



**FATHER MULLER MEDICAL COLLEGE (FMMC)**  
**A UNIT OF FATHER MULLER CHARITABLE INSTITUTIONS (FMCI)**



# **STRATEGIC PLAN**

**2020 - 2030**



» September 2020 «

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### **FATHER MULLER CONVENTION CENTRE**

- *Centrally Air-conditioned, fully Integrated state-of-the-art*
- *Convention Centre of International standard*
- *3500 sq. ft. stage*
- *Spacious Auditorium, Dining Hall and Mini Hall*
- *Beautifully manicured landscaping*
- *Located in the heart of the city*



### **FATHER MULLER INDOOR STADIUM**



- Centrally Air-conditioned, Fully Integrated state-of-the-art
- Sports Complex of National standard
- 20,000 sq. ft. playing area
- 4 Badminton courts; 1 Basketball court; 1 Volleyball court
- 2 Pool Tables & Table Tennis along with 1000 sq.ft. Squash Court
- 4,500 sq.ft. State-of-the-art Gymnasium with modern equipment





## DIRECTOR'S MESSAGE

Father Muller Charitable Institutions was started in the year 1880 by a German Jesuit Missionary Priest and Homoeopath, Rev. Fr Augustus Muller as a Homoeopathic Poor Dispensary. Even in the early years of the starting of this Institution, the dictum “Heal and Comfort” had become operational in treating the patients with love and compassion.

Today, after 140 years of service in health care, along with medical education, Father Muller is the oldest health care organization. Father Muller is a historical and brand name in the field of Homoeopathy, Nursing, and Medicine. The success of an organization depends on its strategy and action plan. Our organization is moving towards a clear cut direction to achieve its vision and mission. Along with this, certain qualities like humility, sincerity, honesty, integrity and self-confidence make an Institute very transparent. Father Mullers tries to inculcate all these values in its faculty, staff and students. This has given credibility to our Institution.

We, at Father Mullers, are determined to fulfill the aims and objectives of the Institution with dedication and discipline. Hurdles, trials are expected on our way but that will not break us but we will work hard till we succeed. Every step that we take teaches us a lesson for life and that lesson will lead us to the next chapter of our life. As a leader of the team with zeal and enthusiasm, we will push hard to make Father Mullers a brand name in the field of nursing, medical education as well as in health care services.

“Success is not final, failure is not fatal. It is the courage to continue that counts” says Winston S. Churchill. Hence, we still try to reach greater heights and through failures we have learnt lessons and attained courage to go further.

So, we will continue our efforts to give world-class medical education and quality health care at an affordable cost. Truly we want to make our Institutions poor people's Institute, caring everyone in education and in rendering health care services irrespective of caste, religion, and gender in this part of Karnataka.

Long live Father Mullers.

**Rev. Fr Richard Aloysius Coelho**

Director  
Father Muller Charitable Institutions



## ADMINISTRATOR'S MESSAGE

Father Muller Charitable Institutions, a premier institution in the country, valued and distinguished for its excellence and quality in Health Care, Medical, Nursing and Paramedical education, carries forward the legacy of its revered Founder Rev. Fr Augustus Muller. With a view to fortify its inherent capabilities, widen its horizon and broaden its perspectives, every department under the medical college has framed its own quality measures through the statement of vision, mission, goals and objectives.

Writing distills, crystallizes and clarifies thought. It verbalizes the essential core that lies dormant. When articulated rightly, perspectives become clear and the step forward becomes easy amidst the fast-moving tides of fashionable values and practices. With this frame of mind, each department undertook the task of enunciating its vision and mission statement as to their reference point in its fundamental choices and priorities in life. Furthermore, when the goals of the mission statement are based on sound principles, they will enhance the caliber, competence and character of an institute. It is from this yardstick that the quality of the achievements and accomplishments will be assessed.

With this philosophical principle, the present manual is prepared for 10 years period 2020-2030, which expresses the blueprint of the ultimate aspirations and deepest yearnings of every department and I have the joy and pleasure of presenting them to you. I hope that the insights therein would be useful to all those engaged in moulding the young to care for humanity in a professional way.

At this juncture, I wish to extend my hearty thanks to the members of the expert committee, the heads of the various departments, especially Dr Prof. Aloysius H. Sequeira, Former Dean (Faculty Welfare) & Professor - School of Management, National Institute of Technology Karnataka, for his unstinted guidance in channelizing the determined efforts of the Management. I also place on record the contribution made by all the former Administrators of the College, who have toiled and guided this mighty institution to rise to greater heights. A word of appreciation to the Deans - former and present - for their valuable guidance to move in the right direction. Special thanks to Rev. Fr Richard Aloysius Coelho, the present Director and all the former Directors, for being instrumental in carrying forward the mission of our Founder, Rev. Fr Augustus Muller.

Let the legacy of our Founder live on..... Let his motto 'To Heal and Comfort' become true!

**Fr Ajith Menezes**  
Administrator  
Father Muller Medical College

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# EXECUTIVE SUMMARY

The Strategic Plan is a roadmap for the Father Muller Medical College to build the present and plan the future. The Strategic Plan is rooted in the unique philosophy and features of FMMC. The New Education Policy (NEP 2020) envisions a complete overhaul and re-energizing of the higher education system to overcome the challenges and thereby deliver high-quality education, with equity and inclusion.

The Vision and Mission of FMMC were developed in consultation and participation of the stakeholders. The FMMC Vision and Mission are inspiring, overarching, and emotionally driven to its destination. The strategic intent has facilitated creation of common identity and a shared sense of purpose. Six Institutional themes and respective goals are identified after conducting an intensive SWOT analysis. These goals are intended to be achieved over a period of ten years 2020-2030. Appropriate Strategies that are needed for achieving different institutional goals are formulated. Performance Areas and performance measures/indicators are identified that give an indication as to whether the institution/department is making progress towards achieving the goals. Implementation, monitoring, and control of various activities are carried out at the department and Institute level. Approval will be sought from the Governing Body to get the necessary budget sanctioned for acquiring the resources and implementation envisaged in the Strategic Plan.

As mentioned in NEP 2020, the teaching-learning process must evolve to make education more experiential, holistic, integrated, inquiry-driven, discovery-oriented, learner-centered, discussion-based, flexible, and more importantly enjoyable. This document positions quality teaching, student-centric learning, research and service to society as the fundamental pillars of the Institution's proactive growth and development. In this way, FMMC reaffirms its commitment to academic excellence, effective governance and service to society through its core values as envisaged in the Vision.



# 1. OVERVIEW OF FATHER MULLER CHARITABLE INSTITUTIONS

## The Genesis of Father Muller Charitable Institutions (FMCI)

In the year 1880, a German visionary Jesuit Missionary Rev. Fr Augustus Muller started the Father Muller Charitable Institutions (FMCI). He was responsible to conceptualize, nurture and develop the Father Muller Charitable Institutions that have become an icon of noble service to the sick, the poor and the needy besides providing quality medical education to all deserving students irrespective of caste, creed, gender, or income groups. FMCI has emerged as an institution par excellence in the field of health-care services and health education, driven by the mantra of “heal and comfort”.

The magnificent and humane endeavour launched by Fr Muller, has sustained and progressed under the Catholic Diocese of Mangalore administered under the able Leadership of His Lordship Bishop of Mangalore. The key objective of Father Muller Institutions has been to provide complete and comprehensive healthcare with state-of-the-art facilities to numerous patients who flock these institutions from different corners of the country and also to provide quality medical education.

## Milestones of Progression

Fr Muller was greatly touched by the plight of hundreds of leprosy patients who were abandoned by their kith and kin and he built a new leprosy hospital. It was one of the earliest leprosy clinics in South Kanara, which provided succor and relief to those affected by this deadly disease.

Having tried homeopathy on leprosy patients, Fr Muller was convinced that Allopathic treatment was needed which subsequently led to the setting up of the general hospital in 1895. A male and a female ward of 12 beds each were completed in 1901 and was subsequently expanded in response to the growing needs. A plague hospital was set up when the deadly epidemic Bubonic Plague hit Mangalore in 1902. When disaster struck again in 1907 in the form of Cholera, Father Muller Hospital was converted into a cholera camp to provide comfort to the afflicted.

The expansion came step by step keeping in view the needs and requirements of the society and local conditions. X-ray Unit, Maternity Ward, Dental Clinic, Eye Clinic, regular out-patient departments etc., were added to provide comprehensive healthcare to the people. Then there was the clinical lab, the blood bank, the Nursing School and Colleges, Homeopathic College, Medical College, etc., and finally a full-fledged modern hospital with a state-of-the-art facility to meet the challenges of modern-day healthcare.

The journey in the last 140 years has been an arduous one considering the challenges this institution had to face time and again. Needless to say, the institution has grown by leaps and bounds keeping abreast of changing times and circumstances. It has emerged as a leading multi-specialty hospital of the city having a capacity of more than 1250 beds and more than 850 free beds to cater to the poor patients. It is well equipped to cater to people suffering from varied ailments like AIDS, mentally challenged, emotionally disturbed, drug addicts, alcoholics apart from those suffering from other chronic as well as common diseases. The hospital has expanded with the establishment of the X-Ray Unit, Dental Clinic, Clinical Laboratory, Blood Bank and TB Hospital. Father Muller Institutions have accorded top priority to update technology by installing sophisticated precision equipment, non-invasive diagnoses and surgeries, and other state-of-art techniques in providing quality health care facilities. The hospital provides services in as many as 32 super specialty departments.

Father Muller Medical College has earned global reputation as an outstanding institution of medical education and research. It offers UG, PG and several diploma programs attracting the best-talented students all over India and abroad. The Homeopathy Medical College has earned a national and worldwide reputation in the field of Homeopathy and conducts UG and PG programs and research. The Homeopathic manufactory supplies medicines to different corners of the country and abroad. The School of Nursing has been a pioneer institution in the field of training young women in general nursing and other diploma programs. The College of Nursing has popularized its programs in Graduate and Postgraduate nursing.

## **Hospitals and Educational Programs**

Father Muller Hospital deals with two principles of treatment i.e. Allopathy and Homoeopathy. Father Muller Charitable Institutions encompass:

1. Father Muller Medical College and Hospital
2. Father Muller Homoeopathic Medical College and Hospital
3. Father Muller School of Nursing
4. Father Muller College of Nursing
5. Father Muller College of Speech & Hearing
6. Father Muller College of Allied Health Sciences





## 2. FATHER MULLER MEDICAL COLLEGE

Father Muller Medical College (FMMC) is a unit of FMCI, a Registered Society sponsored by the Catholic Diocese of Mangalore; a Religious Minority Educational Institution established primarily for the benefit of the members of the Christian Community. The Postgraduate courses MD/MS/Diploma were started in the year 1991 and the Under graduate course - MBBS was started in the year 1999. Like all other Educational Institutions under Catholic auspices it is open to all persons irrespective of religion, caste or community.

The National Assessment and Accreditation Council (NAAC) has accredited FMMC with 'A' grade, making it the first medical college under Rajiv Gandhi University of Health Sciences, Bangalore, to be so accredited. Also the undergraduate and postgraduate degrees awarded at FMMC under RGUHS, Karnataka, are recognized and approved by MCI, New Delhi.

