee. They will examine all requests according to the rules set for transparency and fairness and release funds after full satisfaction.

**PRINCIPLES AND MECHANISMS**

The total project cost is approximately 130 million PKR.

Out of this, PKR 50 million (300,000 USD) are being donated by NANA which will be used exclusively for purchase of equipment and instruments for OR block.

**Mechanism for Purchase of Equipment – Instruments**

"Works committee" will produce a list of equipment and instruments to be purchased after examining the need of each floor and rationalizing it.

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Works committee will also mention on their wish list, against each article, whether it can be new, chinese, refurbished or local.

Works committee will present this list to the "vetting committee" of senior professors for approval. "Vetting committee" will examine this list and will seek all clarifications needed from "works committee". Once satisfied, "vetting committee" will "vet" it and give it to "NANA - RCM" for their approval. Once approved by NANA - RCM, it will send the list to NANA head office in USA for approval and onwards conveyance to SPO.

SPO will arrange purchase of equipment and instruments "according to the approved list" through their defined process of advertisement in the national newspapers.

At the time of bidding following will be present:

1. Works Committee (As end users)
2. Vetting Committee (As end users and senior faculty members supervising the Purchase Process)
3. NANA - RCM (As representative of NANA)
4. SPO Team (Organizing, coordinating and regulating the purchase process)

SPO will then issues supply orders to the successful bidders.

NANA - RCM, on recommendation of "works committee" and "vetting committee" can authorize release of upto 25% of invoice cost as advance payment if they are convinced that it is necessary to close the deal.

Supply will be received by works committee. Vetting committee will inspect the supplies and issue a certificate that received goods are correct in quantity and quality.

Only after receiving such a certificate (and a certificate that successful installation has been done - where applicable), SPO will release funds directly to vendors according to their invoices.

- All equipment received in this way will properly be received in Nishtar Hospital, Multan main stores and entered as "Donation from NANA" and then issued to the relevant OR / recovery room / Labour Room etc for which it was procured.

### Mechanism for Utilization of Funds for Civil Works from NANA

- Many friends in the USA are donating money for civil work component of this project. Most are donating one or more OR @ 11000 USD per OR (except first 4 ORs donations which were donated @ 10,000 USD per OR).



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- This money is in addition to and separate from 300,000 USD (approx. 50 million PKR) which is reserved exclusively for purchase of equipment for ORs as mentioned above.
  - This donation for civil work is expected to be between 100,000 to 200,000 USD (20 – 30 million PKR).
  - NANA will transfer this money through SPO.
  - Again "works committee" will identify the component of work that they want to do with this NANA civil work donation component.

They will identify contractors / vendors / workers who can do that work efficiently and at good quality and cost. They will present this recommendation to "Vetting committee" for approval of work as well as vendor / contractor giving all the reasons for choosing a given channel, vendor, contractor.

Once satisfied, vetting committee will approve it and send the case for approval to NANA – RCM. Both works committee and vetting committee will be responsible for satisfying NANA – RCM about the proposed expenditure.

Once satisfied, NANA – RCM will approve this submitted expense and advise SPO to release the approved funds to the concerned vendor / contractor / supplier.

To ease up and quicken the process, most of the times "work committee" will be asked to present their case (both in case of purchase of equipment as well as any civil work component) in collective presence of "vetting committee" and "NANA – RCM". So that after a healthy and open discussion and seeking answers of all possible queries, approval by "vetting committee" and "NANA – RCM" is granted at the same time and sent for final approval to NANA head office.

NANA – RCM will do it by advising SPO to release these funds to the vendor after approval from NANA head office.

- NANA – RCM, on recommendation of "works committee" and "vetting committee" can authorize release of upto 25% of invoice cost as advance payment if they are convinced that it is necessary to close the deal.
- This is the mechanism for utilization of resource from NANA (Both equipment and civil work components).

## Collection of Donations for Civil Work (Other than from NANA)

Major bulk of civil work expense (50 – 60 million PKR) will have to be met by donations raised locally from

- Serving faculty
- Retired faculty
- Nishtarians and friends of Nishtar in Pakistan and abroad.
- Local Philanthropists

For this purpose, following mechanism has been devised.

- All civil work required has been broken down into 20 components with detailed measurements and approximate costs (please see my presentation slide available at most Nishtarian whatsapp groups as well as on Nishtar Alumni web site).
- Every effort will be made to convince donors to take up a component (out of 20 components) that suits them, complete it through their own builders / contractors / vendors etc and handover the completed component as a donated gift to Nishtar.

eg: Cost of shifting and development of child care centre to another site (abandoned private pharmacy hall in front of ward-4 entrance) is approximately 10 million PKR. One of our friends has already taken it up. So instead of giving us 10 million, empty hall, ear marked for use as child care centre, will be handed over to the said friend, who will convert it into child care centre according to our specifications and hand it over as a gift to Nishtar.

