REGULATIONS

Medical Teaching Institution – Khyber Teaching Hospital, Khyber Medical College and Khyber College of Dentistry, Peshawar

NOTIFICATION

Peshawar dated January 13, 2017 No.494/BoG MTI KTH, In pursuance of Section 24 of the Khyber Pakhtunkhwa Medical Teaching Institutions Reforms Act 2015 (as amended) (Act IV of 2015), and the powers vested in the Board of Governors of the Institutions under Section 24(2) of the said act, the Board of Governors MTI KTH is pleased to make the following Regulations. These Regulations supersede all the Regulations previously notified by the Management Council KTH, KMC and KCD on the subject.


Short title, application and commencement.

(1) These regulations shall be called the Medical Teaching Institution Regulations– KTH, KMC and KCD, 2016
(2) They shall come into force at once.

REGULATIONS

1. BOARD OF GOVERNORS
   a) The Board of Governors will be selected as prescribed in section 8 of the Act, with the membership as detailed in Section 5 of the Act and conduct their business as detailed in section 6 of the Act, with the functions and authority defined in section 7 of the Act.
   b) The Board will have overall authority and responsibility for the Institution and will report to Government as prescribed.
   c) The Board will meet at least every 3 months and more frequently if the Board deems necessary to carry out its responsibilities and duties.
   d) The date and venue of the Board meeting will be widely publicized to all employees of the Institution by written notice and electronic means at least 10 days before the meeting.
   e) Each Board meeting will continue until all agenda items have been satisfactorily resolved,
   f) Board meetings will be attended by the Hospital and Medical Directors, the Dean and the Nursing Director, as invited guests to make presentations to the Board as required. These attendees may
leave the Board meeting after their individual presentations unless otherwise required by the Board.

g) The Finance director will make a presentation of the Annual Financial Report to the Board once a year, and will also attend the budget meetings of the Board; the Finance Director may also be required to attend other meetings as deemed necessary by the Board.

h) An excused absence from the Board meeting will require prior approval of the Board, with a written explanation sent to the Board at least seven days prior to the meeting.

i) Employees of the Institution may address the Board after having given prior notice to do so at least 1 week before any Board meeting. Employees may address the Board for the time allowed by the chairman and no discussion will be permitted, except at the discretion of the Board.

j) Employees may request a meeting with the Board, at a separate time from the Board meeting; the Board may approve or disapprove such a request for meeting.

k) The Board will complete review of the annual Institutional budget and forward the same to government by March 31st of each year.

l) The Board will delegate to the Medical Director, Hospital Director, Nursing Director, and Deans the recruitment of all personnel under their respective authorities, except that the Rules and Regulations will be followed in these appointments and the principles of merit, transparency, fairness, and equity will be followed.

m) Final approval of all medical faculty positions and all Hospital positions at or above managerial level will rest with the Board to whom the relevant authority will present the candidate’s file for approval. However, the Board may choose to review selected appointments below managerial level if they deem fit.

n) The Board may constitute an Executive Committee, Finance Committee, Recruitment Committee and such other committees or sub-committees as it may deem appropriate, as provided in Section 7 of the Act.

o) The Board will name the Chairperson and membership of such committees.

p) Each committee, at its first meeting, shall confirm membership and appoint a Secretary who shall take Minutes and keep a record of each meeting.

q) The Chairperson of the committee shall call meetings of the committee as required in the specific terms of reference for that committee. The committee may also meet at the request of the Board.

r) The Minutes of each meeting shall be forwarded to the Board.
2. GENERAL REGULATIONS FOR ALL EMPLOYEES OF THE MEDICAL TEACHING INSTITUTION.
   a) The general conduct expected of an employee is detailed in the Employee Handbook (Appendix 6) which will be given to each employee on joining service with the Institution.
   b) Employees are expected to uphold the highest standards of ethics, integrity, honesty, compassion and goodwill towards patients and their co-workers.
   c) Employees will, upon joining the Institution receive an Orientation to the Institution, its functions and the expected Code of Conduct.
   d) All employees, upon joining the Institution will sign a document indicating their full understanding and acceptance of the Institutional Code of Conduct, receipt of a copy of the Employee Handbook, and their understanding of the same.
   e) For all new appointments there will be 12 months probationary period; however, in individual cases the probationary period may be extended for a maximum of another 12 months as deemed fit by the relevant authority, i.e. the Hospital, Medical, or Nursing Director or the Dean or the Board of Governors. The individual may be deemed to be confirmed at the end of the 24 month period if they have not been terminated prior to the end of this 24 month period.

3. BOARD /COMMITTEE MEETINGS
   a) All members attending Board or Institutional Committee meetings must sign in to document their attendance.
   b) Written minutes will be kept of each Board and committee meeting by the Chairman/Chairperson or his/her designee.

