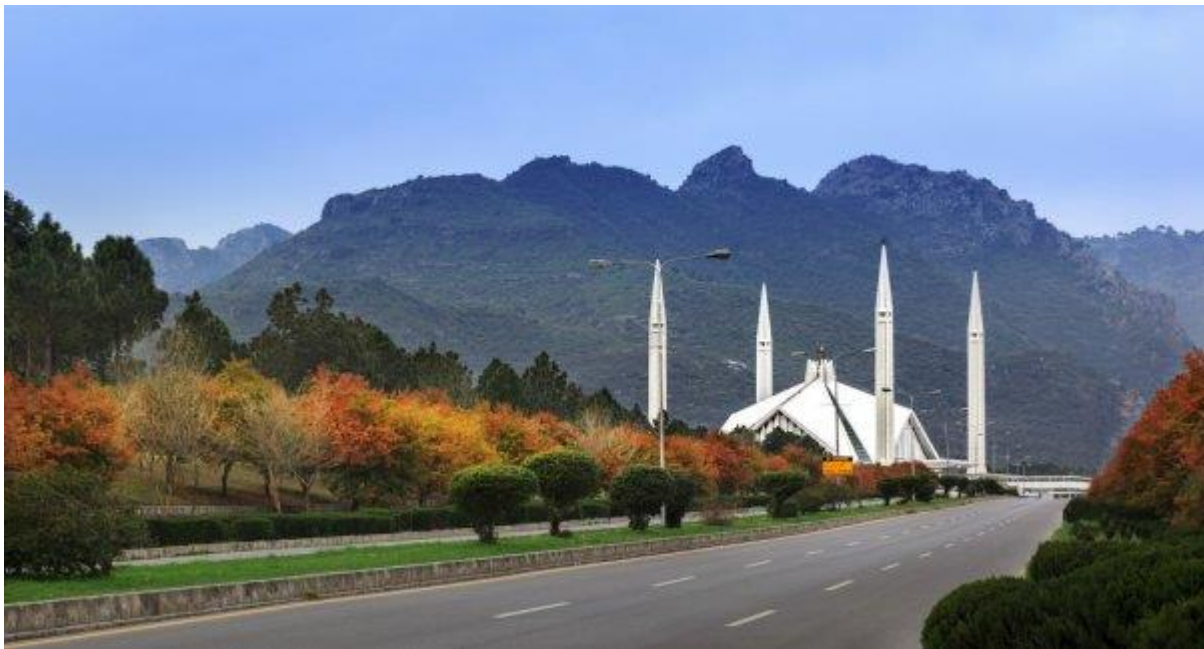




**GOVERNMENT OF PAKISTAN  
ISLAMABAD HEALTHCARE REGULATORY  
AUTHORITY (IHRA)**



**ANNUAL REPORT**  
**2020-21**



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## **INTRODUCTION**

The population of Islamabad is growing at a very rapid pace as compared to other Districts of Pakistan, mainly as a result of In-migration. With current population of approx. 2.3 million, about 1.2 million living in rural areas of Islamabad, where health facilities and quality of healthcare services have not been improved over the past few decades resulting in increased quackery, poor referral system and dissatisfaction among people regarding provision of poor quality of services. Moreover, with the current growth rate, the urban population of Islamabad is expected to exceed 2.2 million by 2030, which will escalate healthcare service demand and will further increase the burden of healthcare service on tertiary hospitals for providing healthcare services not only for the people of Islamabad but also for the people referred from Punjab, KPK, AJK, and Gilgit Baltistan etc. Keeping this in view, Islamabad Capital should have state of the art model healthcare system, which should provide healthcare services not only in peace time but also during emergencies.

As per data of the Ministry of National Health Services, Regulation & Coordination, there are 1488 health facilities (119 public and 1369 private) in rural and urban areas of Islamabad. There are 64 hospitals including three public sector tertiary care hospitals (Pakistan Institute of Medical Sciences (PIMS), Polyclinic Hospital and CDA Hospital), 48 dispensaries and 75 medical centres. Moreover, a number of maternal & child centers, family welfare centers, private clinics, maternity and nursing homes, homeopathic and hakeems are functional in rural and urban areas of Islamabad. In addition, a total of 302 Lady Health Workers at the community level with a population coverage ratio better than that of the national level.

Segregation of healthcare to different departments and lack of clear roles and responsibilities of district health office, CDA health services, and Chief Commissioner Office is a challenge, which led to poor regulations, lack of coordination, quackery, poor referral, inequality in provision of healthcare services, and dissatisfaction among people and healthcare providers. Although exact data related to quacks is not available but it is estimated that there is an increased number of private clinics, medical stores and laboratories run by un-qualified personals. Such unsafe practices have resulted into increased quackery. Moreover, lack of knowledge about preventive diseases such as malaria, tuberculosis, hepatitis, childhood infection, HIV/AIDS, and poor health and nutrition practices such as unsafe injections, increased use of low-quality medicines including antibiotics has resulted in high prevalence of communicable and non-communicable diseases in Islamabad. Lack of trained health human resource is another challenge which leads to poor health system delivery in Islamabad.

## ISLAMABAD HEALTHCARE REGULATORY AUTHORITY (IHRA)

In order to regulate healthcare establishments and to ensure effective coordination, Islamabad Healthcare Regulatory Authority (IHRA), an autonomous health regulatory body was enacted under the Islamabad Health Regulation Act, 2018. IHRA aims to improve the quality, efficiency and safety of healthcare services delivery by adopting evidence-based regulatory standards for registration and licensing of healthcare establishments, health professionals & equipment, and developing and enforcing minimum standards of safety for patients, healthcare professionals and other staff in healthcare establishments (both in public and private) in the Islamabad Capital Territory.

IHRA has undergone significant changes in recent times by expanding staff numbers and capacity of the organisation to develop policies, strategies, SOPs, and minimum service delivery standards (MSDSs). Healthcare establishments under IHR Act 2018 are required to get registered with IHRA and implement minimum services delivery standards to acquire license to render health services in the Islamabad Capital Territory.

**IHRA Vision –** *“Safe and High-Quality Healthcare Services for everyone in the Islamabad Capital Territory.”*

**IHRA Mission –** *“Regulate the provision of healthcare in ICT to ensure high efficiency, safety and effectiveness in delivering health services both in public & private sector.”*

**Strategic Goals –** IHRA vision and mission is achieved through the following four Strategic Goals:

1. **Regulated and Accountable Healthcare Sector:** By ensuring that all healthcare facilities, professionals, and equipment are registered in the ICT and meet the required minimum service delivery standards as well as licensing standards.
2. **Safe and Trusted Health Services:** Through continuous assessment of the quality of health services provided to ensure compliance with IHRA standards and ensure the safety of medicine and medical equipment used in the healthcare establishment and safety of clinical research conducted in the ICT.
3. **Protected Health Rights:** by Preserving patients’ rights and safety, IHRA will act to protect the rights and the safety of all people using the healthcare facilities.
4. **Improved Internal Capabilities:** By ensuring strong internal systems, resources and expertise to meet the challenges of the ever-changing regulatory environment.

## **FUNCTIONS OF IHRA**

As per the Islamabad Health Regulation Act, 2018, IHRA is responsible for maintaining a register of all healthcare establishments, setting standards for registration and licensing of healthcare establishments. In addition, its functions include but not limited to the following:

- Registration, licensing and regulation of healthcare establishments, healthcare professionals and equipment
- Enforce minimum standards of safety for patient, healthcare professional and other staff in a healthcare establishment
- Regulate healthcare establishments in accordance with standards and notified practices
- Development of code of conduct for professionals to meet quality assurance/minimum service delivery standards
- Issue standing orders to ensure provision of quality healthcare services by healthcare establishments
- Grant, renewal, suspension, cancellation or revocation of registrations of healthcare establishments, its healthcare professional and equipment
- Monitor and regulate healthcare services quality levels and standards
- Constitute committees i.e. inspection committee, complaints committee, review committee etc.
- Investigate complaints relating to healthcare establishments, healthcare professional, healthcare services and/or medical negligence
- Organize and arrange various educative programs, seminars, conferences and meetings
- Take steps for coordination with healthcare establishments, for implementation of various health improvement, disease prevention, curative, rehabilitative and palliative programs
- Collaborate with international and national institutions, organizations and companies to secure their assistance, cooperation and support for improvement of healthcare establishments for provision of quality healthcare services

## **STAFFING POSITION**

<b>Sr. No.</b>	<b>Name of the positions / Grade</b>	<b>Sanctioned Posts</b>	<b>Filled</b>	<b>Vacant</b>
1.	Chief Executive Officer	1	1	-
2.	Chief Executive Officer	1	-	1
3.	Director (Registration & Licensing)	1	-	1
4.	Director (ME&I)	1	-	1

<b>Sr. No.</b>	<b>Name of the positions / Grade</b>	<b>Sanctioned Posts</b>	<b>Filled</b>	<b>Vacant</b>
5.	Director Finance	1	-	1
6.	Director Clinical Governance	1	-	1
7.	Director Operations	1	-	1
8.	Director Legal & Complaints	1	-	1
9.	DD (HR & Admin)	1	1	-
10.	DD (Coord)	1	1	-
11.	DD (Licensing) & Registration	1	1	-
12.	DD (ME&I)	1	1	-
13.	DD (Inspection)	1	1	-
14.	DD (Legal)	1	-	1
15.	DD (Complaints)	1	-	1
16.	DD (Finance & Accounts)	1	1	-
17.	DD (Training)	1	-	1
18.	DD (CG)	1	-	1
19.	Internal Auditor	1	-	1
20.	IT Officer	1	-	1
21.	Communication/Media Officer	1	1	-
22.	PMSC Officer	1	-	1
23.	Registration & Licensing Officer	2	-	2
24.	ME&I Officer	2	-	2
25.	Inspection Officer	12	12	-
26.	Legal Officer/ Sp Magistrate	1	-	1
27.	Complaint Officer/ Sp Magistrate	1	-	1
28.	Personal Secretary to CEO	1	-	1
29.	Assistant Personal Secretary	2	2	-
30.	Web Developer	1	1	-
31.	Assistant	7	-	7
32.	Data Entry Operator	2	-	2
33.	Stenotypist	5	-	5
34.	Receptionist	1	-	1
35.	Telephone Operator	1	-	1
36.	Driver	7	-	7
37.	Peon	5	-	5
38.	Dispatch Rider	1	-	1
39.	Sanitary Worker	2	-	2
40.	Contingency			
<b>Total HR</b>		<b>75</b>	<b>23</b>	<b>52</b>

## KEY ACTIVITIES CARRIED OUT DURING 2020-21

Following are the department-wise activities carried out during the reporting period:

### 1. Registration & Licensing

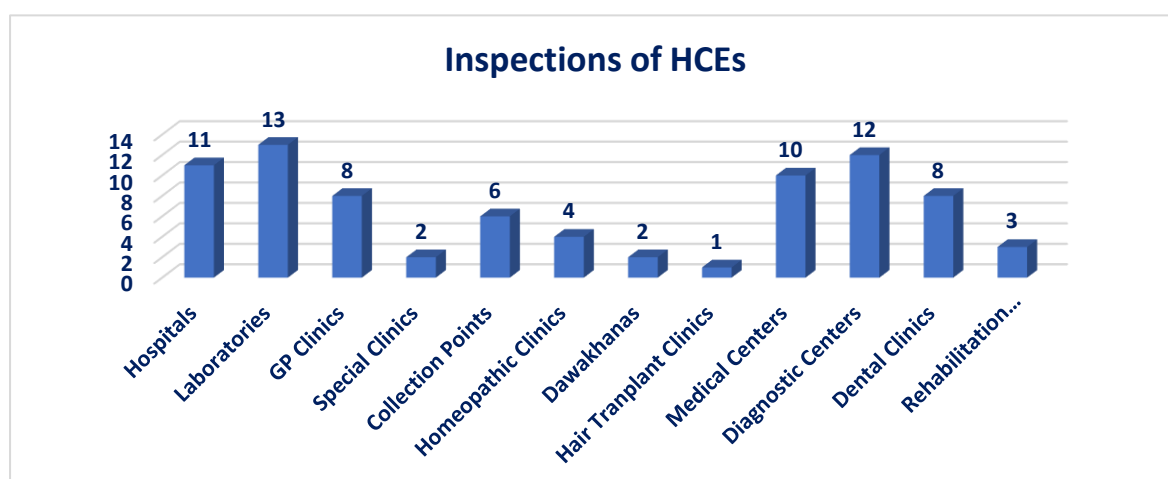
Under Section 21 & 22 of the Islamabad Healthcare Regulation Act 2018, it is mandatory for all healthcare service providers to apply for registration and licensing of their respective healthcare establishments. As per Section 14 (1) of Islamabad Healthcare Regulations Act, 2018.

*“No healthcare establishment shall render any healthcare service unless it is registered with the registration board under this act subject to the terms & conditions as a registration board may determine on case-to-case basis at the time of registration and no healthcare establishment shall render any healthcare services for which it is not licensed”.* Accordingly, Healthcare establishments are required to get registered with IHRA and implement quality healthcare service standards to acquire license to render health services in the Islamabad Capital Territory.

Public notice for registration and licensing of healthcare establishments of ICT was published in the leading national newspapers. Accordingly, a total of 580 applications were received, out of which, 100% were responded through official correspondence. Letters were sent to 240 HCEs for submission of missing documents required for issuance of provisional registration. Out of the total applications received, 340 HCEs were provisionally registered with IHRA. List of provisionally registered healthcare establishments is attached as **Annex-A**.

### 2. Inspection

The Inspection Department has made a significant contribution in improving the quality of healthcare services in Islamabad Capital Territory by carrying out pre-assessment of the healthcare establishments which were to be licensed, where IHRA inspection team assisted HCEs staff in identifying and eliminating gaps in the implementation of Quality Healthcare Service Standards (QHSS). A total of 133 visits were carried out to 110 HCEs including Adult Vaccination Centers for COVID-19.



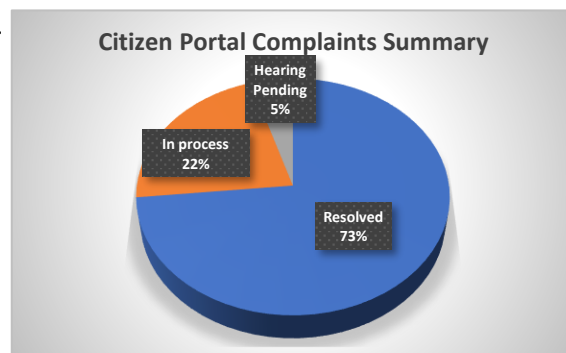


### 3. Complaint Management

The Authority is empowered under section 33 of Islamabad Healthcare Regulations Act, 2018 to investigate the complaints relating to healthcare establishment, healthcare professional, healthcare services and medical negligence. In this regard, a complete Complaint mechanism has been devised and complaint Regulations have been drafted, approved and implemented. The Authority is dealing with two (2) types of complaints i.e. Citizen Portal Complaints and Written Complaints supported by an affidavit. Details are as under:

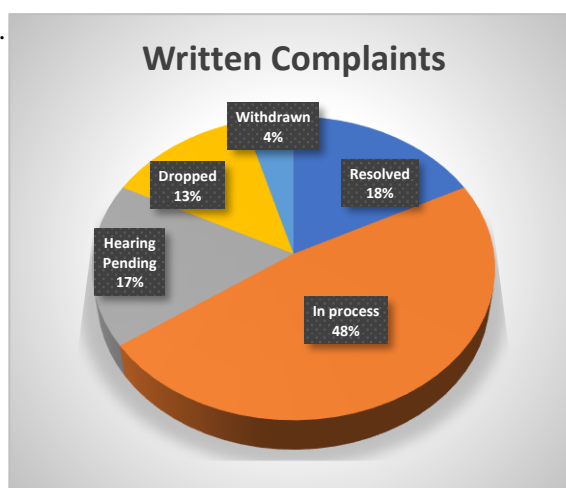
1 - Citizen Portal Complaints Summary		
Sr.	Complaint Type	Number
1	Resolved	370
2	Pending	110
3	Escalated	24
Total Citizen's Portal Complaints		504

1.



