



# Quality Cell

VMMC & Safdarjung Hospital

**BULLETIN**

(Inaugural Issue)

Bi-annual official Bulletin of Quality cell

HIGH LIGHTS IN THIS ISSUE

Messages

Lead story

Events

Gallery



VARDHMAN MAHAVIR MEDICAL COLLEGE & SAFDARJUNG HOSPITAL

Volume:1, Issue: 1  
January 2022



भारत सरकार  
Government of India  
स्वास्थ्य एवं परिवार कल्याण मंत्रालय  
Ministry of Health & Family Welfare  
वर्धमान महावीर मेडिकल कॉलेज एवं सफ़दरजंग अस्पताल, नई दिल्ली-110029  
Vardhman Mahavir Medical College & Safdarjung Hospital, New Delhi-110029  
चिकित्सा अधीक्षक कार्यालय  
Office of Medical Superintendent



## Message

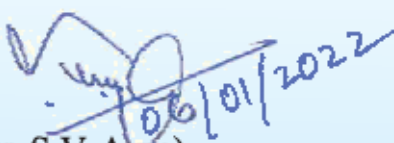
The Quality cell, VMMC & Safdarjung Hospital, established in the year 2018, is able to make substantial improvement in patient care by implementing quality standards and third-party audit of the patient care processes.

Our journey has started with a vision to create a kind of hospital that empowers faculty, nurses & supportive staff to do their best patient care based on trust, integrity, openness and with outmost zeal.

Today the VMMC & Safdarjung Hospital is standing tallest among Central Government Hospitals by attempting and adopting the quality and safe patient care to downtrodden and underprivileged sections of the society. The idea of quality cell to publish its six-monthly bulletin on progress, happenings and its achievements would be a stepping stone to achieve quality and safe patients care targets.

I congratulate entire faculty, Nurses, and supportive staff for tremendous achievements in last 2 years for streamlining and standardizing patient care process and hope that everyone will continue to deliver quality and safe patients care to public at large with in available resources.

I wish VMMC & Safdarjung hospital quality cell team will continue its efforts with same zeal to take this journey to next Level of accreditation of the VMMC& Safdarjung Hospital, New Delhi in coming years.

  
(Dr. S.V. Arya)

Medical Superintendent



भारत सरकार  
Government of India  
स्वास्थ्य एवं परिवार कल्याण मंत्रालय  
Ministry of Health & Family Welfare  
वर्धमान महावीर मेडिकल कॉलेज एवं सफ़दरजंग अस्पताल, नई दिल्ली-110029  
Vardhman Mahavir Medical College & Safdarjung Hospital, New Delhi-110029  
प्रिंसिपल कार्यालय  
Office of The Principal



## Message

It is a great pleasure to learn that the quality cell is coming out with a Newsletter to commemorate the achievement of, "Entry level certification from NABH" of the VMMC and Safdarjung Hospital. From military barrack to one of the largest hospitals of the country and Vardhman Mahavir medical College being amongst the top 20 medical colleges in the country, the institute has now achieved entry level certification with the tireless efforts of the quality Cell since 2018.

While relentlessly working for the common people with the philosophy of never saying no to any patients for service, the institute dreamt of achieving NABH accreditation and providing quality services to the poor / common population. With the efforts of quality cell, there is major improvement in the documentation, as pre-printed case sheets, adverse drug reaction forms and transfusion reaction forms have been introduced by the Quality cell. This will help our MBBS and MD students to follow up and understand clinical cases in depth and will help in developing a solemn attitude towards quality care among them. extend my heartiest congratulations to the Quality cell team for bringing up this unique newsletter, their relentless hard work along with all other sections of faculty, nursing officers, staff, has helped the institute to receive entry level accreditation.

I believe the newsletter would be greatly useful not only here in our hospital but also elsewhere in the country. I wish great success to the first edition of the Newsletter.

