

**National research institute of tuberculosis and lung disease  
Masih Daneshvari Hospital  
Strategic plan**

Members of the strategy planning committee

Mr. Ali Ebrahimi: chief of administrative works

Mrs. Zohreh Etaati: head nurse

Mr. Habib Emami: Epidemiologist

Dr. Moslem Bahadori: member of the scientific council

Mr. Mohammad Tajbakhsh: secretary of the committee

Dr. Gholamreza Heydari: secretary of the TB, epidemiology and smoking research group

Mr. Reza Sabokpa: Finance agent

Dr. Azizollah Abbasi: Chief of the thoracic surgery department

Mr. Ali Ata Taheri: Hospital director

Mr. Hasan Farahani Pour: Accountant

Dr. Amir Masoud Farahbod: Chief of the tissue engineering unit

Mr. Mehdi Kazempour Dizaji: secretary of the committee

Dr. Shirin Karimi: Secretary of the paraclinical research group

Dr. Hassan Gorji: researcher of the occupational medicine and occupational diseases unit

Dr. Mohammad Reza Masjedi: deputy director of NRITLD

Dr. Seyed Mehdi MirSaiedi: Secretary of the clinical research group

Mrs. Shamsi Nasiri: Nurse

Dr. Mohammad Varahram: Director of the research office

Dr. AliAkbar Velayati: Hospital administrator

Consultants:

Mr. Hasan Emami: director of the information and statistics center of the university

Dr. Naser Mohammadi: Deputy of the medical education development center of the university

## **Introduction**

After the Islamic revolution there was an increasing need to obtain the contemporary science of the world. The leader of Islamic Republic of Iran has set a goal to reach the first row in terms of economics, science and technology till 2025; and education, research and health care play an important role in this regard.

NRITLD has 65 years history in treatment of TB patients. This center was affiliated to Shahid Beheshti University in 1986. In 1992, national research institute of tuberculosis and lung disease was established in this location. This center is almost unique in the country and has had 42 approved research projects, 8 projects in association with other medical science universities, 2 international projects in 2002 and 60 manuscripts published in Iranian and foreign journals.

International collaborations of this center with 7 universities and research centers in Russia, Cuba, UK, Brazil and France during the last year resulted in an agreement as well as continuous educational and scientific cooperation.

On the other hand, Selection of the NRITLD as the WHO educational collaboration center of East Mediterranean Region and the Middle East collaboration center of international union against tuberculosis and lung disease has resulted in increased international collaboration among research centers.

Developing the physical structure, purchasing new equipments and increasing the man power are the essentials of programming and management in universities and medical and research centers.

Therefore, strategy planning committee of NRITLD decided to compile a strategic plan for this center on how to reach its goals with the cooperation of all hospital wards and units. Obviously the budget set by the government in the 4<sup>th</sup> developmental program and precise implementation of rules and regulations regarding the use of man power and allocating the budget for equipments play an important role in reaching the strategic goals.

Dr. Ali Akbar Velayati  
Administrator of the NRITLD

**Vision:**

NRITLD (Masih Daneshvari Hospital) aims to be considered as a prosperous active center in offering medical services in terms of TB and lung diseases at the international level by expanding its educational and research activities.

**Mission Statement**

NRITLD is a governmental organization that has started its activity under the authority of Shahid Beheshti University since 1986. This center is the only center in Iran that collaborates with WHO in terms of TB. Also, this center has been selected as the Middle East office of IUATLD. Most of the research activities in this center mainly focus on lung diseases, smoking control, air pollution and specifically TB.

Decreasing the load of disease, increasing the quality of health care services, upgrading the medical science in university and medical communities and propagating the culture of health among the Iranian population are of the main goals of this center.

This center offers fast, precise and high quality services to the Iranians and citizens of the East Mediterranean region in three levels of prevention, treatment and rehabilitation in terms of lung diseases and follow up of TB cases.

The message of this center is to value advancements in science, training skilful technicians and specialists, honoring the clients, following Islamic rules and medical ethics, fair distribution of health care services and keeping human dignity and human rights.