2 - Written Complaints Summary		
Sr.	Complaint Type	Number
1	Resolved	4
2	In process	11
3	Hearing Pending	4
4	Dropped	3
5	Withdrawn	1
Total Written Complaints		23

2.



### 4. Clinical Governance

The IHRA Directorate of Clinical Governance is responsible for developing Quality Healthcare Service Standards for all types of Healthcare Establishments (HCEs). This includes hospitals, teaching hospitals, surgical centers, maternity homes, nursing homes, clinics, dispensaries, dentistry, dental clinics, clinical laboratories, x-ray laboratories, diagnostic centers, ambulatories, cosmetic centers, psychiatric hospitals, burn units, psychiatric nursing home, community mental health center, hemodialysis center, dialysis centre, patient rehabilitation center, slimming clinic or centre, hair transplant clinic, domiciliary care, home based services and such other healthcare or health-related premises as the Federal Government may, by notification in the official Gazette, specify. The level of standards ranges from minimum to that of accreditation, keeping in view the local context and the ground realities.



The Directorate is also responsible for developing the related rules, regulations and reference materials covering guidelines to facilitate successful implementation of these standards by the HCEs. In addition, the guidance material and tools to facilitate the IHRA Inspection Teams for assessment of implementation level and to facilitate decision making at IHRA for issuance of license and/or provide advice to the HCEs to improve in case of non-compliance and low scoring.

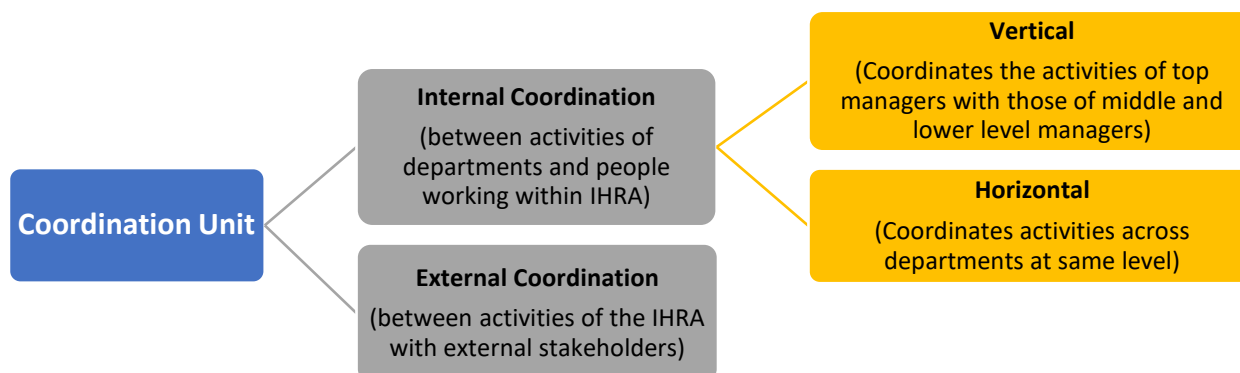
With the absence of designated Director, Deputy Director Inspection is looking after the Clinical Governance Directorate. To respond to the capacity needs of the stakeholders, the IHRA management has adopted a facilitative role, and is planning to conduct orientation and training for HCEs on IHRA quality healthcare service standards.

The Directorate has developed the following six (06) quality healthcare service standards (QHSS) to cover all aspects of healthcare service delivery including clinical and managerial areas.

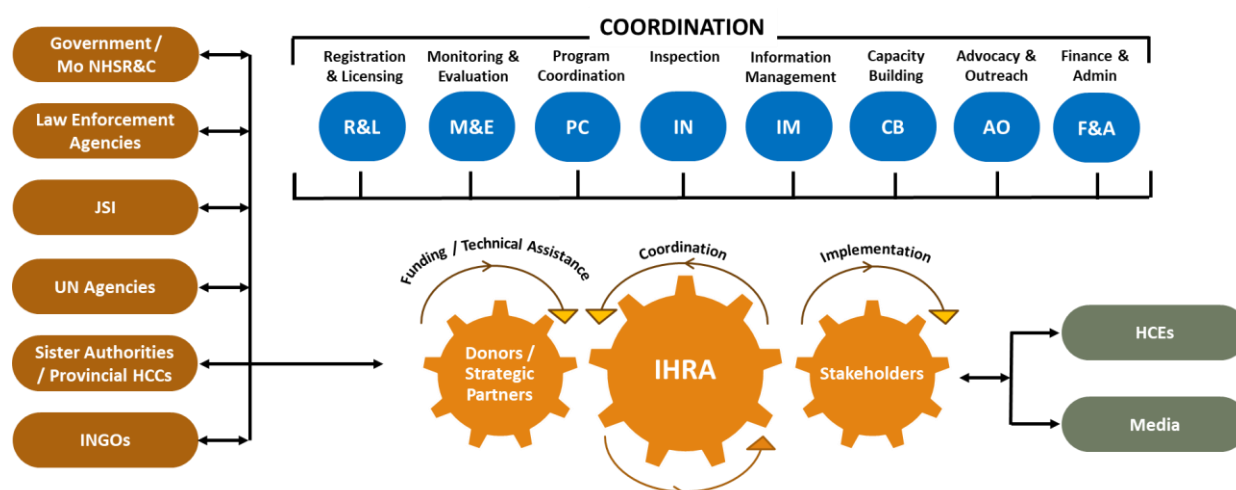
- i. Standards for Hospitals
- ii. Standards for Primary Healthcare Facilities
- iii. Standards for Dental Clinics
- iv. Standards for Clinical Labs
- v. Standards for Tib
- vi. Standards for Rehabilitation Centers

## **5. Coordination**

Islamabad Healthcare Regulatory Authority (IHRA) has a large number of employees, departments / sections performing different functions. All these functions are important to achieve the overall goal of improving the quality of healthcare services for the people of Islamabad Capital Territory. However, if employees, departments or sections work in isolation, then they might not be able to effectively achieve the common goal. Therefore, coordination is essential not only to integrate the efforts, skills, activities and functions of IHRA but also to eliminate duplication of work leading to cost-efficient operations. Coordination at IHRA involves a collaborative effort to implement IHR Act 2018, laws, protocols, quality healthcare service standards and communication and collaboration to achieve the overall goal of IHRA. Coordination Unit mainly deals with internal and external coordination based on the instructions of the Authority.



The Unit reinforces the capacity of IHRA team by providing an overall coordination work in close collaboration with IHRA team, Government Ministries and line departments, thematic groups and committees, technical advisors and experts, development partners, multi-lateral and bi-lateral donors and civil society.



## Major Achievements of Coordination Unit

- Active coordination and networking with M/o NHR&C, M/o Narcotics Control, NCOC, DHO, Chief Commissioner's Office, Healthcare Commissions, PMC, WHO, UNODC, UNICEF, etc.
- Developed IHRA Strategy 2021-24
- Coordinated and organized meeting with UNODC for technical support and prepared Minutes of the Meeting.
- Managed Facebook & Twitter pages, and WhatsApp group of IHRA for sharing of information internally within IHRA team and externally to the public.
- Prepared content for IHRA Website.
- Developed briefing material (brief / talking points) for CEO IHRA, letters, notifications, and regular correspondence with the M/o NHR&C.

- Provided technical inputs and comments on the Draft bill to provide framework and mechanism in relation to drug prevention, treatment and rehabilitation.
- Coordinated with Provincial Healthcare Commissions (Punjab, Sindh and KPK) for nominations of staff to participate in trainings on DDR regulatory framework - Quality Assurance (QA).
- Developed SOPs for File Management & Tracking.
- Represented IHRA in four Technical Committee Meetings on Quality Assurance (QA) of Drug Regulatory Framework for Treatment & Rehabilitation of Drug Dependents.
- Prepared and updated IHRA progress for 3<sup>rd</sup> and 4<sup>th</sup> quarter on Prime Minister's Performance Agreement Portal
- Represented IHRA in Technical Committee Meetings on Corona for ICT.
- Coordinated with Punjab Healthcare Commission for technical support regarding MSDSs, capacity building training, and knowledge sharing/exposure visit of IHRA staff to PHC.

## 6. Monitoring & Evaluation

On very initial stage of planning, targets setting and annual work planning of IHRA, M&E team adopted collaborative approach to monitor the implementation process of activities. M&E team opted monitoring techniques of result-based monitoring and process monitoring by regularly liaising with all departments to acquire updated plan(s) and adjusted the frequency of monitoring activities accordingly. For result-based monitoring monthly, annually and organizational targets were assessed against performance and in process monitoring SOPs defined in IHRA ACT 2018 along with regulations were monitored to assess the implementation of set standards. For each department separate set of monitoring tools were prepared and approval was sought from the CEO. Each monitoring and evaluation tool was pilot tested before initiation of monitoring activities. The idea to use mobile application for monitoring team was also envisioned in future plans of IHRA.

M&E team segregated the internal and external components for monitoring purposes. Internally, standard operating procedures were followed to assess the performance against indicators. External component includes onsite visits to the HCEs and quacks, during these visits predefined and approved tools were used to assess the quality of inspection/assessment conducted by IHRA staff as well as the level of quality standards followed by HCEs in compliance of MSDS.

As priority areas, registration, licensing, assessments and inspection activities were monitored by using systematic approach so that all inspection officers get equal chance to be monitored during field activities.

Registration process, monitored to assess the timeliness of process i.e. the duration mentioned in the act for provisional and confirmed licenses are followed by the registration staff. Secondly, timely submission of cases to registration committee and occurrence of committee as per meeting calendar were monitored and detailed report was submitted to Director Registration and Licensing for informed decision making. Initial assessments and regular inspection visits monitored by visiting the HCEs during the assessment/inspection process and verification process was carried out after completion of assessment/inspection process. This process monitored and verified the timeliness, accuracy of data collection, compliance of approved checklist and overall transparency of assessment/inspection process.

Complaint response mechanisms both at IHRA and HCEs were monitored to ensure that complaints are properly registered along with defined solution process and all documentary proofs are available and kept properly. Monitoring of qualified HCEs for compliance of MSDS was carried out on regular basis, number and frequency of monitoring visits were adjusted as number of registered HCEs increased.

Quacks who have been identified are listed at IHRA and recommended process initiated against them and tracking of progress was in placed and surprise visits conducted to ensure that they are not operational again or they have taken corrective measures recommended by the IHRA. Hearings of IHRA tribunals were monitored to ensure that approved checklist is used during the hearing process and timeliness followed as per Act. Capacity building trainings of staff along with training of HCEs professionals on MSDS 100% monitored.

## RESULTS ACHIEVED AGAINST OUTPUT TARGETS SET FOR THE YEAR 2020-21

Sr.	Initiative Category	Initiative Title	Target Assigned for Q1	Status for Q1	Target Assigned for Q2	Status for Q2	Target Assigned for Q3	Status for Q3	Target Assigned for Q4	Status / Reply for Q4
01.	Key Policy Reform Initiative	Ensuring improved patient care in public hospitals	Draft Minimum Service Delivery Standards (MSDs) drafted	100%	MSDs circulated amongst the Board for review	100%	MSDs to be approved by the Federal Government	75% - 99%	To be implemented in the field	75% - 99%
								<i>Draft sent to the M/o NHR&amp;C for review and approval</i>		Implementation has been started
02.	Key Policy Reform Initiative	IHRA Complaint Management System	Complaint Management System Guidelines of PHC adopted as interim measure	100%	Complaints have been taken by the Complaints Management Committee and orders against the culprits have been issued	100%	IHRA Complaint Regulations to be drafted and will be sent to Board for review	100%	IHRA Complaint Regulations to be sent to the Federal Government for approval for further implementation	75% - 99%
										IHRA Complaint Regulations has been developed

<b>03.</b>	Key Policy Reform Initiative	Review of public & private sector medical facilities in ICT reviewed and compliance report submitted for observing protocol of registration	Registration & licensing regime including (standards, fee schedules etc) drafted	<b>100%</b>	Registration & licensing regime approved and registration process of Healthcare Establishments started	<b>100%</b>	Request for Registration board sent to Ministry of NHR&C for notification	<b>100%</b>	Licensing process of HCEs to be initiated	100%
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## BUDGET UTILIZATION FOR THE YEAR 2020-21

Budget Head	Amount Release	Description	Budget Allocation 2020-21	Actual Utilization	Difference/ Surplus	Surrender Amount	Balance		Remarks
Salary and Allowances	48,200,000	Salaries	48,200,000	33,182,685	15,017,315	14,914,834	102,481		99% Utilization
Operating Expenses	21,800,000	Operating Expenses	21,800,000	21,665,570	134,430		134,430		
<b>Total</b>	<b>70,000,000</b>		<b>70,000,000</b>	<b>54,848,255</b>	<b>15,151,745</b>	<b>14,914,834</b>	<b>236,911</b>	<b>0</b>	



# **DEPARTMENT-WISE PLANS**

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate: MONITORING & EVALUATION**

Activity	Sub-Activity	Lead / Support	Output / Milestone
<b>Task – 1: Induction/orientation of IHRA staff</b>  Induction and orientation sessions for newly joined staff is essential and mandatory requirement, these sessions will enable the staff to understand the mandate of IHRA, its objectives, rules of business, the Act 2018 and generic cultural norms to build conducive environment.			
1.0. Orientation of staff	a. Collaborate for development of standard presentation of all departments of IHRA b. Induction/orientation plan development c. Induction/orientation sessions with staff d. Detailed report of sessions	Lead: Shoaib, DD, M&E  Support: Dr. Khurram, Ms. Sana, Mr. Dawar, Mr. Awais Gulshan and Mr. Abu Bakar	<ul style="list-style-type: none"> <li>All staff member will have uniform information about IHRA, standards operating procedures, policies, rule, regulation, IHRA act 2018</li> </ul>
Time Line			•
1. a.	18 <sup>th</sup> May 2021	20 <sup>th</sup> May 2021	
1. b.	21 <sup>st</sup> May 2021	21 <sup>st</sup> May 2021	
1. c.	24 <sup>th</sup> May 2021	28 <sup>th</sup> May 2021	
1.d.	1 <sup>st</sup> June 2021	10 <sup>th</sup> June 2021	
<b>Task – 2: Develop a Strategic Plan for IHRA</b>  The purpose of this task is to arrive at a pattern of decisions that reveals IHRA’s objectives, or goals and produces the principal policies and plans for achieving those goals, and the kind of organization it intends to be to serve all its stakeholders.			
2.0. Strategic Plan for IHRA	a. Develop Strategic Goals and Objectives b. Preparations of Action plans	Lead: Shoaib, DD, M&E	<ul style="list-style-type: none"> <li>Strategy document for informed decision making for management of IHRA</li> </ul>

	c. Prepare Draft Business Plan	Support: Dr. Nadeem, JSI, Dr. Khurram, Ms. Sana, Mr. Dawar, Mr. Awais Gulshan and Mr. Abu Bakar for information	<ul style="list-style-type: none"> <li>Action plan finalized for focused approach for implantation of interventions</li> </ul>
Time Line			<ul style="list-style-type: none"> <li></li> </ul>
2.a.	18 <sup>th</sup> May 2021	31 <sup>st</sup> May 2021	
2.b.	1 <sup>st</sup> June 2021	15 <sup>th</sup> June 2021	
2.c.	1 <sup>st</sup> July 2021	30 <sup>th</sup> August 2021	
<b>Task – 3:</b> Development and pilot testing of monitoring tools number 5 to 10  Monitoring tools listed from 1 to 10 will assist the overall monitoring process to gauge the performance of registration and inspection which are linked with overall performance indicators of Authority.			
1.0. Monitoring tools development	a. Develop draft monitoring tool 5 to 10 b. Pilot testing of developed tools 1 to 10 c. Finalization and approval of monitoring tools 1- 10 d. Capacity building training of staff on developed tools	Lead: Shoaib, DD, M&E  Support: Dr. Khurram / Ms. Sana	<ul style="list-style-type: none"> <li>All required monitoring tools will be developed for monitoring of HCE's inspection, registration and licensing process</li> <li>All inspection and monitoring officers will be enabled and trained to carry out monitoring process.</li> </ul>
Time Line			<ul style="list-style-type: none"> <li>Approved tools</li> <li>Training reports with pre and post test results analysis</li> </ul>
3. a.	1 <sup>st</sup> June 2021	30 <sup>th</sup> August 2021	
3. b.	1 <sup>st</sup> September 2021	30 <sup>th</sup> October 2021	
3. c.	1 <sup>st</sup> November 2021	30 <sup>th</sup> November 2021	
3.d.	1 <sup>st</sup> December 2021	30 <sup>th</sup> December 2021	