  
**Dr. Geetika Khanna**  
Principal, VMMC & SJH



भारत सरकार  
Government of India  
स्वास्थ्य एवं परिवार कल्याण मंत्रालय  
Ministry of Health & Family Welfare  
वर्धमान महावीर मेडिकल कॉलेज एवं सफ़दरजंग अस्पताल, नई दिल्ली-110029  
Vardhman Mahavir Medical College & Safdarjung Hospital, New Delhi-110029  
गुणवत्ता कोष्ठ  
Quality Cell



## GOING BEYOND THE PRACTICE OF MEDICAL SCIENCES!



Patient care encompasses more than just treating patients with the knowledge and knowing the medical sciences. It is a harmonious blend of practicing standard treatment guidelines, standardizing medical and nursing care, recording day-to-day events, patient's safety, the satisfaction of caregiver and receiver with continuous efforts to improve outcomes using available resources. Today, the health care organization that is adept in all these patient care areas is the one that is delivering quality and safe health care to the beneficiaries.

**The Quality Cell, VMMC & Safdarjung Hospital** with the said philosophy began its borne voyage in the ocean of public health care organizations with only a handful of faculty and nursing officers in 2018, but with the untiring attempts of Quality Cell Core group, constant support of the administration and zealous performance of our support staff, this small beginning became magnanimous and touched the pinnacle of success.

As a clinician and public health care worker, I had an earnest desire to build up a public health care institution where quality and patient safety blended in all colors of human values, could be given, and today I feel proud to say that my lofty dream of a quality patient care in public health deliver institution is taking shape through it. Today, VMMC & Safdarjung Hospital has become the first central government tertiary care hospital to achieve "Entry Level Certification" by the National Accreditation Board for Hospital and Health Care Providers (NABH) in April 2021.

I have always believed that "Excellence is never an accident; it's always the result of high intention, sincere efforts, intelligent direction, and skillful execution." These words of wisdom best describe the present state of the adoption of quality care standards and patient safety in VMMC & Safdarjung Hospital.

The bringing out the quality cell "News Bulletin" is another milestone in the journey to jot down periodic progress in quality care and patient safety activities to achieve accredited patient care in the VMMC & Safdarjung Hospital and its motto is very truly "Service before self"

I pray and wish that almighty, His divine benevolence, may continue to lead and guide this prestigious health care institution "Mecca of Public Health Care" for generations to come.

*With warm regards*

**(Dr. K C TAMARIA)**  
Ex. OIC, Quality cell (Founder)



# National Accreditation Board for Hospitals & Healthcare Providers

(Constituent Board of Quality Council of India)

NABH/Gen/2021/2021/9862

December 21, 2021



## Message

Dear Colleagues,

It gives me immense pleasure to be a part of this landmark patient safety initiative from the Quality Team at the VMMC-SJH.

The release of Quality Cell Newsletter will go a long way in disseminating and encouraging best practices not only for the patient safety but also focus on staff welfare and facility management.

This publication also promises to dispel myths and correctly set the stage for the future NABH accreditation processes.

All NABH standards have been developed in consultation with various stakeholders in the healthcare industry and if implemented help the healthcare organizations in stepwise progression to mature quality systems covering the entire spectrum of patient safety and healthcare delivery.

Over the years, successive NABH standards have brought about not only paradigm shifts in the hospitals' approach towards delivering the healthcare services to the patients but have equally sensitised the healthcare workers and patients towards their rights and responsibilities.

I sincerely hope that all stakeholders will certainly benefit from the collective efforts of the Quality cell VMMC-SJH and practical suggestions of all Quality Champions from this glorious institute.

**Every such effort goes a long way in a culture of quality in healthcare and taking Quality, Safety and Wellness to the Last Man in the Line.**

Jai Hind

(Dr. Atul Mohan Kochhar)  
CEO-NABH

5<sup>th</sup> Floor, ITPI Building, 4A, Ring Road, IP Estate, New Delhi 110 002, India  
Phone: +91-11-42600600 • Email: helpdesk@nabh.co • Website: www.nabh.com

# **CHALLENGES AND OPPORTUNITIES IN NABH STANDARDS IMPLEMENTATION IN A PUBLIC TERTIARY CARE TEACHING INSTITUTION: OUR EXPERIENCE**