What sets Father Muller institution apart from the rest is that medical facilities are provided for the underprivileged at an affordable cost. No patient at Father Muller Hospital has ever been refused to be treated for want of money. In addition to excellence in professional skills Father Mullers also strives to excel in upholding respect for life and dignity of a person with genuine humaneness.

### DEPARTMENTS OF FATHER MULLER MEDICAL COLLEGE

#### PRE-CLINICAL DEPARTMENTS

- Anatomy
- Physiology
- Biochemistry

#### PARA-CLINICAL DEPARTMENTS

- Pathology
- Microbiology
- Pharmacology
- Community Medicine
- Forensic Medicine

#### CLINICAL DEPARTMENTS

- General Medicine
- Paediatrics
- Psychiatry
- Dermatology, Venereology & Leprosy
- Nephrology
- Neurology
- Radio-Diagnosis
- General Surgery
- Orthopaedics
- Ophthalmology

- Oto-Rhino-Laryngology (E.N.T.)
- Urology
- Obstetrics & Gynaecology
- Radiation Oncology
- Anaesthesiology
- Emergency Medicine
- Simulation & Skills Centre

### **FATHER MULLER HOMOEOPATHIC MEDICAL COLLEGE AND HOSPITAL**

- Department of Anatomy
- Department of Physiology & Biochemistry
- Department of Homoeopathic Pharmacy
- Department of Pathology & Microbiology
- Department of Forensic Medicine & Toxicology
- Department of Community Medicine
- Department of Organon and Homoeopathic Philosophy
- Department of Homoeopathic Materia Medica
- Department of Repertory
- Department of Obstetrics and Gynaecology
- Department of Surgery and Homoeopathic Therapeutics
- Department of Practice of Medicine

### **FATHER MULLER COLLEGE OF NURSING**

- Department of Medical Surgical Nursing
- Department of Community Health Nursing
- Department of Psychiatric Nursing
- Department of Paediatric Nursing
- Department of OBG Nursing
- Department of Fundamentals of Nursing
- Department of Administration
- Department of Education
- Department of Research
- Department of Advance Concepts



### 3. VISION & MISSION

The Strategic Plan has been crafted through a detailed consultation process with stakeholders during 2019-2020. An Institute level Committee was constituted in 2019 with key Institute leaders and faculty representatives. The committee prepared a draft strategy document with a vision, mission, strategic goals and actions with feedback from the stakeholders.

To be successful, the internal stakeholders throughout the Institution must strive for common goals and objectives. By specifying desired results, it becomes easier to move forward towards progressive and proactive growth. Institutions express priorities best through hierarchy of goals which include the Vision, Mission and strategic goals. Vision is the starting point for articulating FMMC hierarchy of goals.

It is immensely inspiring, overarching and long run and represents a destination that is driven by and invokes passion. Mission of FMMC reflects the collective purpose of its existence and response to multiple stakeholders.

#### Vision Statement

Our Vision is to heal and comfort the suffering humanity with compassion and respect, and to be recognized as a global leader in medical education and research.

#### Mission Statement

To be progressive in providing holistic health care services to all.  
To ensure global standards in medical education.  
To create and foster centre of excellence for medical research.

## 4. THEMES, SWOT & GOALS AT INSTITUTION LEVEL

There are six strategic themes identified to support the achievement of Vision and Mission. These strategic themes along with intended goals to be achieved during a period of 10 years are mapped, after conducting an environment analysis (SWOT).

### THEME 1: ORGANIZATION AND GOVERNANCE

#### SWOT Analysis

Strengths	Weaknesses
S1. Proficient members in Board, Council and Administration. S2. Rich experience in the healthcare domain and education S3. Dedicated faculty and staff S4. Low attrition rate of employee	W1. Corporate governance initiation W2. Reorganization of the Organization functions and structures W3. Reforms and decentralization W4. Internal revenue generation
Opportunities	Threats
O1. Collaborations with reputed institutions in India and Abroad O2. Active Alumni participation in various activities O3. External funding O4. Partnership with Governments at different levels and schemes	T1. Frequent changes in the regulatory guidelines T2. Competition from neighboring hospitals and colleges T3. Changes in enforcement of law T4. Obsolescence of skills of manpower T5. Preventing attrition of doctors and staff T6. Rising expectations of the stakeholders

#### Goals

- G1. Evolve corporate strategy and provide effective overall direction.
- G2. Establish efficient channels of communication between employees and administration.
- G3. Encourage participation of key stakeholders in decision making.
- G4. Initiate a proactive process for setting and monitoring goals, strategies and policies.
- G5. Provide and implement comprehensive service rules and policies for administration.
- G6. Implement Management Information Systems (MIS).
- G7. Conform to highest standards of professional ethics.



## THEME 2 – HUMAN RESOURCE: STUDENTS, FACULTY AND STAFF

### SWOT Analysis

<b>Strengths</b> S1. Efficient, dedicated faculty S2. More than adequate number of faculty and staff S3. Faculty active in extra-curricular activities S4. Low attrition rate S5. Disciplined, meritorious students S6. Students excel both in academic and extra curricular activities S7. Availability of dedicated services of Priests and Nuns.	<b>Weaknesses</b> W1. Under utilization of human resources W2. Incentive for faculty for their outstanding achievement not implemented
<b>Opportunities</b> O1. Build up quality human resources pool in various specialisations O2. Acquire latest state of art technology O3. Sign MOUs with reputed institutions for exchange of faculty and students	<b>Threats</b> T1. Availability of Group D staff for recruitment. T2. Competition from neighboring hospitals T3. Availability of competent staff. T4. Preventing deviation of students from mainstream T5. Preventing nurses attrition

### Goals

- G1. Promote good medical education and learning environments throughout the under-graduate/ Postgraduate levels.
- G2. Encouraging and motivating faculty and students to achieve academic excellence.
- G3. Identification and effective utilization of the strengths of faculty and students in the growth of the Institution.
- G4. Optimise mechanisms to ensure doctors are competent and fit to practice.
- G5. Promote good regulation of the medical profession by providing standards of clinical competence, cultural competence and ethical conduct.

## THEME 3 - LEARNING ENVIRONMENT: CURRICULUM, TEACHING & LEARNING

### SWOT Analysis

Strengths	Weaknesses
S1. Competent faculty. S2. Adequate learning resources. S3. Adequate infrastructure. S4. Adequate Clinical material.	W1. Multiple responsibilities for the faculty. W2. Inadequate faculty & infrastructure for Clinical subjects. W3. Less in-house e-learning modules
Opportunities	Threats
O1. Scope for new program. O2. Scope for Inter-disciplinary Add-on program. O3. Scope for Student exchange program. O4. Scope for Staff exchange program.	T1. No academic flexibility as the institution is an affiliated institution. T2. Attrition in students opting for post-graduation in pre & para-clinical subjects. T3. Financial resources.

### Goals

- G1. To start new programs in medicine.
- G2. To enhance faculty and student exchange programs.
- G3. To develop in house e-learning modules which are student-centric .
- G4. To develop smart classrooms and adopt learner- friendly technology.
- G5. To encourage faculty to acquire additional qualification.

## THEME 4 – RESEARCH PRODUCTIVITY AND RESEARCH OUTPUT

### SWOT Analysis

Strengths	Weaknesses
S1. Research Centre S2. Clinical Material S3. Human Resources S4. Financial Support S5. Technology	W1. Lack of knowledge/orientation W2. Fear of time constraints W3. Lack of full time research faculty W4. Motivation for research
Opportunities	Threats
O1. Collaborations O2. Training O3. Full time research faculty O4. Upgradation of research facilities O5. Resource mobilization	T1. Research made mandatory by External governing body T2. Better external research facilities (competition) T3. Failure to attract research motivated Faculty/students T4. Failure to attract reputed funding agencies

### Goals

- G1. Establish State of Art Research Laboratories and hire specialized manpower.
- G2. Attempt High impact Research Publications.
- G3. Establish innovation / Incubation Center.

## THEME 5 - CLINICAL SERVICES AND QUALITY ASSURANCE

### SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>S1. Institution is NABH/NAAC/NABL accredited</li><li>S2. Quality Assurance Cell – regular meetings, Constant monitoring and implementation.</li><li>S3. Well trained, dedicated, experienced faculty</li><li>S4. Adequate clinical material for education and research</li><li>S5. Provision of Quality health care at affordable cost</li><li>S6. Existence of state of art simulation Centre and its optimum utilization</li></ul>	<ul style="list-style-type: none"><li>W1. Being an old institution, informal structure facilities are suboptimal in some areas</li><li>W2. Separate superspecialty block is not present</li><li>W3. Lack of enthusiasm for research</li><li>W4. Lack of state of art emergency department</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>O1. Newer courses need to be introduced</li><li>O2. Quality IT driven administration needs to be established</li><li>O3. Rainwater harvesting</li><li>O4. Solar panels for electricity generation</li><li>O5. Green campus</li></ul>	<ul style="list-style-type: none"><li>T1. Competition from other institutions</li><li>T2. Retaining human resources</li></ul>

### Goals

- G1. Refurbishing existing infrastructure to ensure compliance with statutory requirements for safety.
- G2. Construction of a super speciality block.
- G3. Foster enthusiasm in research by introducing financial incentives and appointing research fellows.
- G4. To establish a state of art emergency department.
- G5. Introduce newer courses Post-Doctoral degrees in Emergency Medicine, family medicine.
- G6. Formulate a policy for retaining human resources.
- G7. Obtain NIRF ranking.

## THEME 6 – OUTREACH ACTIVITIES

### SWOT Analysis

<b>Strengths</b> S1. State of art outreach centers at Thumbay and Bajpe S2. Regular outreach health camps S3. Needy patients from health camps are treated at concessional rates S4. MOU with government organizations S5. Health education programme through print and electronic media	<b>Weaknesses</b> W1. No travel arrangements for patients from camps held at distant areas W2. Lack of adequate facilities for patient attenders
<b>Opportunities</b> O1. To have centers at railway station and bus station displaying information about the institution and services provided O2. To develop satellite health centers in other districts O3. To establish laboratory collection centers at periphery	<b>Threats</b> T1. Competition from other institutions T2. Changing expectations of the stakeholders.

### Goals

- G1. Conducting workshops in relevant fields in various rural regions in the surroundings.
- G2. Participation in rural mental health in collaboration with Community medicine department.
- G3. To establish laboratory collection centers at periphery.
- G4. To make adequate arrangements for transportation of patients from camps held at distant areas.
- G5. To establish adequate stay & food arrangements for patient attenders .



## 5. SWOT & GOALS AT DEPARTMENT LEVEL

### 1. DEPARTMENT OF ANATOMY

#### STRENGTHS

- Active participation of all the teaching faculty in teaching learning programmes.
- Small group teaching.
- Student centric teaching on the basis of student feedback.
- Regular evaluation of students along with corrective measures.
- Good results in University examinations.
- Specimens in the museum are beneficial to students for better learning.

#### WEAKNESSES

- Small number of staff members actively involved in research.
- No postgraduates in the department.
- No air conditioning of the dissection hall, practical hall and staff rooms.

#### OPPORTUNITIES

- To motivate and involve staff members in research activities.
- Organize CME's regularly in the department.
- To pursue research and PhD in the department.
- Regular participation in National and International conferences.