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**INFORMATION TECHNOLOGY SECTION**

Activity	Sub-Activity	Lead / Support	Output / Milestone
<b>Task – 1:</b> re-vamping and Deployment of IHRA official website on COMSAT Web hosting servers along with creation of IHRA employees email accounts with domain named @ihra.gov.pk			
1.0. re-vamping and Deployment of IHRA Website	e. Acquiring of web hosting from ComSATS f. Written Request for handing over IHRA's domain to IHRA from NITB g. Re-vamping of IHRA official website h. Deployment of IHRA official website on ComSATs web hosting servers i. creation of official emails for employees	Lead: M. Abubakar Hayat  Support: Mr. Ali Shoaib, Ms. Sana, Mr. Khalid	
Time Line			•
1. a.	16 April, 2021	26 April, 2021	
1. b.	29 April, 2021	20 <sup>th</sup> May 2021	
1. c.	26 April, 2021		
1. d.	Subject to comp of 1.a.	3 <sup>rd</sup> May 2021	
1. e.	Subject to comp of 1.a.		
<b>Task – 2:</b> Functionalization of CC TV Cameras			
2.0. Repairing of CC TV Cameras	d. To manage the security by recording video activities of IHRA within the building	Lead: M. Abubakar Hayat  Support: Mr. Ali shoaib	•
Time Line			•
2.a.	26 April, 2021	27 April, 2021	
<b>Task – 3:</b> Development of HRM System for IHRA			

3.0. HRM Development for manage IHRA	e. Manage employees, Attendance, Leave and Payroll	Lead: M. Abubakar Hayat Support: Mr. Ali shoaib, external resources, equipment	<ul style="list-style-type: none"> <li>• Development of HRM System</li> <li>• Purchasing of biometric attendance system</li> <li>• Configuration of biometric machine with HRM System</li> <li>• Deployment of Servers, switches, firewall</li> <li>• Deployment of HRM System</li> </ul>
Time Line 3. a.	5 May 2021	30 <sup>th</sup> June 2021	•
<b>Task – 4:</b> Installation of Telephone Exchange with PRI			
4.0 Exchange with PRI	a. Installation of Telephone exchange	Lead: M. Abubakar Hayat Support: Mr. Ali shoaib,, Mr. Khalid, external resources, equipment	<ul style="list-style-type: none"> <li>• Initiation of file process for approval</li> <li>• Calling quotations</li> <li>• Making Comparative statement</li> <li>• Taking financial approval</li> <li>• Issuance of work order</li> <li>• Installation of Exchange and configuration with DND Number</li> </ul>
Time Line 4. a.	16 April 2021	---	•
<b>Task: 5--Design the complete system for registration of all Islamabad HealthCare's and systematic inspection.</b>			
4.0 Design the Registration system for healthcare	b. Design the Registration system for IHRA to Register the healthcare	Lead: M. Abubakar Hayat Support: Mr. Ali Shoaib, DD Registration, DD HR, DD Complains, DD Inspection , Mr. Khalid, external resources, equipment	<ul style="list-style-type: none"> <li>• Fusibility study</li> <li>• Arrange the meetings with stake holders</li> <li>• Design SRS Document</li> <li>• Choose right technology</li> <li>• Develop the system</li> <li>• White box testing the system</li> <li>• Deployment of the system</li> <li>• Provide the training to concerned stake holders</li> </ul>
Time Line	4 July 2021		•

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate: COORDINATION & COMMUNICATION**

Activity	Sub-Activity	Lead / Support	Output / Milestone
<b>Task - 1: Ensure effective coordination with stakeholders</b>  The purpose of this task is to ensure sustained coordination across sectors on health-related priorities, through strategic networking, and established relationships with key stakeholders			
1.0. Coordination with multi stakeholders	a. Facilitate information sharing / correspondence across various Ministries, government agencies, development partners and other stakeholders  b. Develop linkages and partnerships with stakeholders including partnership agreements with development partners  c. Develop and maintain regular liaison with the provincial / national authorities & commissions to inform about program activities and seek guidance as per IHRA deliverables  d. Coordinate the establishment of technical committees / advisory body to IHRA for review and implementation of MSDSs/regulations  e. Identify specific coordination responsibilities of individual agencies including opportunities for securing financial resources	Lead: Dawar Adnan Shams, DD Coordination  Support: Ms. Maryam Zia, Communication & Media Officer	<ul style="list-style-type: none"> <li>• MOUs / Partnership agreements with stakeholders</li> <li>• Technical/advisory committees established and its regular meetings</li> <li>• Resource Mobilization</li> <li>• Regular correspondence</li> <li>• Training/awareness of HCE staff</li> <li>• Database of HCEs, development partners and other stakeholders</li> <li>• Regular progress updates</li> </ul>

	f. Coordinate with law enforcement agencies for ensuring compliance of IHR Act 2018 g. Coordinate capacity building/training of HCEs staff on MSDSs h. Represent IHRA in various health technical coordination committees / meetings i. Prepare and maintain contact information / details of HCEs, development partners and other stakeholders (focal points) j. Regularly update progress of IHRA on Prime Minister Performance Agreement Portal / M/o NHR&C		
Time Line			
1.a – f, h & j	3 May 2021	31 Dec 2021	
1.g.	18 May 2021	30 Sept 2021	
1.i.	3 May 2021	15 Jun 2021	
<b>Task – 2: Ensure effective internal Coordination within IHRA</b>  The purpose of this task is to develop mechanism and framework for coordination, which create an enabling environment for sharing information, resources, practice-based knowledge, avoid duplication and ensure achievement of common goals.			
2.0. Internal Coordination	a. Develop coordination framework and mechanism	Lead: Dawar Adnan Shams, DD Coordination	<ul style="list-style-type: none"> <li>• Coordination Framework and mechanism</li> <li>• Training of IHRA staff</li> </ul>



	<ul style="list-style-type: none"> <li>b. Maintain record of technical committees of IHRA</li> <li>c. Coordinate meetings of technical committees</li> <li>d. Organize internal coordination meetings on regular basis</li> <li>e. Manage IHRA WhatsApp groups for sharing of information</li> <li>f. Coordinate joint planning and preparation of Action Plans of IHRA</li> <li>g. Record minutes of the meetings</li> <li>h. Coordinate and facilitate the CEOs schedule (prepare policy briefs, talking points, and presentations etc.)</li> <li>i. Coordinate capacity building/training of IHRA staff on MSDSs</li> </ul>	Support: DDs (M&E, Inspection, R&L) and Communication & Media Officer	<ul style="list-style-type: none"> <li>• Meetings of technical committees</li> <li>• Regular internal coordination meetings</li> </ul>
Time Line			•
2.a.	18 May 2021	15 June 2021	
2.b, c, d, e, g, h	3 May 2021	31 Dec 2021	
2.f	20 May 2021	15 Jun 2021	
<b>Task – 3: Advocacy and Sensitization Events</b>			
The purpose of this task is to persuade and motivate policy makers and opinion leaders to support IHRA goals and objectives and to take potential action including supportive legislation, enforcement and financial sustainability.			
3.0. Advocacy and sensitization events	j. Organize advocacy seminar on IHRA regulatory framework	Lead: Dawar Adnan Shams, DD Coordination	<ul style="list-style-type: none"> <li>• Workshop / Seminars</li> <li>• Policy &amp; Consultative session</li> </ul>

	k. Organize dissemination seminars on MSDSs l. Organize policy and consultative session on healthcare improvement in public and private hospitals m. Organize International Days n. Submission of event reports to IHRA management	Support: DDs (M&E, Inspection, R&L) and Communication & Media Officer	<ul style="list-style-type: none"> <li>Celebrations / Commemoration of International Days</li> </ul>
Time Line			
3.a.	26 July 2021	30 July 2021	
3.b.	1 June 2021	20 July 2021	
3.c.	20 Sept 2021	5 Oct 2021	
3.d & e	1 June 2021	31 Dec 2021	
<b>Task – 4: Coordinate the development of IHRA Strategic and operational Plan</b>  The purpose of this task is to arrive at a pattern of decisions that reveals IHRA’s objectives, or goals and produces the principal policies, plans and budgets for achieving those goals, and the kind of organization it intends to be to serve all its stakeholders.			
4.0.Strategic Plan for IHRA	a. Organize consultative workshops b. Coordinate the development of Strategic Goals and Objectives c. Compilation of sector-wise Action plans d. Prepare Draft Business Plan e. Follow up and review of the strategic plan and operational targets	Lead: Dawar Adnan Shams, DD Coordination  Support: DDs (M&E, Inspection, R&L) and Consultant	<ul style="list-style-type: none"> <li>Workshop to develop strategic objectives and goals</li> <li>Sector-wise operational plans</li> <li>Training / awareness of other staff</li> </ul>
Time Line			
4.a.	3 May2021	25 May 2021	
4.b.	1 June 2021	15 June 2021	

4.c & d 4.e.	1 June 2021 20 June 2021	15 June 2021 31 Dec 2021	
<b>Task - 5: Public awareness of IHRA's objectives and purposes</b>			
The purpose of this task is two folds, firstly image building of IHRA and secondly to ensure that all Health Establishments and other stakeholders are fully aware of their respective responsibilities with regard to standards, care, and healthcare services quality levels.			
5.0. Communications & Outreach	a. Develop communication strategy and evidence-based action plan  b. Design and implement campaign – external and internal communications <ul style="list-style-type: none"> <li>i. Social Media campaign (content development, key communication messages, infographics, blogs, short videos, documentaries)</li> <li>ii. Maintain and regularly update IHRA social media pages (Facebook, Twitter, Instagram, YouTube etc.)</li> <li>iii. Print &amp; Electronic Media (content writing, TV shows, posters, ads, TVCs etc., short videos, documentaries etc.)</li> <li>iv. Create YouTube Channel</li> </ul> c. Produce awareness material (brochures, posters, briefs, billboards, banners, infographics, videos etc.)  d. Publications (newsletters, quarterly and annual reports of IHRA)  e. IHRA Website up gradation	Lead: Ms. Maryam Zia, Communication & Media Officer  Support: Creative & Graphic Designer, Consultant/Firm	<ul style="list-style-type: none"> <li>• Mass media campaign</li> <li>• Outreach initiatives</li> <li>• Corporate communication</li> <li>• Revamp website</li> <li>• Social Media (Facebook, Twitter, Instagram and YouTube)</li> <li>• Media / TV shows</li> <li>• YouTube Channel</li> </ul>

	f. Coordination with Media (Print & Electronic), including media coverage g. Media monitoring (print, electronic & social media)		
Time Line			
5.a.	3 May 2021	30 June 2021	
5.b.	3 May 2021	31 July 2021	
5.c.	3 May 2021	31 July 2021	
5.d.	3 May 2021	31 Dec 2021 (Quarterly & Annual)	
5.e.	3 May 2021	15 June 2021	
5.f & g.	3 May 2021	31 Dec 2021	
<b>Task – 6: Evidence generation, Information &amp; Knowledge Management</b>  The purpose of this task is to share perspectives, ideas, best national and international practices, experience and information, related to healthcare, with IHRA staff and relevant stakeholders to enable informed decisions and to improve efficiency of IHRA.			
6.0. Evidence generation, Information & Knowledge Management	a. Secondary analysis of health data / surveys (i.e. PDHS, health information management system) b. Preparation of Policy / Advocacy briefs c. Documenting and sharing of case studies, success stories, best practices and sharing	Lead: Dawar Adnan Shams, DD Coordination  Support: DDs (M&E, Inspection, R&L) and Communication & Media Officer	<ul style="list-style-type: none"> <li>• ICT level Health data available for informed decision making</li> <li>• Policy / Advocacy briefs</li> <li>• Knowledge base at IHRA</li> </ul>
Time Line			
1.a.	3 May 2021	25 May 2021	
1.b & c	3 May 2021	31 Dec 2021	

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate: INSPECTION DEPARTMENT**

Activity	Sub-Activity		Lead/Support	Output/Milestone
<b>Task 1:</b> Develop the mechanism / SOPs for registration of the Health Care Establishment				
The purpose to develop this document is to facilitate the systematic and organized functioning of the Directorate of Registration and Licensing with regards to registration and improve the regulatory function of IHRA				
<b>1.0</b> Development of SOP for Registration	a) Define the scope of SOP and roles & responsibilities for registration of HCEs. b) Define the procedure of registration process. c) Development of various tools required for registration e.g. Registration Form, Challan Form, Facility wise registration fee, Acknowledgment receipts, Registration Certificates.		<b>a.</b> Registration Department.	Improvement in the function of the Directorate of Registration & Licensing by making the processes involved more systematic and organized.  2. This document will help out the process to be uniform, standardize and transparent.
Time Line	From	To	Lead:	
1.a.	Jun 14, 2021	Jun 18, 2021	Dr. Khurram Raza Engr. H Tariq Engr. Hassan ul Iftikhar	
1.b.	Jun 21, 2021	Jun 25, 2021	Ms. Wajeeha Murtaza Ms. Nazish Haider	
1.c.	Jun 28, 2021	Jul 2, 2021	Ms. Zakia	

Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 2:</b> Develop the mechanism / SOPs for Licensing of the Health Care Establishment  The purpose of the SOP is to facilitate the systematic and organized functioning of the Directorate of Registration and Licensing with regards to Licensing and improve the regulatory function of IHRA.			
<b>2.0</b>  Development of SOP for Licensing	a) Define the scope of SOP and roles & responsibilities for Licensing of HCEs. b) Define the procedure of licensing process. c) Development of various tools required for Licensing e.g. Licensing Form, MSDS ,Scoring Matrix, Reference Manuals, Licensing Certificates	Department of Registration & Licensing	Improvement in the function of the Directorate of Registration & Licensing by making the processes involved more systematic and organized.  This document will help out the process to be uniform, standardize and transparent.
<b>Time Line</b>  2.a.  2.b.  2.c.	<b>From</b>  Jul 5, 2021  Jul 26, 2021  Aug 9, 2021	<b>To</b>  Jul 16, 2021  Aug 6, 2021  Aug 13, 2021	<b>Lead:</b>  Dr. Khurram Raza Dr. Anil Gill Ms. Faria Mr. Arshad Khattak Mr. Sheryar Engr. H Tariq

Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 3:</b> Development of Complaint Management System of the IHRA			

