



Dr. Ram Manohar Lohia Institute of Medical Sciences, Lucknow (India)



STRATEGIC PLAN DOCUMENT FOR NEXT TEN YEARS

(December, 2025 to December, 2035)



Dr. Ram Manohar Lohia Institute of Medical Sciences, Lucknow (India)

Strategic Planning Document for next 10 years for Dr. Ram Manohar Lohia Institute of Medical Sciences, Lucknow, India

Strategic Plan of Dr. RMLIMS is aligned with the overall Aim, Mission and Vision of the Institute. Achieving standards in patient care, best teaching & training practices as well as research & innovation always aims towards achieving overall development of the institute. The steps and required methodology of attaining developmental goals of the institute is mentioned vide infra:

- Aligning the stakeholders around our strategic priorities
- Alignment between Mission, Actions and Finances
- Plan to communicate our goals, strategies and programs with the stake holders and eco system
- Engage, motivate, and retain with clear objectives, the external and internal audiences (e.g., Government Functionaries, Faculties and Staff etc.)

We have resolved to do a continuous SWOT Analysis, as the dynamics in Clinical Developments, Research and Continued Medical Education Methodologies are evolving and changing at frequent intervals. Our Strategic Plan is two folds: One is structurally at the level of the Institute and the second is at the level of the departments. Various initiatives and parameters can be monitored and tracked with the departmental performance indicators.

Govt of UP in its cabinet meeting held under the chairmanship of **Shri Mulayam Singh Yadav**, the then Chief Minister of Uttar Pradesh took a groundbreaking decision on Sept.09, 2004 to strengthen and provide quantum upgradation to the medical facilities at **Dr. RML Hospital, Lucknow** with addition of specialized and super specialized medical departments which functioned in the heart of the city. The State cabinet meet of August 23, 2005 under the leadership of Shri Mulayam Singh Yadav ji resolved to establish Dr. RMLIMS as a super speciality medical institute having PG medical education, research and front line tertiary patient care as guiding force. It was conceptualized initially as a satellite center of SGPGI, Lucknow to make available the super specialty medical care within the precincts of the city. However, the State cabinet in its meeting on



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May 30, 2006 took a momentous decision to establish Dr RMLIMS as an independent Medical Institute of excellence and its bylaws were worked out which envisaged with a preamble that it will work on the analogous pattern of SGPGI, Lucknow in every respect. A memorandum of understanding was worked out to implement the decision of the cabinet and the Institute was registered under the Societies Registration Act 21,1860 bearing the Registration No.1982 ,2006-07 , dated 4th Nov 2006. Thus, Dr. Ram Manohar Lohia Institute of Medical Sciences, Lucknow came into being as an autonomous Medical Institute of U.P. Govt., established on the line of Sanjay Gandhi Post Graduate Institute of Medical Sciences, Lucknow. **On 3rd June, 2006, Govt declared the Institute to be an independent society.**

Over next 10 years, the institute plans to make progress in all the areas of Academics, Research, Patient Care and Holistic Environmental, Social and Economical enrichment of the society. This will include expansion and adaptation/addition of various mechanisms in the existing departments as well as creation of new departments/centers to help achieve and overall development. Although it has been divided into 4 time periods for the purpose of simplifying various steps mentioned in different time periods will be going on simultaneously so as to achieve the mission in next ten years and to start preparing for the vision for next decade.

The important foundations of Dr. RMLIMS are **teaching and training** to generate required manpower in various specialities at various levels, meaningful and cutting-edge **research and patient care**. The Institute has successfully achieved full NABH accreditation of Superspeciality & Oncology Building in 2023 and has also successfully completed surveillance round in 2025. The table below describes the vision in brief in various key areas over the next 10 years.



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Broad Vision for Academics, Clinical Care and Research

Area of Development	Vision for next decade		
	Till 2028	Till 2032	Till 2035
Academics	<p>1) To increase the courses and academic programs by at least 20% and to introduce at least 30% new programs in various disciplines and at various levels, viz Diploma courses for medical students (PDCC, PDF, PDAF); Degree courses for medical students (DM, MCH); PhD courses for medical and non-medical students.</p> <p>2) Diploma and degree courses for Nurses, especially in various niche areas of national importance</p> <p>3) Diploma and degree courses for technicians in various current as well as upcoming areas.</p>	To increase courses by 50%	To increase courses by 100%
Clinical Care	<p>1) To make all the 1570 (1370 existing +200 to be added) beds fully functional.</p> <p>2) To make 36 OTs (31 existing + 5 OTs to be added) fully functional</p> <p>Bone Marrow Transplant (BMT) Unit: The institute has established Bone Marrow Transplant Unit for which operation theatres particularly for patients with blood cancers</p>	<p>1) Increase in 1000 beds, out of which 500 beds to make fully functional at Shaheed Path Campus.</p> <p>2) 20 more OTs to be added, out of which 10 OTs to make fully functional at Shaheed Path Campus.</p> <p>To increase the number of allocated beds to cater the needs of patients for Bone Marrow Transplant.</p>	<p>1) All 1000 beds to make fully functional at Shaheed Path Campus.</p> <p>2) All 20 OTs to make fully functional at Shaheed Path Campus.</p> <p>To increase number of OT's for Bone Marrow Transplant Unit.</p>



