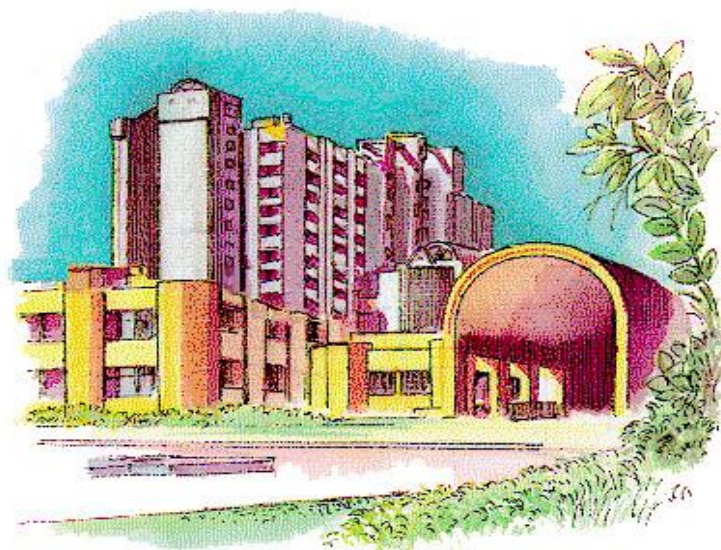




Sanjay Gandhi Post Graduate Institute of Medical Sciences, Lucknow (India)



Strategic Plan Document for Next Ten Years (December, 2023 to December, 2032)

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Strategic Planning Document for next 10 years for Sanjay Gandhi Postgraduate Institute of Medical Sciences, Lucknow, India

Our Strategic Plan is aligned with the overall Aim, Mission and Vision of the Institute. We aim to achieve tangible and credible standards in patient care, teaching & training practices and Holistic Research towards developing a sustainable ecosystem for clinical practices. We have aligned our strategies wherein the process is as important as the Product. While we have decided on our strategic path we have also devised the methodology for the following

- Aligning the stakeholders around our strategic priorities
- Alignment between Mission, Actions and Finances.
- Plan to communicate our goals, strategies and programs with the stake holders and eco system
- Engage, motivate, and retain with clear objectives, the external and internal audiences (e.g., Government Functionaries, Faculties and Staff etc.)

We have resolved to do a continuous SWOT Analysis, as the dynamics in Clinical Developments, Research and Continued Medical Education Methodologies are evolving and changing at frequent intervals. Our Strategic Plan is two folds: One is structurally at the level of the Institute and the second is at the level of the departments. Various initiatives and parameters can be monitored and tracked with the departmental performance indicators .

While simultaneously fighting the impacts of COVID-19, our progressive teams at SGPGIMS have been planning with our Faculty members to chart a course for our future. The pandemic has prompted an historic level of cross-sector partnership with various agencies with significant input of technology. It has galvanized our resolve to build on the compassion, excellent teaching and excellence in all spheres of Clinical Practice that defines SGPGIMS's. We aspire to grow stronger and healthier together within our organization and with our rapidly expanding, diverse and innovative learning community . With this backdrop, we are excited to introduce SGPGIMS Strategic Plan, a vision for the next 10 years, with two-year objectives to propel us forward. We thank all who helped shape it - our staff, physicians, patients and families, local partners within and outside healthcare, and the broader community.

The institute was established in 1982 and started functioning with first phase of the institute in 1987. Many additions and expansions have taken place in the institute since then. The current campus became fully functional by the year 1992. It is imperative that SGPGIMS continues on its path to achieve excellence in every sphere of activity and accordingly, we have set our goals to achieve the next trajectory for strategic expansion of our footprints.

Over next 10 years, the institute plans to make progress in all the areas of Academics, Research, Patient Care and Holistic Environmental, Social and Economical enrichment of the society. This will include expansion and adaptation/addition of various mechanisms in the existing departments as well as creation of new departments/centers to help achieve and overall development. Although it has been divided into 4 time periods for the purpose of simplifying,



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various steps mentioned in different time periods will be going on simultaneously so as to achieve the mission in next ten years and to start preparing for the vision for next decade.