The purpose of the Complaint Management System is to facilitate the systematic and organized functioning of the Directorate of complaints management and patients' rights with regards to handling and processing of the complaints.				
<b>3.0</b> Development of Complaint Management System (SOP)	a) Design and develop Complaint Management System (Registration, Severity, Penalty and Handling of Complaint) to efficiently and effectively address malpractices, medical negligence and maladministration by healthcare providers and establishments b) Prepare and communicate charter of roles, responsibilities and rights of patients and healthcare providers/establishments c) Development of Patient Complaint Form, Complaint Acknowledgment Letter ,Initial Notice to Complainant, Final Notice to Complainant, Affidavit for Complainant, Initial Notice to Respondent, Final Notice to Respondent, Affidavit for Respondent, Summon to Complainant, Summon to Respondent, Expert Opinion Form.		<b>Complaints Department</b>  <b>Panel of medical and legal experts.</b>	Improvement in the function of the Directorate of Registration & Licensing by making the processes involved more systematic and organized.  To bring clarity to the processes that are involved in the Complaints Management and Patients' Rights directorate  To provide process indicators for each SOP to enable the Management in monitoring the performance with regards to relevant function.
Time Line	From	To	Lead:	
3.a.	Aug 23, 2021	Sep 3, 2021	Complaints Deptt Dr. Khurram Raza Mr. Hamza	
3.b.	Sep 6, 2021	Sep 17, 2021	Mr. Arshad Khattak Engr. H. Tariq	
3.c.	Sep 20, 2021	Oct 1, 2021	Engr. Ali Murtaza	



			Ms. Wajeeha Murtaza. Engr. Hassan Ul Iftikhar	
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Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 3:</b> Develop mechanism / SOPs for Sealing/De-sealing of the Health Care Establishment  The purpose of the SOP is to facilitate systematic and organized functioning of the Directorate of Inspection with regards to sealing/de-sealing of the healthcare establishments. This SOP covers the process for sealing/de-sealing of Healthcare Establishments identified as non-compliant during specialized assessments through team of IOs and also part of the anti-quackery drive which involve a more gross assessment of the HCEs for compliance with the rules/regulations.			
<b>3.0</b>  Development of SOP for Sealing/De-Sealing of HCE	a) Define the scope of SOP and roles & responsibilities for sealing of HCEs. b) Define the procedure of sealing/ de-sealing process. c) Establishment of Hearing Committee. d) Development of various tools required for Sealing Order, List of Offence & penalties along with codes, de-sealing order/decision of hearing committee.	<b>Competent Authority</b>	Implementation of Rules/Regulation developed under IHRA Act 2018 and to ensure the provision of safe and quality health care services.
Time Line	From	To	Lead:
3.a.	Oct 4, 2021	Oct 15, 2021	Dr. Khurram Raza
3.b.	Oct 18, 2021		Mr. Sabir Hussain
3.c.	Nov 1, 2021	Oct 29, 2021	Engr. H Tariq
3.d.	Nov 15, 2021		Ms. Nazish Haider
			Dr. Anil Gill

		Nov 12, 2021	Engr. Sheryar	
		Dec 17, 2021		

Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 4:</b> Skill Development / Capacity Building of Inspection Officers on Minimum Service Delivery Standards.			
The purpose of this task is to train the Inspection officers on Minimum Service Delivery Standards.			
<b>4.0</b> Training of Inspection Officers on MSDS	a) Development of Training Modules, Making of training calendar ( dates and timings) and arrangement of the training venue b) Training on MSDS of Hospitals (Operational Definition, Checklist, Scoring Matrix) c) Training on MSDS of Primary Healthcare (Operational Definition, Checklist, Scoring Matrix) d) Training on MSDS of Laboratory (Operational Definition, Checklist, Scoring Matrix) e) Training on MSDS of Homeopathic Clinics (Operational Definition, Checklist, Scoring Matrix)	<b>JSI,</b>  <b>HR/Admin Department</b>  <b>Coordination Department</b>  <b>Clinical Governance Department.</b>	On completion of the task the inspection officers will be educated about the MSDS.  The IOs will be declared as Master trainers on the MSDS and will train / educate the Health Care Service Providers on the same to ensure the provision of quality health care services to the public of Islamabad.

	f) Training on MSDS of Tibb Clinics (Operational Definition, Checklist, Scoring Matrix) g) Training on MSDS of Dental Clinics (Operational Definition, Checklist, Scoring Matrix) h) Training on MSDS of Hair Transplant (Operational Definition, Checklist, Scoring Matrix)			
Time Line	From	To	Lead: Dr. Khurram Raza	
4.a.	Dec 20, 2021	Mar 18, 2022	All Inspection Officers	
4.b.	Mar 21, 2022	Apr 5, 2022*		
4.c.	May 9, 2022	Jun 10, 2022		
4.d.	Jun 13, 2022	Jul 1, 2022		
4.e.	Jul 4, 2022	Jul 15, 2022		
4.f.	Jul 18, 2022	Jul 29, 2022		
4.g.	Aug 1, 2022	Aug 26, 2022		
4.h.	Aug 29, 2022	Sep 16, 2022		

Activity	Sub-Activity	Lead/Support	Output/Milestone
<b>Task 5:</b> Skill Development/Capacity Building of Inspection Officers on Health Care Quality & Hospital Management and other related professional courses  The purpose of this task is to enhance the capacity of the Inspection officers.			
<b>5.0</b>  Skill Development and Capacity Building of Inspection Officer	a) Identify the organizations offering Health Care Quality & Hospital Management programs.	National / International Organizations offering relevant trainings/ seminars /workshops.	The capacity of the IOs will be enhanced and they will perform their duties efficiently and professionally.

	b) Batch wise enrollment of IOs in the program. c) Completion of training along with certification. d) Participation of IOs in relevant seminars /workshops etc.	Accounts / Finance Department for budgeting and financing  HR/Admin Department  Coordination Department	
Time Line  5.a to 5.d	Ongoing process	Lead: Dr. Khurram Raza All IOs	

Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 6:</b> Advocacy and awareness campaign for Health Care Establishment regarding MSDS. The purpose of this task is to educate/advocate the Health Care Service provider on Minimum Service Delivery Standards.			
<b>6.0</b>  Advocacy and awareness campaign for HCEs regarding MSDS	a) Categorization and Prioritization of the Health Care Establishments regarding the awareness campaign on MSDS. b) Communication /Coordination with the HCEs. c) Arrange and conduct workshops / seminars on MSDS.	a) Media and Coordination department b) Finance and Accounts Department c) HR/Admin Department	The Health care service providers will be able to get educated regarding the MSDS.
Time Line  6.a to 6.c	Jan 2022 to Dec 2023	Lead Dr. Khurram Raza All IOs	

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Activity	Sub-Activity	Lead/Support	Output/Milestone
<b>Task 7: Training of Health Care Service Providers on MSDS.</b> The purpose of this task is to educate/advocate the Health Care Service provider on Minimum Service Delivery Standards.			
<b>7.0</b> Training of Health Care Service Providers on MSDS.	a) Categorization and Prioritization of the Health Care Establishments regarding the awareness campaign on MSDS. b) Communication /Coordination with the HCEs. c) Arrange and conduct workshops / seminars on MSDS.	a) Media and Coordination department b) Finance and Accounts Department c) HR/Admin Department	The Health care service providers will be able to get educated regarding the MSDS.
Time Line 7.a to 7.c	Jan 2022 to Dec 2023	Lead: Dr. Khurram Raza All IOs	

Activity	Sub-Activity	Lead/Support	Output/Milestone
<b>Task 8: Implementation of MSDS</b> The purpose of this task is to make sure the implementation of MSDS by visiting the HCEs claiming to have fulfilled the requirements of Licensing.			
<b>8.0</b>			Licensing process of IHRA will get started and HECs will get

Implementation of MSDS	a) Disseminate relevant checklist of MSDS among the HCEs. b) Visit and inspect the compliance of MSDS checklist upon the request of Health Care Service Providers.	a) Registration & Licensing Department b) Administration Department	licensed after successful implementation of MSDS.
Time Line  8.a and 8.b	Will start from Dec 2023 and will be ongoing activity.	Lead: Dr. Khurram Raza All IOs	

Activity	Sub-Activity	Lead/Support	Output/MileStone
<b>Task 9: Inspections of Health care Establishments (HCEs)</b> The purpose of this task is to regulate health care establishments and to ensure implementation of IHR Act 2018.			
<b>9.0</b> Inspections	a) Inspections of Hospitals. b) Inspections of Laboratories, Collection points and diagnostic centers. c) Inspections of Dental Clinics. d) Inspection of GP Clinics, Hakims, homeopaths.	a) Registration & Licensing Department b) Administration Department c) Legal Department d) Complaints Department	Licensing process of IHRA will get started and HECs will get licensed after successful implementation of MSDS.

	e) Inspection of Maternity Homes. f) Inspection of BHUs, RHCs. g) Inspections of Hair Transplants. h) Inspection of Vaccination Centers. i) Resolving PMDU and General Complaints		
Time Line  9.a and 9.b	Ongoing process along with the above mentioned tasks.	Lead: Dr. Khurram Raza All IOs	



**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate of Registration & Licensing**

Activity	Sub-Activity	Lead / Support	Output
<b>Task - 1:</b> Processing of all the applications for Registration received so far .(before & after 23 <sup>rd</sup> Feb 2021)			
Enlistment of all the HCEs applied so far	a. Entry of all the application in data base. b. Numbering of all the applications received so far c. Filing of all the applications received so far d. Scrutiny of all the applications received so far e. Respond to all the applications received so far	Lead: Awais Gulshan Support: Hasnain	<ul style="list-style-type: none"> <li>Data base maintained.</li> <li>Specific number to each HCE allocated.</li> <li>File of each HCE maintained.</li> <li>Scrutiny of each HCE's application done.</li> <li>Letter / Acknowledgement sent to each HCE in response to their application.</li> </ul>
Time Line			
1.a.	1 <sup>st</sup> May 2021	10 <sup>th</sup> May 2021	
1.b.	11 <sup>th</sup> May 2021	15 <sup>th</sup> May 2021	
1.c.	11 <sup>th</sup> May 2021	30 <sup>th</sup> May 2021	
1.d.	11 <sup>th</sup> May 2021	30 <sup>th</sup> May 2021	
1.e.	17 <sup>th</sup> May 2021	30 <sup>th</sup> May 2021	
<b>Task – 2:</b> Development of new registration & licensing forms for indoor & no indoor categories			
Development of Registration &	a. Develop Registration & licensing forms for each category i.e. indoor and no indoor.	Lead: Awais Gulshan	<ul style="list-style-type: none"> <li>Forms developed.</li> </ul>

licensing forms & proposed fee structure	b. Develop proposed fee structure for each category.		<ul style="list-style-type: none"><li>• Fee structure submitted to board for approval.</li><li>• Start of submission of applications for license.</li></ul>	
Time Line			<ul style="list-style-type: none"><li>•</li></ul>	
2.a.	1 <sup>st</sup> June 2021	30 <sup>th</sup> June 2021		
2.b.	1 <sup>st</sup> July 2021	30 <sup>th</sup> July 2021		
Activity	Sub-Activity	Lead / Support	Output	Time line
Task – 3: Development of TORs for registration of different categories of HCEs and Service providers				
Development of TORs for different categories of HCEs and service providers	a. Consultation with IHRA team and other stake holders regarding setting of standards , establishing TORs for HCEs and service providers	Lead: Awais Gulshan	<ul style="list-style-type: none"><li>• TORs made .</li><li>• Submitted to CEO &amp; CG for approval and further action.</li></ul>	31 July 21
Time Line				
3.a.	1 <sup>st</sup> August 2021	30 <sup>th</sup> August 2021		
Task – 4: Development of Licensing Regulations				

Development of Licensing Regulations	a. Consultation with IHRA team and other stake holders regarding licensing regulations. b. Comparison of regulations of different entities established in provinces. c. Experience sharing visits to Healthcare Commissions in Sindh , KPK & Punjab	Lead: Awais Gulshan	<ul style="list-style-type: none"> <li>Regulations developed Submitted to Board for approval and further action</li> </ul>	31 July 21
Time Line				
4.a.	1 <sup>st</sup> September 2021	30 <sup>th</sup> September 2021		
4.b.	1 <sup>st</sup> October 2021	30 <sup>th</sup> October 2021		
4.c.	15 <sup>th</sup> October 2021	30 <sup>th</sup> October 2021		
<b>Activity</b>	<b>Sub-Activity</b>	<b>Lead / Support</b>	<b>Output</b>	<b>Time line</b>
<b>Task - 5:</b> Create system for registration and licensing of medical laboratories				
Development of TORs for registration & licensing of medical laboratories	a. Consultation with the stake holders regarding establishing / setting standards for pathologist / radiologist and HCEs for proper functioning. b. Comparison with other provinces.	Lead: Awais Gulshan	<ul style="list-style-type: none"> <li>TORs made.</li> <li>Submitted to CEO &amp; CG for approval and further action.</li> </ul>	31 August 21
Time Line				
5.a.	1 <sup>st</sup> November 2021	15 <sup>th</sup> November 2021	<ul style="list-style-type: none"> <li></li> </ul>	

5.b.	16 <sup>th</sup> November 2021	30 <sup>th</sup> November 2021		
<b>Task – 6:</b> Trained Human resource for Registration & licensing Directorate				
Training of newly hired officers of registration & licensing directorate	a. Orientation of newly hired officers on each step involved in registration & licensing. b. Training on each step e.g numbering, filing, noting. c. Training on scrutiny and responding through letters. d. Training on MS excel for mail merge and writing hundreds of letters in minimum time.	Lead: Awais Gulshan	<ul style="list-style-type: none"> <li>• Officer trained.</li> <li>• Started working independently.</li> <li>• Trained on mail merge.</li> </ul>	July- Sep 21
Time Line				
6.a.	1 <sup>st</sup> June 2021	30 <sup>th</sup> June 2021		
6.b.	1 <sup>st</sup> June 2021	1 <sup>st</sup> June 2021		
6.c.	1 <sup>st</sup> September 2021	30 <sup>th</sup> November 2021		
6.d.	1 <sup>st</sup> December 2021	30 <sup>th</sup> December 2021		

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate: Administration**

Activity	Sub-Activity	Lead / Support	Output / Milestone
<b>Task – 1: Procurement and Maintenance</b> To provide administrative support in the areas of procurement and maintenance in order to provide a comfortable working environment to the employees of IHRA.			
1.0. Procurement of Supplies and Office Maintenance	c. Assessing procurement needs and preparing plans for procurement of equipment and office supplies while enforcing company's procurement policies and procedures. d. Managing inventory and maintaining good supplier relations. e. Conducting routine inspections of premises and equipment. f. Performing preventive maintenance of real estate and equipment while handling basic repairs. g. Preparing budgets and maintaining purchasing records.	Lead: DD HR & Admin Support: DD Finance, DD Inspection, DD Coordination, DD M&E, MIS Manager, HR Officer	<ul style="list-style-type: none"> <li>To provide a healthy and comfortable working environment to the employees for smooth running of the organization.</li> </ul>
Time Line 1. a. 1. b. 1. c. 1.d. 1.e.	1. a. July 1, 2021 1. b. Jan 1, 2022 1. c. March 1, 2022 1. d. Jan 1, 2022 1. e. April 1, 2022	1. a. Dec 30, 2021 1. b. Feb 30, 2022 1. c. April 30, 2022 1. d. June 30, 2022 1. e. June 20, 2022	<ul style="list-style-type: none"> <li>To efficiently fulfill the administrative needs of the organization.</li> </ul>
<b>Task – 2: Record Keeping (Earned Hours) and Security Management</b> To record the no. of hours earned by the employees for accurate and fair processing of payrolls and to provide safe and secure working environment to the workforce of IHRA.			