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	<p>and other haematological disorders is nearly complete.</p> <p>Gamma Knife Treatment Facility: The institute has introduced Gamma Knife Treatment Facility thus eliminating the necessity for invasive surgical procedures.</p> <p>Advanced Neuroscience Centre: The institute has a dedicated Advanced Neuroscience Centre which provides advanced diagnostic and treatment facilities for various neurological disorders.</p>	<p>To increase number of beds to cater the needs of patients undergoing gamma knife treatment.</p> <p>To increase number of functional beds at the centre</p>	<p>To increase the number of beds as per need.</p> <p>To increase number of OT's to cater needs of patients as per the requirement.</p>
Research	To increase both intramural as well as extramural projects by at least 30% and to develop infrastructure for innovation, patenting and startups. We intend to attract more extramural grants by creating a research based eco-system which will not just promote holistic clinical research but shall also translate in extramural funding.	To increase research output, patents, innovations and start-ups by 60%	To increase it to double than what it is today
Establishment of Skills, Innovations & Simulations Centre.	As per National Medical Council (NMC) guidelines, the Institute is working towards strengthening the learner centered approach for which establishment of Skills, Innovations & simulation centre has been approved.	Integration of strength of traditional education with modern teaching knowledge and application in real world clinical setting and also involvement of learners from other institutes.	To introduce new modules in alignment with current practices.



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Plan for Vision Specific Activities with Specific Targets

Vision Activity	Plan till December, 2028	Plan till December, 2031	Plan till December, 2033	Plan till December, 2035
<u>Academic Activities</u> Increase in seats PDCC, PDAF, PDF, MD, MS, DNB, MSc and introduction of new courses	Various departments have already formulated plans to progressively increase the number of seats in all the courses, to double them at the end of this decade and also to introduce new courses in various areas. The institute plans to increase the MD/MS seats from existing 99 to 150 and the DM/MCH seats from 30 to 70. To enhance teaching facilities, the Institute plans to have interactive smart screen equipped classrooms.	Once the course syllabi and objectives etc. are formulated, we will take necessary regulatory approvals and put in place fee structure, entry and exit methodology etc	To audit the courses being run in the institute, their intake, placement of students and impact on the society so as to improve the course contents to the needs of the times and to formulate new courses.	To start working towards the next decade to increase and introduce new courses, modify old courses and to phaseout the courses with no intake or impact on the society.
<u>Research related activities</u> • Intramural Research Grants	All the departments and new centers have formulated plans to increase the research output both in	The intramural projects, with increase funding will become seeds for getting extramural funding for high end research	An audit of the output of research in terms of publications, patents and start-ups will be done	The vision for the next decade will be formulate by various departments and centers based on the then



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<ul style="list-style-type: none">• Extramural Research Grants• Drug & Device trials• Patents• Innovations	<p>terms of quantity as well as quality. We are working to conduct meaningful research in basic as well as applied medicine to help understand and fulfil the needs of the society. The Institute has a fully functional research cell under the Dean which facilitates and controls all research activities, trials, etc. Beside the Research Cell, the Institute also has the Patent Cell which aims to increase the patents to double from the existing numbers.</p>	<p>in various fields of medicine. The institute also will strive to participate more and more drug and device trials as we already have an established mechanism to conduct these in ethical and scientific manner to make their findings useful to the society. A department for facilitating patenting and start-ups is being developed and will help in innovations, patents and startups.</p>	<p>understand the problems and possible solutions.</p>	<p>needs and available technology including use of AI.</p>
<p><u>Patients care</u></p> <ul style="list-style-type: none">• Ward beds• ICU beds• Operation theatre• Investigative facilities• Radiology• Pathology• Biochemistry• Microbiology	<p>1) The institute has total of 1153 beds in wards and are fully functional. Out of which 525 ward beds are in superspeciality block.</p> <p>2) The institute has total 217 beds in ICU & HDU.</p> <p>3) Out of 36 OTs, 31 are fully functional.</p>	<p>1) Increase in 1000 inpatient beds at Shaheed Path Campus.</p> <p>2) Existing 525 beds at superspeciality block would be increased to 1000 in next 3-4 years.</p> <p>3) 20 more OT's to be added at Shaheed Path campus.</p>	<p>The institute will plan for development of new department, medical college for undergraduate and postgraduate education and general speciality patient care services along with teaching, training and research activities in these areas of medical</p>	<p>The institute will consolidate the work and infrastructure of the previous decade, conduct an audit and make plans for the next decade to fulfil the needs of the society at that point of time.</p>