The most important three pillars of an institution like SGPGIMS are teaching and training to generate required manpower in various specialities at various levels, meaningful and cutting-edge research and patient care. The Institute participates in NIRF ranking for medical universities. It plans to continue the same and also get NAAC accreditation from the academic year 2022-2023. Various steps and initiatives have been taken by the Institute in this regard. The table below describes the vision in brief in various key areas over the next 10 years.

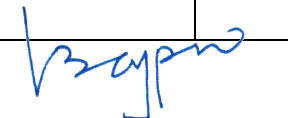
The tables subsequently summarize the plans and vision of the institute as mentioned above, followed by an executive summary of the same and a tabular representation of all the departments to expand the plan for each department as well as upcoming centers. The detail of each department/center is also available on the website of the institute.



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Broad Vision for Academics, Clinical Care and Research

Area of development	Vision for Next Decade		
	Till 2026	Till 2030	Till 2033
Academics	<ol style="list-style-type: none"> To increase the courses and academic programs by at least 20% and to introduce at least 30% new programs in various disciplines and at various levels viz. Diploma courses for medical students (PDCC, PDF, PDAF); Degree courses for medical students (DM, MCh); PhD courses for medical and non-medical students Diploma and degree courses for Nurses, especially in various niche areas of national importance Diploma and degree courses for technicians in various current as well as upcoming areas <p>The new areas specifically include Saloni Heart Foundation (soft launch and PDAF courses in 5 Pediatric cardiac disciplines to be started, 2 each) Advanced diabetes center- Completion of building, formulation of new courses, development and modification of course content and curriculum, development of labs and associated courses Advanced pediatric center (5 departments already functioning, to increase to 10 with commensurate increase in PDCC, DM, MCh and other courses) Head and neck surgery (Department to be started, 2 seats of PDCC and 2 seats of MCh to be started)</p>	<ol style="list-style-type: none"> To increase courses by 50% To increase new courses by 50% <p>The new areas specifically include Saloni Heart Foundation- increase PDAF seats to 6 each in all 5 disciplines and to start 2 DM/MCh seats in each discipline Advanced diabetes center- 2 seats each of PDCC in diabetes care, diabetic foot care and to increase DM seats to 6 from current 4 seats. Advanced pediatric center- to increase PDCC courses by 50%, to increase DM/MCh seats by 50% and to start PDCC courses in all the 10 new departments (2 each) and PDAF courses (2 each in each department) Head and Neck surgery- to increase MCh seats to 4, PDCC seats to 4</p>	<ol style="list-style-type: none"> To increase courses by 100% To increase new courses to twice that of now <p>The new areas specifically include Saloni Heart Foundation- Increase PDAF seats to 8 and DM/MCh seats to 6 each in 5 departments of the center Advanced diabetes center- increase in PDCC courses to 6 seats, increase DM seats to 8 and to start PDF courses and various programs for nurses and technicians Advanced pediatric center- to create 10 more pediatric superspeciality departments, to start new PDCC, DM/MCh/PDAF courses (2 each) in these departments and to double to seats in various courses in existing 10 departments Head and Neck surgery-To increase PDCC/PDAF courses to 6 each and to increase MCh seats to 6, apart from developing various courses for nurses and technicians</p>
Clinical care	<ol style="list-style-type: none"> To make all the 2772 (2272 existing + 500 Advanced Pediatric Centre) beds fully functional To make all the 51 major OTs fully functional to improve surgical output to at least twice that of current output Increase and develop new outpatient areas, diagnostic labs and other facilities to cater to at least 50% more patients <p>Saloni heart foundation to perform at least 600 pediatric cardiac surgical procedures per years apart from other diagnostic and therapeutic services Head and Neck Surgery 30 beds and new OPD to be added. One new OT also to be added to do at least 50 cases per month Advanced diabetes center additional 200 beds, OPDs and labs Advanced Pediatric Center Increase in number of beds for Pediatric superspeciality departments already running and creation of 10 more departments with 200 inpatient beds, new OPD areas and new operation theaters</p>	<p>Saloni heart foundation to perform at least 1200 pediatric cardiac surgical procedures per years apart from other diagnostic and therapeutic services Head and Neck Surgery 30 beds and new OPD to be added. Two new OT also to be added to do at least 80 cases per month Advanced diabetes center additional 100 beds, OPDs and labs Advanced Pediatric Center Increase in number of beds for Pediatric superspeciality departments already running and creation of 10 more departments with 200 more inpatient beds, new OPD areas and new operation theaters</p>	<p>Saloni heart foundation to perform at least 5000 pediatric cardiac surgical procedures per years apart from other diagnostic and therapeutic services Head and Neck Surgery 60 beds and new OPD to be added. One new OT also to be added to do at least 80 cases per month Advanced diabetes center additional 100 beds, OPDs and labs Advanced Pediatric Center Increase in number of beds for Pediatric superspeciality departments already running with 200 inpatient beds, new OPD areas and new operation theaters</p>