2.0 Record Keeping (Earned Hours) and Security Management	e. Maintaining entry and exit timings of each employee. f. Calculating and keeping record of no. of hours worked each day/week for processing of payroll. g. Ensuring safety and security of the property, employees and visitors. h. Responding to emergencies. i. Monitoring alarms and surveillance systems	Lead: DD HR & Admin Support: DD Finance, DD Coordination, DD Inspection, DD Licensing, DD M&E, MIS Manager, Purchase Officer, Store In-charge, Admin Assistant	<ul style="list-style-type: none"> <li>To keep accurate record of earned hours of the employees and to provide safe working environment at IHRA.</li> </ul>
Time Line			<ul style="list-style-type: none"> <li>To efficiently handle safety and security measures of the organization.</li> </ul>
2.a.	2. a. Feb 1, 2021	2. a. June 30, 2022	
2.b.	2. b. Feb 1, 2021	2. b. June 30, 2022	
2.c.	2. c. July 1, 2021	2. c. June 30, 2022	
2.d.	2. d. July 1, 2022	2. d. June 30, 2022	
2.e	2. e. July 1, 2022	2. e. June 30, 2022	

**Islamabad Healthcare Regulatory Authority**  
**Plan 2021-22 - Tasks Summary Matrix**  
**Directorate: Human Resource**

Activity	Sub-Activity	Lead / Support	Output / Milestone
<b>Task – 1: Human Resource Planning; Recruitment &amp; Selection</b> Evaluation of the future needs of the organization and shaping the recruitment/ selection processes for successful functioning of IHRA.			
1.0. Recruitment & Selection	h. Need Assessment and Development of Job Description i. Recruitment Planning & Advertisement j. Short Listing and Interviewing k. Selection and Offer of Employment l. Onboarding	Lead: DD HR Support: DD Coordination, DD Inspection, DD Finance, DD Licensing, DD M&E, MIS Manager, HR Officer	<ul style="list-style-type: none"> <li>To pick the best qualified and highest potential candidates for the successful running of IHRA.</li> </ul>
Time Line			<ul style="list-style-type: none"> <li>To efficiently fulfill the HR needs of the organization.</li> </ul>
1. a.	1. a. July 1, 2021	1. a. Sep 30, 2021	

1. b. 1. c. 1.d. 1.e.	1. b. Oct 1, 2021 1. c. Nov 1, 2021 1. d. Dec 30, 2021 1. e. Jan 10, 2022	1. b. Oct 30, 2021 1. c. Dec 15, 2021 1. d. Jan 10, 2022 1. e. Feb 15, 2022	
<b>Task – 2: Performance Management</b> Performance reviews to ensure productivity of the employees and to access the development areas for designing of training sessions.			
2.0 Performance Appraisal	j. Establish & Communicate Performance Standards k. Measure and Compare Performance to Standards l. Discuss appraisal with employees for personnel action implementation.	Lead: DD HR Support: DD Coordination, DD Finance, MIS Manager, HR Officer	<ul style="list-style-type: none"> <li>To fill the gap between the current workforce and the workforce IHRA aims to build and retain.</li> </ul>
Time Line 2.a. 2.b. 2.c.	2. a. Jan 1, 2022 2. b. Feb 1, 2022 2. c. April 1, 2022	2. a. Feb 1, 2022 2. b. March 30, 2022 2. c. June 30, 2022	<ul style="list-style-type: none"> <li>To efficiently fill the gaps in the performance standards.</li> </ul>
<b>Task – 3: Training and Development</b> To enable the employees to develop required skills for efficient and successful running of IHRA.			
3.0 Training & Development	a. Assess training needs and set organizational training objectives. b. Design and implement training program. c. Evaluate effectiveness of training and revise.	Lead: DD HR Support: DD Coordination, DD Finance, MIS Manager, HR Officer	<ul style="list-style-type: none"> <li>To productively invest in the skill development of employees in the best interest of IHRA.</li> </ul>
Time Line 3.a. 3.b. 3.c.	3. a. July 1, 2021 3. b. Jan 1, 2022 3. c. April 1, 2022	3. a. Dec 30, 2021 3. b. March 30, 2022 3. c. June 30, 2022	<ul style="list-style-type: none"> <li>To efficiently develop the skills of the employees of IHRA.</li> </ul>

## ANNEX - A

List of Provisionally Registered HCEs					
Sr #	Registration Number	Name of Owner/Incharge	HCE Name	HCE Address	Phone No
1	IHRA-00042	FMC near Attok oil pump, Golra Darbar,,	Sidra Homoeopathic Clinic	Islamabad	03335263824
2	IHRA-00044	Islamabad	Islamic Herbal Dawakhana	Multan sweet market , fateh jand road ,tarnol chowk , Islamabad	03125055224
3	IHRA-00045	0300-9527527	Jadeed Dehli Dawakhana	Near Masjid touheed & sunnat , Tarnol Bazar , Islamabad	03025796822
4	IHRA-00047	Dr Irum Zaheer	Maleeha Maternity Home	House # 36 , St # 1, Ghauri town phase-2 , Khanna east , Islamabad	03335577996
5	IHRA-00049	Junaid Ur Rehman	Tahzeeb Homoeopathic healthcare center	Rehman town , Line # 5 , Jhangi Syedan , Islamabad	03410004421
6	IHRA-00048	Shaukat Raza	Wasif Dawakhana	Shaheen plaza , I-10 Markaz , Islamabad	03348706392
7	IHRA-00050	Parvez Akhtar Waqar	Rehman homoeopathic Clinic	Mohallah Choudriyan , Bhara Kahu , Islamabad	03145289360
8	IHRA-00059	Agha Muhammad Shahid	Shahid homoeopathic Clinic	Moon Plaza Java road , Rawat , Islamabad	03005337165
9	IHRA-00060	Khadija Bibi	Zainab Homoeopathic Clinic	Allah Wali Market , Rawat , Islamabad	03455800138
10	IHRA-00113	Dr Abdul Rehman	Maryam Clinic	St # 8 , sector 2 , Madina town , khanna Dak , Islamabad	03042295545
11	IHRA-00111	Dr Safia Khalil	Safia Maternity Home	House # 1486, St # 60 A , F 17/2 , Islamabad	03325750517
12	IHRA-00109	Sadia Abbasi	Hajra Homoeopathic Clinic	Main Athaal Chowk , near Alfah Bank , wapda street , Bhara Kahu , Islamabad	03119828482
13	IHRA-00107	Mr Raees Uddin	wasif medical and dental center	Simily Dam road , Bhara kahu , Islamabad	03005208919
14	IHRA-00099	Mr Abdul Waheed Saifi	Homoeopathic Family Clinic	2/8 I&T Center , G-9/4 , Islamabad	03009501937
15	IHRA-00106	Ms Shazia Ghalib	Al Noor Homoeopathic Clinic	Dhoke Bakerry , near Madni Masjid , Nai abadi , PO Box , Bhara kahu , Kot Hathyal , Islamabad	03025176004
16	IHRA-00105	Dr Javaid Akhtaer Hashmi	Sadaat Clinic	Main Bazar , Jawa Road , Rawat , Islamabad	03005560075
17	IHRA-00084	Dr Muhammad Imtiaz Masoor	Specialist care Clinic	Mezanine floor , khyber plaza , blue area , Islamabad	0512347379



18	IHRA-00083	Yasir imtiaz	Tayyab Homoepathic Clinic	Near sarwar medical store , Athal Chowk bhara kahu , Islamabad	03222784820
19	IHRA-00115	Mr Arshad	Al Shifa Homoepathic Clinic	Dhok Jilani , Bhara Kahu , islamabad	03025002798
20	IHRA-00116	Imran Javed	Al rehman Homoepathic Clinic	Sara e kharboza , tarnol , Islamabad	03131536473
21	IHRA-00072	Dr Abdul Raheem	Abbas Hospital	Main Murree road bhara kahu , Islamabad	03330535090
22	IHRA-00071	Dr Abdul Raheem	Abbas Hospital	Main Bahria enclave raod , newmul , Islamabad	03330535090
23	IHRA-00070	Saif Ullah	Islamabd Homoepathic Clinic	L-09, Afzal center , I&T center , opposite Islamabad high court , G-10/1 , Islamabad	03168811664
24	IHRA-00114	Dr Sarfraz Ahmed Cheema	Sara Clinic	Simily Dam road , Bhara kahu , Islamabad	03004341239
25	IHRA-00073	Muhammad Saghir	Al-Wahab Homoepathic Clinic	Shop # 9 , St # 4 , bahria enclave road , islamabad	03125174394
26	IHRA-00078	Syed Ijaz Hussain Shah	Matab Hakeem Syed Ijaz Shah Kazmi	Rehmania Market , model town , humak , islamabad	03445161952
27	IHRA-00080	Brig R Khalid Basheer Khawja	Abdul Aleem Khan foundation free Dispensary	Dhok tara main Mallot road , islamabad	03014728388
28	IHRA-00065	Umer Farooq	Sobania Dawakhana	badia rusmat Chowk , G-12 , islamabad	03215694286
29	IHRA-00063	Mr Ali Ahmar	Matab Hakeem Munir ahmed Qureshi	Opposite police station bhara kahu , islamabad	03455067958
30	IHRA-00062	Dr Gulraiz Hanif raja	Molars & Incisors Dental clinic	Shop # 4 , Jacaranda Club , DHA-2 , Islamabad	03354911911
31	IHRA-00097	Tanveer Mushtaq	Al Shafi Homoeo medicare Clinic	Basement -13 , plot # 125 , Fatima plaza , Al Habib market G-7/3-3, Islamabad	03338727076
32	IHRA-00100	Muhammad Qasim qureshi	The Habib Diagnostic lab	E-11 , Golra Shareef ,near Ghosia Mehria Hospiatl , Islamabad	03015640392
33	IHRA-00098	Shahid Mehmood	Dental profiles	170-B, St # 68, F-10/3 , Islamabad	03335171138
34	IHRA-00101	Muhammad Ijaz Qureshi	Al sharif Homoepathic Clinic	Near Darbar Golra Sharif , E-11, golra , Islamabad	03151333111
35	IHRA-00102	Dr Muhammad Naveed	Al shareef Medical complex	E-11 , Golra Shareef , Baboo G plaza , Islamabad	03345531432
36	IHRA-00103	Dr Muhammad Naveed	Healthcare Clinic	Main Johad road , Lal market , johad , Islamabad	03225022654

37	IHRA-00091	Mirza Saleh Hassan Baig	Manzoor Homoeopathic clinic	Main Murree Riaz plaza , opposite Askari bank , Bhar kahu , Islamabad	03005300258
38	IHRA-00090	Dr Seema Iram	Fatima Clinic	House # 348 , St # 72 , G-11/2 , Islamabad	03335147090
39	IHRA-00089	Zakia Bibi	Hashmi homoeopathic Clinic	10-B , Block 4B , Kashif plaza , F-8 Markaz , Islamabad	03009809400
40	IHRA-00092	Dr Muhammad Saleem	Skin & Smile Clinic	Suit # 2-B , First floor , Bizzon plaza , near Allied Bank , Hilal road , F-11 Markaz , Islamabad	03438883337
41	IHRA-00095	Hakeem Tariq Mehmood	Tariq Dawakhana	Sangjani , islamabad	03335105469
42	IHRA-00118	Abid Hussain Abbasi	Abid Homoeopathic Clinic	Mohallah Al noor , Near punjab cash & carry , bhara kahu , Islamabad	03005159951
43	IHRA-00121	Dr Faheem Anwer	Medicare Clinic	Lower ground 1&2 , Main double road , Soan Arcade , Soan garden , Islamabad	03335145592
44	IHRA-00122	Syed inayat Ali Sherazi	Life Homoeopathic Clinic	Near Nisar Center ,Pakistan town phase -1 , Islamabad	03335104017
45	IHRA-00124	Dr Shazia Nayyar	Nobel Dental Practice	LG-149 , Down town , Giga Mal , near Punjab Cash & Carry , DHA-2 , Islamaabad	03325224500
46	IHRA-00069	Hakeem Abdul Raheem	Matab Hakeem Abdul Raheem	Block 71 , I&T Center G-9/4 , Peshawar mor market , Islamabad	03335109438
47	IHRA-00133	Mr Waqar Ahmed	Fatima Homoeopathic Clinic	Nai Abadi bhar kahu , Islamabad	03125362477
48	IHRA-00134	Dr Saima khan	The Skin Care Clinic	Office # 2 , Pak land medical center , plot # 14-X , Lower ground floor , F-8 Markaz , Islamabad	03329295997
49	IHRA-00135	Mr Manzoor Ahmed Mughal	Ali Homoeopathic Clinic	Madina town , Barma 9 C , Islamabad	03465996971
50	IHRA-00136	Mr Muhammad Sarwar	Al Wahab Homoeopathic Clinic	Street # 2 , Sector-B , Madina town , Jabba , Islamabad	03215277895
51	IHRA-00130	Dr Mehrab Tariq	Hassan Dental Care center	1st floor , Bahria complex civic center , Phase-4 , Bahria town , Islamabad	03331631786
52	IHRA-00131	Dr Sajjad Hussain	Hassan Dental Care center	Shop # 2 , K2 plaza , I-9/1 , Islamabad	03335122195
53	IHRA-00141	Dr Deedar Ali	Islamabad Medicare Specialist Clinic	Main Murree road bhara kahu , Islamabad	03330244933
54	IHRA-00144	Muhammad mehmood Alam	Homoeo Lights Homoeopathic Clinic	35-B , Liberty Shopping Center , Abpara , Islamabad	03215348455

55	IHRA-00469	Muhammad Aslam Khan	Waqas homoeopathic Clinic	satra meel , express way , Near bilal mosque , islamabad	03005043435
56	IHRA-00468	Dr Sarfraz Robert	Zonobia Robert Clinic	Murre road , bhara kahu , islamabad	03354193303
57	IHRA-00467	Muhammad Ayyaz	Al Khair Dawakhana	Al Taqwa plaza shop # 9 , pakistan town phase-I , Islamabad	03006809761
58	IHRA-00464	Omer Rashid Chughtai	Chughtai Lab Collection center	Shop # 6 , ground floor , plot # 17 , lord trade center F-11 Markaz , Islamabad	03467172824
59	IHRA-00465	Omer Rashid Chughtai	Chughtai Lab Collection center	Royal center plaza , main blue area fazal e haq road islamabad	03444443099
60	IHRA-00466	Omer Rashid Chughtai	Chughtai Lab Collection center	Shop # 10 , ground floor , anique center , I-8 Markaz islamabad	03467172952
61	IHRA-00463	Omer Rashid Chughtai	Chughtai Lab Collection center	Shop # 13 , executive complex , G-8 markaz , Islamabad	03439359665
62	IHRA-00460	Muhammad Umar	Ali Homoeopathic clinic	Simly dam road , near subh plaza , bhara kahu , islamabad	03325447761
63	IHRA-00458	Dr Asif Muzafar	Ibn e sina Laboratory	Pak pavilion plaza near UBL fazal e haq road blue area islamabad	03218506950
64	IHRA-00504	Dr Zobia Nadeem	Zobia Hospital	plot # 150 , Street # 30 , I&T center G 9/1 Islamabad	03002261129
65	IHRA-00479	Shabana Bibi	Hamid Clinic & Maternity Home	New shakaryal , house # 7 , Street # 1 , sector-2 , Zia masjid Islamabad	03009132340
66	IHRA-00491	Dr Umar Wahab	Umar Diabates Clinic	office # 1 , 1st floor exceutive complex G-8 markaz Islamabad	03339158285
67	IHRA-00490	Shahrukh Tariq	Save Lab	Aslam plaza main murre road Bhara kahu , Islamabad	03315233915
68	IHRA-00492	Dr Umar Wahab	Umar Diabates Clinic	Malik plaza , main murre road , bhara kahu Islamabad	03308488833
69	IHRA-00493	Dr Shafqat mehmood	Poly test clinic	Simly dam road Bhara kahu , Islamabad	03005146680
70	IHRA-00494	M Rehan Husaain	City medicare Lab	Niazi plaza , Gillani stop , opposite HASCOL pump , Bhara kahu Islamabad	03215161700
71	IHRA-00484	Dr Yawar Hayat khan	Islamic international Dental Hospital	7th Avenue G-7/4, Islamabad	03215216308
72	IHRA-00483	Dr Dost muhammad Khan	Shifa Clinic	near Shell petrol pump , T chowk , Rawat , Islamabad	03205638086
73	IHRA-486	Mr Asad Zaheer	Asad Homoeopathic Clinic	House # 159 , St # 77 , E-11/2, Islamabad	03005124953