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<ul style="list-style-type: none">Diagnostic and therapeutic activities in various clinical departmentsEmergency & Trauma ServicesAI enabled patient handling and diagnostic services based on simplified applications	<p>All the OTs will be activated in next 2-3 years. The manpower and equipment are already being arranged.</p> <p>4) Strengthening of Radiology, pathology, biochemistry, microbiology and other diagnostic and therapeutic activities as per the requirement for increased ward, ICU and OTS over next 2 years shall be done. They will have new equipment which will make many processes automatic and with the help of AI. Installation of CT Scan, MRI, PET-MR, Dual Head SPECT-CT has been approved.</p> <p>5) Trauma & Emergency services are already functional.</p>		education, general specialities and basic sciences. The plans will be made beforehand and this period will be used to execute these plans.	
<p>Economic development</p> <ul style="list-style-type: none">Helping develop cost effective treatments	Strategies are developed by the institute to provide latest care to the patients without imposing burden on the patients or the government. Various	The gains of the previous 2-3 years will be consolidated and future plans will be made to enhance the capacity in various areas as discussed.	The audit of previous 4-6 years will be done to do a SWOT analysis and to plan for future activities.	With the understanding of past achievements as well as problems faced, a plan for next decade will be formulated, keeping in mind the needs of that time and



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<ul style="list-style-type: none">• Reduce disease burden by promoting healthy life style practices and preventive strategies.• Developing a model for self sustaining, no profit-no loss model for patient care, without making the treatment expensive for the poor of this country.	<p>departments are committed towards preventive health care and research in prevention of both the infectious as well as life style diseases.</p> <p>The institute is empanelled under Ayushman Bharat thus providing economic benefits to all eligible beneficiaries under PM-JAY</p>			availability of various new technologies over next decade. We hope to develop into a world class institution over next decade which will not only provide best quality, high end patient care at an affordable cost, but also provide trained manpower for the need of the state, country as well as the world in various areas of need in medical science.
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Gender equality	Gender discrimination is unjust treatment based on gender. With modern thought process and understanding, this problem has been reduced but not entirely eliminated from our country. A continuous effort is taken to educate one and all working and visiting the institute for treatment/education etc. through lectures, seminars, workshops through smart TVs which would be placed in all the key areas of the institution to make them understand the need of gender equality and how to achieve it.
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Equality in work place and providing a non-discriminatory environment.	A feedback mechanism is in place to assess the services and working condition from patients and their families to understand if they face any kind of discrimination and to devise methods to eliminate them. QR Scan has been placed everywhere in the institute to record any concern by patients while availing treatment services.
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Safe work place	The Institute have a functional security grid based on CCTV, physical patrolling and round the clock surveillance. The institute already has security systems including CCTV cameras in place for security and safety of personnel and equipment etc. in the hospital as well as other areas including hostel & campus	Through funding from various sources, the plan will be executed to improve safety and security in and out of the institute premises.	Security services will continue to be strengthened based on requirement. A regular audit will be done to understand the problems and possible solutions in this area.	The vision for the next decade will be developed with the use of latest technology to improve safety and security in the institute. Use of AI to this end will also be explored.
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Green Campus	The buildings will need to be made more environment friendly with lots of sunshine and mechanisms to reduce the need of artificial lighting and air conditioning. As the technology develops in this area, we will adapt it to make our institute greener and environmentally friendly. We will also reduce the use of plastics to make it zero over next decade. Making the whole process of patient care, teaching, training, research as well as
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	administration, paperless, will also help us meet this goal. The institute has proposed an initiative for rational utilization of processed STP water at hospital premises for horticulture and cleaning purpose.
Cleanliness and Environmental enrichment	A continuous system to educate staff and other people visiting the institute will be implemented through smart TV network, seminars and other methods. The cleaning will be made automatic utilizing latest technology as well as AI. In addition, the use of environmentally hazardous materials will be minimized to enrich the clean environment.
Hospital Initiative (Green OPD Services)	The institute has initiated Green OPD services, the basic aim of which is to provide treatment of non-critical or infectious cases alongside the Emergency Department.