**Dr Sapna Bathla, Dr K. C. Tamaría, Dr Vibha Uppal, Dr Shilpee Kumar, Dr S. V. Arya**

## **Introduction**

The survival of healthcare organizations in today's increasingly competitive scenario now majorly depends on their patient safety and quality management practices. Many of the conventional practices now seem less effective since they do not keep pace with the ever-changing demographic patterns, increased societal demands, increased levels of awareness, higher patient and employee expectations, ever-increasing competition, and emerging new technologies combined with increased constraints to achieve them. To overcome these challenges, it is imperative for health care organizations of today to adopt the principles of Total Quality Management (TQM) to enhance their services. As Dianne Todd once said "Total Quality Management is an on-going process. You need to improve and do everything you can to bring about customer satisfaction." This has led to the origin of national and international accreditation bodies which constantly strive towards improving customer access to better healthcare services.

National Accreditation Board for Hospitals and Healthcare Providers (**NABH**) defines 'hospital accreditation' as the accreditation standards achieved by a healthcare organization, demonstrated through an independent external peer assessment of an organization's performance level in respect to the current standards. Numerous occurrences of poor patient care, personal negligence, inadequate resources with inefficient facilities, lack of information and undesired medical interventions, etc. in the past have made patient safety and quality assurance in healthcare services mandatory, and receiving accreditation is the one-stop solution for it. Similarly, we too had numerous obstacles such as the ones mentioned above, among certain others. Being a public hospital doesn't provide quite many significant incentives, so to say, nor necessitates the need to get NABH accreditation and meet certain standards. As a result, it can quite often be observed that most public sector hospitals fall short in terms of standards. Though this could be a direct result of the countless challenges that come in the way of obtaining accreditation for such hospitals. The main challenges confronting public hospitals are outmoded infrastructure, limited manpower, massive patient load, and equivocal quality of services.

Nevertheless, VMMC and Safdarjung Hospital, despite being one of the oldest, multispecialty, largest public-sector teaching institutions with bed strength of 2724 beds have managed to apply for the NABH certification even in such tough times since we planned to make the best use of the situation rather than

whining about the scenario and letting it stop us from achieving our goal. Hence, we felt the need to enlist and share our NABH certification journey such that it could act as a framework for several other public hospitals to follow suit. Our vision while setting down the particulars of our journey, was to provide a roadmap, of sorts, that we believe would certainly enable and would act as a guiding light to other public hospitals to take the leap and volunteer to take the initiative of initiating their journey too, to obtain NABH accreditation just for its merits.

As the foundation for the quality process had to be laid down from the very start, it was essential to begin from the roots. Hence, the first question to be dealt with was about how and where to start from. As there are 3 phases of quality management, naturally, we started in the prescribed order, with the first of them, namely, the foundation phase.

### **(i) FOUNDATION PHASE**

This phase of the Quality journey of VMMC and Safdarjung Hospital began in 2018 with the organization of Programme on Implementation (POI) by NABH from 24-26 September 2018 for 24 faculties and 12 nursing officers. A leadership team was formed in the hospital under the name 'Quality Cell' and people trained in quality management were selected as members to be a part of it. This was named the 'Core Committee'. Further, two committees were formed: the Quality Steering Committee and the Quality monitoring and Implementation committee. We discussed and finalized our organizational vision, mission, goal, and values. This phase also included sensitization of staff about quality and setting up further courses of action. We gained appraisal from senior management and sought their approval and cooperation at every step along the way.