4. HOSPITAL DIRECTOR
   The Board will appoint a Hospital Director as described in Section 10 (1) of the Act.
   a) The qualifications and experience for the post of Hospital Director shall be as in Section 10 (2) of the Act. The Hospital director will have a minimum experience at management level positions of 7 years, except that the Board may relax this condition in the case of an outstanding candidate, provided that the Board specifically documents the reasoning for the exception.
   b) The Hospital Director will be selected and appointed by the Board for a term of 3 years, renewable for one more term of three years at the discretion of the Board based upon performance and so documented by the Board. No person may serve as Hospital director for more than two terms.
c) The method of appointment will be as described in Section 10 (1) of the Act: A selection committee will be appointed by the Board, consisting of appropriately qualified individuals including a senior and a junior medical consultant representing the hospital as well as a senior representative from the Nursing department and a head of a non-medical department from the finance, or other hospital administrative unit. The Selection Committee will also include one or two reputable lay persons who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society. The Board will select a chairman of the committee from amongst the members of the selection committee.

d) The Committee will make its selection and recommendation based entirely on merit, and in a fair and transparent manner after fulfilling the prescribed procedure as laid down hereunder:

e) The vacancies shall be advertised in at least four leading national Newspapers (two English and two Urdu) specifying therein the prescribed qualifications, experience and other academic/technical requirements, etc.; the selection committee may also advertise in international journals/media if it so desires.

f) The selection committee will draw up a short list of candidates to interview: at least three candidates will be interviewed. In the event of insufficient candidates, all candidates may be interviewed.

g) Any member of the selection committee who has a conflict of interest in any form, either with a specific candidate or the position, or for any other reason, will withdraw himself from the process and inform the Board accordingly.

h) The Board may then choose to appoint another person meeting the criteria in (c) above.

i) The selected individual will be presented for approval to the Board. The Board may accept or reject the nominee: in the case of rejection, the Board will provide written reasons for the rejection to the selection committee. The Board may then select an alternative applicant from the list of candidates, keeping in view the listed order of preference of the selection committee. Alternatively, the Board may ask the selection committee to re-evaluate the candidates and select another individual from the applicants or begin the whole selection process again as in (d) to (h) above.
j) The functions, responsibilities and requirements of the Hospital Director will be as detailed in Section 11 (a-f) of the Act and further elaborated hereunder:

The Hospital Director shall be responsible:

a) For all the non-clinical functions of the hospital;
b) Preparation of the annual budget, and business plan for presentation and approval to the board;
c) Maintenance of building and engineering services;
d) Maintenance and development of all ancillary services, including but not limited to pharmacy, nursing, materials management, human resources, clerical, communications and security services;
e) To act as the principal accounting officer responsible and accountable for maintaining the financial discipline and transparency; and
f) For implementation and execution of Board policies and to achieve the targets set by the Board.

5. MEDICAL DIRECTOR

a) The Medical Director will be selected and appointed by the Board for a period of three years, renewable for one more term of three years at the discretion of the Board based upon performance and so documented by the Board. No person may serve as Medical Director for more than two terms.

b) Candidates will have a record of excellence in clinical care, and have at least three years' experience in leading a major hospital clinical unit in any clinical discipline, including medicine and its subspecialties, surgery and its subspecialties, paediatrics and its subspecialties, obstetrics/gynaecology and its subspecialties, radiology and imaging services, pathology, and any other major clinical units.

c) A selection committee will be appointed by the Board consisting of appropriately qualified individuals including:

i) 2 (Two) senior and 2 (Two) junior medical consultants representing different specialties in the hospital

ii) a senior representative from the Nursing department,

iii) a head of a non-medical department from the finance, or other hospital administrative unit.

d) One or two reputable lay persons who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society. The Board will select a chairman of the committee from amongst the members of the selection committee.
e) The Committee will make its selection and recommendation based entirely on merit, and in a fair and transparent manner after fulfilling the prescribed procedure as laid down hereunder:

f) The vacancies shall be advertised in at least four leading national Newspapers (two English and two Urdu) specifying therein the prescribed qualifications, experience and other academic/technical requirements etc; the Selection committee may also advertise in international journals/media if it so desires.

g) The selection committee will draw up a short list of candidates to interview: at least three candidates will be interviewed. In the event of insufficient candidates, all candidates may be interviewed.

h) Any member of the selection committee who has a conflict of interest in any form, either with a specific candidate or the position, or for any other reason, will withdraw himself from the process and inform the Board accordingly.

i) The Board may then choose to appoint another person to the selection committee, meeting the criteria in (c) above.

j) The selected individual will be presented for approval to the Board. The Board may accept or reject the nominee: in the case of rejection, the Board will provide written reasons for the rejection to the selection committee. The Board may then select an alternative applicant from the list of candidates, keeping in view the listed order of preference of the selection committee. Alternatively, the Board may ask the selection committee to re-evaluate the candidates and select another individual from the applicants or begin the whole selection process again as in (d) to (h) above.