#### THREATS

- Post graduate students are not joining the department.
- Difficulty in implementing the new curriculum.
- Difficulty in maintaining the level of teaching and learning.

#### GOALS & OBJECTIVES

##### **Goal 1 : Improvement in teaching.**

- Objective 1 : To emphasize on small group teaching which will enable the students for better understanding of the subject.
- Objective 2 : To conduct more interactive sessions involving the staff and students with seminars and tutorials will benefit the students.
- Objective 3 : To receive regular feedback from the students which will enable the staff members to improve the methodology of teaching.
- Objective 4 : Interdepartmental meeting.

##### **Goal 2 : Encourage more research activities by staff and students.**

- Objective 1 : To encourage the students to undertake small research projects and guiding them.
- Objective 2 : To motivate departmental staffs and others in research activities.
- Objective 3 : To improve research facilities in the department.

**Goal 3 : Improvement of Anatomy museum.**

**Objective :** To add continuously more interesting specimens/charts & radiological pictures.

**Goal 4 : Interaction with other departments.**

**Objective :** To have frequent inter departmental meetings.

## **2. DEPARTMENT OF PHYSIOLOGY**

### **STRENGTHS**

- Adequate number of Experienced and Well trained staff.
- Exposure to Simulation Based Learning.
- Active involvement of faculty in research.
- Novel and Innovative teaching and assessment methodologies adapted –OSPE, Case based learning.

### **WEAKNESSES**

- Lack of CME/workshops conducted.
- Lack of long term prospective research activity.
- Less of paper presentations in conference.
- No admissions for postgraduate course.

### **OPPORTUNITIES**

- To conduct CME and workshops.
- To encourage interdepartmental research activities.
- Start new program – PhD.
- Provide clinical services like clinical autonomic evaluation, body composition, physical fitness, basal metabolic rate, skeletal muscle strength assessment.

### **THREATS**

- Low student preference for postgraduate program.
- Over hauling of technology resulting in current instruments being obsolete repeatedly.
- Sanction of funding to organize conference.

### **GOALS**

**Goal 1 :** To develop a department with state-of-the-art facility in teaching and research.

**Goal 2 :** Develop a sports and exercise physiology lab infrastructure and train faculty.

**Goal 3 :** To organize International conferences and Continuing Medical Education (CME).

**Goal 4 :** Provide clinical services like clinical autonomic evaluation, physical fitness, basal metabolic rate, skeletal muscle strength assessment.

**Goal 5 :** Optimal utilization of simulation/skill lab facilities for UG teaching and evaluation.

### 3. DEPARTMENT OF BIOCHEMISTRY

#### STRENGTHS

- All faculties are qualified with MD/ PhDs from reputed institutes & universities; ever enthusiastic and approachable.
- All faculty members are engaged in active research funded by the Institute Grants, RGUHS grants and ICMR grants.
- The faculties are involved in extracurricular activities.
- State of art infrastructure with 24/7 NABL accredited laboratory.
- Innovative methods of teaching including QUIZ & debate, OSPE, Simulation for students.
- Guiding research projects from other universities.

#### WEAKNESSES

- Lack of collaborative studies in academic and research fields.
- Auto verification provision not available for the validation of laboratory reports.
- Lack of enrolment of students for postgraduate studies.

#### OPPORTUNITIES

- To increase the number of publications in indexed journals and to enhance research projects.
- To host conference at the national level in our institution
- To upgrade laboratory equipments and improve facilities for decreasing turnaround time in reporting .

#### THREATS

- To improve scope and opportunities in academic and clinical set up that would attract students to take up biochemistry for their post graduation
- To have publications in reputed and in high indexed journals.
- To have funded research projects from premier research bodies and foreign universities

#### GOALS

Goal 1 : To raise the bar of Departmental research publications in high impact journals.

Goal 2 : Implementation of competency based medical education and more use of skill lab facility.

Goal 3 : To conduct more number of OSPE, Role play and to encourage students to take up research projects.

Goal 4 : Systematic plan for collaboration with other universities, industries, foreign institutions.

Goal 5 : To expand the scope of the laboratory and introduce new tests so as to be recognized as referral laboratory of the region.

## 4. DEPARTMENT OF PATHOLOGY

### STRENGTHS

- NABL & NABH accredited laboratory & Blood Bank.
- Faculty are members of Medical Education Unit and BOS and curriculum committee.
- Good number of publications, research projects by all staff members & participation in various committees.
- Ranks in MD, MSc MLT, RGUHS University Examinations.
- Penta head microscope for HPE reporting and PG teaching and Grossing station for the safety of laboratory personnel.

### WEAKNESSES

- Lack of high impact factor publication and Lack of publication compared to the completed research programme.
- Lack of full fledged subspecialty reporting.
- Slackness in maintaining pace with technical upgradation.

### OPPORTUNITIES

- To improve the laboratory & Blood Bank by providing advanced equipments such as Flow Cytometry, Fully Automated IHC and Apheresis.
- To develop subspecialty.
- To start fellowship programmes/Collaborative research with external funding agencies.

### THREATS

- Mushrooming of institutions providing similar educational qualification.
- Availability of high end equipment & improved facilities in the neighborhood Medical Colleges
- To improve research output through external funding agencies.
- Organize national, international conferences, research collaboration with other institutions.

### GOALS & OBJECTIVES

**Goal 1 : Inculcate the concepts of problem based diagnostic approach (PBL) in students.**

Objective 1 : To identify the common diseases in the community and guide the students in the holist approach to these diseases.

Objective 2 : To encourage students in self learning by electronic resources and prepare course material. This is to be done in two years time.

Objective 3 : To encourage students in group discussions, objectives learning, OSPE.MCQ, MEQ. System studies and evaluating within two years.

**Goal 2 : High tech lab, NABL accreditation.**

Objective1 : To expand available infrastructure by adding additional rooms by establishing labs and research cells.

Objective 2 : To start immune histichemistry, cytogenetic, and cryostat laboratory for kidney biopsy interpretation by immune floroscence.

**Goal 3 : Publish research articles in national and international journals.**

Objective 1 : To train faculty in sub-specialty.

Objective 2 : To make faculty write proposals for research grant to funding agencies so that at least one project should be undertaken per year.



Objective 3 : To organize at least one workshop on research methodology on annual basis by the department.

Objective 4 : To ensure at least one journal article per postgraduate /thesis is published.

**Goal 4 : Community pathology.**

Objective 1 : To survey population adopted by the institution to find the feasibility of field investigation of diseases like chikungunya.

Objective 2 : To associate with cancer registries.

Objective 3 : To involve BSc MLT students to do research on anemic children and mothers by adopting the mobile laboratory concept.

## **5. DEPARTMENT OF MICROBIOLOGY**

### **STRENGTHS**

- Dedicated and Experienced Faculty.
- NABL accredited laboratory, equipped with state of the art instruments operating 24x7 providing speedy delivery of quality results at affordable costs.
- Interfacing of laboratory results with hospital information system for present and future reference.
- ICMR recognised molecular biology laboratory for COVID-19 testing and advanced laboratory with anaerobic culture facilities.
- Part of the HIC team of hospital to implement hospital infection control practices and Antibiotics Stewardship Programme.
- Recognised centre for post graduate studies and PhD programme.

### **WEAKNESSES**

- Lack of motivation for grant writing.
- To develop integrative interdisciplinary research in several areas.
- To strengthen the online teaching and evaluation methodologies.

### **OPPORTUNITIES**

- To encourage faculty and students to utilize e-learning, simulation, role playing in teaching learning methods and to increase student success rate.
- Referral system implementation-centre for excellence in anaerobes and virology.
- Offering flexibility in the prescribed university syllabus and equipping the students with skills required to meet the growth needs of a community and medicine.
- Motivating the undergraduate students to pursue a career in medical microbiology and attracting them for the course.
- To start post graduation in laboratory medicine in association with other discipline.
- Community oriented research.

### **THREATS**

- To sustain the competition in the field and thrive for excellence.
- Inadequate Laboratory space for expansion.

## GOALS & OBJECTIVES

### **Goal 1 : Provide quality education.**

- Objective 1 : To encourage students in group discussions, objective learning, and problem based case study and evaluation.
- Objective 2 : To encourage students in e-learning and prepare course material.
- Objective 3 : To extend the training programme to students through distance education.

### **Goal 2 : Upgrading and accreditation of the laboratory.**

- Objective 1 : To expand available infrastructure by division of Microbiology into separate sections.
- Objective 2 : To introduce new tests in the laboratory by molecular techniques like PCR and by Immune fluorescent techniques.
- Objective 3 : To introduce automated blood culture system, Vitek system for identification of organisms and Flow cytometry.
- Objective 4 : To participate in external quality control programme.
- Objective 5 : To implement standard operative procedures and documentation in accordance.

### **Goal 3 : To enhance research activities.**

- Objective 1 : To avail grants for research projects.
- Objective 2 : To publish articles in national and international journals.
- Objective 3 : To train each staff in subspecialty.
- Objective 4 : To arrange CMEs and workshops on regular basis.
- Objective 5 : To encourage interdepartmental research.

### **Goal 4 : Community microbiology.**

- Objective 1 : To screen population adopted by the institution for various infectious diseases.
- Objective 2 : To set up outbreak detection unit for communicable diseases and provide necessary support for control measures.

## 6. DEPARTMENT OF PHARMACOLOGY

### STRENGTHS

- Dedicated and motivated faculty.
- Pharmaco vigilance activity.
- Innovative teaching methods for UGs –like mnemonics. One of the first to teach pharmacology in the country using simulation.
- Department supporting NABH activity - medication error, prescription audit, antibiotic audit and drug formulary.
- Intense PG programs with innovative teaching-learning techniques like new drug watch, journal glimpse.
- PGs posted to clinical departments to support clinicians & get clinical exposure needed for industry placement.
- MOU with neighbouring pharmacy colleges and availability of Pharm D interns.

### WEAKNESSES

- Inadequate high end equipment for research.
- Inadequate motivation of faculty and time for research.
- Inadequate participation to conduct clinical trials.

### OPPORTUNITIES

- To introduce bedside teaching with more clinical orientation.
- PG students to be exposed to methods of clinical trials.
- To organise students' visit to pharmaceutical industry and clinical research organisation.
- To start adverse drug reaction monitoring centre.
- Campus interview for recruitment of our PGs.
- Use alumni services.

### THREATS

- Too many colleges in the neighbourhood.
- Increase in number of clinical seats leading to decreased demand for Pharmacology seats (we may soon be short of staff).
- Competition from pharma-related courses like Pharm D and M Pharm for the industry job.

### GOALS & OBJECTIVES

#### **Goal 1 : Achieve highest teaching standards.**

Objectives 1 : To introduce bedside teaching with more clinical orientation.

Objectives 2 : To introduce innovative teaching techniques.

Objectives 3 : To make learning enjoyable and interesting for students.

Objectives 4 : To make students get exposure to methods of clinical trials.

Objectives 5 : To emphasize the importance of ethical practice moral values among students.

Objectives 6 : To take students to visit pharmaceutical industry and clinical research organisation.

#### **Goal 2 : To achieve recognition as a clinical research centre globally.**

Objective 1 : To strive for recognition as a clinical research centre globally.

Objective 2 : To start adverse drug reaction monitoring centre.

**Goal 3 : To create awareness on rational drug prescribing and usage of drugs.**

Objective 1 : To establish as a centre for drug information services.