### **(ii) MOMENTUM PHASE**

Once we managed to spread a certain level of awareness regarding the importance of patient safety and quality within our hospital, we moved on to the second phase i.e. the Momentum Phase. Under this, we drafted various manuals such as the safety manual, sample collection manual, etc. Over time, we also saw the involvement of various stakeholders to get their respective 'Standard Operating Procedures (SOPs)' officially recorded and taken down on paper. Since a need for training was felt, we initiated work on employee training and development. Hence, with the help of the management and accreditation body, a training called 'Programme on Implementation (POI)' could be arranged for doctors and nursing staff. A multitude of innovative initiatives like **"Quality ki Baat"** was taken wherein the quality team started circulating various messages covering all standards and focus areas, making the best use of the virtual platform as we continued to utilize social media platforms (such as the official

Whatsapp groups) and official communication platforms (Microsoft Teams) to spread awareness amongst the employees. This initiative made an impact in the form of a quality movement storm in the hospital. Faculty and staff started coming forth to be part of the quality cell. Being such a large-scale organization and associated Medical College, this was a long-drawn-out process, and getting accreditation was initially just a far-fetched dream. The quality team, being the architect of our quality journey with the constant support of management, never gave up and planned to continue with baby steps. We thus planned to apply for Entry Level Certification and moved to the commitment phase.

### **(iii) COMMITMENT PHASE**

All the legal and statutory compliances were reviewed. Orientation with all the HODs was hosted in batches of 10 in the form of a brief presentation. Quality Nodal Officers were appointed by the HODs for each department. These Nodal officers served as a link between the quality cell and their respective departments in all the activities carried out from time to time. Circulars were sent out to HODs to submit their department's scope of services, organogram, mission, and vision. The Nursing officers began organizing nursing officers' orientation training and awareness activities on NABH standards. Simultaneously, faculty orientation and sensitization were held in groups.

The core group which comprised of certified Full NABH and Entry-level assessors were allocated departments in three groups for hand-holding Medical departments, Surgical departments, Laboratory & support departments. Each team consisted of a faculty and a nursing officer. These teams carried out an internal assessment and gap analysis of the departments allocated to them.

The Medical Superintendent was requested to provide infrastructure like office space, secretarial assistant, office equipment and furniture, etc. for the assistance in smooth functioning by the Quality core group. In December 2019, the Quality cell was established and inaugurated by the then Medical Superintendent. A room was also allotted for meetings and external assessments and finally a "**CORE QUALITY TEAM**" was constituted with NABH and NABL assessors and Nursing officers. Depending on the activities of the cell, these core committee members were posted to quality cells from time to time. Various sub-committees were constituted to delegate responsibilities and decentralize functioning for larger work output. The core committee met every week to review the functioning of the sub-committees, plan the further course of action and analyse the entire progress. Policy, Manual, and SOP on Entry-level NABH standards were prepared and posted on the NABH page on the hospital website. Essential display boards were prepared for the entire hospital consisting of "Scope of services", "patients' rights and responsibilities", signage, etc.



In July 2020, the process of filling out the online application for NABH Entry-level accreditation was started and registration was done on the HOPE portal. Desktop Audit was done by NABH which was completed on 04/09/2020. Gaps noted during the online Desktop Assessment were identified and steps were taken to close them. The Non-compliance observed by the assessor was shared with departments which were then advised to close them. Training of Faculty, Residents were also conducted as per the Non-Conformities. New case sheets in the form of booklets were prepared. All consent forms were revised to meet the standards and implemented accordingly. Similarly, Programme on Implementation training of Nodal Officers was also thought of and 3 days of NABH training was organized on a virtual platform by NABH. Extensive training of hospital staff on Emergency Disaster code, Blue code, Pink Code, Internal complaints committee was conducted.

Preparations for the onsite assessment were done and NABH was requested to conduct an onsite assessment in early March 2021. The assessment date was finally fixed and was conducted on 4th & 5th March 2021. 20 Non-Conformities were observed, which were closed within the stipulated time. The NABH accreditation committee finally recommended the "Entry Level Certification" and the hospital received the certificate in July 2021. Now VMMC & Safdarjung Hospital a strong team for the implementation of NABH standards.

Although we did face a lot of challenges in the way, we chose to consider these obstacles as stepping stones instead and use them to our advantage. Perhaps this was the ideology that led to our institute getting NABH certification in such dire times despite all the hurdles.