k) The functions, responsibilities and requirements of the Medical Director will be as detailed in Section 13 of the Act and further elaborated as under:

The Medical director is a full time job. He/she shall be responsible for all clinical functions, including but not limited to:

a. Ensuring clinical excellence in all aspects of hospital functions;

b. Ensuring timely, appropriate management of all patients;

c. Ensuring the best outcome for all patients;

d. Undertaking clinical governance for quality control;

e. Assessing and auditing existing clinical programs and developing new clinical programs; and

f. Develop an annual budget, including capital medical equipment requests for presentation to the Hospital director and Board.
6. DEAN

The Board shall appoint Deans for Khyber Medical College (KMC) and Khyber College of Dentistry (KCD).

a) The Deans for KMC and KCD will be medical or dental academics, respectively, who:

i. Meet the educational qualifications as laid down in the relevant PM&DC regulations for the appointment of principals / deans in undergraduate and postgraduate medical and dental institutions of Pakistan, and

ii. Are of National and, preferably, International reputation in their field, which may be in the basic or clinical sciences, and

iii. Have at least 6 years administrative experience as

   (a) Chairman/head of a department OR
   (b) Head of a unit(teaching unit or ward) OR
   (c) In charge/director of a clinical program OR
   (d) Head of an institution

(Experience in different positions, held at different times can be added up but positions held concurrently may not be counted twice)

and

iv. Have recognized leadership qualities, a demonstrable track record and commitment to medical education and research.

b) The Board will constitute a Selection Committee of at least 8 members, consisting of:

i. At least four representatives at associate professor or higher level from at least 2 clinical and 2 basic science departments,

ii. A representative from the medical student body, chosen by the Board based on academic achievement

iii. Three reputable lay persons who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society

The Board will designate a Chairman of the committee from the members of the selection committee and the committee may co-opt 2 more members if it feels that further expertise is necessary.

Provided that the Board may choose to renew the appointment of an existing Dean for a further term of three years at their discretion.
based upon the performance of the Dean. In this case the Board will document a written explanation for such an action. No person may serve as Dean for more than two terms.

c) The selection committee will follow the procedure as in Regulation 4 (d) to (i) above for selection of the Dean.

d) Simultaneously with his/her appointment as Dean, the selectee will also receive a faculty appointment at the appropriate level in a department appropriate to his specialty.

7. FUNCTIONS AND DUTIES OF THE DEAN

i) The Dean KMC will be head of the KMC the Dean KCD will be the head of KCD. The Deans will be responsible for all undergraduate and postgraduate medical teaching and research, and will report to the Board.

ii) He will be responsible for all budgetary and financial matters relating to the medical or dental college and its functions and will have accounting authority and responsibility for the part of the budget for KMC or KDC. Suitable financial human resource will be allocated to the colleges to assist them in this function.

iii) The Dean KMC and Dean KCD will select their respective Associate Deans for undergraduate education, postgraduate education and research.

The Associate Deans are to be approved by the Board, provided that the Dean may not simultaneously hold the position of Dean and Associate dean.

ACADEMIC COUNCIL: In each college, the Dean will be advised by an Academic Council, of which he/she will be Chairman; each Academic Council will consist of

(a) The chairmen of teaching departments at the Medical or Dental College, and
(b) All professors, and
(c) The Associate Deans.

iv) The Dean will act in close liaison with the Hospital and Medical Directors in all matters related to clinical faculty.
8. NURSING DIRECTOR
a) The Nursing Director will be appointed by the Board for a term of 3 years which may be renewed by the Board at their discretion, for a further term of three years. The renewal will be based upon the performance of the incumbent, and the Board will document a written explanation for such an action. No person may serve as Nursing Director for more than two terms.

b) The Nursing Director will be a qualified nurse (RN), with an advanced degree in Nursing (BScN), preferably MScN with at least seven years administrative and teaching experience in a reputable health care facility, and Current Nursing Council Registration.

c) The Board will constitute a selection committee, with the Medical Director as chairman, and including the Hospital Director, a representative of the Dean, plus one Medical consultant, to recruit and recommend a suitable candidate to the Board for the position of Nursing Director.

d) The Selection Committee will follow the same procedure as in Regulation 4 (d) to (l) above.

9. FUNCTIONS AND DUTIES OF THE NURSING DIRECTOR

a) The Nursing director will report to the Board through the Medical Director as noted in Section 14 (4) of the Act.

b) The responsibilities of the Nursing Director will be as noted in Section 14 of the Act.

