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THE AGA KHAN UNIVERSITY Newsletter



JULY 2000

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AKUSON 20th Anniversary Celebrations

The Aga Khan University School of Nursing (AKUSON) is celebrating its 20th anniversary in the academic year 1999-2000 by hosting several events including a Research Fair, a Research Conference and a Women's Forum. These events emphasised AKUSON's commitment to the professional development of women in nursing. From its very inception, the School has been committed to establishing a new standard and tradition in the nursing profession, as well as enhancing its status in Pakistan and the region. Supported by the Canadian International Development Agency (CIDA), numerous programmes at AKUSON have benefited from its international linkage with McMaster University in Canada. AKUSON aims to be a national resource by training nurses from across the country, and by providing opportunities to discuss issues of particular relevance to Pakistan and the developing world.

Women's Forum – AKU Nurses are Trend-Setters and Trail-Blazers

The Women's Forum hosted by AKUSON was a highlight of its 20th anniversary celebrations. The chief guest, Dr. Attiya Inayatullah, Member, National Security Council (NSC), Government of Pakistan, said, "AKU nurses can be proud of their achievements because they are trend-setters and trail-blazers of the nursing profession. Their substantial

Other participants at the Forum included Major General (Rtd.) Ehsan Ahmad, Minister of Health and Population Planning, Government of Sindh and Ms. Shaheen Sardar Ali, Minister of Health, NWFP Government.

Welcoming the chief guest, Dr. Shamsh Kassim-Lakha, President, AKU, commended Dr. Inayatullah's deep and abiding interest in and support for the nursing profession.

Contd. overleaf



Participants at the round table discussions: the chief guest, Dr. Attiya Inayatullah, Member, National Security Council, Government of Pakistan (second from left); Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU (fourth from right); Ms. Faiz Alamzaib, Vice President, Pakistan Nursing Council (second from right) and H.E. Ferry de Kerckhove, High Commissioner of Canada to Pakistan (extreme right).

contribution to nursing has set the standards in Pakistan. Nurses have more influence than doctors on the quality of the day-to-day care patients receive in hospitals...." She described nurses and other health care workers as "instruments of social progress." AKUSON, she went on to say, had transformed hospital-based nursing education. Nurses were no longer the doctors' handmaidens but their collaborators. She applauded the professional career planning available to nurses at AKU. She recommended that nurses should be involved in strategic planning, policy formulation and decision making in the health sector at all levels in the government.

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AKUSON 20th Anniversary Celebrations

Women's Forum

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Opening the Forum, Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU, emphasised that nurses needed to work in tandem with the Government, NGOs, donor agencies and the media to become a compelling force for bringing about enhanced social development. She stressed the necessity for a paradigm shift from an illness to wellness model, which focuses on preventive, promotive and rehabilitative care and does not concentrate only on tertiary care.

The Forum programme included a round table discussion, during which participants were divided into eight groups. The summary of the major recommendations, which received unanimous support, are given below:

- Nursing educational institutions should be moved from the hospitals and placed under budget line of medical education. Apprenticeship training at hospitals, where student nurses have to provide service instead of receiving adequate education, should not be allowed as it jeopardises the safety of the patient and compromises the quality of patient care;
- After the completion of their three-year professional education, Registered Nurses who begin their careers in public hospitals should be given grade 16 salary by the Government, instead of the present grade 14;
- The role of nurses should be extended to the community and not be restricted to the hospitals. Alternate models of practice for nursing specialisations in community health, mental health and school health should be developed;
- NGOs and private organisations should play an important role in empowering women and guiding young women to take up nursing;
- The media should highlight the positive achievements of nursing.

First Nursing Research Conference – Marking and Making Nursing History

"Researchers are nurtured through a quality educational system, where creativity can be unleashed to explore new horizons," said Professor Atta-ur-Rehman, Minister for Science and Technology, Government of Pakistan. He was speaking at the International Research Conference, "Regional Collaboration in Nursing Education, Practice and Research," held from May 29 to 31, 2000, at AKUSON.