Objective 2 : To start therapeutic drug monitoring facility.

Objective 3 : To Educate the patients about the effects of drugs.

Objective 4 : To achieve rational drug prescribing by the staff.

Objective 5 : To create awareness of rational drug prescribing among the students.

Objective 6 : To establish clinical pharmacology unit where pharmacology staff would go for regular rounds to oversee the rational prescription of drugs.

## **7. DEPARTMENT OF COMMUNITY MEDICINE**

### **STRENGTHS**

- Rural and Urban Health Centres more than the MCI requirement.
- 9 Satellite health centres attached to Rural Health Training Centres- Providing health care services in the remote areas.
- Adequate Staff in the Department and Rural and Urban Health Centres.
- A very good museum with adequate models, specimens and charts.
- Access to the state of the art digital library of the institution from the Department itself.
- Regular organization of Hands on training on Research Methodology and SPSS for Undergraduates.
- Good coordination between the Department, Child Development Project Office and District Health Office for Health Check up and Immunization activities.
- The Department has got the projects from State TB Cell, IAPSM, RGUHS, Pharmaceutical companies as well as District Health Society.

### **WEAKNESSES**

- Inadequate utilization of Research Lab of the Department.
- Infrastructural constraints of Urban Health Centres and Rural Health Centres.
- Delay in Data Collection, Collation and Analysis in research projects.
- No Post Graduate Programme.

### **OPPORTUNITIES**

- To expand urban and rural field practice areas and provide a good opportunity to large scale field-based projects.
- Training programmes for the Postgraduates and the faculty in utilizing the SPSS Software.

### **THREATS**

- MOU with organization with the common interest.
- Research grants from the International Agencies.



## GOALS & OBJECTIVES

### **Goal 1 : Organize training in peripheral institutions.**

Objective 1 : To establish effective links with peripheral health institutions (both government and private) and to utilize them in providing training to medical students.

Objective 2 : To provide for participation of key stakeholders in decision making.

Objective 3 : To develop indicators for evaluation of the performance of students in the peripheral postings.

### **Goal 2 : Development of infrastructure.**

Objective 1 : To acquire state of the art equipments and gadgets required for imparting training to students and carry out research.

### **Goal 3 : Enhance awareness of health problems among people.**

Objective 1 : To organize community based activities in urban and rural health centers in which interns and medical students will participate.

Objective 2 : To provide preventive and curative services in rural areas through regular clinics and periodical camps.

Objective 3 : To encourage maximum community participation in the programmes arranged by the rural and urban health centers.

### **Goal 4 : Provide opportunities to the students to learn skills to practice community health.**

Objective 1 : To identify, prioritize and manage health problems of the community after making community diagnosis.

Objective 2 : To organize participate activity in health care services for special groups such as mothers, infants, under five, children, adolescents and elderly.

Objective 3 : To participate actively in the implementation of national health programmes.

### **Goal 5 : Establish high quality teaching learning processes.**

Objective 1 : To expose the students to the latest learner-oriented teaching/learning methods.

Objective 2 : To undertake curriculum planning, development, review and revision periodically.

Objective 3 : To arrange guests lectures, seminars, symposia by experts in the field.

## 8. DEPARTMENT OF FORENSIC MEDICINE

### STRENGTHS

- Adequate learning resources for undergraduate as well as postgraduate education.
- Involvement in Medico-legal autopsy, Clinical Forensic Medicine & Forensic Toxicology works.
- Involvement in interdisciplinary teaching activities.
- All teaching faculties have MCI recognized degree.
- Active participation of all teaching faculties in various committees of the institution.
- Organization of Co-curricular activity (State level debate competition) since last 6 years.
- Support to students in Curricular and co-curricular activities.

### WEAKNESSES

- Fewer Research projects.
- Fewer publications in journals during last 3 years.
- Inadequate number of Conferences/CME conducted since last 5 years.
- Rapid attrition of junior level faculty since last 3 years.

### OPPORTUNITIES

- To enhance research projects.
- To increase publications in journals.
- To organize CME / Workshop.
- To start Postgraduate program.
- To conduct medico legal awareness programs to the public.

### THREATS

- Human resource and financial constraints to organize Conference.
- Inadequate number of teaching staffs for effective implementation of CBME curriculum.

### GOALS & OBJECTIVES

#### **Goal 1 : To enhance Research activities.**

Objective 1 : To carry out at least one research project by each faculty in an academic year.

Objective 2 : To submit at least one research article for publication in scientific journal by each faculty in an academic year.

#### **Goal 2 : To update knowledge and skills related to profession.**

Objective 1 : To conduct at least one professional development program in an academic year.

Objective 2 : To attend at least two professional development program by each faculty in an academic year.

#### **Goal 3 : To enrich knowledge of students in Forensic Medicine.**

Objective 1 : To introduce Simulation based learning.

Objective 2 : To conduct debate for students.

Objective 3 : To conduct inter-batch Quiz.

Objective 4 : To conduct Mock court to create awareness about court room proceedings.

Objective 5 : To conduct integrated teaching.

## 9. DEPARTMENT OF MEDICINE

### STRENGTHS

- Well designed and furnished office space.
- Sincere, dedicated & committed staff.
- Large number of OPD and IPD patients providing good exposure to outpatient & inpatient care.
- Conducting & organizing regular academic activities such as Conferences, CME's & Guest lectures.
- Active participation in Rural Camps, Community health services & Health education programs.
- Innovative teaching for UGs: Knowledge Attitude Skill lab, student doctor method of clinical training, case based teaching during seminars.
- Identifying and encouraging students at the beginning of the course so that they get an inclination and orientation to the research projects and activities.
- Introduction of clerkship to final year undergraduate students.
- Initiation of Best seminar award for undergraduates and best outgoing PG award, to encourage advanced learners.

### WEAKNESSES

- Disproportionate work load due to shortage of staff.
- Underutilization of existing research facilities in the hospital.
- Lack of interdepartmental co-ordination with sub specialties.
- Lack of competent Post graduates.

### OPPORTUNITIES

- Emphasis to Funded research from ICMR, DST,DAE,UGC IISc.
- Initiate research collaboration with centres of excellence.

### GOALS & OBJECTIVES

#### **Goal 1 : Effective departmental level organization and governance.**

Objective 1 : To decentralize power and decision making process.

Objective 2 : To adopt pyramidal structure of responsibility sharing and duties.

#### **Goal 2 : Mobilization and optimal allocation and utilization of financial resources.**

Objective 1 : To attract funding by national and international funding agencies.

Objective 2 : To optimize funds and generate revenue.

Objective 3 : To provide specialized services to generate resources.

#### **Goal 3 : Providing essential support to research.**

Objectives 1 : To apply for collaborative research projects.

Objectives 2 : To strive for networking among other Institutions in research activities.

#### **Goal 4 : Optimal human resource development and utilization.**

Objectives 1 : To motivate the human resource to exhibit their competency and talent.

Objectives 2 : To reward the human resource for innovation and outstanding performance.

#### **Goal 5 : Attract talented staff.**

Objectives 1 : To attract highly qualified and experienced staff.

## 10. DEPARTMENT OF PAEDIATRICS

### STRENGTHS

- Good feedback by students regarding pediatric department.
- Teaching—both UG and PG programmes are being conducted regularly.
- Good clinical work in the wards – least no. of complaints.
- NICU and PICU—admissions increasing.
- Lot of good will for the hospital.

### WEAKNESSES

- Less number of research activities.
- Lack of trainers for children with autism and specific learning disorders.
- Smaller classrooms.

### OPPORTUNITIES

- Need for more beds/equipments in NICU and PICU.
- Need for an adolescent clinic
- Need for pediatric super-specialty services.
- Child psychology services to improve.
- MOU with organizations/schools.

### THREATS

- Advanced equipments available in other hospitals.
- Genetic studies/investigations sent to other local institution.

### GOALS & OBJECTIVES

#### **Goal 1 : Provide quality Medicare to children at affordable cost.**

Objective 1 : To make the ward more children friendly.

Objective 2 : To explore the possibility of getting funding from NGO's and service organizations for subsidized care.

Objective 3 : To make the hospital services (including nursing) more patient centric.

#### **Goal 2 : Affirm the teaching learning process.**

Objective 1 : To make the entire campus Wi-Fi accessible.

Objective 2 : To enhance use of computer and internet for student teaching.

Objective 3 : To redesign the curriculum for better participation of students e.g. problem based learning, Conducting short research project, group discussion, etc.

Objective 4 : To assign the postgraduate residents in specialty units in reputed institutions.

#### **Goal 3 : Enhance research activities.**

Objective 1 : To establish a separate research cell for better co-ordination of research activities in different departments.

Objective 2 : To institute a separate research stream of staff who are not involved in hospital duties with more incentives and perquisites.

Objective 3 : To mobilize funding from government and Pharmaceutical industry for research projects.

#### **Goal 4 : Expansion of hospital services.**

Objective 1 : To upgrade and expand NICU and PICU so as to conform to national/international standards.

Objective 2 : To establish pediatric sub-specialties like cardiology, nephrology, neurology, genetics, etc.

Objective 3 : To adopt rural school/villages on a permanent basis so as to attract more patients to the hospital.

Objective 4 : To have collaboration with small but well managed private hospitals in South Kanara district for extending our hospital's reach.

Objective 5 : To conduct focused and better publicized health camps.

Objective 6 : To advertise the hospital services through mass media and public relations officers.

## **11. DEPARTMENT OF PSYCHIATRY**

### **STRENGTHS**

- Largest private medical college Psychiatry Department in Karnataka.
- Exceptionally good educational outcome - Pass percentage 100%.
- Department has extensive community outreach programmes where the faculty & residents visit eight old-age homes/ Special School/ Satellite clinics.
- Public awareness programmes through audio visual and print media.
- Department has very good Alumni network.
- Psychiatric Helpline, which works 24x7 (8277193370).

### **WEAKNESSES**

- Absence of separate units for sub-specialties.
- Lack of full-fledged child psychiatry.
- Lack of long term research.
- Non availability of rehabilitation facilities for patients with long term psychiatric illness.
- Better facilities for semi-private rooms and Day care centre.

### **OPPORTUNITIES**

- Expand with more subspecialty and super speciality courses.
- Educational exchange programs.
- Additional rehabilitation facilities with long stay for chronically ill patients.
- Improve research outputs.

### **THREATS**

- Escalating cost of health care.
- Lower awareness about mental health and disorders resulting in delay in treatment.
- Stigma against mental disorders in community.
- Poor Community integration following remission of patient.
- Large number of medical college hospitals in a small geographical area.

## GOALS & OBJECTIVES

### **Goal 1 : Destigmatize Psychiatry.**

- Objective 1 : To shift the psychiatry OPD and wards into the mainstream of general hospital.
- Objective 2 : To adequately educate and train nursing staff & other paramedics regarding mental illness, its prognosis & treatment.
- Objectives 3 : To educate regularly & persistently the caregivers of mentally ill patients about the causes, concepts and consequences of mental illness & help in reintegration of these patients back into the society.

### **Goal 2 : Increase awareness of mental health & illness among health professionals.**

- Objective 1 : To conduct at least one or two CMEs per year on much prevalent mental illness like mood disorders, Substance use etc.
- Objectives 2 : To strengthen the basic level of knowledge in UG's & interns posted in Psychiatry.
- Objective 3 : To provide remote consultation liaison psychiatry.

