



AIIMS DIAMOND JUBILEE CELEBRATIONS



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Dr. M. C. MISRA

ABSTRACT

Dr. M.C.Misra is a man of great resilience, boundless energy and positivity. Of his 39 months tenure as Director AIIMS, I served with him as Deputy Director Administration for 26 months. On the eve of his retirement, after three and half decades in AIIMS, this paper is a tribute to a man who has contributed immensely in his leadership role as Director AIIMS to the apex medical sciences university of India reaching new heights.

1. I was always amazed with the sheer physical energy that Dr. Misra had as Director AIIMS. He once famously said the secret to his fitness was never to take an elevator. On a Saturday afternoon, we climbed 7 floors of JPN Trauma Centre to his office in one go, and he was quite comfortable. Its truly laudable that at 65 he could work long work weeks, handle administrative responsibilities as Director AIIMS, administer the JPN Apex Trauma Center as Chief, conduct surgical procedures, attend OPD consultations, handle student issues and be a visible presence at all important workshops, CME's, international conferences and delegation level talks. The smile would never fade and the energy was boundless.



2. Dr. Misra's contribution to AIIMS covered the areas of surgery and trauma care. The significant expansion of the JPN Apex Trauma Center and the construction of the Surgical Block are representative of his contribution to these fields. He led AIIMS delegations to the EAS Round Table Conference on Trauma Care, the World Trauma Congress and the 2 AIIMS-FAM conferences in New Delhi and Paris. He is credited with the creation of the new departments of Rheumatology and Burns & Plastic Surgery. AIIMS recruited nearly 300 new faculty in a period of sustained expansion. In addition nearly a 1000 nurses were recruited. His popularity amongst the new faculty whom he recruited, trained and inculcated into the AIIMS ethos is very high.



Dr. Misra started the public health lecture series of AIIMS bringing the medical fraternity to the masses. The public health lectures were attended by packed audience in JL Auditorium and were always a sight to behold. As was said with Dr. V.Ramalingaswami, it can be said with Dr. Misra that "During this period the overall academic and research



activities of the Institute acquired a new dynamism. Distinguished medical scientists from within the country and abroad were invited to invigorate these activities. There was multiplication of symposia, seminars, workshops and CME programs virtually throughout his tenure." In addition to the overall academic and research activities there was unprecedented expansion of the Institute with the commencement of civil works for the Mother & Child Block, a New OPD Block, the National Cancer Institute, new Hostel Blocks, the Trauma Center Vishram Sadan.

A MEMORABLE TENURE

3. During his tenure as Director AIIMS, Dr. Misra worked with 3 Health Ministers - Ghulam Nabi Azad, Dr. Harshvardhan and J.P.Nadda. His tenure covered 4 Health Secretaries - Keshav Desiraju, Lov Verma, B.P.Sharma and C.K.Mishra. Between October 2013 and January 2017, Dr. Misra as Member Secretary of the AIIMS Governing Body, the Standing Finance Committee and the Academic Committee attended a number of meetings and took several important decisions. Dr. Misra also convened Staff Council Meetings regularly and was a firm believer in democratic functioning of the Institute. His commitment to Institution Building was always visible.



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- Dr. Misra maintained cordial and courteous relations with the Government enabling a significant increase in resource allocations for AIIMS. The AIIMS Redevelopment of Residential Campuses for construction of 3928 residential apartments at a cost of Rs. 4441 crores represents a landmark achievement that will benefit the Institute for several decades. The Digital AIIMS Project comprising of the AIIMS e-Hospital Project and the OPD Transformation Project were executed in record time benefitting 42.5 lac patients and in the process of replication on a pan India basis. AIIMS was allotted an additional plot of land next to the JPN Trauma Center in which 9 new centers have been planned. The Emergency and Diagnostics Block, the National Cardio-Vascular Institute were envisaged during his tenure. A state of the art Center for Integrative Medicine at AIIMS Convergence Block has been operationalized.
- Dr. Misra's relationship with several Parliamentary Committees was constructive and sustained. AIIMS presented its developments before the Parliamentary Standing Committee on Health and Family Welfare, the Standing Committee on SC/ST Welfare, the Committees on Subordinate Legislation of Lok Sabha and Rajya Sabha during his tenure. The AIIMS Governance Model was frequently examined by the Parliamentarians and was acknowledged to be in accordance with the trinity of objectives of the Institute.

THE DIGITAL AIIMS PROJECT

- The Digital AIIMS project was uniquely conceptualized and has emerged as one of the most innovative and visible health sector innovations of 2015 and 2016. Dr. Misra played a huge leadership role in bringing together a diverse group of individuals to ensure the project's success. The Digital AIIMS project enabled AIIMS to reach the milestone of India's First Fully Digital Public Hospital. It has helped lacs of people with Patient Friendly procedures for online registration, bill payments, electronic medical records, simplification of diet sheets while freeing clinician's time for research and teaching. The Ministry of Electronics and Information Technology felicitated Dr. Misra for his leadership role in the Digital AIIMS project as it had the highest footprint of Digital India projects.