Over 450 nurses from all over the country as well as overseas participated in this first nursing research conference in Pakistan. The conference proved to be a turning point for nurses in the country as it initiated regional collaboration to meet the challenges in nursing education, practice and research in the new millennium.

In his welcome address, Dr. Shamsh Kassim-Lakha, President, AKU, pointed out that the conference was "a unique occasion, never before witnessed in Pakistan, marking and making nursing history." He said AKUSON has come a long way since its inception, when its Director was an expatriate and the only graduate. Today, it has a Pakistani Associate Dean and nearly all its faculty members have degrees of Bachelor of Science in Nursing, several have Masters and there are also some Ph.Ds.



The chief guest, Professor Atta-ur-Rehman (right), Minister for Science and Technology, Government of Pakistan; the keynote speaker, Dr. Ada Sue Hinshaw (left), Professor and Dean, University of Michigan, USA and Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU.

Dr. Ada Sue Hinshaw, Professor and Dean, University of Michigan, USA, in her keynote speech, highlighted that "Nurses must become adept at conducting and implementing research, so that they provide quality care based on scientific principles." Dr. Violeta Lopez Nahas, Associate Professor, Department of Nursing, Faculty of Medicine at the Chinese University of Hong Kong, focused on the link research creates between theory, education and practice. She noted, "Nurses of today and in the future are required to be accountable for the quality of patient care they deliver and to provide scientific evidence for their practices. Nurses are now being challenged to be both producers and consumers of research."

Dr. Farhat Moazam, Associate Dean, Postgraduate Medical Education, AKU, covered the evolution of research ethics as it has developed over the years. Dr. Anne J. Davis, Professor, Nagano College of Nursing, Japan, addressed the emerging issue of international nursing ethics.

Other contributors included Dr. Andrea Baumann, Associate Dean, Nursing Faculty of Health Sciences, School of Nursing, McMaster University, Canada, who focused on the increasing trend of policy-makers to use research findings to inform decision-making. Dr. Baumann emphasised that evidence based practice enhances quality care and assists health personnel to make appropriate decisions.

Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU, concentrated on how research can enhance professional nursing in the developing world. She emphasised that nurses in Pakistan need to develop a vision for their profession that would give direction to the nurses of future generations.

The conference concluded with the nurses' active participation in panel discussions. The research conference provided Pakistani nurses with an opportunity to exchange ideas on the promotion, dissemination and utilisation of research at both national and international levels. It also offered ways to improve the standard of nursing education and practice in Pakistan, which in turn will assist nurses to provide quality care to patients.

Postgraduate Medical Education Conference 2000

The Department of Postgraduate Medical Education (PGME) of the AKU organised its annual conference in May 2000, with the theme "Health care: Keeping Pace with New Challenges". The conference covered several areas of importance to both young physicians and those involved in their training and education. It included a series of lectures by national and international speakers as well as workshops for residents on patient consultation skills and data analysis.

Professor Roger A. L. Sutton, Dean, Faculty of Health Sciences, AKU, welcomed the guests and highlighted the necessity for developing strong postgraduate programmes that impact the health needs of Pakistan. Since 1991, AKU has graduated 245 clinical generalists and specialists from its 24 postgraduate programmes, many of whom are now working at AKU and as faculty and staff of other teaching institutions in the country.



Participants at the data analysis workshop at the PGME Conference.

Professor Farhat Moazam, Associate Dean of PGME at AKU, noted in her presentation that educators must begin to recognise the imbalance that exists between the service and educational components of many training programmes in the country. In her opinion, "postgraduate programmes, by labelling their residents as 'trainees' tend to primarily focus on acquisition of technical skills. As a result, the equally important attributes that must be inculcated in physicians, such as ethical behaviour, compassionate approach, professionalism and communication skills, are often ignored." Recognising this deficiency, she stated that AKU has introduced a mandatory core curriculum for residents, which addresses these aspects of postgraduate education.

The first session of the conference dealt with the experiences of other centres of excellence in Pakistan, involved in providing care to the ill in specific areas. This included a talk by Professor Adibul Hasan Rizvi, Director, Sindh Institute of Urology and Transplantation (SIUT), about the struggles and achievements of SIUT. Dr. Yusuf Kamal Mirza, CEO of the Shaukat Khanum Memorial Cancer Hospital in Lahore, gave an outline of the inception and mission of that institution.