### **Goal 3 : Improve in-patient care of mentally challenged patients.**

- Objective 1 : To improvise long term care of chronic patients when necessary.
- Objective 2 : To establish a proper day care and rehabilitation unit for psychiatric patients.
- Objective 3 : To encourage family's participation and stay with the patient and to arrange for paid attenders at reasonable charges when relatives are not able to stay with patient.

### **Goal 4 : Establish separate units/ wards for deaddiction of women, child & adolescent psychiatric patients.**

- Objectives 1 : To plan & arrange for a deaddiction unit exclusively for women.
- Objective 2 : To plan for a separate unit for child & adolescent psychiatric in patients.

### **Goal 5 : Establish super specialty courses in psychiatry.**

- Objective1 : To start post doctoral fellowship in Child Psychiatry and in Addiction Medicine.

### **Goal 6 : Improvisation of postgraduate training programme**

- Objective 1 : To monitor the progress of individual PG residents through regularly held internal assessments.
- Objective 2 : To encourage PG residents to take active part in the activities of department, in care of wards, in decision making & in case management.
- Objective 3 : To train PG residents to work up a patient's case holistically & dynamically in addition to the formal working up in accord with a pre fixed proforma.
- Objective 4 : To help them develop rapport with teaching staff and avail their guidance whenever in need and to improve their communication skills.



## 12. DEPARTMENT OF DERMATOLOGY, VENEREOLOGY & LEPROSY

### STRENGTHS

- Paper Publications 184.
- Actively involved in Research work/clinical trials.
- Guest lectures by various staff members.
- Awarded State level Best Dermatology Department twice in the year 2014 & 2018 respectively.
- Participation of staff members in National/International conferences.
- Three Professors are Referees for various Indexed journals.
- Two professors are recognized as guide for PhD course by RGUHS.
- MD/DDVL candidates who topped in their RGUHS final qualifying examination are: MD-3: 1<sup>st</sup> Rank and DDVL-2 : 1<sup>st</sup> Rank.

### WEAKNESSES

- Less space in the OPD.

### OPPORTUNITIES

- To raise the academic standards of the department and to make it known in the medical Fraternity.
- To increase scientific publications further.
- To have more facilities to perform cosmetic procedures.
- To procure state of art equipment for this purpose.
- To establish fellowship programmes in subspecialties of dermatology.
- To become premier DERMATOLOGY DEPARTMENT in INDIA.

### THREATS

- Giving more importance to Cosmetology and Dermato surgery results in less focus on Basic dermatology, Pediatric Dermatology and Dermato pathology.

### GOALS & OBJECTIVES

**Goal 1 : Achieve academic excellence so as to be on par with the leading institutions of India.**

Objective 1 : To increase the number of publications in the peer reviewed journals.

Objective 2 : To provide more facilities support for research activities.

**Goal 2 : Provide quality patient care.**

Objective 1 : To procure state-of-the art equipments.

Objective 2 : To follow holistic approach to dermatological diseases including preventive aspects.

**Goal 3 : Comprehensive development to include all aspects of dermatology especially cosmetology.**

Objective : To provide training facilities to medical personnel (fellowship programmes).

## 13. DEPARTMENT OF NEPHROLOGY

### STRENGTHS

- One of the largest dialysis centres in this part of the state.
- First college to start DM Nephrology program in Mangalore .
- Good patient load
- Implementing policy of single use dialyser for most patients.
- Availability of transplant facility.

### WEAKNESSES

- Chronic peritoneal dialysis program is in infancy.
- Lack of CRRT facility.
- Lack of clinical trials in the department.

### OPPORTUNITIES

- Advertising the transplant facility available in the department.
- Improving ICU facility by starting SLED/ CRRT hybrid dialysis.
- Starting sub speciality clinics.

### THREATS

- Increased availability of dialysis centre in government hospitals.
- Non availability of tissue typing facility in our hospital.
- Better media utilisation by competitors to advertise their facilities.

### GOALS & OBJECTIVES

#### **Goal 1 : Improve dialysis care.**

Objective 1 : To start CRRT/ SLED facility in ICU.

Objective 2 : To make available ultra pure water for dialysis.

Objective 3 : To explore funds from various organisations to provide subsidised care to needy patients.

Objective 4 : To expand dialysis facility to all intensive care areas.

#### **Goal 2 : Accelerate transplant program.**

Objective 1 : Advertise the availability of transplant facility in the hospital.

Objective 2 : Set up a tissue typing lab in the hospital.

Objective 3 : ABO incompatible and Swap transplantation program to be started.

Objective 4 : Awareness programs for organ donation.

#### **Goal 3 : Enhance research activity.**

Objective 1 : Appointment of research assistant/ coordinator to increase research activity and clinical trials.

Objective 2 : Mobilize funds for research from funding agencies.

#### **Goal 4 : Expansion of hospital services.**

Objective 1 : Start stand alone dialysis in peripheries.

Objective 2 : To advertise availability of various services in hospital through mass media.

## 14. DEPARTMENT OF NEUROLOGY

### STRENGTHS

- Efficient clinical staff and well equipped separate wards.
- Good patient numbers.
- Specialized, case specific neuroimaging studies including stroke protocol, dementia protocol, demyelination protocol are available.
- Expertise in EEG, Nerve conduction and EMG.
- Nerve biopsy and muscle biopsy study regularly carried out.
- Good clinical radiological discussions and frequent interdepartmental meetings.

### WEAKNESSES

- Lack of good diagnostic equipment.
- Lack of advanced training for electrophysiology technicians.
- Not having an interventional neuro radiologist for emergency procedures.

### OPPORTUNITIES

- Educating the public regarding the common neurological emergencies like stroke, seizures.
- Establish Neuro ICU.
- Starting subspecialty clinics.
- 

### THREATS

- Limited transport options for long distance patients.
- Better media utilisation by competitors to advertise their facilities.

### GOALS & OBJECTIVES

#### **Goal 1 : Improve critical care in peripheries**

Objective 1 : To start mobile ambulances to help thrombolize stroke patients in the window period.

Objective 2 : To explore funds from various organisations to provide subsidised care to needy patients.

#### **Goal 2 : Enhance research activity**

Objective 1 : Appointment of research assistant/ coordinator to increase research activity and clinical trials

Objective 2 : Mobilize funds for research from funding agencies.

#### **Goal 3 : Integrated patient care**

Objective 1 : Have frequent interdepartmental meetings to help aid in the treatment of neuropsychiatric aspects of dementia, neuroradiological findings of neurological conditions.

#### **Goal 4 : Expansion of hospital services**

Objective 1 : To advertise availability of various services in hospital through mass media.

## 15. DEPARTMENT OF RADIO-DIAGNOSIS

### STRENGTHS

- Availability of all Radiological modalities with the state of the art equipments.
- Adequate qualified faculty members with good experience.
- Staff with fellowship in interventional, cross-sectional, cardiac and neuro imaging.
- Staff members with academic excellence, gold medal and rank holders.
- Good workload in all modalities - opportunity for students with rich clinical experience.
- Availability of PACS and dedicated reporting hub, an opportunity for research.
- 24 hrs coverage by staff members and Residents in all modalities.
- Availability of departmental and E-library.

### WEAKNESSES

- Infrastructure constraints - Inadequate class rooms and staff rooms.
- Research work not adequate.
- Non availability of digital Mammography and PET scanner.

### OPPORTUNITIES

- To be recognized as leading teaching department in the region.
- To develop specialized branches like Neuro Radiology, Paediatric Radiology, Musculoskeletal Radiology and Cross Sectional Radiology.
- Opportunities to start fellowship programmes in various sections.

### THREATS

- With Number of Medical colleges increasing in the region who are more aggressive in their approach and pricing, patient load may drop in future.
- Availability of better equipments in neighbouring institutions.

### GOALS & OBJECTIVES

**Goal 1 : To procure state-of-the art equipments and thereby provide quality diagnosis.**

Objective 1 : To be at par with leading institutions in the country with regard to available imaging modalities.

Objective 2 : Further improvisation of MRI studies by upgrading to SUPER CONMR systems. This will enable finer imaging details and further studies such as MR spectroscopy.

**Goal 2 : To increase the existing work force.**

Objective 1 : To attract and retain highly qualified and experienced staff members.

Objective 2 : To implement effective departmental level organization and distribution of workload and duties.

**Goal 3 : Promote and Improve patient care.**

Objective 1 : To make the faculty and postgraduate students aware of the responsibility entrusted to them and the ethical issues with respect to patient care.

Objective 2 : To maintain the quality of diagnosis and improve the efficiency of the department as a whole, minimizing delay and patient transit time.

**Goal 4 : Improve and maintain high standards of Undergraduate and Postgraduate teaching/training programs.**

Objective 1 : To encourage students to better their performances by conducting various teaching/training programs.

Objective 2 : To conduct regular department level examinations to assess their level of knowledge and understanding of the subject.

Objective 3 : To introduce the internet as an aid in student teaching programmes.

Objective 4 : To assign the postgraduate residents in reputed institutions for training in higher modalities.

**Goal 5 : Publication of research papers/articles in national and international journals.**

Objective 1 : To encourage faculty to train in sub-specialty courses and take active interest in research activities.

Objective 2 : To ensure publication of a minimum of one journal article/thesis per postgraduate during their academic course.

## **16. DEPARTMENT OF GENERAL SURGERY**

### **STRENGTHS**

- Tertiary care centre with state of the art facilities.
- 66 years of legacy in surgical healthcare.
- Efficient and motivated staff.
- Prestigious PG institute.
- Renowned alumni active in PG teaching and institutional development.
- In-house lap training and simulation centre.
- Advanced infrastructure and surgical equipments.
- Research facilities and research oriented work.
- Regular public outreach activities.

### **WEAKNESSES**

- Non availability of funded training programs for junior faculty and PGs.
- No robotic surgery specialities.
- Lack of enthusiasm for research.

### **OPPORTUNITIES**

- Funded student and staff research projects.
- Surgical skill training and simulation.
- Laparoscopic and robotic surgery simulation and training programs.
- Hands on and live surgical workshops.
- Interuniversity/intercollegiate student exchange programs.
- Collaboration with renowned medical universities.
- Conduction of regular CSEs and state and national conferences.

## THREATS

- Competition from other clinical and hospital establishments.
- Structural changes to previously available national schemes.

## GOALS & OBJECTIVES

### **GOAL 1 : Apex Tertiary Care /Referral Centre for General Surgery.**

Objective 1 : To provide basic and advanced treatment options at affordable prices for the common man.

Objective 2 : To establish disease specific clinics and camps for directed treatment and patient care and follow-up.

Objective 3 : To procure adequate infrastructure and advanced equipments for the same.

### **GOAL 2 : Establish a fully fledged Robotic/Laparoscopic and Endoscopic Surgery Unit.**

Objective 1 : Basic and advanced laparoscopic services.

Objective 2 : Acquiring a surgical robot.

Objective 3 : Training staff in the same.

Objective 4 : Basic and advanced laparoscopic skill training through simulation based and hands on training.

### **GOAL 3 : Eminent PG teaching Institute**

Objective 1 : Promote and improve professionalism.