10. FINANCE DIRECTOR

a) The Board will appoint a selection committee with the Hospital Director as Chairman, and including the Medical Director, the Dean and a reputable lay person with experience in financial matters, to recruit a Finance Director to head the Finance Department of the institution.

b) The Finance Director shall be a chartered accountant or have ICMAP certification or have a Master’s degree in finance or accounts. Candidates must have ten years post qualification experience in finance and/or accounts in a major private or public company/institution.

c) Recruitment will be by a transparent process of public advertisement and evaluation as described in 4 (d)-(i) above
11. Functions and Duties of the Director Finance.

(a) Coordinate and supervise all financial accounting matters of the institution;
(b) Prepare the detailed regulations and procedures for the financial management of the institution for approval by the Management Committee (see Regulation 12, below) and the Board.
(c) Advise the Hospital and Medical Directors and the Dean on all financial matters, ensuring transparency and fiscal probity,
(d) Ensure all the accounts are kept according to rules and regulations approved by the Board
(e) Assist in the development of the KMC, KCD and KTH budgets by the Dean and the Hospital and Medical Directors, respectively, ensuring that the financial projections and financial accounts are accurate.
(f) Prepare an Annual Financial Report for approval of the Hospital and Medical Directors and the Dean, and present the approved annual financial report to the Board.
(g) Ensure facilitation of any external audit of the accounts instituted by the Board or Government and implement the recommendations of the audit.
(h) Any differences arising on financial issues between the Hospital Director/Dean/Medical Director and the Finance Director, shall be placed before the Board for a final decision.
(i) Finance Director shall attend Board meeting as and when required.

12. INSTITUTIONAL MANAGEMENT COMMITTEE

An Institutional management committee will be formed for the overall coordination of the Institution. The Institutional management committee will be chaired by the Dean KMC and will include the Hospital and Medical Directors, Dean KCD, the Finance Director and the Nursing Director. The secretary to the Dean will act as secretary to the committee.

a) The committee will report to the Board.
b) The committee will meet every three months or more frequently if the committee or the Board deem necessary.
c) The committee will review the overall performance of the Institution and implement processes to streamline functions across departments, preventing duplication and ensuring the most efficient and cost effective function.
d) The Institutional Management Committee will have authority to approve all payments above Rupees two million and five hundred
thousand, so long as they are within the approved budget for the
Institution, and ensuring that all Institutional rules and procedures
have been documented and followed in a transparent and fair
manner.

e) Payments equal to or less than Rupees two million and five hundred
thousand may be approved respectively by the Hospital Director for
Hospital expenditures, and by the Deans for KMC or KCD
expenditures, so long as they are within the approved budget for
the Institution, and ensuring that all Institutional rules and
procedures have been documented and followed in a transparent
and fair manner.

13. HOSPITAL APPOINTMENTS
For all other appointments in the Hospital, apart from the Hospital and
Medical Directors, the Finance Director and the Nursing Director, the
Board will delegate authority to the Hospital and Medical Directors.

14. MEDICAL CONSULTANTS
a) Medical consultants will be qualified physicians with:-

i) MBBS (or BDS in case of dentistry) degrees from recognized
institutions or equivalent degrees

AND

ii) A higher diploma, such as

i. FCPS, MRCP, FRCS, a USA subspecialty Board diploma or
other PM&DC recognized equivalent postgraduate qualification (for medical consultants)

ii. FCPS or other PM&DC recognized equivalent postgraduate
dental qualifications (for dentistry)

AND

iii) A license to practice medicine (or dentistry) by the
Pakistan Medical & Dental Council (PM&DC)

b) Medical consultants will be designated as Level-1, Level-2, and Level-
3 as follows

i) A Level-1 consultant will have had at least 2 years of clinical
experience after postgraduate qualification,
ii) A Level-2 consultant will have more than 5 years but less than 10 years of clinical experience after postgraduate qualification.

iii) A Level-3 consultant will have 10 years or more of clinical experience after postgraduate qualification.

a) At the initiation of the Act, all medical consultants working at the Hospital will continue in their current positions.

b) Over the next several months up to one year, all medical consultant positions will be reviewed and their clinical privileges will be assessed by the Clinical Privileges Committee (see Section 10 (h) of the Act and Medical Staff Bylaw, No. 7.4) and duties may be assigned accordingly by the Medical Director in consultation with the Dean and Department Chairman.

c) New appointments to the Consultant Medical Staff will be on recommendation by the Dean on recommendation of the department chairman.

d) The selection process will be conducted by the hospital scrutiny and Recruitment committees; as per PMDC Rules and Regulations.

e) The Medical Director will submit the recommended name to the Clinical Privileges Committee (CPC) for approval and assignment (see Regulation 15). Final approval will be given by IMC.

f) In the case of rejection of a candidate by the CPC, a full written report indicating the rationale for the rejection will be provided to the Medical director who will forward it to the Dean.

g) In the event of disagreement between the Medical Director and the Dean, the matter may be referred to the Board for a final decision.