Dr. Ashfaq Ali Khan, Director Training, Marie Adelaide Leprosy Centre, shared with the participants the successful fight waged against leprosy in Pakistan, and the role of AKU in helping them achieve this goal.

The plenary session, devoted to postgraduate medical education, began with an overview of the problems and challenges of postgraduate training in Pakistan, presented by Professor Naeem A. Jafarey, Vice Chancellor of Ziauddin Medical University. He was followed by Professor Rosslynne Freeman from the University of London, who elaborated on the changing culture of postgraduate medical education and how it can serve as a force for change. The trend is for educators to move away from an authoritarian mode of teaching to one that is facilitatory and interactive. Dr. Renee Fox, Ennenberg Professor Emerita at the University of Pennsylvania, spoke on bioethics as a

component of medical education. She pointed out the difficulties inherent in applying a western, individualistic and secular model of ethics in family-centred societies where a sense of morality and what is right or wrong is based on religious values.

Dr. Qasim Mehdi, Director General, Biomedical and Genetic Engineering Division of the Dr. A. Q. Khan Research Laboratory, spoke on the discovery in his laboratory of novel genes in inherited eye diseases, and the international reputation that young Pakistani researchers have acquired in this field. He believed that given the will, right support and resources, researchers in this country could be second to none in the world. Professor Sarwar Zuberi, Scientist Emeritus, Pakistan Medical Research Council (PMRC) and Dean for Research at Ziauddin Medical University, enumerated the hurdles that the PMRC continues to face in promoting medical research. The plenary session ended with Dr. Renee Fox's reflections on the significant moral dilemmas that can arise in the area of organ transplantation, not only for health care professionals, but also donors and recipients.

Faculty and Staff Contribute Over Rs. 3 Million for Relief Assistance to Drought Stricken Areas

In response to the continuing calamitous drought in Sindh and Balochistan, AKU sent relief teams to Diplo in Tharparkar, Sindh, in May and June 2000, with the co-operation of a non-government organisation, FOCUS Humanitarian Assistance, Pakistan.

In Sindh, drought has affected District Tharparkar and other adjacent desert areas which have over one million inhabitants, whose main source of income is from cultivation and cattle herding. The literacy level in Tharparkar is very low, 23% for males and 6% for females, and there is a lack of infrastructure such as electricity, proper roads and minimal health care facilities.

An AKU team, led by Dr. Roger Sutton, Dean, Faculty of Health Sciences, visited the Diplo area in May, to supervise the distribution of the supplies with the assistance of FOCUS. An affiliate of the Aga Khan Development Network, FOCUS has extensive experience in providing relief, helping the resettlement of displaced persons and anticipating disasters in the developing world.

The AKU-FOCUS team provided much needed food supplies to 645 of the most affected families. They consisted mostly of senior citizens, widows and children, in and around Diplo. AKU is also exploring ways to contribute to long-term solutions, such as tube-well installations, filters for drinking water and collaboration with other government and non-government agencies for the construction of roads. To enable provision of emergency supplies and implement more permanent solutions to the drought conditions, AKU faculty and staff have contributed over Rs. 3 million (US \$ 54,545) towards this cause.



AKU dispatched a consignment of four truck loads of food and medical supplies to Diplo, one of the worst hit drought areas in Sindh, Pakistan. The relief team with Dr. Shamsi Kassim-Lakha, President, AKU (fourth from right) and Mr. Irshad Kassim, Chairman, FOCUS, Pakistan (second from right).

A second site visit by the AKU-FOCUS team, lead by Dr. A.G. Billoo, Professor and Chairman, Department of Paediatrics, AKU, took place in mid-June 2000. Based on the experience of the previous visit, this time the team focused on the peripheral areas surrounding Diplo town. Prior identification of poor and needy families was made with the help of the local community. A total of 425 families were identified and food items were distributed among them.