74	IHRA-00487	Mr Muhammad Jahangir	Al Shafa Homoeopathic Clinic	Simly dam raod , raja usman plaza bhara kahu islamabad	03035772747
75	IHRA-00488	Mr Muhammad Jahangir	Al Shafa Homoeopathic Clinic	Purana police station , backside , Rawat ,Islamabad	03035772747
76	IHRA-00489	Mr Mirza Nisar Baig	Al Azeem Homoeopathic Clinic	Atahal chowk , Bhara kahu Islamabad	03028177988
77	IHRA-00495	Raza Ullah Khan	Bin Raza Dawakhana	Farman plaza pakistan town , phase-I , Islamabad	03335134231
78	IHRA-00497	Farhat Shaheen	Cap rtd Farhat Maternity Home	House # 1 , St # 4 , Barma chowk , Barma town , Islamabad	03005352632
79	IHRA-00496	Sagheer Ahmed	Shafi Homoeopathic Clinic	Sodharan chwok , tarlai , Islamabad	03335253047
80	IHRA-00500	Marcia Adeeb	Raima Maternity Home	Lehtrar road , madina town , sanam chowk , Islamabad	03130235395
81	IHRA-00502	Mr Muhammad Azam	Azam Homoeopathic Clinic	Block # 69 . St # 55 , I&T Center , G-9/4, Islamabad	03335124058
82	IHRA-00503	Dr Fouzia Majeed	Get well clinic	House # 1 , St # 34 , River garden , Islamabad	03457761144
83	IHRA-00002	Dr. Shaukat Ali Bangash	Quaid-e-Azam International Hospital	Golra Morr, Peshawar Road Islamabad	0300-8505451
84	IHRA-00260	Dr. Muhammad Saleem Khan	Kulsum International Hospital	Kulsum Plaza,Blue Area,Islamabad	0345-5179964
85	IHRA-00001	Dr. Abdul Wahab Hassan	Shifa International Hospital	Pitras Bukhari Road,H8/4 Islamabad	0334-6600601
86	IHRA-00154	Dr.Nousheen Rizwan	Dermaplast Clinic	Hassan Arcade,1st Floor, F-11 Markaz, Islamabad	0323-5010332
87	IHRA-00506	Dr. Almas Idrees Agha	Ayesha Clinic	Pervaiz Plaza, G 6 1-1 Islamabad	0300-9557196
88	IHRA-00170	Mr. Mohsin Mehmood	Mohsin Homeopathic Clinic	Jawa Road,Rawat ,Islamabad	0303-5757007
89	IHRA-00168	Mr. Qaisar Shahbaz	Nawab Dawakhana	Basement Saqib Plaza,Near Lucky Star Restaurant,Lehtrar Road ,Khana Pull,Islamabad	0300-5580720
90	IHRA-00171	Dr. Abid Z. Farooqi	Islamabad Rheumatology Clinic	Shop No.4, 3rd Floor, Doctor's Plaza,G-8 Markaz Islamabad	0321-5168782
91	IHRA-00156	Dr. Khadija Bano Nutkani	The Family Clinic	Unit No.8,Gul Plaza,F-10 Markaz Islamabad	0314-5380054
92	IHRA-00155	Madiha Waqas	ORACARE Community Dental Clinic	111-First Floor, J-7 Mall, D-17/2, Islamabad	0333-5350234

93	IHRA-00148	Hakeem Abdul Hameed	Rabani Younani Dawakhana	Near Golra Darbar, Suzuki Stand, Islamabad	0334-5139438
94	IHRA-00146	Dr. Hafiz Muhammad Abid	Abid Hospital	21 E, Huma Plaza, Fazal-e-Haq Road, Blue Area Islamabad	0336-5551117
95	IHRA-00186	Dr. Iftikhar Ahmed	Dr. Iftikhar Ahmed Malik Clinic	21-E, Ground Floor, Huma Plaza, Blue Area, Islamabad	0334-5011890
96	IHRA-00185	Mr. Mahmood-ul-Haq Abbasi	Classical Homeopathic Clinic	Al- Harmain Plaza, Phase 4-B Garden Chowk, Ghouri Town Islamabad	0300-8545142
97	IHRA-00184	Mr. Nadeem Ahmed Sheikh	Azam Dawakhana	Shop No.1, Ground floor, Ahmed Arcade Plaza, Sector 4 C/1, Phase 7, Ghouri Town Islamabad	0321-5104973
98	IHRA-00182	Dr. Sohaib Ahmed Qazi	Dental Excellence Clinic	LG-1, Options Arcade, Doctors Housing society, Main PWD Road 0-9, Islamabad	0321-5094816
99	IHRA-00181	Mr. Muhammad Arshad Malik	Mustahsan Homeopathic Clinic	Shareefabad Road, Korla Town, Islamabad	0300-5135360
100	IHRA-00179	Nazma Parveen	Manahil Homeopathic Clinic	Post Office Karal D/C, Shrifabad, Islamabad	0315-5236478
101	IHRA-00178	MR. Umar Farooq	Kousar Healthcare Homeopathic Medical Clinic	Near Sanam Chowk, Lehtrar Road, Khanna Daak Islamabad	0313-5143477
102	IHRA-00175	Mr. Liaqat Ali	Ali Homeopathic Clinic	House No. 2332, Streer No.35, Phase 2, Frash Town, Islamabad	0323-5376027
103	IHRA-00174	Dr. Aneela Mahmood	Shifa-e- Fatima Clinic	Flat No.102, Block 33 D, Ibn-e- Sina Road, G-11/3 FGEHF Islamabad	0306-9262646
104	IHRA-00173	Mr. Muhammad Akabr Ali	Mehria Naseeria Dawakhana	Hadri Plaza, Ali Pur Frash, Purna Bank Stop, Lehtrar Road Islamabad	0344-5811581
105	IHRA-00038	Dr. Mohammad Asif Siddiqi	Hamza Clinic	Basement Abdullah Bin Masood Masjid, G-9 Markaz Karachi Company Islamabad	0332-5591326
106	IHRA-00036	Amjad Aslam Amjad	Hakeem Amjad Matib	Basement Razzaq Vali, Balaj Plaza No.47, Kuiri Road.	0311-5925501
107	IHRA-00034	Dr. Noeen Arshad	All About Teeth Clinic	Suite 12, Karakoram Enclave 2, Main Double Road, F-11/1 Islamabad	051-2112737
108	IHRA-00032	Dr. Shabbir Ahmed	Hashim Medical & Gynae Center	A-2, Arcade Plaza, Main Road, Ghouri Town Phase 4-A, Islamabad	0301-6466694
109	IHRA-00030	Dr. Aamir Asrar	Amanat Eye Hospital	Avqaf Building, Street 61, F-7/4 Islamabad	0300-0545878

110	IHRA-00029	Dr. Abrar ul Hassnain Syed	Dr.Abrar & Associates Dental Surgeon Clinic	6-A,Ismail Zabeeh Road,F-8/3,Islamabad	051-2287691
111	IHRA-00027	Dr.Nuzhat Mushahid	Nuzhat Lab Diagnostics	44-I,Business Bay, Sector F,DHA 1, Islamabad	0321-8514354
112	IHRA-00024	Maj Retd. Tayyab Iqbal	Family Homeopathic Clinic	Barma Town Islamabad	0300-9501244
113	IHRA-00019	Mudassar Hussain	Alam Hospital	Lehtrar Road Islamabad	0307-3337796
114	IHRA-00018	Dr. Muhammad Babar Khan	Family Dental Associates	Unit No.8,Gul Plaza,F-10 Markaz Islamabad	0300-5505085
115	IHRA-00017	Mr. Rizwan Hafeez	Heart & Chest Clinic	House No.52 A/2,Street 54,F-7/4 Islamabad	0331-5378141
116	IHRA-00011	Dr. Mohammad Tahir	Islamabad Medical & Surgical Hospital	Block No. 4,Melody G-6 Markaz Islamabad	0333-5452147
117	IHRA-00008	Mr. Muhammad Mushtaq Butt	Afaq Homeopathic Healthcare	Bukhar Mor,Tariq Market Lohi Bhair, Islamabad	0322-5014797
118	IHRA-00006	Dr.Muhammad Arshad	Ali Meer Specialist Dental Clinic	Farooq Plaza, Nai Abadi Ali Pur, Lehtrar Road Islamabad	0333-3332414
119	IHRA-00005	Mr. Nisar Ahmed	Al-Razzaq Homoeopathic Clinic	Near Walayat Shah Road, Mohalla Farooq Azam Haidery chowk,Jhangi syedan,Islamabad	0333-5164864
120	IHRA-00004	Fazeel Razzaq	IHS Children & Family Hospital	Khurshed Market,Street No.30,F-10/1 Islamabad	0331-3326688
121	IHRA-00013	Dr. Furkhanda Anwer	Waqas Clinic	Flat No.1,Spensr Plaza Waris Road I-9/1 Islamabad	0333-5101254
122	IHRA-00028	Nasreen Ali	Islamabad Homeopathic Clinic	Sitar Hotel Plaza, Sitara Market, G-7 Markaz,Islamabad	
123	IHRA-00007	Mr.Hazrat Wali	Khan Homeopathic Clinic	Abu Baker Street,Rehman Town,Jhangi Syedan Islamabad	0344-9578416
124	IHRA-00082	Mr. Naseer Ahmed	Naseer Ahmed	Village Babre, Bhara Kahu, Islamabad	0307-5014385
125	IHRA-00085	Mr. Muhammad Qaiser	Khokhar Homoeopathic Clinic	137 Posh Arcade, G-9 Markaz, Islamabad	0333-5225744
126	IHRA-00199	Mr. Fazal Hadi	Siddiqi Homeopathic Clinic	Park Road Chatta Bakhtawar Kund Ranjgan Islamabad	0306-8057560
127	IHRA-00198	Dr. Shumaila Khan	Dermalase Clinic	A-103,Main Sumbal Road, F-10/1 Islamabad	0303-5558222

128	IHRA-00197	Dr. Imran Khan Yusafzai	Smile Line Dental Practice Clinic	Plot No.3-F, Street No.67, F- 10/3 Islamabad	0335- 6611550
129	IHRA-00193	Dr. Mah Seema Siddique	Mishel Medical & Dental Clinic	House No. 707, Street No.82, Sector I-8/4 Islamabad	0314- 9868985
130	IHRA-00192	Dr. Khizzer Pervaiz	Riphah International Hospital	Opposite Gate No. 7, DHA Phase II, Express Highway Islamabad	0334- 5118881
131	IHRA-00191	Maj. Gen Retd. Azhar Mahmood Kayani	Medikay Cardiac Center	Chak Shahzad, Pak Road Islamabad	0333- 5300657
132	IHRA-00269	Muhammad Riaz Shahbaz Janjua	HBS Dental Hospital Islamabad	Lehtrar Road, Tarlai Islamabad	051-2243323
133	IHRA-00268	Dr. Asma Sadiq	Awab Asif Clinic	Near Tubewel No 18 Ashraf Town, Pindorian Islamabad	0336- 3555608
134	IHRA-00266	Mr. Saif Ullah	Dua Homeopathic Clinic	Main Road Shah Allah Ditta Islamabad	0333- 5517229
135	IHRA-00264	Dr. Omamah Yusuf	Elite Aesthetics Clinic	Office No. 4, 2nd Floor, Pakland Square, G-8 Markaz Islamabad	0349- 9000700
136	IHRA-00261	Prof. Dr. Raja Khurram Shehzad Kiyani	Medicina International Homeopathic Clinic	3 D- Mezban Plaza, PWD Colony Islamabad	0300- 5207835
137	IHRA-00279	Mr. Khurram Shahzad	Suban Homeopathic Clinic	Khana Pull Tarlai Islamabad	0341- 6543652
138	IHRA-00280	Dr. Zahid Ahmad Hashmi	Aesthetic Arena	Shiekh Yasin Arcade, Street No. 63, E-11/3 Markaz Islamabad	0333- 9951199
139	IHRA-00278	Dr. Zafar Mahmood Nadeem	Dr. Zafar's Ultrasound Clinic	3, Asif Plaza, Fazal-ul-Haq Road, Blue Area Islamabad	0333- 5168883
140	IHRA-00291	Mr. Tariq Masood	Al-Habib Homeopathic Clinic	Usman Town, Jhangi Syedan Islamabad	0322- 5285462
141	IHRA-00288	Dr. Tasneem Akhtar Bhatti	Bio Path Clinical Labs	Mezzanine 11, 96-W, Khyber Plaza, Fazal-e- Haq Road Blue Area Islamabad	0333- 5162086
142	IHRA-00285	Mr. Israr-ul-Haq	Al-Haq Dawakhana	Golra Sharif Near Govt. Animal Hospital Islamabad	0300- 9893959
143	IHRA-00297	Dr. Sameera Ahmed	Max Health Hospital	G-8 Markaz Islamabad	051-8094760
144	IHRA-00299	Dr. Brig. Retd. Manzar Zakaria	BCL Care clinic	Asif Plaza, Fazal-e-Haq Road, Blue Area Islamabad	0331- 5512322
145	IHRA-00295	Prof Dr. Jahangir Akhtar	Jahangir Eye Hospital	Feroz Centre, Mezzanine Floor, Block 14/D, Blue Area Islamabad	0333- 5135190

146	IHRA-00294	Mr. Saeed Ahmed	Dawakhan Hakeem Saeed	Mahala Khana Wala E-11, Golra Sharif Islamabad	0321-5248807
147	IHRA-00293	Dr. Kanwal Riaz	SACHET Community Health Center	Village Mohra Noor, Banigala Islamabad	051-2612629
148	IHRA-00292	Dr. Rehana Hidayat	SACHET Community Health Center	Village Gagri, Japan Road, Sihala Islamabad	051-4485525
149	IHRA-00284	Dr. Humaira Almas	Humaira Medical Centre	1st Floor, New Makkah Pharmacy, Tramri Chowk, Islamabad	0335-9856585
150	IHRA-00283	Dr. Asif Malik	Dr. Asif's Ultrasound & X-Ray Clinic	Room No.16 & 18, Block No. 7, Melody Market, G-6 Islamabad	0311-0000007
151	IHRA-00275	Dr. Shazia Asad	Dr. Shazia Asad Clinic	House No.10, Street No.2, F-8/3 Islamabad	0346-5059505
152	IHRA-00033	Mr. Tariq Mehmood	fazl-e-Rabi Homeopathic Clinic	Barma Town, Islamabad	0321-5819694
153	IHRA-00273	Mr. Mudassar Hussain	Mudassar Homeopathic Clinic	Main Bazar Siddique Market, Jawa Road Rawat, Islamabad	0300-5280836
154	IHRA-00272	Dr. Muhammad Babar Khan	Zayneb Hospital	57, Sihala Road, Model Town Humak, Islamabad	0310-0292724
155	IHRA-00277	Mr. Rizwan Hafeez	Islami Dawakhana	1-C/1 Super Market, F-6 Markaz Islamabad	0300-8544425
156	IHRA-00201	Dr. Muhammad Tahir	Capital Labs	82-East Gulistan House, Fazle-Haq Road Islamabad	0333-5210703
157	IHRA-00200	Mr. Zulfiqar Ahmed	Iqbal Homeopathic Clinic	22-A, Doctor Plaza, G-9 Markaz Islamabad	0300-5144145
158	IHRA-00087	Dr. Sajid Hameed	U Health International Hospital	Kortana Mor, Opposite Gate 4, DHA, Phase 2, Main G.T Road Islamabad	0333-8277778
159	IHRA-00510	Mr. Baidaar Bakht	Ali Homoeopathic Clinic	Usman Plaza, Simily Dam Road, Near Budh Bazar Bhara Kahu Islamabad	0335-5080625
160	IHRA-00508	Dr. Muhammad Mobein Khan	Skin, Hair & Nail Clinic	Saleem Plaza, Opposite OGDCL Bulding, Blue Area Islamabad	0300-9541122
161	IHRA-00509	Dr. Khurshid Ahmed Khawaja	Child Health & Vaccination Centre	Saleem Plaza, Jinnah Avenue Blue Area Islamabad	0321-5370108
162	IHRA-00477	Dr. Syed Imtiaz Hassan	Advanced Medical Services (Pvt.) Ltd.	Hall No.3-A, Lower Ground Floor, Executive Complex, Plot No.14, G-8 Markaz Islamabad	0300-5161337
163	IHRA-00470	Mr. Shahruk Tariq	Save Lab	2163 Tariq Arcade, PWD Double Road, Islamabad	0331-5233915