15. CLINICAL EXECUTIVE BOARD

a) A Clinical Executive Board (CEB) will be formed to advise the Medical Director on all clinical matters,

b) It will consist of the Medical Director, Clinical Department heads, plus 2 faculty members elected by the faculty – one each from Medical / surgical and allied, Director of Nursing and with the Hospital Director as ex-officio members.

c) It will review any current clinical hospital wide clinical problems,

d) It will monitor and ensure the highest quality of medical care at the Hospital

e) It will advise and develop clinical performance metrics

f) It will plan future clinical development and programs for the hospital

g) It will recommend corrective actions for individuals and departments

h) CEB will meet every month or more frequently if necessary.

i) It will appoint a Clinical Privileges Committee as noted in Medical
16. CIVIL SERVANTS
   a) Promotions of civil servants will be per rules of the government.

17. GOVERNANCE STRUCTURE OF HOSPITAL

   The Hospital will have an administrative structure under the Hospital Director and an administrative structure under the Medical Director (see Appendices 1 to 3)

18. HOSPITAL MANAGEMENT COMMITTEE

   a) The Hospital Director will have a Management Committee consisting of the Medical director, Heads of all the departments under his authority including Nursing administrative affairs and Finance Director.(see Appendix)
   b) The Management Committee will meet on a monthly basis under the Chairmanship of the Hospital Director to discuss and resolve issues with Hospital non-clinical functions such as space, building maintenance, information services, procurement and materials management, patient flows, parking, etc

19. NURSING DEPARTMENT

   a) The nursing department organizational structure is shown in appendix 3.
   b) A Nursing Advisory Board, consisting of all nurse managers will meet on a monthly basis, under the chairmanship of the Nursing Director, to review and discuss current nursing functions and plan future nursing programs and expansions.

20. MEDICAL and DENTAL COLLEGE

   The Medical and Dental colleges and faculty will function under the respective Deans, as shown schematically in Appendices 2 and 3.

   a) The Associate Deans will be selected by the Dean for approval by the Board
   b) RECRUITMENT OF HOUSESTAFF and POST-GRADUATE TRAINEES
i. The relevant associate dean for clinical education shall represent MTI KTH in the joint induction Committee at Provincial level for induction of FCPS trainees.

ii. Applications for postgraduate trainee posts other than FCPS will be invited by advertisements in newspapers, on the MTI KTH web site

iii. MTI KTH will have the right to designate the number of posts available for FCPS trainees in any specialty up to the maximum number approved by the College of Physicians and Surgeons for that specialty

iv. For clinical duties trainees will answerable to the concerned supervisor and head of department and relevant associate dean and the medical director (in case of medical trainees).

21. HOUSE OFFICERS

There shall be central induction / selection committee for the three MTIs (KTH, LRH and HMC) comprising of relevant Associate Deans of the aforementioned MTIs. The central induction committee shall decide the house job in a merit based formula.

a) Graduates of KMC and KGMC will be entertained first in KTH, HMC and LRH. Similarly graduates of KCD will be entertained first in KCD.

b) If there are surplus seats after (a), they shall be offered to graduates of other public sector Medical Colleges of the province on merit

c) If there are surplus seats after (b), they shall be offered to graduates of public sector Medical College of the Country

d) If there are surplus seats after (c), individual MTIs may offer these to graduates of the private sector Medical colleges of the province and of the country

22. FACULTY

a) The Board will delegate all authority for recruitment and appointment of Medical faculty, both basic science and clinical, to the Dean.

b) All appointments will be made solely on merit in a transparent and fair manner

c) At the initiation of the Act all existing faculty will continue in their current positions.

d) FACULTY RECRUITMENT

i) The need for new faculty will be generated by the concerned department chairman, with full justification and job description, indicating the level of the post (SR/assistant professor, associate
professor etc), along with the required qualifications/training/expertise if any; as per minimum PMDC rules & regulations.

This will be discussed by the Academic Council and Dean and approved or disapproved.

1. For an approved post, the Human resources department KMC will arrange to advertise as noted in Regulations 4 (e).

2. Suitable candidates will be invited for interviews within the department. The interview will be chaired by the department chairman and attended by the Dean along with heads of unit in the Department. In case, the Department has 2 or less units, two units head from a related Department shall attend the interview. Medical Director shall be present for clinical faculty interviews.

3. All reviewers will provide written comments on a prescribed standardized form

4. The department chairman will present his written recommendation along with the candidate’s file to Dean for approval by the Academic Council. At the same time the Chairman will provide a list of all applicants and the reasons for their rejection by the chairman.

5. The dean will also submit the documentation of the candidate to the Medical Director for approval by the Clinical Privileges Committee. Approval, restriction or rejection of Clinical Privileges will be communicated to the Dean in writing (citing reasons for restriction or rejection) by the Medical Director.