Drought in this region of Pakistan is not a new phenomenon, but this year it is particularly severe and has highlighted socio-economic disparities. Time and effort must be invested in finding long term, sustainable solutions to Tharparkar's problems.

Supporting Pregnant and Parenting Teens: A Case Study from Sultanabad

Sultanabad is an urban squatter settlement located in District West of Karachi, where the Department of Community Health Sciences' Urban Health Project (UHP) is working with local community based organisations to improve the health of mothers and children. The total population covered by the project is 11,185 people with 58% of the residents speaking Pushto, a language indigenous to North-Western Frontier Province of Pakistan.

Shabana was a sixteen-year old school going mother who got married a year ago. Her mother married her at an early age, due to poor socio-economic circumstances following her father's death. Shabana's first baby, Zeeshan, was delivered at home after 29 weeks of gestation. A dai, a traditional birth attendant, assisted the delivery. The premature baby with low birth weight, had feeble crying and poor sucking, so his grandmother started feeding him formula milk dipped in cotton balls.

After fifteen days, the grandmother brought the child to the AKU Primary Health Care Centre (PHC) for immunisation. The staff at the Centre and community volunteers immediately noticed the baby's weakness and small size. The baby's

weight at that time was only 1.9 kg and Zeeshan was in the growth chart danger zone. Breast-feeding was strongly advocated. Home visits were also carried out to counsel the mother and support her breast-feeding. Zeeshan also regularly came for growth monitoring and vaccination to the PHC Centre. In May 1999, Zeeshan was brought to the Centre, suffering from diarrhoea for the past three days. On examination, he was mildly dehydrated. Oral Rehydration Solution and breast-feeding were advised. Zeeshan recovered and weaning was started at four months. Zeeshan had episodes of diarrhoea and fever in June and July 1999, but his mother followed the advice given at the Centre and continued feeding during the illnesses.

Zeeshan is now one year old, weighs 10.5 kgs. and is in the normal zone of the growth chart. With encouragement from the PHC team, Shabana has restarted her education, after a gap of one year.

This case study is an example of how a high risk child, born prematurely with low birth weight to a poor teenage mother in a disadvantaged setting, can thrive with timely and appropriate health advice at the primary health care level.

AKU-IED: The Road Ahead

A three-member European Commission (EC) Appraisal Team has strongly endorsed AKU-IED's proposal, which delineates directions for its Phase 2 (2001-2006). The appraisal was conducted jointly with Dr. Terry Boak, a Canadian International Development Agency (CIDA) consultant. The EC team, consisting of Dr. Wilhelm Weidemann, Ms. Luitgard Matuschka and Ms. Parween Hassan, noted that the Institute has already demonstrated the institutional and professional capacity to implement planned developments and contribute further towards the enhancement of the quality of education and human resource development in the region. The appraisal of AKU-IED's future plans was conducted from April 17 to May 6, 2000, following separate evaluations in 1999 by EC and CIDA of the Institute's Phase I activities.



Dr. Wilhelm Weidemann from the EC team, conducting the LFA Workshop with the stakeholders.

Since its establishment in 1993, AKU-IED has developed and implemented several programmes for teachers and educational managers from government and private school systems, at the Masters, Advanced Diploma and Certificate levels. The EC evaluation team had earlier noted that "AKU-IED has successfully established a set of educational initiatives within a relatively short time frame, which are nationally and internationally recognised as being credible and significant, and which form the basis for a coherent, programmatic approach to educational improvement and broader social development."

In addition, a substantial research programme has been established in a relatively short time, with external funding in excess of US \$ 1 million. The team noted that AKU-IED has completed numerous research projects, papers, and publications in addition to a growing body of research dissertations conducted by Masters of Education students. Many of the studies have been published in international journals.

The Phase 2 proposal seeks both to consolidate and broaden the core strategies and achievements of Phase 1. Support from the EC for AKU-IED to strengthen bottom-up strategies focusing on school-based improvements in the quality of education is complemented by support of the Social Action Programme Project (SAPP II) in the Northern Areas.