Use of non-fossil based energy	In view to reduce global warming, the use of fossil-fuel needs to be reduced for betterment of our present and future generations. We have already started working in this area and have established roof top solar panels in the institute at different premises including Superspeciality Block	We will explore ways of getting funding from various government and non governmental agencies to run these activities.	As the technology improves, we will also explore using the latest technology by reducing energy wastage and improving self-generation of energy.	We will formulate a plan to become not only users of energy but also generate the energy beyond our needs so as to help meet the energy needs of people outside our institution.
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	<p>(85KW) Oncology Bhawan (35 KW) Administrative Block (50KW). We will further study the methods to reduce our use of energy which comes from fossil fuels and will formulate plans to generate as much energy as possible from solar energy and other non fossil fuel sources.</p>			
Patient friendly hospital services.	<p>The institute is committed to develop soft skill technique in all healthcare workers directly interacting with the patients and visitors and to make a patient friendly hospital. The various processes that a patient needs to go through like registration, OPD appointment, investigations, admission, movement within the hospital for investigations or treatment, cross-consultation, payment services etc. will be made as smooth as possible so that the patients and their family members are at convenience. In addition, use of technology like social media, smart TV, AI, internet services etc. will also be explored to understand the needs and to fulfil them. Regular trainings are conducted to develop communication skill of healthcare workers of the institute.</p>			
Physical and mental well-being of staff	<p>It is well known fact that an institution can function properly and progressively only if staff working in the institute work in their best capacity. The institute has started working in this area and has formulated a plan to understand and improve physical and mental well-being of its staff. There are committees in the institute constituted to address the complaints and grievances of employees as well as of patients. Also, the institute celebrates</p>			



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	<p>Yoga Day every year on 21st June where students as well as all healthcare workers of the institute participates and experience the benefits of yoga practices.</p>	<p>all the staff members as well as students to reduce the effect of stress.</p>
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Upgradation and activation of all the operation theatres to make them smart OT	<p>The institute has already conducted a survey of the 31 major OTs of the institute and found out the deficiencies and formulated plans to upgrade all of them to properly functioning, modern modular OTs and to equip them with smart communication network for dissemination of knowledge through online modes. We are also trying to find out the methods for the funding of this process.</p>	<p>The institute will equip all the 31 major OTs with smart communication network and make them functional to increase the patient throughput, improve teaching and training of students and to conduct research to make high end surgical procedures cost effective and universally available to the people of our country.</p>	<p>The institute will be looking at increasing the number of operation theatres to 36 and also to add 20 OTs in the new upcoming center.</p>	<p>To audit the progress made in the previous decade and to formulate the vision for the next decade in terms with needs of the nation and then available technology.</p>
Installation and upgradation of Smart TVs with net connectivity for	<p>The institute has already started working on this project and a proposal to this effect has been</p>	<p>All the class rooms, seminar rooms, lecture theatres, operation theatres and auditoria will</p>	<p>The faculty and students will formulate presentations and mechanism for sharing of information, knowledge and</p>	<p>An audit of the progress will be conducted and published. In</p>



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information dissemination and sharing including Telesharing at various points in the institute, all the OTs, seminars/class rooms, lecture theatre complex and auditoria of the institute.	prepared. We are looking at various modes of funding to achieve this goal.	be equipped with smart TV and high bandwidth internet connectivity.	provide teleconsultation services to not only the people in this country but also in other countries with adequate health facilities.	addition, we will formulate a vision document for next decade, based on the technology available at that point of time, especially with respect of utilizing artificial intelligence for various academic and patient care related activities of the institute.
Advanced cadaveric lab	The institute has plans to successfully run the established Advanced Cadaveric Lab in Department of Anatomy in coming years.	To benefit other institutes in the state. This lab is used for both student education and conducting specialized hands-on cadaveric workshop for various surgical specialities.	The institute will look to equip the lab with modern tools and also more workshops to be conducted.	To benefit students & researchers nationwide.
To initiate processes for getting funds for development and progress of the institute from various domestic as well as foreign entities (individual as well as	An assessment summary to be formulated by faculty and other members of the institute for fund requirements to make the institute self-reliant to the extent possible through sources of funding, other than that from the State Government. This will be	Various agencies and sources will be explored for possible funding to the institute. A separate account to be created for the said purpose.	The institute will formulate mechanism to accept and utilize this fund from various agencies to develop and run the institution while reducing financial burden on the state government.	An analysis to be done for the funds received and spent with the objectives of development of the institute and progress made in areas of affordable patient care, world class education in various fields of



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organizations) and to put a formal process for the same in the institute.	done while keeping in mind requirements of the people of the state and the country in terms of patient care, educational activities and research.			medical science and cutting edge research relevant to and for the benefit of people of our nation. This will help us formulate vision for next decade.
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