***In the race for quality, there is no finish line."***

***— David T. Kearns***



## WORLD PATIENT SAFETY DAY CELEBRATION, 17<sup>TH</sup> SEPT. 2021

Dr Vibha Uppal, Preethy Dinesan, SNO, Jisha Sreekumara, SNO

World Patient Safety Day, which is marked every year on 17th September, was established by the 72nd World Health Assembly in May 2019, following the adoption of resolution WHA72.6 on 'Global action on patient safety'. The main objective of the day is to enhance global understanding of patient safety and reduce avoidable harm in health care. Each year, a new theme is selected to shed light on a priority patient safety area where action is needed to reduce avoidable harm in health care and achieve universal health coverage. This year WHO urged all stakeholders to "Act now for safe and respectful childbirth!" with the theme "Safe maternal and New-born care".

The institute celebrated Patient Safety Day 2021 with vast activities. A Seminar on Patient Safety was conducted on 17th Sept 2021. Dr. Prem Kumar, Additional Medical Superintendent, was the Chief Guest and chaired the session followed by a welcome address by Dr. K C Tamaria, Officer in charge, Quality Cell. Dr. Vibha Uppal, Deputy Quality Manager, Patient Safety Committee re-emphasized patient Safety Goals and their contribution to quality care in public health facilities. Dr. Harish Chellani, Professor and Principal Consultant, Department of Paediatrics, shared his thoughts on patient safety in Newborns. Prof Anjali Dabral, Head, and Dr. Sheeba Marwah, Associate Professor in the Department of Obstetrics and Gynecology, presented their views on patient safety in maternal care in tune with the theme of patient safety.

The staff embellished the notice board in various wards and units from 15th September to 21st September 2021. This week-long extravaganza started with the purpose of creating awareness and knowledge regarding patient safety and quality initiatives and culminated with the spirit of teamwork, cooperation, and sharing of a shared vision. A write-up and photo contest on the patient safety day theme and various quality initiatives was organized for individual entries via emails. An overwhelming response of more than 150 Entries was received in various types. The awardees in each category were felicitated at a function held on 10th Dec 2021. The event was graced by Dr. Geetika Khanna, Director Professor & Principal, and Dr. Ranjan Wadhwa, Additional Medical Superintendent. The function was attended by over 100 staff. Initiatives like these are a sincere effort to create awareness about patient safety along with the handling of the huge volume of work and patient footfall.



## BASIC LIFE SUPPORT TRAINING BY DEPT OF ANAESTHESIA

Dr G Usha (HOD), Dr Nikki Sabharwal, Dr Sapna Bathla

Cardiac arrest is a medical emergency that, in certain situations, is potentially reversible if treated early. Unexpected cardiac arrest can lead to death within minutes. Training of the CPR drastically improves the survival rates following resuscitation of cardiac arrest victims. Basic life support is a skill that consists of several procedures provided to patients with life-threatening conditions. For NABH accreditation of our hospital, it was desired by our Medical superintendent & Quality cell that all health care providers be trained in Basic life support. This task was entrusted to the Department of Anaesthesia.

The Department of Anaesthesia undertook this mammoth task with the help of faculty and resident doctors who have been AHA (American

Heart Association) accredited instructors. Doctors, nurses, technical, clerical, and other paramedical staff were sent from all the departments by their in-charges for training. The training was conducted on the 8th-floor skill lab on all the days from February 2019 onwards in the batch of 30-40 persons /session. Total 3347 people (1023 doctors, 976 nurses, 986 technical and other clerical staff) were trained in a span of nine months. The training included a theory session by faculty and the skill stations covering airway, breathing, CPR sequence & AED with demonstration, and hands-on training on a mannequin. A certificate was issued by the hospital indicating that BLS training has been received by the candidate.