The appraisal missions concluded that AKU-IED "has established itself as a leader in educational reform and improvement and has become a national resource and centre of excellence. AKU-IED has shown the capacity for reaching both institutional personnel and financial sustainability within the time frame of Phase 2."

Government Holds Dialogue on Improving School Education

At the invitation of the Federal Government of Pakistan, Dr. Shamsh Kassim-Lakha, President, AKU, recently led a senior group of faculty members from the Institute for Educational Development (AKU-IED), to discuss strategies for improving school education in Pakistan. AKU-IED's experience in working for school improvement in the government systems formed the basis of its participation in the meeting.

The government participants included Ms. Zubaida Jalal, Federal Minister for Education; Mr. Sikander Jamali, the then Secretary of Education; Mr. Mueen Afzal, Secretary General of the Finance Ministry; the Secretary of the Planning, Division, the Provincial Education Ministers; Capt. U.A.G. Isani, the Chairman of the University Grants Commission; the Chairman, Federal Board of Education as well as a number of Joint Secretaries and all provincial secretaries of Education.

Dr. Robert Baker, Director and Professor, AKU-IED, led the discussion on educational strategies, followed by presentations from Dr. Muhammad Memon and Dr. Iffat Farah on educational management and community participation, respectively.

It was suggested that the national educational strategy should be derived from principles learned from the body of knowledge and work in Pakistan. For effective educational reform in Pakistan, problems should be addressed through relevant strategies which are: manageable; have spin-off effects on other areas of the education system, and obtain contributions and commitment at all levels of the systems and the community.

The presentation was punctuated by open and constructive discussion. Participants were unanimous that as a strategy, a careful devolution of power to the district level would promote the effectiveness of community participation. In support of the strategy, research studies at AKU-IED and the work of Aga Khan Education Service, Pakistan, were cited.

Following the meeting, AKU-IED was invited to nominate faculty members to groups working on education policy for improving the standard of education in Pakistan.

Public Interest Lectures to Enrich Multidisciplinary Knowledge

In the first of a series of lectures on subjects of public interest at AKU, Dr. Ishrat Husain, Governor of the State Bank of Pakistan, addressed AKU students, faculty and staff as well as special invitees on "The current and future challenges facing Pakistan's economy". The objective of this lecture series is to provide a forum for AKU students to strengthen and enrich their multidisciplinary knowledge as well as broaden their horizons.

Dr. Husain cited AKU as being one of only five centres of educational excellence in Pakistan. The other four identified were IBA, Karachi; LUMS, Lahore; GIK Institute of Technology, Peshawar; and HEJ Institute of Chemistry, Karachi University.



Dr. Ishrat Husain, Governor of the State Bank of Pakistan (third from left), and Sahabzada Yaqub Khan (fourth from left) Chairman, Board of Trustees, AKU, at the first lecture of a series on subjects of public interest.

ECFMG



Mr. Alexander H. Williams III, Chairman, Board of Trustees of the Educational Commission for Foreign Medical Graduates (ECFMG) (third from right) and Dr. Nancy Gary, CEO and President (second from right), in discussion with AKU senior leadership during their visit to the campus from May 6-13, 2000. The visit was a follow-up to a keynote presentation by Dr. Shams Kassim-Lakha, President, AKU, in 1999 at the ECFMG Board of Trustees meeting on the Globalization of Medical Education. In April 2000, AKU was represented by Dr. Jamsheer Talati, Associate Dean, Health Sciences Education, in a focus group of deans from 15 countries, convened by the ECFMG to explore new roles in international education. This resulted in the recommendation to form an International Consortium for Advancement of Medical Education (ICAME).

During their visit to Pakistan, Dr. Gary and Mr. Williams met with government officials, the President and Executive Council of the Pakistan Medical and Dental Council and the College of Physicians and Surgeons. Earlier, ECFMG presentations on International Standards in Medical Education and Development of Academic Leadership, were followed by meetings with deans and principals of numerous medical colleges and universities to review the World Federation of Medical Education's document on International Standards in Medical Education.