**Beneficiaries:**

- The society (people, patients, etc.)
- Iranian and foreign universities and research centers
- Medical community (physicians, students, etc.)
- Internal organizations (governmental, non-governmental)
- WHO

- Other international organizations (IUATLD, etc.)
- Ministry of Health
- Hospital personnel
- Other countries

#### Needs

- Establishment of an active center for education, research and treatment
- Formation of a data bank regarding TB and lung diseases
- Offering health care services to TB and lung disease patients
- Educating medical personnel in regard to TB and lung disease
- Coordinator of the active centers in terms of TB and lung disease
- Training researchers in regard to TB and lung disease
- Upgrading medical science regarding TB and lung disease
- Compiling standards for diagnosis and treatment of TB and lung disease
- Compiling treatment protocols/ clinical solution
- Evaluation of the feasibility of the programs
- Need for general education of the society

#### Missions

- special focus on TB in researches
- main focus on lung diseases
- participation in scientific discussions in regard to the control of air pollution
- participation in scientific discussions in regard to smoking control

#### Goals

- decreasing the load of disease in regard to TB and lung disease
- increasing the quality of health care services in regard to TB and lung disease
- improving the clinical services
- producing and developing the medical science in universities and medical community
- propagating the health culture among the Iranian population

#### Values

- honoring the clients
- symbolizing the development of science
- Fair distribution of health care services (specially for TB patients)
- Training specialists
- Following the Islamic rules and guidelines and medical ethics
- Honoring the human right and keeping the dignity specially among the poor beneficiaries

#### Strengths

- S1: Appropriate use of professional man power
- S2: considering and following medical ethics in educational and research activities
- S3: valuing the man power
- S4: adequate recruitment of professionals and specialists
- S5: Acceptable status of research
- S6: centralizing TB related health services
- S7: Proper use of contemporary management methods
- S8: Presence of this center's specialists in governmental decision making centers
- S9: appropriate financial status of the hospital
- S10: Geographical location
- S11: independent budget row
- S12: documented scientific diagnostic procedures
- S13: High quality para clinical diagnosis
- S14: Appropriate education of students by faculty members
- S15: evidence-based medical services
- S16: affiliation to the university
- S17: appropriate position of basic science in this center
- S18: Consideration of the cost efficacy of research projects
- S19: Good reputation of this center in the field of TB and lung disease
- S20: Personnel's sufficient knowledge about their job description
- S21: Proper use of medical equipments
- S22: Appropriate use of antibiotics in the hospital
- S23: New contemporary medical equipments
- S24: Regular comprehensive evaluation of faculty members
- S25: Close efficient connection between this center and other centers
- S26: participation of specialists in scientific associations
- S27: Appropriate function of the back up team
- S28: Optimal institutional structure
- S29: contemporary diagnostic imaging systems
- S30: regular checking of the students' attendance
- S31: comprehensive hospital information system (HIS)
- S32: informing the patients properly
- S33: appropriate medical financing
- S34: standardizing clinical services
- S35: proper behavior of the faculty members with patients in presence of medical students
- S36: proper transportation of patients
- S37: full time attendance of instructors and university professors
- S38: optimal computer status (hardware-software)
- S39: giving the priority to the treatment, education and research in the schedule of faculty members
- S40: possession of group work spirit
- S41: appropriate intra-structural connections
- S42: drug prescriptions based on scientific principles
- S43: privatization of activities

S44: presence of attending physicians at the extra hours  
S45: regular attendance of faculty members and physicians  
S46: optimal educational facilities  
S47: harmony between the financial resources and the programs  
S48: efficient news transmission in the center

Weaknesses:

W1: decreased self motivation  
W2: inadequate medical services for emergency and severely ill patients  
W3: small number of epidemiologic studies  
W4: lack of professional personnel  
W5: insufficient access to data banks  
W6: insufficient attention to quality management  
W7: inappropriate evaluation of services  
W8: decreased institutional devotion  
W9: absence of an organized supervision and evaluation  
W10: decreased efficient attendance of specialists  
W11: inappropriate organization of man power  
W12: decreased profit  
W13: inefficient encouragement and punishment system  
W14: inappropriate status of the utilities  
W15: inappropriate use of research opportunities and educational grants  
W16: occupational risks  
W17: insufficient rehabilitation facilities for patients  
W18: disharmony between the costs and the incomes  
W19: not using computerized techniques in management  
W20: inappropriate physical structure of the buildings  
W21: not employing professional technicians in the field of medical equipments  
W22: unfair income levels of the personnel  
W23: decreased legitimacy  
W24: dishonoring the clients  
W25: inadequate training of the personnel  
W26: inappropriate and inefficient out patient treatment  
W27: unfair fee for service  
W28: decreased satisfaction rate among personnel  
W29: disregarding the welfare of the personnel  
W30: diversity of services  
W31: multiple duties of faculty members

Opportunities:

O1: paying attention to personal and social health in the Islamic culture  
O2: presence of efficient correlations with non governmental organizations, charities and generous people  
O3: positive attitude towards the position of this center in medicine

O4: the main center for medical researches  
O5: good relation with the media  
O6: collaboration with WHO  
O7: Appropriate educational rules and regulations  
O8: having the support of governmental organizations  
O9: to tap the expertise and skill of the talented Iranians out of the country  
O10: presence of professionals in the country's decision making centers  
O11: presence of poor beneficiaries  
O12: presence of expert personnel  
O13: good relation with the providers of materials and equipments  
O14: good relation with medical centers and other physicians

#### Threats

T1: presence of new and recurrent diseases  
T2: Air pollution  
T3: Immigration  
T4: emigration of researchers and specialists  
T5: presence of various cultures in the country  
T6: disharmony between the fees and the services  
T7: low percentage of health care budget in general national product (GNP)  
T8: disharmony between the budget and the hospital expenses  
T9: alterations in the economical status of the country  
T10: unstable legislation in the country  
T11: inappropriate ICT status in the north Tehran  
T12: weakness and passiveness in university connections  
T13: insufficient support by the government from smoking control programs  
T14: inappropriate position of our country in the world  
T15: multiplicity and controversy in the laws in our country  
T16: improper setting of the priorities in the field of health care  
T17: awkward executive rules and regulations  
T18: critical and stressful situation of the region  
T19: delay in paying off the debts by the insurance companies  
T20: multiplicity of insurance companies

#### Strategies:

- Promoting the role of this center in compiling the national policies and strategies in the field of TB and lung disease
- Promoting the role of this center as the referral center for TB and lung disease in the country
- Developing the management of man power
- Quantitative and qualitative development of researches and technology in the field of TB and lung disease
- Evidence-based clinical services
- Supporting the outstanding researchers

- advocacy of national and international charities and non governmental organizations
- Playing the main role in controlling pulmonary occupational diseases in the country and in the region
- Playing the main role in research, prevention and treatment of air pollution-related diseases in the country and in the region
- Playing the main role in tobacco control in the country and in the region
- Increasing the cooperation of people in controlling TB and lung diseases
- Developing the information and technology management system
- Establishing a rationing system based on the hospital priorities
- Expanding international connections and accreditation from international accredited organizations
- Guarantee the quality of health care services
- Development of structural resources of the center

### **Objectives and goals**

#### **Promoting the role of this center in compiling the national policies and strategies in the field of TB and lung disease**

- standardizing the clinical services offered to TB and lung disease patients (CPG) till the end of 2007-12-09
- increasing the efficient attendance of this center's representatives in legislation committees as high as 50% compared to the present status till the end of 2007
- increasing the knowledge and proficiency of our representatives in specialty committees in regard to national legislation till the end of 2007

#### **Reinforcing the role of this center as a referral center for TB and lung disease in the country**

- Improving the educational programs in the field of TB and lung diseases in the medical community till the end of 2006
- Improving the status of this center a referral center for TB and lung diseases in the country till the end of 2007
- Scheduling educational courses with certification in the field of TB and lung diseases in the country till the end of 2007
- Scheduling educational courses with certification in the field of TB and lung diseases in the region till the end of 2008
- Scheduling research opportunities in the field of TB and lung diseases till the end of 2007