## QUALITY KI BAAT

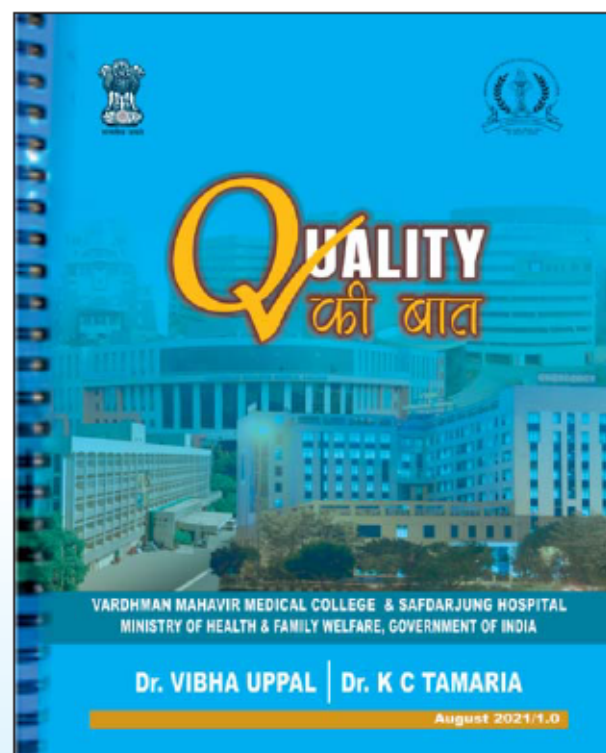
Dr Vibha Uppal, Dr K C Tamaría

Vardhman Mahavir Medical College and Safdarjung Hospital, Delhi envisioned itself to be a role model in giving Quality Healthcare along with the huge quantity of work handled by its healthcare workers. To spearhead its quality care Motto the Hospital Administration decided to go for the Pre entry-level certification by the National Accreditation Board of Hospitals and Healthcare providers (NABH). Working towards the goal of getting the hospital certified the Quality cell started training all categories of health care workers in good clinical practices especially in the documentation along with NABH standards.

To sensitize and train hundreds of healthcare workers in a very large tertiary healthcare organization like Vardhman Mahavir Medical College & Safdarjung Hospital was a mammoth challenge. To reach every healthcare worker, where all categories of staff from resident doctors to outsourced staff are employed, was a herculean task. Hence, the Quality cell used social media tools like WhatsApp, Microsoft teams to post short messages on focused elements of NABH standards. These messages were posted under "Quality Ki Baat". These messages were then compiled in a booklet form as "Quality ki Baat" which was released on 16th Sep 2021, by the Hon'ble Union Health Minister Shri Mansukh Mandaviya Ji along with Mr. Rajesh Bhushan, Secretary Health, Professor Dr. Sunil Kumar, DGHS, Dr. Atul Mohan Kochhar, CEO NABH, Dr. S V Arya, Medical Superintendent, and Professor Dr. Geetika Khanna, Principal. This booklet is free for circulation and available in the section of NABH in the hospital website [www.vmmc-sjh.nic.in](http://www.vmmc-sjh.nic.in).

The strength of this initiative is being rapid circulation and amplification of content and its power to guide group conversations, thus making it a powerful tool to use in a professional context. This also served as a ready reckoner for prospective faculty, residents, nursing officers and paramedics to maintain continuity in quality improvement in the organization.

This booklet has focused on various quality elements which cover areas from Hospital's Mission & Vision statement, Patient Safety as well as safety aspect of Laboratory, Radiological, Surgical, Medication and Fire. The book has elaborated on key points for various focus areas of the hospital like OPD, ICU, Wards, OT, CSSD etc. A fast-track series is included in the book which focuses primarily on the NABH Pre Entry Standards



*Note: This booklet is available on the Safdarjung Hospital, website: [www.vmmc-sjh.nic.in](http://www.vmmc-sjh.nic.in), under NABH section for free circulation.*

## MOCK DRILL ON FIRE EMERGENCY

Dr Monika Matlani, Dr Aradhana Bhargava, Dr Prem Kumar

A mock drill to handle fire emergencies was conducted to note the response time of various departments and their preparedness level. To fulfil the above-said objective a mock drill was conducted in association with District Disaster Management Authority (DDMA), New Delhi on 9th November 2021 in the New Emergency block of the Vardhman Mahavir Medical College and Safdarjang Hospital.