164	IHRA-00093	Dr. Muhammad Badar Alam	City Lab	Al-Khair Plaza( Waqas Plaza), Fazal e Haq Road, Blue Area, Islamabad	0332-2277584
165	IHRA-00064	Mr.Khizar Qayum Khan	B.F Homeopathic Clinic	Shop No. 8, Hussain Plaza,G-9 Markaz, Islamabad	0321-5064043
166	IHRA-00066	Mr. Umair Ahsan	The Silver Lining Rehabilitation Center	House No.2, Street No.4, Block A, Soan Garden Islamabad	0331-4157744
167	IHRA-00127	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre Collection Centre	Shop No. 3, Ground Floor, Plaza No. 42, Commercial Avenue,Sector A,Bharia Enclave, Islamabad	0343-8530099
168	IHRA-00126	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre Collection Centre	Ground Floor, Plaza No. 154,Civic Centre,Phase 4,Bahria Town, Islamabad.	0343-8530099
169	IHRA-00187	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre Collection Centre	G-6 Markaz, Islamabad.	0300-5509288
170	IHRA-00238	Mr. Col Retd. Muhammad Siddique	Islamabad Specialist Clinic	Pakland Square, Ground Floor, G-8 Markaz, Islamabad.	0343-8530097
171	IHRA-00236	Mr. Col Retd. Muhammad Siddique	Islamabad Specialist Clinic	Kiran Plaza, Kohistan Road, F-8 Markaz , Islamabad.	0333-5056289
172	IHRA-00333	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	House No.11,Hill Road F 6/2 Islamabad	3438530036
173	IHRA-00329	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	FECHS Plaza, E-11/2 Islamabad	0343-8530017
174	IHRA-00167	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Classic Centre,Ground Floor D-17 Markaz Islamabad	0343-8530025
175	IHRA-00164	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Plot No. 3B, Near UBL, G-13, Islamabad	0343-8530013
176	IHRA-00165	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre	City Square, Gound Floor, Shop No. 1, Block No. 2,	0343-8530014

			Collection Centre	Multi Gardan B-17, Islamabad	
177	IHRA-00163	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Shop No. 1(Basement),Zam Zam Arcade, Near UBL, G-15 Markaz, Islamabad	0343-8530015
178	IHRA-00161	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Ground Floor,Plot No 1,Paris Business Centre,Near PSO Pump, Soan Garden, Islamabad.	0343-8530411
179	IHRA-00158	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Ground Floor,Abdullah Plaza, Near Garden Chowk, Phase 5 Ghouri Town, Islamabad	0343-8530027
180	IHRA-00336	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Basement 1,Laboratory, PAF Hospital, E-9, Islamabad.	0300-2877007
181	IHRA-00338	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Near Bakeman Bakery, G-10 Markaz, Islamabad.	0343-8530018
182	IHRA-00335	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Office No.8,Ground Floor,Plot No 35, Ahmed Centre I-8 Markaz, Islamabad.	0343-8530020
183	IHRA-00334	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Ground Floor,Near Allied Bank,Opposite Suzuki Motors,I-9 Markaz, Islamabad.	0343-8530028
184	IHRA-00332	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Khyber Plaza, Blue Area, Islamabad.	0343-8530021
185	IHRA-00331	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Capital Trade Centre, Adjacent to Paprika,F-10 Markaz Islamabad.	0343-8530010
186	IHRA-00202	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Max Health 12 K Markaz Road G-8 Markaz, Islamabad.	0300-5509288

187	IHRA-00203	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Huma Plaza,Near Al-Rehman Masjid,Opposite OGDC Building,Blue Area, Islamabad.	0343-8530007
188	IHRA-00206	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Med City, PMC Plaza,Ayub Market,F-8 Markaz, Islamabad.	0343-8530082
189	IHRA-00207	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	House No. 9,Kaghan Road,F-8/3 , Islamabad.	0343-8530024
190	IHRA-00330	Dr Aftab Ahmed khan	Islamabad Diagnostic Centre Collection Centre	Near Shaheen & D.Watson Store,F-11 Markaz, Islamabad.	0343-8530038
191	IHRA-00023	Dr. Anir ur Rehman	Park Road Practice	No. 1, Park Road, F-8/1 Islamabad	0300-8540471
192	IHRA-00067	Mr. Shahid Mahmood	Life Care International Hospital(Pvt.) Ltd.	Main Double Road,G-10 Markaz, Islamabad	0300-8325596
193	IHRA-00208	Mr. Malik Najam Farooq	Metropole Laboratories (Pvt) Ltd.	Crescent Arcade,G-8 Markaz, Islamabad	0321-5046409
194	IHRA-00475	Mr. Muhammad Nawaz	Pak Hospital	Simli Dam Road, Bilal Arcade, Bhara Kahu Islamabad	0321-5148571
195	IHRA-00412	Mr. Afshi Sajjad	Dar -ul- Shafa Homeopathic Clinic	Chowdry Plaza, 17 Mile Stop, Lehtrar Road Islamabad	0333-5505417
196	IHRA-00410	Dr. Danial Qasim Butt	Tooth and Teeth Dental Clinic	Hassan Arcade, Office No. 6, First Floor, F-11 Markaz, Islamabad	0342-5104724
197	IHRA-00409	Dr. Talat Mahmood Butt	Talat Medical Complex	E-31 Club Avenue, DHA-2 Islamabad	0321-4030999
198	IHRA-00408	Dr. Shahzad Munir	S & S Clinic	Plot No. 19, Flat 13, G-8 Markaz Islamabad	0306-5420558
199	IHRA-00406	Mr. Badar Zaman Abbasi	Faiz-e- Jellani Dwakhana	Post office Karal D/C Islamabad, Town Shrifabad	0300-5236478
200	IHRA-00405	Mr. Muhammad Aslam	Inqlabi Dawakhana	Shop No. 4, Irfan Plaza, Service Road, Khana Pull, Islamabad	0300-9729369
201	IHRA-00402	Mr. Akbar Ali	Akbar Dawakhana	Near Moeen Garments, Etehad Market, Rawat Islamabad	0314-5613104

202	IHRA-00401	Dr. Irfan Ullah Kundi	Al- Ain International Specialist Eye Hospital	Street No 53, House No. 152, Sector G-10/3 Islamabad	0300-8114747
203	IHRA-00400	Dr. Abdul Basit Aziz	Dr. Abdul Basit Health Care Clinic	Opposite Saya School, Shah Allah Ditta Road, Maira Akku, Islamabad	0332-5286017
204	IHRA-00513	Mr. Saleh Hassan Baig	Manzoor Shafakhana	Opposite Askari Bank Riaz Plaza, Muree Road, Bhara Kahu Islamabad	0300-5300258
205	IHRA-00511	Mrs. Seema Abid Ansari	Ansari Homeopathic Clinic	Shop No. 6 B, Park View Plaza, G-10 Markaz , Islamabad	0300-5169661
206	IHRA-00051	Dr. Mohammad Osman Yusuf	The Allergy and Asthma Institute Developing Health	No. 275, Gomal Road, Sector E-7 Islamabad	0300-8561115
207	Registration Number	Name of Owner/Incharge	HCE Name	HCE Address	Phone No
208	IHRA-00418	Dr. Asher Patrick	Patrick Medical Centre	Shop No. 03 & 2-B, Shad Market, Sector G-8/2 Islamabad	0300-5101932
209	IHRA-00417	Mr. Atif Mehmood Awan	Gulzar-e- Sehat Dawakhana	Opposite Gormay Bakery, Khana Pull, Islamabad	0321-5144579
210	IHRA-00413	Mehwish Sharif	Al Shifa Homeopathic Clinic	Jaba Islamabad	0306-5500612
211	IHRA-00517	Dr. Asif Mahmood Jan	Al Meraj Habib Hospital	13- Spring Valley, Bhara Kahu Islamabad	0333-4242691
212	IHRA-00515	Dr. Altaf Hussain Shah	Dr. Altaf Shah Ortho Clinic	Saleem Plaza, Blue Area, Opposite Poly Clinic Hospital, Near Masjid Al-Rahman, Islamabad	0333-5100544
213	IHRA-00516	Dr. Muhammad Amad Ali	Amad Dental Clinic	Ground Floor, Galaxy Arcade , G-11 Markaz, Islamabad	0333-5440259
214	IHRA-00411	Mr. Ashfaq Ahmed	Ashfaq Homeopathic Clinic	Masjid Al- Tauheed, Street No. 62, Sector G-10/4, Islamabad	0333-5335599
215	IHRA-00411	Mr. Muhammad Ikram Ul Haq	Awan Homeopathic Clinic	Khan Akbar Road, Near Zia Masjid Islamabad	0323-5110311
216	IHRA-00424	Mr. Faisal Rehan Malik	Al Malik Homeopathic Clinic	Sherzat Market Tarnol, Islamabad	0333-5594375
217	IHRA-00422	Dr. Nafis Ur Rehman	The Vision Centre	Plot No. 12 M, Square Plaza, G-8 Markaz, Islamabad	0333-8625542
218	IHRA-00421	Dr. Col.(Retd.) Muhammad Arif Magray	Al- Raheem Medical Centre	Dhoke Tami, Near Masjid Farooq-e- Azam Chamber Road, Rawat, Islamabad	0333-5122076

219	IHRA-00420	Mr. Mohsin Abbas	Tibbi Unani Dawkhana	Gulshan Plaza, Golra Mor Peshawar Road, H-13 Islamabad	0345-5035930
220	IHRA-00039	Dr. Salma Ali Khan	Oral Care Dental Clinic	House No. 227 A, Street No.33, F-10/1, Islamabad	0300-5000327
221	IHRA-00210	Dr. Humaira Rehman	Global Research & reference Laboratories	Plot No. 12-C, Mandeer Square, G-8 Markaz, Islamabad	0332-5967554
222	IHRA-00040	Dr. Khubaib Hasan Ehtesham	Al- Tawheed Free Clinic	Jamia Masjid Al- Tawheed, Street No. 62, Sector G-10/4, Islamabad	0334-5046336
223	IHRA-00512	Dr. Naseer Muhammad	Family Clinic	Milad Chowk, Nai Abbadi, Bhara Kahu, Islamabad	0345-0714354
224	IHRA-00505	Mr. Tahir Mahmood Abbasi	The Diabetes Centre	Phulgran Stop, Near Toll Plaza, Murree Expressway, Bhara Kahu Islamabad	0307-5516633
225	IHRA-00438	Mr. Muhammad Ishaq Shahid	Shahid Homoeo Center	Shop No. 2-C, Kohsar Building, Sitara Market, G-7 Markaz, Islamabad	0333-5154058
226	IHRA-00437	Dr. Muhammad Ashraf	Dr. Ashraf's Family & Children Health Care	Ali Plaza, Main Jinah Road, Bani Gala, Islamabad	0334-2747237
227	IHRA-00436	Dr. Durdana Kazmi	Family Clinic	Block NO 3/B, Hotel Star Plaza, Sitara Market G-7 Markaz, Islamabad	0300-5000934
228	IHRA-00431	Mr. Muhammad Imran	Shafe Homeopathic Clinic	House No.8, Street No. 5, New Shakrail, Zia Masjid, Islamabad	0333-5160740
229	IHRA-00433	Dr. Syed Usama Iqbal	Syed Medical Centre	Near Street 6, Prince Road, Bhara Kahu, Islamabad	051-8484675
230	IHRA-00425	Maj (Retd) Dr. Iram Akhtar	Dua Family Clinic	House No. 1278-A, Street 15 A, NPF, 0-9 Scheme, PWD, Islamabad	0300-5818148
231	IHRA-00213	Mr. Iftikhar Hussain	Musa Lab & Clinic	Abdullah Town, Main Murree Road, Bhara Kahu Islamabad	0335-5299395
232	IHRA-00081	Mr. Naveed Hussain Shah	Al Safiya Medical Center	Near UBL, G-8 Markaz, Islamabad	0333-0577776
233	IHRA-00435	Mr. Muhammad Amin Baig	Unani Matab	13, First Floor, Capital Trade Center, F-10 Markaz	0333-6202688
234	IHRA-00453	Mr. Maqsood Ahmed Javed	Moez Homeopathic Clinic	3, London Plaza, G-9 Markaz, Islamabad	0332-5518849
235	IHRA-00449	Dr. Shahid Bashir	Sipra Heart & Medical Centre	Shop No.22, Basement Shopping Mall - 9 Plaza, G-9 Markaz, Islamabad	0300-5357204
236	IHRA-00448	Mr. Muhammad Haroon	Hashmi Dawakhana	Khan Gali No.1, Near Sulman Sabzi Faroosh, Yasir Market, Tarnol Bhatak, Islamabad	0332-1568176

237	IHRA-00447	Mr. Qasim Ali	Abdullah Homoeo Clinic	Malik Plaza, Navy Road, Rawat, Islamabad	0321-5436396
238	IHRA-00446	Dr. Irfan Saeed	Al- Fatima Clinic	Block No.04, Muhammadi Plaza, G-6 Markaz, Islamabad	0300-9564878
239	IHRA-00443	Dr. Shumaila Basit	Aziz Dental and Medical Clinic	House NO. 10, Street No.32, G-9/1, Islamabad	0332-5322285
240	IHRA-00441	Nouman Manzoor	Shafi Medicare	Lehtrar Road, Nai Abadi, Ali Pur, Islamabad	0333-5537609
241	IHRA-00440	Dr. Mohammad Zia Abbas	Abbas Clinic	Shop No.2, Ahmad Plaza, I-10 Markaz, Islamabad	0333-4339998
242	IHRA-00442	Mr. Fawad Ur-Rehman	Awami Homeopathic Clinic	Office No. 8, Mall 9 Plaza, G-9 Markaz, Islamabad	0333-5380800
243	IHRA-00226	Dr. Col (Reted.) Muhammad Afzal	Bhatti Hospital	Zakria Plaza, G-9 (M), Islamabad	0312-5135734
244	IHRA-00521	Dr. Irshad Ahmad Khan	Family Dental Care Clinic	Office No.2, First Floor, City Arcade Plaza, I-8 Markaz, Islamabad	0300-6432092
245	IHRA-00523	Mr. Gurendar Singh	Khalsa Unani Dawakhana	G-11/2, Golra Service Road, Opposite Street No.47, Punjab Aata Chaki, Islamabad	0332-9707994
246	IHRA-00522	Mr. Muhammad Naeem	Al Noor Homoeopathic Clinic	Al Noor Flahi Markaz, Rawal Town, Main Market, Islamabad	0345-8455288
247	IHRA-00520	Dr. Nasir Rafiq Khan	Family Clinic	Rehman Plaza, Main Murree Road, Bhara Kahu, Islamabad	0333-5658888
248	IHRA-00237	Mr. Muhammad Hamza Salfi	Al- Shaafi Matab	Malti Shop No. 02, Street No. 63, Sector E-11/3 Markaz, Islamabad	0334-6986690
249	IHRA-00240	Dr. Sahibzada Taimur Yaqoob	City Clinic	Gondal Plaza, A.K Fazl-E-Haq Road, Blue Area, Islamabad	0333-5264223
250	IHRA-00241	Mr. Samiullah	Al Shifa Dental Clinic	Kuri Road, Main Pindorian ,Ashraf Town, Islamabad	0332-9695976
251	IHRA-00525	Mr. Sajid Sharif Muhammad Zai	Sharif Labs & Diagnostics	Office No.6, Ground Floor, Feroze Centre, Fazl e Haq Road, Blue Area, Islamabad	0302-5490413
252	IHRA-00528	Mr. Khaqan Waheed Khawaja	Rawal Institute of Health Sciences (Rawal General & Dental Hospital)	Dhak Khanna,Lehthrar Road, Islamabad	0333-5541001
253	IHRA-00531	Dr. Tauseef Mokhtar Bokhari	Institute of Regenerative Medicine	397 Kortana, (Opposite Gate 4, DHA-II) G.T Road, Islamabad	0334-8434330
254	IHRA-00532	Ms. Mubashara Tariq	Matab Fazl-e-Rabi	Near Tubewell No. 12, Burma Town, Khanapull, Islamabad	0321-5819694