THE DIAMOND JUBILEE CELEBRATIONS

- Dr. Misra conceptualized the AIIMS Diamond Jubilee Celebrations. Every Department was asked to conduct an event, and every Department participated in the Institute Day exhibition. A postage stamp commemorating the Diamond Jubilee Celebrations was released at the 2016 Convocation. The Exhibition inaugurated on Institute Day, presented a tribute to the Founders of AIIMS. Dr. G.K. Talwar, an MBBS student of the 1956 batch inaugurated the Institute Day exhibition. Dr. Misra brought in a deep sense of history and respect for the senior faculty of AIIMS reflected in the lifetime achievement awards conferred during his tenure.



THE KAYA KALP (CLEAN AIIMS CAMPAIGN)

- Dr. Misra championed the cause of the Clean AIIMS Campaign as part of the Kaya Kalp Scheme under the Swachh Bharat Mission. AIIMS adopted a Clean AIIMS Campaign logo, created institutional structures, issued a guidelines booklet and deployed senior faculty to monitor each of tasks assigned under the scheme. As a significant step forward, AIIMS introduced mechanized cleaning in its campuses in collaboration with HLL Life Care Ltd. The resource allocations to the Clean AIIMS campaign were increased as AIIMS Hospital Administration teams rededicated themselves to the task of maintaining the highest sanitation standards.



THE FIRST AMRIT PHARMACY OF INDIA

7. Dr. Misra led the collaboration with HLL Life Care to establish the First AMRIT Pharmacy in India in AIIMS campus in 2015 with the objective of providing low cost cancer and cardiac drugs to the needy patients. The costs of several drugs and implants were significantly lower than market prices. The collaboration was a significant milestone as it presented Government with the policy option of providing low cost drugs with zero subsidy outflows on a cost plus basis in a scheme implemented by a Public Sector Enterprise. Today, AMRIT Pharmacies are being replicated in over 200 public hospitals of India through the HLL Life Care Limited and contributing to reducing out of pocket expenditures.



A FIRM ADMINISTRATOR

8. Dr. Misra represented the essential qualities of a firm administrator. He worked closely with Chiefs of Centers, Heads of Departments and Medical Superintendents. He was willing to entrust responsibilities of Dean Academic and Dean Research to Chiefs of Centers involving them with the functioning of the Institute. The Medical Superintendents were given freedom to lay down Hospital protocols and were empowered with significant powers to enable the OPD Transformation process changes.
9. Dr. Misra's decisions in appointments of Heads of Departments, Disciplinary Matters of Assistant Professors, the handling of the Students Union were reflective of an experienced administrator willing to take firm decisions. His decisions withstood legal scrutiny every time. The seniority of officials was respected and disciplinary matters were taken to logical conclusions in specified time periods. The organization of PULSE festivities was streamlined to avoid influx of unaccounted moneys into the Students Union by supervisory oversight of Senior AIIMSONIANS. Prof Misra also showed tremendous resilience in handling of numerous Court Cases. The dignity and reputation of the Institute stood considerably enhanced during his tenure.
10. One of the big strengths of Dr. Misra was his capacity to develop international collaborations. AIIMS collaborations with a number of Medical Schools were vigorously pursued. The collaborations with American Medical Schools like the University of Michigan, the National Cancer Institute Bethesda, Maryland, the MD Anderson Cancer Center, collaborations with the Japanese Medical Schools, Australian Medical Schools, South African Medical Schools, Royal College of Surgeons flourished during his tenure.
11. The Green AIIMS project represents a significant collaboration between AIIMS and NEDO for improving the energy efficiency at AIIMS. The Institute created the AIIMS Endowment Fund benefiting a number of Researchers.
12. The improvements in AIIMS Fire Safety protocols were considerable. AIIMS adopted the latest technologies and equipment and also deployed fire prevention teams. AIIMS conducted the National Workshop on Fire and Life Safety in Health Care Facilities.
13. There were some initiatives that were attempted but could not materialize. The Institute sought an increase in retirement age of AIIMS Faculty from 65 to 67 years of age which did not materialize. A lot of work was done on the Amendments to AIIMS Rules and Regulations with the Venkitachalam Committee Report followed by the Dr. Balam Airon Committee Report.



CONCLUSION

14. We worked as a team to create a dynamic policy environment, with adequate resource availability where meritocracy could thrive and high achievers reach their promised potential. Today there is all round recognition that the AIIMS is on a high growth path fulfilling its trinity of missions as the apex Medical Sciences University of India, with the largest pool of medical talent capable of matching the best in the world. I am sure that Dr. Misra would look back with immense satisfaction at what he has individually and collectively achieved in his tenure as Director AIIMS. On the personal note, I wish him all success in life.

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