**SCENARIO:-** Earthquake tremors were felt at the New Emergency block of Vardhman Mahavir Medical College and Safdarjang Hospital at 12:25 pm on 9th November followed by a Fire incident in the New Emergency Block at 12:40 pm.

A call was sent in the control room of DDMA South from Disaster Helpline (1077) regarding the earthquake and subsequently about fire. Firstly, Nodal officer disaster cell Dr. Prem Kumar and fire safety officers Dr. Aradhana Bhargava and Dr. Monika Matlani with the help of security personnel tried to control the fire and rescue two injured persons from the incident

site. The Incident Command Post was established by DDMA, South at the safe place in the Hospital Premises. Incident commander Sh. Kapil Chaudhary, SDM Hauz Khas took the charge of Incident Commander, at Incident Command Post, and Mr. Kuldeep Lohan DPO, South took the charge of Safety Officer. Delhi Police & DDMA team reported at the incident site and performed their duty as per Standard Operating Procedure (SOP). Delhi Police rescued the injured person with the help of another agency. BSES, SDMC, CATS Ambulance, Medical Team reported at the incident site. The medical team established a Triage Area and gave first aid to the injured person at Medical Aid Post. Eight Injuries/Casualties have been identified by the rescue team in the hospital premises. Injured persons were rescued by the Delhi Fire Service, Delhi Police, QRT DDMA, South team with Civil Defence Corps, and referred to Safdarjung & nearby Hospitals by CATS Ambulance. The mock drill started at 12:25 pm and ended at 1:30 pm.

### RESCUE ALARM CONFINE EVACUATION (R.A.C.E)



Immediate action - Use of Extinguisher to control the fire



Evacuation



Medical First Aid and Incident Command Post



Disaster Management Team

## PHOTO GALLERY



First NABH POI training from 24-26 Sept, 2018



Quality Cell office Inauguration-21<sup>st</sup> Dec, 2019



Quality Cell Core Group



Training sessions for housekeeping staff



Faculty orientation on NABL



NABL training in ISO 15189



ANS & Sr. Nursing officer orientation program on NABH Standard



NABH POI Training on Nursing Excellence 2021

## PHOTO GALLERY



NABH onsite assessment opening meeting



NABH onsite assessment on 03<sup>rd</sup> March, 2021



NABH onsite assessment on 03<sup>rd</sup> March, 2021



NABH onsite assessment closing meeting on 04<sup>th</sup> March, 2021



Nursing orientation program on NABH standards



Pediatric department faculty training



QUALITY KI BAAT released by HFM, GOI, on 16<sup>th</sup> Sept, 2021



**Chief Patron**  
**Dr. S.V. ARYA**  
Medical Superintendent

**Patron**  
**Dr. Geetika Khanna**  
Principal

**Patron**  
**Dr. K C Tamaría**  
OIC, QUALITY CELL

**Patron**  
**Dr. Neeraj K Gupta**  
Sr.CMO (SAG)

**(Chief Editor)**  
**Dr. Shilpee Kumar**

**(Co-Editor)**  
**Dr. Monika Matlani**



**EDITORIAL BOARD**

Dr. Sumathi Muralidhar  
Dr. Vibha Uppal  
Dr. Sapna Bathla  
Dr. Anjali Sharma  
Dr. Aradhana Bhargava  
Dr. Pankaj Ranjan

Ms Prem Rose Suri  
Ms Sunita Nagpal  
Ms Preethy Dinesan  
Ms Jisha Srikumaran  
Ms Shanu

For comments and inputs write to [qualitycell@vmmc-sjh.nic.in](mailto:qualitycell@vmmc-sjh.nic.in)

Reproduction of the material, in part or in whole, is encouraged, as long as credits and acknowledgement are given .

Online version is available at VMMC & Safdarjung website.

**QUALITY CELL**

Room no. 511, 5<sup>th</sup> Floor, O.P.D Building  
Vardhman Mahavir Medical College and Safdarjung Hospital, New Delhi-110029  
Phone:- 011-26707113, 011-20863567, Email: [qualitycell@vmmc-sjh.nic.in](mailto:qualitycell@vmmc-sjh.nic.in)