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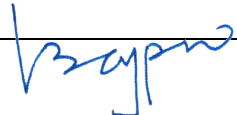
Research	To increase both intramural as well as extramural projects by at least 30% and to develop infrastructure for innovation, patenting and startups. We intend to attract more extramural grants by creating a research based eco-system which will not just promote holistic clinical research but shall also translate in extramural funding.	To increase research output, patents, innovations and start-ups by 60%	To increase it to double than what it is today
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Plan for Vision Specific Activities with Specific Targets

Vision activity	Plan till December 2026	Plan till December 2028	Plan till December 2030	Plan till December 2032
<u>Academic activities</u> Increase in seats PDCC/PDAF/PDF/MD/MS/DM/MCh And introduction of new courses.	Various departments have already formulated plans to progressively increase the number of seats in all the courses to double them at the end of this decade and also to introduce new courses in various areas. The institute plans to increase the MD/MS seats from the existing 45 to 99 and the DM/MCh seats from 81 to 215 . The syllabi and course objectives are being prepared will be completed over next 2-3 years. To enhance teaching facilities, the Institute plans to have interactive smart screen equipped classrooms	Once the course syllabi and objectives etc. are formulated, we will take necessary regulatory approvals and put in place fee structure, entry and exit methodology etc.	To audit the courses being run in the institute, their intake, placement of students and impact on the society so as to improve the course contents to the needs of the times and to formulate new courses.	To start working towards the next decade to increase and introduce new courses, modify old courses and to phaseout the courses with no intake or impact on the society.
<u>Research related activities</u> <ul style="list-style-type: none"> • Intramural research grants • Extramural research 	All the departments and new centers have formulated plans to increase the research output both in terms of quantity as well as quality. We are working to conduct meaningful research in basic as well as applied medicine to help understand and	The intramural projects, with increase funding will become seeds for getting extramural funding for high end research in various fields of medicine. The institute also will strive to participate more and more	An audit of the output of research in terms of publications, patents and start-ups will be done understand the problems and possible solutions.	The vision for the next decade will be formulate by various departments and centers based on the then needs and available technology including use of AI.


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<ul style="list-style-type: none"> • grants • Drug and Device trials • Patents • Innovations 	<p>fulfil the needs of the society. The institute has already enhanced the budget for intramural projects to 10 lac per project from the current 5 lac per project. The Institute has a fully functional research cell under the Dean which facilitates and controls all research activities, trials, etc. Beside the Research Cell, the Institute also has the Patent Cell which aims to increase the patents to double from the existing numbers.</p>	<p>drug and device trials as we already have an established mechanism to conduct these in ethical and scientific manner to make their findings useful to the society. A department for facilitating patenting and start-ups is being developed and will help in innovations, patents and startups.</p>		
<p><u>Patients care</u></p> <ul style="list-style-type: none"> • Ward beds • ICU beds • Operation theaters • Investigative facilities • Radiology • Pathology • Biochemistry • Microbiology • Diagnostic and therapeutic activities in various clinical departments 	<ul style="list-style-type: none"> • The institute has a total of 2272 beds of which over 1603 are fully functional. Rest of the beds need to be activated over next 2-3 years with addition of required manpower and equipment at various levels. • ICU beds need to be activated in all the wards as well as upcoming centers for better management of patients. Manpower and equipment is being arranged for the same. • Of the 51 major OTs, only about 30 are fully functional. All the OTs will be activated over next 2-3 years. The 	<p>The new centers as well as existing facilities will be made fully functional over next 2-3 years. After that we will try to expand them to increase the patient care facilities, academic activities as well as research activity.</p>	<p>The institute will plan for development of new department, medical college for undergraduate and postgraduate education and general speciality patient care services along with teaching, training and research activities in these areas of medical education, general specialities and basic sciences. The plans will be made beforehand and this period will be used to execute these plans.</p>	<p>The institute will consolidate the work and infrastructure of the previous decade, conduct an audit and make plans for the next decade to fulfil the needs of the society at that point of time</p>