Objective 2 : Promote medical ethics and communication skills.

Objective 3 : Innovative teaching methods.

Objective 4 : Research oriented teaching and learning.

Objective 5 : Simulation and live workshops for skill development.

### **GOAL 4 : Promoting the concept of evidence based practice**

Objective 1 : To practice quality, cost effective healthcare.

Objective 2 : To understand the importance of 'cost to benefit' and 'risk to benefit' analysis.

Objective 3 : To work with other healthcare professionals to provide patient- focused care within the larger system.

### **GOAL 5 : Increasing proportion of Scholarly activity by the faculty.**

Objective : To encourage junior members and new members of the faculty to do original clinical research or explore possibilities for animal experiments and thus promote an investigative environment in terms of their clinical activity.

### **GOAL 6 : Provide community service to the community through In-hospital free camps and outreach programs**

Objective : To assess past performance of community through in-hospital free camps and outreach programs and strive to be better.



## 17. DEPARTMENT OF ORTHOPAEDIC SURGERY

### STRENGTHS

- Qualified & Trained staff.
- Specialized Orthopaedic surgical treatment offered – ( Spine Surgery & Hand & Micro Surgery, Arthroscopy & Arthroplasty Surgeries).

### WEAKNESSES

- Lack of research activities.
- Lack of research grants from national & International funding agencies.

### OPPORTUNITIES

- To be known as quality Orthopaedic services provider in Mangalore.
- To develop fellowship courses in the subspecialties of the department.

### THREATS

- Being amidst of many medical colleges there is a growing competition to get clinical material (patients) and expensive latest clinical equipments.
- Financial difficulties in acquiring more expensive and latest clinical and investigation equipments.

### GOALS & OBJECTIVES

**Goal 1 : Develop more sub-specialties of Orthopaedic surgery namely Sports medicine & Paediatric Orthopaedics.**

Objective 1 : To increase the number of Orthopaedic surgeons.

Objective 2 : To establish different Orthopaedic unit to cater to the needs of the patients.

Objective 3 : To encourage the doctors to undertake short training courses to update their skills/ knowledge - Hospital sponsored.

**Goal 2 : Regular upgrading of the existing Orthopaedics surgical instrumentation to next level to offer Orthopaedic service befitting a tertiary referral center.**

Objective : To upgrade the Orthopaedic instrumentation facilities, regularly.

**Goal 3 : To conduct various Orthopaedic awareness programmes in the hospital and other places for general public for e.g.: Osteoporosis awareness programmes, camps, etc.**

Objective : To involve undergraduate students, PG students, Hospital management students with existing staff members to manage this aspect.

**Goal 4 : Offer quality Orthopaedic service in rural places by way of having regular rural orthopaedic camps.**

Objective : To orient UG and PG students to manage in rural community set up.

**Goal 5 : Improve quality of UG / PG training / Teaching and research activities.**

Objective 1 : To assign two Orthopaedic or two MBBS graduates fellowship for research in the department for duration of 12-18 months.

Objective 2 : To motivate research scholars to produce 4-6 papers during the fellowship.

## **18. DEPARTMENT OF OPHTHALMOLOGY**

### **STRENGTHS**

- Conducting several eye camps and outreach programmes in and around the districts on a regular basis.
- Being successful in having a fully functioning eye bank in the district.
- Having following subspecialty clinics in the department:
  - Paediatric Ophthalmology and Strabismus.
  - Vitreoretinal Unit, Neuro Ophthalmology, Oculoplasty, Phaco clinic and Glaucoma clinic.

### **WEAKNESSES**

- Absence of research grant from national and international funding agencies.
- Absence of Refractive Surgery.
- Electrophysiological Unit.
- Space constraint for well planned OPD.
- More professional development programmes to be attended by the faculty.

### **OPPORTUNITIES**

- Creation of fully functional well equipped wet lab and Museum.
- Upgradation of equipment.
- To have faculty trained in newer modalities of corneal transplant techniques.
- Creation of segregated spaces for different sub specialities in OPD.
- To have more publications by staff and students in indexed journals.
- Use of simulation to convey ophthalmic signs and skills to under graduate and interns.

### **THREATS**

- To have more patients come in for outpatient and inpatient procedures at our hospital despite having several neighboring medical college hospitals.
- Surgical training for post graduate students

## **GOALS & OBJECTIVES**

**GOAL 1 : Establish Vitreo Retinal center which gives treatment at affordable cost for diseases of retina.**

Objective 1 : To treat diseases like retinal detachments, Diabetic retinopathies, vascular retinopathies and other posterior segment disease.

Objective 2 : To procure equipments like state-of-the art vitrectomy system, endolaser and other instruments needed for examination and surgery for posterior segment diseases.

Objective 3 : To train post graduates in Vitreoretinal Surgery.

**GOAL 2 : Ensure that no person with preventable and curable blindness is left untreated in the districts of South Canara and Udupi.**

Objective 1: To hold eye camps in every village and survey the population for presence of preventable and treatable causes of blindness.

Objective 2: To bring every patient with cataract, glaucoma and corneal opacity to Fr Muller Hospital and perform surgery.

Objective 3 : To educate the masses about preventing Nutritional and Traumatic blindness.

**GOAL 3 : Establish a Bionic eye research center for research into treatment of blindness.**

Objective : To initiate training and induct qualified staff.

**GOAL 4 : Train Ophthalmic nursing assistants, Ophthalmic operating room assistants and Refractionists for service in rural areas.**

Objective : To start new short term programmes.

**GOAL 5 : Become a Regional Institute of Ophthalmology training Ophthalmologists, Primary eye care workers and performing quality research.**

Objective 1 : Bigger set-up and high end equipment.

Objective 2 : More higher qualified staff.

## **19. DEPARTMENT OF OTO-RHINO-LARYNGOLOGY (E.N.T.)**

### **STRENGTHS**

- Head & Neck malignancy surgeries with reconstruction done regularly.
- Endoscopic skull base surgeries in association with neurosurgeons.
- Small group teaching for undergraduate students is giving good results.
- Case based teaching methodology.
- Conducting regular CME / guest lectures/ UG Quiz.

### **WEAKNESSES**

- Non availability of fibroptic scopes in the OPD.
- Cochlear implantation to be started.
- Non availability of Co2 Laser and Coblator in the Operation Theatre.

### **OPPORTUNITIES**

- To start Cochlear implant programme
- To have fibre optic endoscope in the OPD
- To have Coblator and Co2 laser in the Operation Theatre

## THREATS

- To enhance the patients numbers attending OPD, in view of increasing number of private colleges in the neighborhood and private specialists in the city.
- To keep pace with state of the art equipment
- Balance Head and Neck Surgeries including Thyroid surgery with other departments

## GOALS & OBJECTIVES

### **Goal 1 : Strengthening the knowledge of students.**

Objective 1 : To enable the students to familiarize himself with common ENT problems.

Objective 2 : To evaluate the symptoms and make diagnosis and implement the treatment modalities to treat the common ENT diseases.

Objective 3 : To make the students aware of the deafness and methods of screening for early detection of deafness.

### **Goal 2 : Training the postgraduate students.**

Objective1 : To make them to learn the subject through evoking curiosity and generate a habit of self-learning.

Objective2 : To develop communicative skills updating new diagnostic and therapeutic techniques.

Objective3 : To understand the rational use of pharmacy-therapeutic agents and their side effects.

### **Goal 3 : Enhance research activities.**

Objective 1 : To obtain funded research projects from Government and other agents.

Objective 2 : To undertake collaborative research activities with industries/schools.

Objective 3 : To encourage faculty to publish research papers in the reputed journals.

### **Goal 4 : Provide requisite physical resources and utilization.**

Objective 1 : To provide adequate infrastructure in the department.

Objective 2 : To acquire state-of-the art equipment and gadgets required for imparting training and research for students.

Objective 3 : To create ample infrastructure for classrooms and labs for academic and research programmes.

### **Goal 5 : Strengthen the faculty and department**

Objective 1 : To select and retain the best talent manpower.

Objective 2 : To provide opportunity for upgrading the qualification and to get training in new techniques.

Objective 3 : To upgrade the department with latest equipments to make the department as major ENT and head and neck surgical centre.

## 20. DEPARTMENT OF UROLOGY

### STRENGTHS

- Qualified and well experienced faculty
- Faculty are members of various academic associations - IMA, MUF, ASI, USI.
- Combined teaching programmes under various association activities
- Less number of post graduates better learning /training /work opportunities

### WEAKNESSES

- Lack of advanced equipments
- Lack of robotics and lasers, hence quick turnover of junior staffs

### OPPORTUNITIES

- Very good learning opportunities for fresh faculty and post graduate students.
- Ample chances for Research

### THREATS

- Fluctuation in patient number and frequent change of junior staffs
- Patients seeking advanced procedures like robotics procedure are drifting away to other institutions. Hence loss of a segment of patients especially Uro Oncology.

### GOALS & OBJECTIVES

**Goal 1 : Conducting health camps once in a month instead of once in two months.**

Objective 1 : To provide and improve individual and community urological health through education and delivery of patient-centered , innovative high quality urologic care

Objective 2 : To educate residents in practice based learning and to improve interpersonal and communication skills

**Goal 2 : Establishment of Separate Uro-oncology division**

Objective 1 : The Multi-disciplinary approach to Urological Cancers

Objective 2 : To give the best possible treatment to Urological Cancers

Objective 3 : Establishment of Robotic Surgery

Objective 4 : Development in Pediatric Urology Division

## 21. DEPARTMENT OF OBSTETRICS & GYNAECOLOGY

### STRENGTHS

- Tertiary care clinical facility with multidisciplinary approach
- Good number of patient input
- Encouragement for advanced learning
- Committed staffs
- Good infrastructure
- Protocol based management with clinical audit
- Importance to skill based training and development of patient centred attitude
- Research facility

### WEAKNESSES

- Lack of enthusiasm for research
- Retaining junior staffs and nurses

### OPPORTUNITIES

- Able to give quality education
- Advanced treatment opportunities
- Availability of clinical material for research
- To establish subspecialty clinics
- Improvement in labour analgesia
- Clinical, surgical and research opportunities

### THREATS

- Competition for clinical work load due to concentrated health care facilities in the surrounding area.

### GOALS & OBJECTIVES

#### **Goal 1 : Apex referral centre for Obstetrics and Gynaecology patients**

Objective 1 : To provide standard services in the field of “high risk pregnancy” and “critical care in obstetrics”

Objective 2 : To establish infertility care centre and to network with other IVF centres both for training specialities and ART procedures.

Objective 3 : State of art clinical and surgical services in the field of Gynaecology through speciality clinics.

#### **Goal 2 : To establish Gynaec endoscopic unit (laparoscopy and hysteroscopy)**

Objective 1 : To provide basic and advanced endoscopic surgery facilities to the community.

Objective 2 : To establish state of art Gynaecology laparoscopic training centre.

#### **Goal 3 : To establish Gynaec Oncology Unit**

Objective : To offer comprehensive gynaec oncology services in the field of preventive, therapeutic and palliative care to the community in association with Radiotherapy and Med-oncology.