Similarly, we are hoping that many other and especially pricy components like:

- Building recovery and reception halls
- Building dirty Linen Shed
- Building stair and lift component
- Flooring of all theatre block etc.

will be taken up by various worthy donors, completed by their team (s) and handed over to Nishtar as gift.

In this way, we (that is, the team responsible for completing this project) will only have to handle a relatively small fraction of money.

But obviously, we still will have to collect a lot of donations, keep track of it, spend it judiciously and be able to account for every single rupee that we collected and spent.



Therefore, following mechanism has been developed for collection and utilization of monetary donations for this project.

- A dedicated bank account has been made available for this project with following details:

1. Bank Name = Meezan Bank  
 2. Account Title = Nishtar Medical University - Multan (ALUMNI)  
 3. Account No. = 0503 - 0103 - 428399  
 4. Branch No. = (0503) BOSAN ROAD BRANCH - MULTAN  
 5. IBAN = PK81 - MEZN - 0005 - 0301 - 0342 - 8399

- There is zero starting balance in this account.

- Financial team is the signatory for this bank account:

Prof. Dr. Khalil Ahmad Gill Sb

Dr. Shahid Naseem Sb

Dr. Ilyas Anjum Sb

- At least two of three signatories must sign the cheque for release of funds.
- Donations will be accepted ONLY in the form of bank transfer or crossed cheque.
- No cash donation will be received.

- No money for any other purpose will be deposited in this account till OR project is completed.

- This will make inflow of donations completely transparent and traceable to the source and impossible for certain amounts of donations "going missing".

**For utilization of funds in this account,**

"Works committee" will generate a demand that they want to get certain component of work done by using funds in this account.

They will present their demand to "vetting committee" explaining to them what needs doing, by whom and what cost.

Once the "Vetting committee" is satisfied, it will authorize the expense.

"Vetting committee", on recommendation of "works committee", can also authorize release of upto 25% of invoice cost as advance payment if they are convinced that this is necessary to close the deal. "Vetting committee" will do it by recommending it to the "finance committee" for release of recommended amount to the vendor as advance amount.

Once authorized, the "works committee" will issue the work order to the vendor / contractor for that work. When work is completed and "works committee" is satisfied, "vetting committee" will inspect the work for completion, quality and the fact that it complies with the set standards, the "vetting committee" will recommend to the "finance committee" for release of balance amount (total amount minimum the amount already given as advance) to the vendor.

Therefore, all the donation collected and utilized will be through bank transfers, crossed or named cheques with no cash transaction what so ever.

It will ensure, that the whole operation is transparent and complete money trail is present. As Dr. Dure Sabih Sb put it "The path from money in the bank to tile on the floor" will be clearly defined and available for audit.

This document about operational mechanism is being shared with all concerned on all possible groups for:

- Any critique
- Any suggestion
- Any improvements

After incorporating all workable suggestions this will be presented in Nishtar Medical University's, academic council meeting scheduled on 13<sup>th</sup> October, 2020 (Tuesday) for approval.

I am confident that, انشاء الله not only this will make this project ideally transparent but will also teach and train us as a team to develop a very robust mechanism to plan and complete even larger projects on similar footings, attracting complete confidence and satisfaction of all donors.

I thank you all for you help, cooperation, confidence and especially thank you in anticipation for your input regarding this document.

May Allah be with us all in our noble intention. آمين

**Iftikhar Hussain Khan**  
PRINCIPAL  
Nishtar Medical College, Multan



**Operational Mechanism**  
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Presented for approval in Academic Council meeting

of Nishtar Medical University, Multan

held on 13.10.2020

This document consists of:

One title page.

- "Operational Mechanism for OR Renovation Project" Paper (7 – pages).

- Addendum = 1 page.

- Message of Principal in "NMC official" group for all members of Academic Council (1- page).

- Proposal / message from Prof. Dr. Rana Altaf Sb, Executive Director, CPEIC (1 – page).

- Approval signatories of Academic Council, NMU (1 – page).

- Total Pages = 8.

# ADDENDUM TO OPERATIONAL MECHANISM

## FOR

## OR RENOVATION PROJECT

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Since this document was floated on NMC official, NMC adcom, NANA and other Nishtar related whatsapp group two practical suggestions have been received to improve this document (both from Prof. Dr. Altaf Rana Sb, Executive Director, CPEIC).

1. There should be a provision of internal audit in this process.
2. None of the signatories should be in active service in Nishtar, rather should be retired.

I agree with both these very practical and important points and thank Prof. Dr. Rana Altaf Sb for his contribution.

The following two points are therefore being made to this document as an addendum:

1. After completion of OR renovation project, an audit of the whole project and account will be conducted by a committee of 3 eminent retired members of Nishtar Alumni and made part of the final report.
2. Process will be started to replace the only one active service signatory by a retired Nishtarian after seeking advice from the Academic Council in today's meeting. Few suggested names are Prof. Dr. Inayatullah Sb, Prof. Dr. Babar Ali Sb, Prof. Dr. Naseer Tariq Sb, Prof. Dr. Umar Farooq Sb and Dr. Dur-e-Sabih Sb.