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<ul style="list-style-type: none"> • Saloni Heart Center for Children born with congenital heart diseases • Infectious diseases centre • Advanced Diabetic Center • Advanced Pediatric Center • Emergency and Trauma services • AI enabled patient handling and diagnostic services based on simplified applications 	<p>manpower and equipment is already being arranged.</p> <ul style="list-style-type: none"> • Radiology, pathology, biochemistry, microbiology and other diagnostic and therapeutic activities will be strengthened as per the requirement for increased ward, ICU and OTS over next 2 years. They will have new equipment which will make many processes automatic and with the help of AI, the quantity as well as quality of work as well as research output will be improved. • Saloni Heart Foundation will have a soft launch in September 2023, followed by proper launch in February 2024. The construction of building will be started the. The center will start clinical and teaching activities within the available facilities of the institute for next two years. • Infectious disease centre has already been approved and funds are being sanctioned. 			
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	<p>The plans for manpower and building are also prepared. Over next 2-3 years we aim to start the center and make it fully functional.</p> <ul style="list-style-type: none">• The Advanced Diabetic Center is already being constructed and will be fully functional with clinical as well as academic and research activities being started over next 2 years.• Advanced Pediatric centre is already planned, space earmarked and manpower approval is being taken. Construction will start within a period of six months. Over next two years, the departments will be started in the existing infrastructure and will be ready to be fully functional as soon as the building is completed and they move there.• Trauma and emergency services are already functional in two centers (Apex Trauma Center and EMRTC). EMRTC also			
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	houses Departments of Urology and Nephrology. Together, these three departments are not only managing various types of emergencies and trauma coming to this institute but also increasing capacity of clinical care, teaching training and research in these areas and we aim to make them fully functional over next two years with world class infrastructure and manpower in these centers.			
<p><u>Economic development</u></p> <ul style="list-style-type: none"> • Helping develop cost-effective treatments • Reduce disease burden by promoting healthy life style practices <p>And Preventive</p>	<p>The institute is committed towards economic needs of the state and the country and therefore making plans to develop strategies to provide latest care to the patients without imposing burden on the patients or the Government through various means. A committee is already looking in the feasibility of acquiring high end equipment on PPP model to reduce dependence on the funding from the state government. Saloni heart foundation is the first step in that direction. We are also in the process of acquiring second surgical Robot</p>	<p>The gains of the previous 2-3 years will be consolidated and future plans will be made to enhance the capacity in various areas as discussed.</p>	<p>The audit of previous 4-6 years will be done to do a SWAT analysis and to plan for future activities. This will also help us hand-hold other institutions in this area.</p>	<p>With the understanding of past achievements as well as problems faced, a plan for next decade will be formulated, keeping in mind the needs of that time and availability of various new technologies over next decade. We hope to develop into a world class institution over next decade which will not only provide best quality, high end patient care at an affordable cost, but also provide trained manpower for the need of the state,</p>