6. The Dean will notify the appointment of the candidate after approval by the Academic Council and approval of privileges by the Clinical Privileges Committee.

7. In the event of disagreement between the Medical Director, Chairman of the Department and the Dean, the matter may be referred to the Board for a final decision.

8. In the case of rejection of the candidate by the Academic Council and/or Dean, the Dean will provide a written explanation to the department chairman for the basis of the rejection.
22.) FACULTY PROMOTION

i) Faculty at senior Registrar / assistant professor or associate professor level will be considered for promotion to the next level; at eight years or less from the time of initial appointment in the post.

ii) The promotion requirements at each level will be as recommended for that level, at a minimum as defined by the PM&DC Rules and Regulations. Additional criteria must include pre-defined, measurable performance indicators relevant to the field of work and the job description, e.g.

- Clinical performance measurement as evidenced by internationally accepted benchmarks of quality, relevant and applicable to the specialty
- Teaching evaluation as evidenced by student feedback via formal and structured systems
- Research output as evidenced via grants and publications in indexed journals

iii) The initial decision to proceed with promotion is to be made by the chairman at the departmental level, by the Departmental Promotions Committee, except at the 8th year when the promotion process must proceed regardless

iv) The candidate’s dossier, if approved by the Departmental Promotions Committee, will be presented to the Dean for approval by the Academic Council

v) If approved, the candidate will be promoted and the Board will be so informed accordingly.

vi) If disapproved, the candidate may apply again in the subsequent year; however if disapproval occurs at the 8th year, the candidate’s service will end, effective in six months.

vii) Provided that a candidate for promotion from Associate Professor to full Professor who is unsuccessful may continue in his post and apply again within 3 years. In the event of disapproval for a second time, the candidate’s service will end effective in 6 months

viii) DEPARTMENTAL PROMOTIONS COMMITTEE (DPC)

The faculty members in each department will form a departmental promotions committee, chaired by the department chairman and consisting of all departmental faculty members above the rank of the
individual being considered for promotion. Thus for a candidate for promotion from assistant to associate professor, all departmental faculty who are associate or full professors will form the committee, whereas for a candidate for promotion from Associate to Full Professor, only faculty members who are full professors will form the committee. The committee will consist of at least three members, including the department chairman. In the event that there are insufficient requisite faculty members in a Department, the department chairman will invite faculty members of appropriate rank from other departments to complete the minimum requirement of three members.

ix) MEDICAL COLLEGE PROMOTIONS COMMITTEE (CPC)

The Dean KMC (or KCD) will appoint a Medical College (or KCD) Promotions Committee consisting of seven members of the faculty at Professor level and appoint a chairman of the committee from amongst the members. The tenure of members of the committee will be 5 years, at the end of which period the Dean will appoint new members, provided that an existing member’s term may be renewed for one more term. No member may be appointed to the committee for more than two successive terms.

The committee will receive the promotion recommendation from the Departmental Promotions Committee (DPC) and make a final decision which will be provided in writing detailing the reasons for the decision to the chairman of the candidates department. The decision of the Medical College Promotions Committee will be final and no appeal of the decision will be accepted.

x) APPOINTMENT OF DEPARTMENT CHAIRMEN

A search committee will be formed to recommend candidates for the post of each Department Chairman.

The Academic Council will propose a list of ten names from amongst the faculty for the search committee:-

(a) Two from the concerned department
(b) Four from the clinical department groups
(c) Four from the basic department groups

The Dean will choose five names, from the above, in the following manner to nominate to the six member committee. If the Academic
Council is unable to agree on ten names, the Dean will have the right to nominate the five persons himself/herself.

The committee will consist of six members:-

(a) one faculty member from the concerned department, and
(b) four faculty members from different departments, ensuring that
   1. At least one member is from amongst clinical groups (I, II and III for KMC and I for KCD) and
   2. At least one member is from basic groups (IV for KMC II for KCD) - see section xiii and xiv below, for groups, and
(c) the sixth member will be the Medical Director of the Hospital or his/her nominee

The Dean will appoint a chairman from amongst the members of the committee. The search committee will invite applications and proceed as in 4 (d) to (f) of the Regulations. The committee will make its recommendation to the Dean who may accept or reject it. In the event of rejection, the Dean will provide a written explanation for his action to the search committee, which will then proceed to recommend another candidate following the procedure mentioned above.

xi) Department Chairmen will serve for a term of three years, renewable for one further term of three years at the discretion of the Dean and the advice of the academic council based upon performance. No person may serve as Department Chairman for more than two terms.

xii) Department chairman selection should be purely on merit and may not necessarily be the senior most person.

xiii) Departmental Hierarchy for Khyber Medical College will follow the following format:

- **FUNCTIONAL GROUP** Each functional group will nominate a representative from among the chairmen of its constituent departments to represent the group in situations where a smaller committee is required
  - **Department** Each Department to have a chairman, appointed as in regulations x through xii above.
  - **Division** Where a division exists within a department, a division head will be appointed by the department chairman of the department
I. MEDICAL SPECIALTIES GROUP
   1. Department of Medicine
      i. General Medical Units
   2. Department of Medical Specialties
      a. Division of Cardiology
      b. Division of Pulmonary and critical care medicine
      c. Division of Nephrology
      d. Other specialty divisions as they are added (e.g. gastroenterology, medical oncology, infectious diseases, rheumatology, endocrinology)
   3. Department of Dermatology
   4. Department of Psychiatry

II. SURGICAL SPECIALTIES GROUP
   5. Department of Surgery
      i. General Surgical Units
   6. Department of Surgical Specialties
      a. Division of Plastic Surgery and Burns
      b. Division of Paediatric Surgery
      c. Other specialty divisions as they are added (e.g. neurosurgery, urology, cardiothoracic surgery, hepatobiliary surgery, vascular surgery)
   7. Department of Ophthalmology
   8. Department of Otolaryngology
   9. Department of Orthopedic surgery
   10. Department of Accident and Emergency medicine
   11. Department of Anesthesia

III. MATERNAL AND CHILD HEALTH GROUP
   12. Department of Obstetrics and Gynaecology
   13. Department of Paediatrics
      a. Division of Paediatric Medicine
         i. General pediatric units
      b. Division of Neonatology
      c. Division of Paediatric intensive care
      d. NRU
      e. IDU
      f. Other specialty divisions as they are added (e.g. pediatric GI, pediatric nephrology, pediatric oncology, pediatric ID)

IV. DIAGNOSTIC AND BASIC SCIENCES GROUP
   14. Department of Radiology
   15. Department of Pathology
   16. Department of Forensic Medicine
   17. Department of Community Medicine and Public Health
   18. Department of Anatomy
xiv) Departmental Hierarchy for Khyber College of Dentistry will follow the following format:

I. CLINICAL SCIENCES GROUP
   1. Department of Oral Medicine
   2. Department of Periodontology
   3. Department of Operative Dentistry
   4. Department of Oral and Maxillofacial Surgery
   5. Department of Orthodontics
   6. Department of Prosthodontics
   7. Department of Paediatric Dentistry/Paediodontics
   8. Other departments as they are added, e.g. Geriatric Dentistry and Dental Radiology

II. BASIC SCIENCES GROUP
   9. Department of Dental Materials
   10. Department of Oral Biology
   11. Department of Community Dentistry
   12. Department of Oral Pathology
   13. Other departments as they are added, e.g. Forensic Dentistry

22.f FACULTY REMOVAL GRIEVANCE PROCEDURE

Medical Faculty members may appeal adverse actions, provided that this does not apply to the procedure or the outcome for promotion of a Medical Faculty member noted in E, above, which is not subject to appeal.

Definitions:

a) "Parties" means the Medical Faculty member who requested the hearing or appeal and the individual, body or bodies initiating or recommending the adverse action.

b) "Hearing" means and includes hearing of the Medical Faculty member against any adverse action mentioned in this Regulation.

c) "Adverse action" means an action taken because of an adverse recommendation and/or the placement of an adverse recommendation in the record of that medical faculty member.

Every effort shall be made to give a Medical Faculty member full opportunity of a hearing before an adverse action is taken against him/her.
A. Request for hearing
   i. If the Medical Faculty member decides to request a hearing, such request shall be sent by an e-mail or a written application, to the Dean, within 15 days of receipt of the adverse recommendation by the Medical Faculty member.

   ii. If the Medical Faculty member fails, without reasonable cause, to submit a proper or timely request, it shall constitute a waiver of the right to a hearing and to any appeal to which the Medical Faculty member may otherwise have been entitled;

   iii. Failure without good cause to personally appear at a scheduled hearing shall be deemed to constitute voluntary acceptance of the recommendations involved, and waiver of the right to a hearing. If the Medical Faculty member waives his rights to a hearing against an adverse recommendation made that impugned decision shall become final.

B. Notice of Hearing

   i. After receipt of a request for a hearing from a Medical Faculty member, an adhoc Review Committee from the Medical faculty shall be appointed by the Dean, which shall schedule and arrange for a hearing and shall notify the Parties of the date, time and place by e-mail or a written notice. The hearing date shall be not more than thirty (30) days from the date that the request for hearing from the Medical Faculty member was received.

   ii. The Review Committee, comprising of three (3) faculty members, will be constituted by the Dean on a case by case basis, and should be acceptable to the appellant. One of the three members would be designated as Chairperson of the Committee.