#### **Developing the management of human resources**

- correcting the structure of human resources till October 2006
- Designing a function evaluation system for human resources in 2006
- Designing a system for the replacement and selection of personnel in 2006
- Designing a structure for the center's internal and external communications since 2007

### **Quantitative and qualitative development of researches and technology in the field of TB and lung disease**

- to increase the expertise of researchers up to 50% till 2007
- to set the priorities in the field of research till the end of 2006
- to increase the number of researches up to 70%
- to train and educate 10 researchers till 2008
- to train and educate this center's authorities in the field of research management till the end of 2006
- to improve the executive process of researches till June 2006

### **Evidence-based clinical services:**

- availability of evidence-based studies till May 2006
- improving the structure of researches and offering evidence-based clinical services till the end of 2007

### **Supporting outstanding researchers:**

- recognizing outstanding researchers till the end of 2006
- to design some supportive policies for outstanding researchers till the end of 2006
- supporting researchers in action from 2007

### **Advocacy of national and international charities and non governmental organizations**

- to increase the expertise the authorities regarding advocacy till July 2006
- to improve the organizational structure for advocacy till the end of 2006
- to increase the support of national and international charity organizations up to 100% of the present status till the end of 2006

### **Playing the main role in controlling pulmonary occupational diseases in the country and in the region**

- Detection of common pulmonary occupational diseases in the country till the end of 2006
- Efficient attendance in legislation committees of pulmonary occupational diseases from 2006
- To establish the unit of pulmonary occupational diseases till June 2006

### **Playing the main role in research, prevention and treatment of air pollution-related diseases in the country and in the region**

- to detect and introduce the effect of pollutants on the pulmonary health till the end of 2006

- to offer scientific solutions in decreasing the impact of pollutants on the pulmonary health in 2006
- efficient attendance in national and regional air-pollution control committees from 2006

### **Playing the main role in tobacco control in the country and in the region**

- to offer scientific solutions in decreasing the impact of smoking on pulmonary health in 2007
- efficient attendance in national and regional tobacco control committees from 2006
- to design and implement strategic projects in tobacco control from 2006

### **Increasing the cooperation of people in controlling TB and lung diseases**

- to detect the pilot location for increasing the participation of people in TB and lung disease control from 2006
- to design and execute a pattern for participation of people in TB and lung disease control from 2006
- to inform the public in regard to TB and lung disease with the help of people from 2006

### **Developing the information and technology management system**

- to design the information and technology system in this center from 2006 (Takaffa project)
- to design and execute HIS till October 2006
- to design comprehensive hospital information system till June 2006
- to design comprehensive research information system till the end of 2006
- to design and execute the center's website till the end of 2006
- to design an electronic data bank network in the country (Intranet) from 2006
- to design telemedicine from 2007
- to design automation system in the center from 2006
- to establish the center's internet network from 2006
- to design and establish educational data banks from 2007

### **Establishing a rationing system based on the hospital priorities**

- to design and execute a rationing system till the end of 2006

### **Expanding international connections and accreditation from international accredited organizations**

- to detect international accreditation centers in 2006

- to design a standardizing system for services offered in this center according to the international accreditation models till 2006
- execution of international standards and accreditation from international organizations from 2006

### **To guarantee the quality of health care services**

- to detect the standards of health care services from 2007
- to offer high quality services based on the strategy of the wards till August 2006
- to inform the personnel of critical positions regarding the aspects of quality till Feb 2007
- to execute a quality control program for all of the clinical wards and para clinical units from Feb 2007
- to achieve ISO 9000 in health care services till 2009

### **Development of structural resources of the center**

- to detect the physical resources of the center till June 2007
- offering a comprehensive development project for the center by the technical advisors till 2008
- to execute the comprehensive project based on the priorities from April 2008