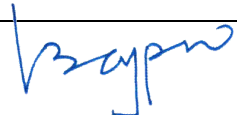


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<p>strategies</p> <ul style="list-style-type: none"> Using Psychological counseling for reducing post and pre traumatic issues and inducing patient centric practices Developing a model for self-sustaining, no profit-no loss model for patient care, without making the treatment expensive for the poor of this country 	<p>on PPP model without imposing extra burden on the patients and it will be used as a template for future PPP models.</p> <p>Various departments as well as upcoming centers are committed towards preventive health care and research in prevention of both the infectious as well as life style diseases. Dissemination of information is also being planned in this direction through use of telemedicine as well as smart TV placed at key areas of the institute.</p>			<p>country as well as the world in various areas of need in medical science. Basic and advanced research will bring us at par with the best institutions in the developed world over next decade.</p>
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<u>Gender equality</u>	The gender discrimination has been a bane of our society through ages, all over the world. With modern thought process and understanding, this problem has been reduced but not entirely eliminated from our country. The institute has a committee where any issue related to gender discrimination, harassment etc. may be reported anonymously and taken care of in a proper, just and systematic manner. In addition, we will make a conscious effort to educate one and all working and coming to our institution for treatment/education etc. through lectures, seminars, workshops as well as continuous education through smart TVs which would be placed in all the key areas of the institution to make them understand the need of gender equality and how to achieve it. This is a continuous process and so will continue throughout the decades so that this aspect becomes automatic and is ingrained in our minds at subconscious level.			
<u>Equality in work place and providing a non-discriminatory work environment</u>	The constitution of our country provides for a non-discriminatory atmosphere and we are committed to it. We will assess the working conditions by taking feedbacks from the staff as well as patients and their families to understand if they face any kind of discrimination and to devise methods to eliminate them. All the people will be sensitized towards this end and modern technology like social media will be used to spread the awareness of non-discrimination in our day-to-day life. In addition, an intuitional system will be put in place where any incidence of discrimination may be reported anonymously and take care of in a just manner.			
<u>Safe Work Place</u>	The Institute intends to have a functional security grid based on CCTV/ electronic imagery, physical patrolling and round the clock surveillance. The institute already has security systems including CCTV cameras in place for security and safety of personnel and equipment etc. in the hospital as well as other areas including hostel & campus. A plan has been prepared to expand the network of CCTV and use of modern technology to this effect. The Institute also has a well coordinated system with the local police and adjacent to the SGPGIMS gate a police outpost has been established as well as near the Apex Trauma Centre.	Through funding from various sources, the plan will be executed to improve safety and security in and out of the institute premises.	Security services will continue to be strengthening in light of environment realities and emerging functional management areas. A regular audit will be done to understand the problems and possible solutions in this area.	The vision for the next decade will be developed with the use of latest technology to improve safety and security in the institute. Use of AI to this end will also be explored.


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<u>Green Campus and Hospital Initiative</u>	SGPGI is already one of the greenest campus in the city, if not in the country with a green belt available all around the campus. We will keep on improving this green belt within and outside the hospital areas while the institute keeps on growing in various dimensions and new constructions are done. In addition, the buildings will need to be made more environment friendly with lots of sunshine and mechanisms to reduce need of artificial lighting and air conditioning. As the technology develops in this area, we will adapt it to make our institute greener and environmentally friendly. We will also reduce the use of plastics to make it zero over next decade. Making whole process of patient care, teaching, training, research as well as administration, paperless, will also help us meet this goal.			
<u>Cleanliness and Environmental enrichment</u>	The need to have a clean environment within the hospital and campus cannot be overemphasized. A continuous system of education of staff and other people visiting the institute will be implemented through smart TV network, seminars and other methods. The cleaning will be made automatic utilizing latest technology as well as AI. In addition, the use of environmentally hazardous materials will be minimized to enrich the clean environment. We already have a system for proper and scientific disposal of the infectious and other material generated during the course of various day-to-day activities of patient care and other needs.			
<u>Use of non-fossil-based energy</u>	The use of fossil-fuel needs to be reduced and at some point of time, eliminated for betterment of our present and future generations and to reduce global warming and its detrimental socioeconomic effects. We have already started working in this area and have established rooftop solar panels and electric vehicles in the institution. We will further study the methods to reduce our use of energy which comes from fossil fuels and to formulate plans to generate as much energy as possible from solar energy and other non-fossil fuel sources.	We will explore ways of getting funding from various government and nongovernmental agencies to fund these activities.	As the technology improves, we will also explore using the latest technology to this end in the institution by reducing energy wastage and improving self-generation of energy.	We will formulate a plan to become not only users of energy but also generate the energy beyond our needs so as to help meet the energy needs of people outside our institution.