Firsts in Pakistan

Dr. Hammad Ather, Fellow of the European Board of Urology

Out of a total of 1,381 recently qualified fellows of the European Board of Urology (EBU), five urologists were from outside Europe and only one from Asia. Dr. Hammad Ather, Senior Instructor, Department of Urology, AKU, is the first Pakistani to have qualified as a Fellow of the EBU. This is a unique distinction and a matter of great pride for Pakistan as well as AKU.

Dr. Ather graduated from Dow Medical College in 1990 and did his initial residency training at Sindh Institute of Urology and Transplantation, before moving to the University College London Hospital and Institute of Urology, London. He completed his fellowship in Urology from the College of Physicians and Surgeons, Pakistan, in 1996.

Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU

Dr. Yasmin Amarsi, Associate Dean of Nursing, AKU, is

committed to changing the negative perceptions of the nursing profession in Pakistan, as well as maintaining the momentum of growth at the Aga Khan University School of Nursing (AKUSON). Dr. Amarsi is the first Pakistani nurse to have been conferred a Ph.D. degree and the first national Director of AKUSON. Her dedication and professionalism was recently rewarded with her promotion to Associate Dean of Nursing. Dr. Amarsi's achievements have upgraded the profile of Pakistani nurses, for whom she has become a role model.

Dr. Riaz Qureshi, Professor of Family Medicine

Dr. Riaz Qureshi was promoted to the position of Professor of Family Medicine at AKU and achieved the distinction of becoming the first such professor in Pakistan.

After graduation from Dow Medical College in 1967, Dr. Qureshi proceeded to the UK for further training. He moved to the Riyadh Armed Forces Hospital, Saudi Arabia, in 1987 as a Consultant Trainer and Clinical Tutor and in 1994 was awarded a fellowship of the Royal College of General Practitioners, UK (FRCGP) for his outstanding work in promoting Family Medicine in the UK and Saudi Arabia.

Zeenat Sulaiman – From Nursing Student to Associate Director of Nursing

Zeenat Sulaiman is the Associate Director of Nursing at the Aga Khan University Hospital (AKUH), and successfully manages the critical care areas, Private Wing, Operating Room and Surgical Day Care units. She was recently appointed as Assistant Professor at the Aga Khan University School of Nursing (AKUSON).

Ms. Sulaiman is an alumna of the AKUSON and after completing her R.N. and B.Sc.N., she obtained her Masters in Nursing from the University of South Carolina. She is currently pursuing a Masters in Health Care Management from the University of Minnesota, USA, with a major in Hospital Administration.

Why did you want to pursue a career in nursing?

The first time I heard of nursing and AKU was through an open house organized by AKUSON in which many schools, including mine, participated. I was most impressed with the campus and the friendly faculty, who presented nursing as a very noble as well as challenging profession. I was convinced that I wanted to be at AKU and this is how I started my career in nursing.

How has the nursing profession in Pakistan changed since you qualified and how can nurses become agents of change?

In the last decade, nursing as a profession has undergone a dramatic change, especially in its image, status and practice. AKUSON is now synonymous with high quality training for nurses at home and abroad. I am proud that nurses at AKUH are now accepted as important team members. Our physicians and administrative colleagues involve us in all key decisions and policy related matters. Nurses are no longer considered as handmaidens but are instead equal partners in the delivery of health care. The curriculum at the level of the Pakistan Nursing Council (PNC) has also changed significantly. AKUSON leadership played a pivotal role in introducing more science subjects and community health related topics into the PNC curriculum.

What are your future goals and challenges?

My immediate goal is to streamline the roles and practices of nurses at AKUH. We need to strengthen and support our nurses in the workforce by providing them with on-the-job training, focusing on both the cure and care aspects of nursing. We also need to maintain an adequate number of nurses as well as retain our competent staff. Nurses must also take on new roles in the clinical arena, such as case managers and clinical nurse specialists.

The relationship between the School and the Hospital's Nursing Services has been strengthened in the last few years. To further consolidate the affiliation, it was decided to appoint joint faculty from Nursing Services with AKUSON. It is my



Ms. Zeenat Sulaiman (centre), Associate Director of Nursing, AKUH, discussing patient care during her rounds in the Intensive Care Unit (ICU).

privilege to have been recently appointed as an Assistant Professor at AKUSON. I strongly believe that as more staff follows in this direction, it will lead to a mutually beneficial and enriching exchange for the concerned individuals as well as AKU as a whole.