C. Conduct of Hearing

   i. The Committee Chairman shall determine the order of proceedings during the hearing to assure that all participants have a reasonable opportunity to present relevant oral and documentary evidence, rule on all motions and evidentiary matters, and maintain decorum.

   ii. The Medical Faculty member shall be entitled to have access to any records or reports provided to the Committee.
iii. A record of the hearing shall be made in the manner chosen by the Committee.

iv. The personal presence of the Medical Faculty member at the hearing is required. No legal practitioner shall be allowed to appear on behalf of any party during any of these proceedings.

v. If the Medical Faculty member fails without good cause to appear and participate in the hearing, the Medical Faculty member shall be deemed to have waived all procedural rights under this Regulation, with the same effect as a waiver as defined in these Regulations and to have accepted the adverse decision or recommendation.

vi. The Medical Faculty member shall have the burden of proving, by clear and convincing evidence, that the adverse recommendation or decision lacks, totally or partially, factual basis or that such factual basis or the conclusions reached there from were arbitrary, unreasonable or capricious.

vii. The Review Committee may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.

viii. After the hearing is closed, the Review Committee shall at a time deemed convenient by the Chairperson, conduct its deliberations in the absence of the Medical Faculty member for whom the hearing was convened. At the completion of their deliberations, the hearing shall be deemed to be finally adjourned.

ix. Within three (03) business days of the final adjournment of the hearing, the committee shall issue a written report of its findings, including a recommendation that the original adverse recommendation or decision be affirmed, rejected or modified, to the Academic Council and the parties.

x. The Academic Council after reviewing the Review Committee findings may make a final recommendation which will not be subject to appeal.

23. BUDGETARY PROCESS
The annual budget development process is shown in Appendix 5
i) Annual Budgets will be prepared separately by the KTH / KMC and KCD.

ii) These budgets will be prepared by a process whereby every department and division will submit an annual budget, to include capital equipment and expenses, to the Chief Financial Officer of each Institution.

iii) These budgets will be reviewed, adjusted and forwarded to the Finance Committee of the Institution for approval and submission to the Dean and Academic Council in the case of the Medical College, and to the Hospital & Medical Directors in the case of the Teaching Hospital.

iv) These approved budgets will be submitted by the Dean and the Hospital Director to the Board of Governors for final approval.

v) The Board of Governors will ask the Finance and Accounts subcommittee of the Board to review the budgets and recommend approval or revision. The Board of Governors will then approve the final budgets.

vi) Once the budgets are approved by the Board of Governors, each Institution (Medial College and Teaching Hospital i.e. KMC, KTH and KCD) will proceed to utilize their funds according to the approved budget - no further approvals will be required, so long as the expenditure is according to the approved budgetary plan.

vii) At the end of each fiscal year, the financial performance of each Institution will be reviewed and audited by the Board of Governors to ensure that budgetary recommendations were followed and the approved budget allocations were appropriately followed and the budget was not exceeded, as well as to ensure that all financial processes were transparent and ethical.

24. WORKING HOURS FOR HOSPITAL EMPLOYEES

Regular working hours for employees will be from 8:00 am to 3 pm, including a thirty minute lunch break, six days a week. Friday 8 a.m. to 1 p.m.

However, timings may vary for employees working in shift-based departments as the Hospital works in three shifts. Shift timings are to be decided by the hospital administration:

Employees shall observe working hours as determined by their departmental manager or supervisor.

Provided that medical staff, including consultants, and house staff, and essential staff may be required to attend at weekends and nights as
determined by the department head and the Medical Director, in order to provide complete medical service to patients at all times. Such attendance would be on a roster basis, ensuring that each medical staff member is treated equitably and sufficient consideration given to avoid excessive overwork.

(Fazli Raziq)
Secretary
Board of Governors
MTI KTH, Peshawar

Copy available on the website: www.kth.gov.pk
APPENDIX 2 – Khyber Medical College Organogram
APPENDIX 3 – Khyber College of Dentistry Organogram
APPENDIX 5

ANNUAL BUDGETARY PROCESS

MEDICAL SCHOOL
Depts/Divisions
(Prepare annual budgets)

\[\downarrow\]

Chief Financial officer (CFO)

\[\uparrow\]

Institutional Finance Committee

\[\downarrow\]

Dean & Academic Council

\[\rightarrow\]

BOARD OF GOVERNORS

\[\downarrow\]

Finance & Accounts Subcommittee

\[\leftarrow\]

Hospital & Medical Directors

\[\downarrow\]

Institutional Finance Committee

\[\leftarrow\]

Chief Financial officer (CFO)

\[\downarrow\]

TEACHING HOSPITAL
Depts/Divisions
(prepare annual budgets)
APPENDIX 6 - EMPLOYEE HANDBOOK – SEE ATTACHMENT
APPENDIX 7 - MEDICAL STAFF BY-LAWS - SEE ATTACHMENT