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<p><u>Patient friendly hospital services</u></p>	<p>The institute is committed to making itself a patient friendly hospital. The staff, especially the staff coming in direct contact with the patients will be sensitized to the needs of the patients and their families. A patient welfare department will be created to understand and cater to these needs. The various processes that a patient needs to go through like registration, OPD appointment, investigations, admission, movement within the hospital for investigations or treatment, cross-consultation, payment services etc. will be made as smooth as possible so that the patients and their family members are not inconvenienced. In addition, use of technology like social media, smart TV, AI, internet services etc. will also be explored to understand the needs and to fulfil them. The ultimate aim is to provide economical, state-of-the-art patient care services to the poorest of the patients without any discrimination and without causing them any physical or economic difficulty.</p>	
<p><u>Physical and mental well-being of staff</u></p>	<p>It is common knowledge that an institution can function properly and progressively only if its most important constituents i.e. people working in the institute in various capacities. The institute has started working in this area and has formulated a plan to understand and improve physical and mental well-being of its staff.</p>	<p>An occupational health services department will be created for this need. In addition, the staff will be given easy access to various hospital facilities for various physical ailments of people and their family members. A creche will be created to help the working families with young children. A mental health center will be established to help the people with various psychological issues and to provide psychotherapy sessions and psychiatric help if needed. This will be made available to all the staff members as well as students to reduce the effect of stress on their physical and mental well-being.</p>
<p><u>Financial well-being of staff</u></p>	<p>The faculty and staff working in the institute need to be educated in areas of management of their finances and to improve their financial well-being by smart investments. We will get the experts from financial market and professionals with proven track record in this area to make the persons working in the institute aware of their future financial needs and how to meet them through smart savings and investments.</p>	<p>The process will be continued but we will also try and get the feedback from the staff members about their financial well-being and to understand problems being faced by them and to find out possible solutions.</p>


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<p><u>Upgradation and activation of all the operation theaters to make them smart OT</u></p>	<p>The institute has already conducted a survey of the 51 major OTs of the institute and found out the deficiencies and formulated plans to upgrade all of them to properly functioning, modern modular OTs and to equip them with smart communication network for dissemination of knowledge through online modes. We are also trying to find out the methods for the funding of this process.</p>	<p>The institute will equip all the 51 major OTs with smart communication network and make them functional to increase the patient throughput, improve teaching and training of students and to conduct research to make high end surgical procedures cost effective and universally available to the people of our country.</p>	<p>In institute will be looking at increasing the number of operation theaters to 100, with most the new OTs coming in the new upcoming centers and to enhance the services in the already functioning new centres like trauma center EMRTC, advanced diabetes center, Saloni Heart foundation etc.</p>	<p>To audit the progress made in the previous decade and to formulate the vision for the next decade in terms with needs of the nation and then available technology.</p>
<p><u>Installation and upgradation of smart TVs with net connectivity for information dissemination and sharing including Telesharing at various points in the institute, all the OTs, seminar/class rooms, lecture theater complex and auditoria of the institute</u></p>	<p>The institute has already started working on this project and a proposal to this effect has been prepared. We are looking at various modes of funding to achieve this goal.</p>	<p>All the class rooms, seminar rooms, lecture theaters, operation theaters and auditoria will be equipped with smart TV and high bandwidth internet connectivity.</p>	<p>The faculty and students will formulate presentations and mechanism for sharing of information, knowledge and provide teleconsultation services to not only the people in this country but also in other countries with inadequate health facilities.</p>	<p>An audit of the progress will be conducted and published. In addition, we will formulate a vision document for next decade, based on the technology available at that point of time, especially with respect of utilizing artificial intelligence for various academic and patient care related activities of the institute</p>


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<p><u>To initiate processes for getting funds for development and progress of the institute from various domestic as well as foreign entities (individual as well as organizations) and to put a formal process for the same in the institute</u></p>	<p>The faculty and other members of the institute will formulate an assessment summary of the fund requirements to make the institute self-reliant to the extent possible through sources of funding, other than that from the State Government. This will be done while keeping in mind requirements of the people of the state and the country in terms of patient care, educational activities and research. The institute does not wish to put any extra burden on the people coming to us for treatment/education.</p>	<p>The institute will explore the possibilities of funding through various agencies and put in place mechanism to accept funding from them. This will include to create an exclusive account for this purpose, to get exemption from the tax authorities, and to get approval from various regulatory bodies of the institute and the state government</p>	<p>The institute will start accepting funding from various sources in the account created for this purpose and formulate mechanisms to utilize this fund to develop and run the institution while reducing financial burden on the state government.</p>	<p>We will do an analysis of the funds received and spent with the objectives of development of the institute and progress made in areas of affordable patient care, world class education in various fields of medical science and cutting-edge research relevant to and for the benefit of people of our nation. This will help us formulate vision for next decade.</p>
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