#### **Goal 4 : Teaching and training**

Objective : To impart academic and clinical excellence through teaching and learning methods in par with global standards



## 22. DEPARTMENT OF RADIATION ONCOLOGY

### STRENGTHS

- Staff members with academic excellence and experience
- Pioneers in brachytherapy – over 100 patients treated annually.
- 24 hrs coverage by post graduates and staff
- Collaboration with Indian Cancer Society with monthly cancer screening camp.
- Specialized site specific clinics in the department OPD
- Excellent academic programme for post graduates with regular assessment
- A Hospital based cancer registry is functioning

### WEAKNESSES

- No externally funded research project
- Non availability of essential state of the art modern treatment techniques like SRS, SBRT, VMAT, IGRT, respiratory gating and QA equipment
- Department radiobiology lab and museum need upgradation.

### OPPORTUNITIES

- Inter college /university student exchange progress
- Adequate research data available to be utilized for future research
- Opportunities for post graduates to present department research work at various national forums
- MOU's with Indian cancer society, Indiana hospital, NITTE university and Mangalore university for various teaching, research and treatment related collaborations.
- Support to post graduate students in curricular and co-curricular activities
- Department faculty is a Co-Principal Investigator for hospital based cancer registry

### THREATS

- Increasing competition from other hospitals, cancer centers with more modern radiotherapy equipment and techniques
- Lack of departmental infrastructure to keep pace with fast changing technology.

### GOALS & OBJECTIVES

#### **Goal 1 : Improve cancer screening programs**

Objective : To have a coordinated effort to conduct cancer screening camps in the peripheries.

#### **Goal 2 : Integrated patient care**

Objective 1 : Have frequent tumor board meetings to help in the treatment of oncology patients requiring multimodality treatment.

Objective 2 : Comprehensive care focusing on the psychological well being and palliative home care

#### **Goal 3 : Expansion of hospital services**

Objective 1 : To procure a new state of the art linear accelerator machine offering dual energy photons, electrons with provision for SRS and SBRT.

Objective 2 : To advertise the availability of the upcoming technologies through mass media as a means of boosting patient numbers in oncology.

#### **Goal 4 : Enhance research activity**

Objective : Mobilize funds for research.

## 23. DEPARTMENT OF ANAESTHESIOLOGY

### STRENGTHS

- Good patient load giving opportunities to improve and excel in anesthesia Techniques.
- Unique one of its kind historical anesthesia museum.
- Skill lab dedicated to improving student's Skills and hands on teaching.
- Enthusiastic and very active staff with ever-present spirit of team work in all activities.
- State of art equipment and monitors as required for tertiary care Centre

### WEAKNESSES

- OT complexes are distributed in various corners of hospital, which leads to increased need for staffing and manpower, and difficulty in managing emergency situations.
- Post operative area is inadequate many times for present case load.
- Class room and duty rooms are ill-ventilated and often damp leading to fungus infestation.

### OPPORTUNITIES

- All staff are given equal encouragement to perform newer techniques in anesthesia.
- Well planned teaching program which encourages all to remain up to date current knowledge.
- Good clinical exposure.

### THREATS

- Managing ICU patients will require assistance of a full-time intensivist for better patient care.
- Modifying approach to teaching and to incorporate it into the new methodology of teaching as practiced in skill lab.

### GOALS & OBJECTIVES

**Goal 1 : Continue to provide safe and effective anesthesiology to patients while exploring newer branches such as providing palliation and pain relief to terminally ill.**

**Objective :** To avail latest gadgets and monitors to enable to perform various techniques and procedures which monitoring patients with care.

**Goal 2 : Maintain high standards of students teaching and training programs.**

**Objective1 :** To invite resource persons of repute to interact with student and staff members and allow for one on one discussion.

**Objective 2 :** To encourage students to better their performance by the various teaching/training programs organized and regular evaluation/examinations so as to assess their performance.

**Goal 3 : Conduct research as relevant.**

**Objective :** To motivate faculty and students to conduct research.

**Goal 4 : Conduct conferences/seminars**

**Objective :** To conduct conferences/seminars so as to keep updated on the latest techniques and protocols.

## 24. DEPARTMENT OF EMERGENCY MEDICINE

### STRENGTHS

- Faculty are from multidisciplinary departments such as General Medicine, Anaesthesia and Orthopedics who compliment and collaborate for smooth functioning of the Department.
- Close proximity of Emergency Department to the Radiodiagnosis Department and the Laboratory facility
- Availability of Medicine and a Surgical Post graduate throughout the 24 hours
- Availability of Emergency OT and the Trauma room in the Emergency

### WEAKNESSES

- Lack of the essential training in the specialty of Emergency among faculty and the nursing staff
- Lack of resources like point of care – ultrasonography, cardiac enzymes assays, end-tidal carbondioxide monitors.
- Shortage of medical staff, hence unable to provide 24 hours coverage
- Lack of Departmental space – no room for faculty

### OPPORTUNITIES

- To start a post-graduate program in Emergency Medicine and Emergency Medicine Technician course
- To provide observership for MBBS graduates
- To enhance Research activities

### THREATS

- Acceptance of such a new branch among fellow surgeons and physicians
- Confusion and conflicts in job descriptions among residents and staffs

### GOALS & OBJECTIVES

**Goal 1 : To empower an interdisciplinary team with the essential knowledge, skills and attitude in providing safe and effective patient care in Emergency conditions.**

Objective 1 : To undergo the necessary essential training required to be competent Emergency Medicine physicians.

Objective 2 : To encourage and practice team work.

Objective 3 : To demonstrate proficiency in clinical skills to manage life threatening emergencies

## 25. SIMULATION AND SKILL CENTRE

### STRENGTHS

- Simulation Centre leadership, team of faculty and staff
- Proactive administration
- Buy-in from faculty, staff and students of the institute

### WEAKNESSES

- Floor plan of the centre
- Lack of elevator

### OPPORTUNITIES

- International recognition, networking and certifications
- Institute accreditations warranting competent workforce
- Regulatory body (MCI/NCI) requirements for competency in skills

### THREATS

- Regular Upgrade of Simulator hardware and software
- Running / Maintenance cost

### GOALS & OBJECTIVES

- Goal 1 : To train and certify healthcare profession students to be competent in providing comprehensive emergency care and life support in a rural healthcare setting as a first responder
- Goal 2 : To train and certify the health professionals and students in adult and paediatric basic and advance cardiac life support
- Goal 3 : To train the health care professionals and students in inter professional teamwork and collaborative practice
- Goal 4 : To integrate Simulation based training into the academic and hospital training programs with an aim to promote patient safety and quality care
- Goal 5 : To actively promote Simulation based research initiatives for educational and patient safety programmes.



## 6. STRATEGIES

Indeed, good strategy and good strategy execution are the most trustworthy signs of good management, performance and growth. Aggressive pursuit of a creative, opportunistic strategy can propel an organization into a leadership position, paving the way for its products and services to become the industry standard. In short, the better conceived an organization's strategy and the more proficient its execution, the greater the chances the organization will be a leading performer in its markets and truly deserve a reputation for talented management.

Considering the vision, mission and goals, the following strategies are found to be appropriate and necessary to leverage the existing functional structure into an organised and responsive structure, so that the changes envisaged are effectively implemented. These strategic approaches are recommended keeping in mind the non-profit motive of FMMC and in response to the economic, market and resource conditions.

**The broad Four Generic Strategies suggested include :**

- Leadership in Quality.
- Focus on Customers.
- Innovation in processes and Delivery.
- Resources mobilization and Development.

Based on the above four broad strategies, Eight Specific Strategies are suggested that include:

1. Implement Quality Assurance in Healthcare & Education.
2. Strengthen Customer Relationship Management.
3. Enhance Research, Consultancy and Extension.
4. Adopt Infrastructure and Facilities Planning, Development and Implementation.
5. Implement Management Information System.
6. Consolidate Human Resources Management.
7. Strengthen Financial Resources Management.
8. Nurture Organizational Culture

Each specific strategies along with important actions for implementation are suggested .

### ***Strategy 1: Implement Quality Assurance (QA) in Healthcare & Education***

#### **QA in Health care and Hospital**

Action 1.1: Ensure quality of health care services and products.

Action 1.2: Focus on ethical issues concerning health care services.

Action 1.3: Conduct internal audit of various processes adopted in the hospitals.

## **QA in Medical Education**

Action 1.4 : Evolve Curriculum Planning, Development & Evaluation sensitive to changing advancements in medical sciences.

Action 1.5 : Conduct internal audit of various processes adopted in hospital teaching, clinical teaching and outpatient teaching.

Action 1.6 : Conduct performance evaluation of students through periodical assessment.

Action 1.7 : Modernize the library with latest books, journals, e-books, e-journals, databases, access to e-libraries and expand digital library.

Action 1.8 : Improve book bank and inter library borrowing facilities for students and faculty.

Action 1.9 : Introduce new programs at Certificate, Degree, PG levels.

Action 1.10 : Provide audio visual and digital teaching aids.

Action 1.11 : Establish linkages for teaching and research institution at national and international levels.

Action 1.12 : Establish institution – industry-neighborhood networking.

Action 1.13 : Promote interdisciplinary and multidisciplinary approach in curriculum design.

Action 1.14 : Provide training in teaching pedagogy to faculty for effective teaching.

### ***Strategy 2: Strengthen Customer Relationship Management***

Action 2.1 : Set up active grievance redressal mechanism for customers.

Action 2.2 : Build proactive customer relationship initiative.

Action 2.3 : Attract new customer groups and enhance corporate alliances.

Action 2.4 : Identify new market segments both in urban and rural areas.

### ***Strategy 3: Enhance Research, Consultancy and Extension***

Action 3.1 : Establish research initiatives among PG students and provide financial support.

Action 3.2 : Provide study leave to promote research among faculty.

Action 3.3 : Provide seed money to teachers to initiate research.

Action 3.4 : Sign MOU with other reputed Institutions of research sciences within India and Abroad.

Action 3.5 : Enhance research publication by faculty in reviewed journals.

Action 3.6 : Enhance the faculty registration for PhD programs.

Action 3.7 : Promote consultancy services in different specialties.

Action 3.8 : Expand extension activities such as community development, medical camp, social work, blood donation camp, AIDS awareness, adult educational literacy, health and hygiene awareness and community development.

Action 3.9 : Constitute Research Committee for project proposals appraisal.

Action 3.10 : Expand the existing outreach programs.

#### ***Strategy 4 : Adopt Infrastructure and Facilities Planning, Development and Implementation***

- Action 4.1 : Prepare a master plan for infrastructure development.
- Action 4.2 : Formulate perspective plans for short-term & long-term development plans for providing lecture theatres, operation theatres, out patient departments and hospitals for different users.
- Action 4.3 : Provide facilities for specialty clinics.
- Action 4.4 : Enhance and improve the facilities in hostels, guest house and canteen.
- Action 4.5 : Improve overall ambience of FMMC campus.
- Action 4.6 : Expand sports and physical education facilities.

#### ***Strategy 5 : Implement Management Information System.***

- Action 5.1 : Implement MIS for effective decision making at all levels.
- Action 5.2 : Implement Office Automation Systems (OAS) and Executive Information Systems (EIS) to improve efficiency in administration.
- Action 5.3 : Set up centralized computer services for students, faculty and staff and procure latest computing equipment and software.
- Action 5.4 : Implement intranet communication for disseminating information and decisions through e-circulars among all the students and employees.
- Action 5.5 : Arrange video conferencing facility without side stakeholders and universities.
- Action 5.6 : Provide computer aided learning packages.