What role can nurses play in the management of the total treatment plan?

Nurses, as health care providers, are most closely involved with patients. I firmly believe that curing and caring go hand in hand. Nursing interventions, such as giving medications, taking care of the ventilators and taking vital signs, are not enough without caring interventions. These include therapeutic communication, explaining the reasons for performing certain interventions and, when necessary, consoling a grieving family.

What was your role in the Nursing Services Division's ISO 9002 certification in 1999?

I was one of the coordinators of the ISO 9002 activities for the Nursing Division. As I am a certified lead auditor, I audited other departments as well. I was also a facilitator along with the physicians who were preparing for certification. It has been a great learning experience. The whole process has increased our understanding of the strengths and weaknesses of our systems, while providing the framework for improvements. I think the joint ISO effort has inculcated a greater appreciation of each other's roles and responsibilities among the various AKUH departments.

Is it difficult to balance both a family life and a demanding career?

The dynamism of AKU certainly keeps us on our toes. I have two young children, a six-year old daughter and a four-year old son, who need a lot of attention. Luckily my husband, who is also a member of the AKU family, understands and is supportive of my role as a professional as well as a mother.

The Aga Khan University Hospital is ISO 9002 Certified – A First in Pakistan

The Aga Khan University Hospital (AKUH) has become the first teaching hospital in Pakistan to be ISO 9002 certified. It earned this distinction in May 2000, and is one of the first few in the world to receive this prestigious certification.

Commenting on this achievement, Mr. John B. Stevens, Director of University Administration and Director General of the Hospital said, "It has been a major challenge, involving over 3,000 faculty and staff, whose unflinching dedication has ensured a new milestone in this University's history." The ISO journey began in August 1997. Two years later, in February 1999, six Hospital departments received 9002 certification. A decision was then taken to have the

analysis by buddy auditors and divisional representatives to estimate the quantum of documentation required to fulfill ISO 9002 requirements. Results of the second Internal Audit, carried out during February 2000, provided ample evidence of the whole-hearted efforts made by departments in removing the previously raised non-conformities. A third Internal Audit ensured that all remaining non-conformities were also removed. Finally, a snap audit was conducted on May 4-5, 2000, by a selected team of lead auditors, headed by Mr. Imran Shariff of the Pakistan Institute of Quality Control.

The audit team from Vincotte checked compliance with the documented systems, their implementation and overall



Celebrating the ISO 9002 Certification, the AKUH team with Mr. John B. Stevens, Director of University Administration and Director General of the Hospital and Mr. Nadeem M. Khan, Chief Operating Officer (second from right) with the audit team: Dr. Mai Hussein (fourth from right), Mrs. Sindis Latif (fifth from right), Dr. Ammar Abbas (second from left) and Mr. M.Z. Ghori (extreme left).

entire Hospital certified in 2000. The audit was carried out on May 24-26, 2000, by a team of five auditors from M/s AIB-Vincotte International Limited of Belgium.

As the Hospital geared up to meet the requirements, resources were strengthened and developed. More ISO lead auditors were trained, their number going up to 16. Each Hospital department/division was assigned a lead auditor or "buddy" to help in creating awareness, training employees, preparing documentation and ensuring effective implementation of the ISO standard.

Several training sessions were held in 1999, in preparation for the first Internal Quality Audit, which took place in October and November that year. Guidance was provided on which documents needed to be developed, followed by a gap

effectiveness. The auditors were impressed with AKUH's level of compliance to the ISO 9002 Quality Management System, and announced that the Hospital would be recommended for ISO 9002 certification, which it has now received.

SCHEDULE OF EVENTS	
August-September 2000	
Programme	Date
CME Seminar- Update on Paediatrics	Aug. 29-31
NeuroSurgery Review Course	Aug. 27-Sept. 2
National Symposium and Molecular Biology Workshop on Cardiovascular and Pulmonary Diseases	Sept. 25-26