#### ***Strategy 6: Consolidate Human Resources Management***

- Action 6.1 : Recruit competent and motivated faculty and staff.
- Action 6.2 : Offer attractive compensation packages to the faculty and staff.
- Action 6.3 : Conduct in-house training, retraining and skill development programs for all faculty and staff.
- Action 6.4 : Organize seminars, workshops, refresher course, symposia and conferences.
- Action 6.5 : Depute faculty and staff to attend seminars, workshops and conferences outside the institution.
- Action 6.6 : Undertake faculty and staff development through distance education and continuing education programs.
- Action 6.7 : Implement effective performance appraisal system for faculty through self appraisal and peer appraisal.
- Action 6.8 : Setup grievance redressal cell for students and employees.
- Action 6.9 : Strengthen Alumni Association and start new chapter at different location.



### ***Strategy 7 : Strengthen Financial Resources Management***

- Action 7.1 : Mobilize fund development through various sources such as donations, funded projects, Government schemes, corporate etc.
- Action 7.2 : Revisit the present pricing policy adopted for various products and services in health care and education.
- Action 7.3 : Develop funding mechanism for sustaining charitable, welfare and developmental activities.
- Action 7.4 : Create Institutional Development Fund and corpus fund for future developments.
- Action 7.5 : Mobilize funds from alumni.
- Action 7.6 : Increase revenue generation through consultancy.
- Action 7.7 : Generate fund from self financing courses.

### ***Strategy 8 : Nurture organizational culture***

- Action 8.1 : Create attitudinal changes among students, faculty and staff to accept changes.
- Action 8.2 : Develop receptivity to learning and changes.
- Action 8.3 : Develop a culture of democratic functioning, delegation and decision making.
- Action 8.4 : Develop a mechanism for mentoring students and counseling.

### **Performance Areas**

Performance areas related to specific themes within and outside the organization are identified and performance metrics are suggested .

(Note: The list of performance areas is not exhaustive and could be enlarged)

## **Performance Areas (Tentative)**

### **Human Resources**

- Recruiting
- Training
- Employee turnover
- Compensation

### **Quality Assurance**

- Standards compliance
- Regulators compliance
- Complaints
- Customer satisfaction

<b>Marketing</b> <ul style="list-style-type: none"> <li>- Sales</li> <li>- Pricing</li> <li>- Marketing share</li> <li>- New product sales</li> <li>- Distribution</li> <li>- Brand Image</li> <li>- Customer loyalty</li> <li>- Innovation in marketing</li> </ul>	<b>Research &amp; Development</b> <ul style="list-style-type: none"> <li>- Copy Rights</li> <li>- Patents</li> <li>- Publication in journals</li> <li>- Presentation in seminar, workshop, conferences</li> <li>- Panel of Reviewer</li> <li>- Collaborative research</li> <li>- Funded projects</li> <li>- MOU Signed</li> </ul>
<b>Finance</b> <ul style="list-style-type: none"> <li>- Costing</li> <li>- Productivity of Labour, Raw materials &amp; energy</li> <li>- Sources &amp; application of funds</li> <li>- Financial Statements</li> <li>- Financial Ratios</li> </ul>	<b>Management Information System</b> <ul style="list-style-type: none"> <li>- Internet connectivity</li> <li>- Web Management</li> <li>- Intranet facility</li> <li>- Information security</li> <li>- Office automation</li> <li>- EIS &amp; OIS</li> </ul>

After determining the performance areas, the relevant performance measures / indicators are identified .

### Performance Measures / Indicators (Tentative)

Performance Area	Performance Measure/Indicators
Price	<ul style="list-style-type: none"> <li>- Price per service</li> </ul>
Publication in Research Journal	<ul style="list-style-type: none"> <li>- No of publications per department per year</li> <li>- No of publication per faculty per year</li> </ul>
Funded Projects	<ul style="list-style-type: none"> <li>- Total No. of projects</li> <li>- Projects per department</li> <li>- Total amount sanctioned</li> </ul>
Training	<ul style="list-style-type: none"> <li>- Total No. of training programs</li> <li>- Types of training program</li> <li>- Target Groups</li> <li>- Group sizes &amp; total trainees</li> <li>- No. of training programs conducted by Dept. per year</li> <li>- No. of trainees trained by department per year</li> </ul>
Customer complaints	<ul style="list-style-type: none"> <li>- No. of total complaints</li> <li>- Nature of Complaints</li> <li>- No. of complaints enquired and Redressed</li> </ul>
Curriculum review	<ul style="list-style-type: none"> <li>- Frequency of the review</li> <li>- Percentage of new knowledge added</li> </ul>
Programs conducted	<ul style="list-style-type: none"> <li>- Total No. of programs</li> <li>- Total No. of participants</li> <li>- Total No. of seminars/workshops/conferences</li> </ul>

### **Action Plan**

An Action Plan gives concise details of requirements to implement the actions. Three important types of Information are included in the action plan. These are What – actions to be performed, Who – is responsible for Performance and When – time frame to achieve the performance. An Action Plan at Institution and department level will be worked out through consultations.

### **Resource Implications**

In order to implement the actions identified for various strategies, the resources needed such as human, financial, physical, others will be organized. The implementation committee will prepare the requisite budget for implementing the short term and long term goals envisaged in the Strategic Plan and place it before the Governing Body for approval and sanction.



## 7. IMPLEMENTATION

To translate the strategy into reality, important actions required for each strategy were identified. The performance areas, performance measurement and the time durations required to achieve the goals in specific domains would be decided by the various Working Groups. The Working Group shall consist of 6 to 8 members drawn from different departments. All the Convenors of the various Working Groups shall constitute the Coordination Committee, for which a Chair Person shall be nominated by the Director. The Coordination Committee will be overall in charge of planning and implementation of the Strategic Plan.

The Working Groups shall be constituted as follows:

1. Quality Assurance Group (QAG)
2. Customer Relationship Management Group (CRMG)
3. Research, Consultancy and Extension Group (RDG)
4. Infrastructure Planning and Development Group (IFPDG)
5. Management Information System Group (MISG)
6. Human Resources Management Group (HRMG)

Each Working Group shall have a leader who will be a senior faculty member among the teaching faculty. Each Working Group shall consist of 6 to 8 members drawn from various departments/sections and interdisciplinary in nature. The leader of Working Group may be designated as Convener of the respective Group. Some of the strategies may be addressed by more than one working groups. The Strategic Plan shall be presented to the Governing Board for approval before implementation.

### Strategic Plan Coordination Committee

The proposed Strategic Plan Coordination Committee constitution shall be:

1. Chair Person (to be nominated by Director)
2. Administrator - Member
3. Administrator - Member
4. Administrator - Member
5. Dean - Member
6. Medical Superintendent - Member
7. Nursing Superintendent - Member
8. Convener IQAC - Member

The committee shall hold frequent meetings but not less than 4 meetings in a year to review the implementation of the strategic plan.



## 8. CONCLUSION

FMMC has passed through several stages of development and growth in the last three decades of its existence. It has withstood several challenges and major changes happened both globally and nationally. Some of the major changes include globalization, liberalization, privatization and the pandemic. Consequent to these changes, the expectations of the stakeholders both internal and external have changed significantly. In addition, FMMC has been impacted by the factors of external environment such as regulators, technology, socio-economic, political and international. While the institution is on a fast track of growth, accreditation from all regulatory agencies has been obtained for FMMC. The New Education Policy (NEP 2020) has many new initiatives which the Institution has to deliberate and implement. All these concerns create an opportunity for FMMC to prepare this Strategic Plan.

The Strategic Plan prepared for FMMC has several unique features and involved a systematic and comprehensive effort of strategic change with the participation of a large number of stakeholders. Most of the inputs to the Strategic Plan were provided by the internal stakeholders, thus making the Strategic planning process truly participative. This Strategic Plan includes an integrated and interdependent set of action plans that are viewed and acted upon in a holistic manner. The effects of change strategies are designed to be sustainable, as they have been internally generated. Lastly, the vision, mission, goals, objectives, strategy and approach to strategy execution are never final; managing strategy is an on-going process.







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MEDICAL IMAGING TECHNOLOGY (M.I.T.)

RADIOTHERAPY TECHNOLOGY (R.T.), RENAL DIALYSIS TECHNOLOGY (R.D.T.)

ANAESTHESIA TECHNOLOGY & OPERATION THEATRE TECHNOLOGY (A.T & O.T.T.)

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## SPECIALITY SERVICES

- |                             |                            |                           |
|-----------------------------|----------------------------|---------------------------|
| ◆ Anaesthesiology           | ◆ Orthopaedics             | ◆ Psychiatry              |
| ◆ Dermatology & Venereology | ◆ Obstetrics & Gynaecology | ◆ Paediatrics             |
| ◆ Dental                    | ◆ ENT                      | ◆ Respiratory Medicine    |
| ◆ General Surgery           | ◆ Ophthalmology            | ◆ Speech & Language       |
| ◆ General Medicine          |                            | ◆ Therapy & Physiotherapy |

## ANCILLARY SERVICES

- ◆ Blood Bank
- ◆ De-addiction Centre
- ◆ DOTS Centre
- ◆ ICTC Centre PCTC/ PPTCT

## SUPER SPECIALTY SERVICES

- |  |                                       |                                    |
|--|---------------------------------------|------------------------------------|
| ◆ Cardiology                             | ◆ Medical & Surgical Gastroenterology | ◆ Plastic & Reconstructive Surgery |
| ◆ Cardiothoracic & Vascular Surgery      | ◆ Neurology & Neurosurgery            | ◆ Spine Surgery                    |
| ◆ Endocrinology                          | ◆ Nephrology                          | ◆ Eye Bank & Corneal Transplant    |
| ◆ Hand & Micro Surgery                   | ◆ Urology & Renal Transplant          |                                    |
| ◆ Medical, Surgical & Radiation Oncology | ◆ Paediatric Surgery & Neonatology    |                                    |

## Father Muller Health Care Schemes

- |                             |                                 |                                       |
|-----------------------------|---------------------------------|---------------------------------------|
| ◆ General Health Check-up   | ◆ Comprehensive Health Check-up | ◆ Senior Citizen Health Care Check-up |
| ◆ Executive Health Check-up | ◆ Diabetic Health Care Check-up | ◆ Child Health Check-up               |
| ◆ Complete Heart Check-up   | ◆ Women Health Check-up         |                                       |



Cathlab



Radiotherapy



Advanced 1.5 Tesla MRI

- ◆ Accident / Emergency
- ◆ Haemodialysis
- ◆ Mammography
- ◆ X- Ray / CT/ MRI
- ◆ Intensive Care Units (BICU, ICCU, MICU, NICU, PICU, SICU, RICU)
- ◆ Blood Bank
- ◆ Lab Services
- ◆ Ultrasound
- ◆ Pharmacy
- ◆ Mortuary

**Father Muller  
HEALTH CARD**

- ◆ Individual Health Card: Rs. 100/- | Family Health Card: (for primary card holder)
- ◆ Rs. 100/- additional Rs. 50/- for each member (up to 1 + 7 members)
- ◆ For 3 yrs 10% Discount & 5 yrs 20% Discount will be offered

**24  
HOURS**