255	IHRA-00021	Brid R Dr. Nasira	Margalla Diagnostics & Clinic	1st floor, Islamabad Corporate Centre (ICC), Golra Road, Islamabad	0333-0952756
256	IHRA-00370	Mr. Abid Khan	Wada Clinic	House No. 7, Street No.1, Chatta Bakhtawar, Islamabad	0333-5433822
257	IHRA-00305	Mr. Abdul Rasheed Qureshi	Al- Rehman Dawakhana	Shop no. 11, Near Maskeen Plaza, Golra Sharif, Islamabad	0334-5252618
258	IHRA-00309	Dr. Aqduş Rashid	Rashid Ultrasound Centre	Office no.9, Al Babar Centre, F-8 Markaz, Islamabad	0301-8558915
259	IHRA-00311	Mr. Farid Ahmed	Islamabad Homeopathic Clinic	Street no. 92, Yasir Market, I-10/1 Islamabad	0333-5211281
260	IHRA-00312	Dr. Amir Ghani	Noor Kidney Care Hospital	Main Markaz, Multi facilitation office, F-17, Islamabad	0333-5887258
261	IHRA-00346	Dr. Taqdees Anwar Chaudhary	Naqaish Medicare	3rd floor, Pak land business centre, I-8 Markaz, Islamabad	0304-2252555
262	IHRA-00393	Dr. Muhammad Israiel	Gul Child Health Care	Jawa Road, Rawat, Islamabad	0343-5425003
263	IHRA-00534	Dr. Muhammad Nouman Saleem	Innovative Dentistree	Office no. 2, Plot 2 E, First floor, Rajan Plaza, F-10 Markaz, Islamabad	0333-5360968
264	IHRA-00398	Mr. Khaliq Rahim	Khaliq Rahim Homoeo Clinic	Kiani Road, Bhara Kahu, Islamabad	0334-5345155
265	IHRA-00387	Dr.Nazir Ahmed	Haroon Medical Centre	Bhara Kahu, Islamabad	0316-0098595
266	IHRA-00533	Ms. Nazneen	Nimra Diagnostic Centre	Shop No.7, Golden Plaza, Plot No.103, Fazal-e- Haq Road, Blue Area, Islamabad	0332-5410055
267	IHRA-00302	Mr. Fazal Hadi	Pakistan Homoeo Clinic	Park Road, Chatta Bakhtawar, Islamabad	0306-8057560
268	IHRA-00380	Dr. Khurshid Ahmad Nasim	Islamabad Dental Hospital	Main Muree Road, Near D-Watson, Bhara Kahu, Islamabad	0300-5393700
269	IHRA-00381	Dr. Noor Sahib Shah	Al- Nafees Medical College Hospital	Lehtrar Road, Farash Town Phase 2, Islamabad	0323-5032634
270	IHRA-00382	Mr. Javaid Iqbal	Mubbashir Homeopathic Clinic	Shop No. 05, Eaton Centre II ,G-15/1, Kayaban-e-Kashmir, Islamabad	0335-9766923
271	IHRA-00383	Mr. Faizan Ahmad	Gulam Rabani Dawakhana	Mohallah Khana Wala, Golra Sharief, Islamabad	0332-1591924
272	IHRA-00390	Mr. Muhammad Riaz Shahbaz Janjua	HBS General Hospital	Lehtrar Road, Nai Abadi, Ali Pur, Islamabad	051-2621044

273	IHRA-00367	Mr. Manzoor Ahmad	Al-Shifa Homoeo Clinic	Al Yasir Market, I-10/1, Islamabad	0321-5844523
274	IHRA-00368	Mr. Ibrar Ahmad	Bhera Ka-Jadeed Dawakhana	Opposite Prograsive School, Fatah Jang Road, Near Banazir Chowk, Tarnol, Islamabad	0300-5171046
275	IHRA-00372	Mr. Muhammad Abrar	Abdul Rafay Dawakhana	Lehtrar Road, Ali Pur, Islamabad	0300-5441535
276	IHRA-00373	Mr. Abdul Basit Aziz	Mukarram Aziz Dispensary	Shoukat Market, F-12, Islamabad	0332-5286017
277	IHRA-00377	Mr. Muhammad Dildar Khan Tanoli	Al Kausar Homoeo Clinic	Tarnol Pathak, Islamabad	0300-5506296
278	IHRA-00375	Dr. Muhammad Hanif	Dr. Muhammad Hanif Samar Clinic	House No. 1180, Street No 1, G-9/2, Islamabad	0333-5238369
279	IHRA-00306	Mr. Nisar Ahmad	Al- TuHeed Homoeopathic Clinic	Street no. 67, G-11/2, Islamabad	0333-531881
280	IHRA-00394	Dr. Arshad Iqbal	Rejuvenation & Laser Clinic	House no. 7, street no 5, royal avenue, lane 10, chatta bakhtawar, Islamabad	0333-9247856
281	IHRA-00365	Dr. Ijaz Naseem	Sherriff's Homeopathic Clinic	Paris arcade, E-11/3 Markaz, Islamabad	0300-9503305
282	IHRA-00364	Dr. Hissam Ayub Khan	Hissam & Associates Dental Care	Office no.4, Mezzanine floor, Beverly center, Jinnah Avenue, F-6/1, Blue Area, Islamabad	0330-2911911
283	IHRA-00363	Mr. Adeel Ahmad	Rabbani Dawakhana	Chand chok, Near Aslam market, G-12, Islamabad	0312-9922274
284	IHRA-00362	Mr. Muhammad Javed Iqbal	Hanzalah Homeopathic Clinic	34/10 Near Tipu Market, G-8/2, Islamabad	0333-5413382
285	IHRA-00360	Brig R Prof. Salahuddin Ahmad	Ishaq Eye Hospital	1st floor, Midway One Plaza, Medway commercial, Phase-7, Baharia Town, Islamabad	0321-5178554
286	IHRA-00341	Dr. Muhammad Arshad Khan	Dr. Arshad Health Associates Satellite Clinic	No.2, Ground floor, Unique Apartments, Diplomatic Enclave, G-5, Islamabad	0300-5006664
287	IHRA-00342	Mr. Shabbir Ahmad	Shabbir Homeopathic Clinic	Ismail Market, Mohala Sultan Nagar, Near Maskeen Plaza, Jhangi Syedan, Islamabad	0321-5197619
288	IHRA-00343	Dr. Mohsin Hasan	Med One Health Care	Office No.18, City Arcade I-8 Markaz above Subway, Islamabad	0333-5191622
289	IHRA-00344	Mr. Mansoor Khan	Ever Smile Dental Care	Doctors Plaza, Near gate 1, DHA Phase 2, Islamabad	0334-5080923



290	IHRA-00348	Dr. Capt. Muhammad Afzal Qamar	Umar Ali Clinic	1st floor, 14/E, I-9 Markaz, Islamabad	0306-5244113
291	IHRA-00356	Dr. Rakshanda Rashid	Surgical Centre	House no. 543, 11th Avenue, Sector F-10/2, Islamabad	0300-8553016
292	IHRA-00507	Mr. Muhammad Javed Iqbal	Reliance Diagnostic Center	131,132, Block C, Civic Center, Phase 4, Bharia Town, Islamabad	0336-4497782
293	IHRA-00514	Mr. Muhammad Javed Iqbal	Reliance Hospital	131,132, Block C, Civic Center, Phase 4, Bharia Town, Islamabad	0336-4497782
294	IHRA-00259	Dr. Suhail Ahmad	Maryam Memorial Hospital (Pvt) Ltd	175, Block D, Civic Center, Phase IV Commercial , Bharia Town, Islamabad	0300-8446307
295	IHRA-00384	Muhammad Arshad Malik	Mustahsan Matab	17-B, Ahmad Center, I-8 Markaz, Islamabad	0300-5135360
296	IHRA-00385	Dr. Haroon Shahid Qazi	Qazi Dental Practics	House No.4, Street No.3, Sector F-7/3, Islamabad	0300-5001774
297	IHRA-00379	Mr. Habibullah	Al- Qayyum Homeopathic Clinic	Main Bazar, Bilal Town, Near Khanna Bridge, Islamabad	0300-5150977
298	IHRA-00539	Dr. Abdullah Bashir Janjua	Ibrahim Clinic	Shop No. 02, Kashif Plaza, Pakistan Town, Phase I, Main Road, Islamabad	0342-5111650
299	IHRA-00540	Dr. Ghaffar Ali	Ali Clinic	Near Police Station Koral, Islamabad	0300-5134828
300	IHRA-00392	Mr. Malik Mmuhammad Uzair	e-Shifa Siht Private Ltd.	Shifa International Hospital, Pitras Bukhari Road, H-8/4, Islamabad	0344-5919198
301	IHRA-00376	Mr. Sohail Mahmood	Shifa International Hospital	3rd Road, Sector G-10/4, Islamabad	0346-8551643
302	IHRA-00389	Mr. Jawad Sidique	Ali Medical Centre	3-B, Kohistan Road, F-8 Markaz, Islamabad	0333-9854948
303	IHRA-00482	Dr. Omar Rasheed Chughtai	Chughtai Lab	East 101, Fazal-e- haq road between F-7/G-7, old stock exchange building, Blue Area, Islamabad	0345-8495761
304	IHRA-00025	Dr. Abdul Haseeb Khan	Khan Lab & Diagnostic Center	Shop No. 4, ground floor, executive complex, G-8 Markaz, Islamabad	0303-5165614
305	IHRA-00050	Mr. Parwez Akhtar Waqar	Rehman Homeopathic Clinic	Mohallah choudriya pco stop, Bharakahu, Islamabad	0314-5289360
306	IHRA-00153	Dr. Muhammad Arshad Khan	Daha Lab & Diagnostics Pvt. Ltd.	Plot No 24, Street No. 22, I&T Center, G-8/4, Islamabad	0300-5006664
307	IHRA-00137	Mr. Tahoore Khan	Medsole Clinical Laboratory	Shop No. 96, united plaza, fazl-e- haq road, blue area, ground floor, Islamabad	0312-9738182

308	IHRA-00557	Mr. Syed Zeeshan Munawar	Accurate Diagnostic & Covid PCR Lab	Al- Anayat plaza, G-11 Markaz, Islamabad	0335-4614940
309	IHRA-00556	Mr.Saima Naz	Islamabad Homeopathic Clinic	Flat No.14-A,Block 6 A, G-15/4, Jammu Kashmir Housing Society, Islamabad	0348-0494522
310	IHRA-00548	Dr. Iqbal Hussain	Fazle Rabi Clinic	Barma Town, Khana pul, Islamabad	0310-0909306
311	IHRA-00547	Mr. Sajid Ullah	Umair Clinic	Main simily dam road,PTV colony market, shahpur chowk, Bharakahu, Islamabad	0333-5289006
312	IHRA-00549	Dr. Waseem Lehrasab	KidZone	Plaza no. 88, Sheikh Zayd Bin Sultan road, Sector H, DHA 2, Islamabad	0302-8788853
313	IHRA-00550	Dr. Ayesha Batool	BCL Consultants Clinic	Shaheen plaza, infront of tikka mehal kahuta road, Islamabad	051-4485077
314	IHRA-00551	Dr. Qurat-ul-ain Saif	Al- Karim Homeopathic Clinic	Shop no. 2-D, Ground floor, Plot no 2-D, Bazar no.6, Pakeeza market, I-8/4, Islamabad	0312-5400167
315	IHRA-00553	Dr. Zabunisa	Zaib Gynae & Obs, Clinic	House no. 17, Street no. 8, Block C, Soan Garden (CECHS) Islamabad	0321-2977320
316	IHRA-00554	Dr. Shabbir Ahmad	Nooran Clinic	Shop no. 3, Hazro Arcade, Multi Gardens B-17, Islamabad	0300-9810490
317	IHRA-00555	Mr. Muddasar Nazir	Crown Diagnostic Centre (Pvt) Ltd. Collection Centre	02 basement dhamyal plaza, Main G.T Road, Rawat, Islamabad	0321-5353031
318	IHRA-00558	Mr. Ramzan Ali	Noman Homeopathic Clinic	Sharifabad Road, Koral, Islamabad	0300-5118072
319	IHRA-00450	Dr. Nasim Ashraf	Islamabad Clinic Serving Infertile Couples (ICSI) Pvt. Ltd.	First floor,Saudi pak tower, West Blue Area, Islamabad	0345-5100345
320	IHRA-00428	Dr. Muhammad Zaheen Gul	Noor Maxillofacial & Dental Surgery	Block no. 3, Sitara Market, G-7 Markaz, Islamabad	0300-5152896
321	IHRA-00147	Dr. Zakir Muneeb	Ali Hospital	G-9/1, Plot no. 96, I&T Center, Islamabad	0300-8503031
322	IHRA-00451	Dr. Adnan Wali Khan	Adnans Dental Clinic	Shop no. 9, Flat no. 9, Hill view plaza, G-10 Markaz, Islamabad	0300-5050001
323	IHRA-00427	Mr. Muhammad Sajid Bhatti	Orthosen Homeopathic Clinic	Clinic no. 9810, Crystal plaza, F-8 Markaz, Islamabad	0303-5004600

324	IHRA-00518	Dr. Jamal Zafar	Yashfeen Clinic	Shop no. 05 & 06, PMC Pakland builders plaza, F-8 Markaz, Islamabad	0322-5223364
325	IHRA-00445	Dr. Raja Imran Rasheed	Aayan Health Clinic	Shop no. 1,2, Koshan cinma building, G-7 Markaz, Islamabad	0333-5229920
326	IHRA-00138	Dr. Rehman Sher	Khadim Hussain Clinic	Ghauri town, VIP, Islamabad	0306-3132055
327	IHRA-00561	Mr. Tahir Zahoor Ahmed	Therapy Works (Pvt) Ltd.	Plaza no 03, Street no 25, Firdous Market, Sector, F-6/2, Islamabad	0301-8258890
328	IHRA-00347	Mr. Muhammad Aslam	Umar Ali Clinic	14/E, I-9 Markaz, Islamabad	0300-5572703
329	IHRA-00562	Dr. Abdul Rehman	Mir Clinic	Ashraf Town, Main Chowk, Pindorian, Islamabad	0313-5066616
330	IHRA-00054	Dr. Ather Mehmood	South East Hospital	Plot no. 343,0-9, Police Foundation Main double road, PWD, Islamabad	051-5194664
331	IHRA-00053	Prof. Dr. Mirza Inam ul Haq	Family Medical Complex	FMC, near Attock oil pump, Golra Dabar, E-11, Islamabad	0300-9527527
332	IHRA-00003	Dr Ali Afzal Sheikh	Maroof international Hospital	10th Avenue , F-10 Markaz , Islamabad	03468551017
333	IHRA-00567	Dr. Lubna Ejaz Kahloon	Specialist Care Clinic	346 main PWD road, 0/9 Nationa Police Foundation, Islamabad	0345-5540343
334	IHRA-00568	Dr. Salman Ahmad Bajwa	Baby Medics Clinic	Main double road, F-block, National Police foundation, Islamabad	0333-5196658
335	IHRA-00569	Dr. Haqdad	Mustafa Healthcare Clinic	House no. 712, street no. 2, shahzad town, chack shahzad, Islamabad	0345-5925323
336	IHRA-00572	Mr. Muhammad Latif Khan	Mardan Dawakhana	Shop no. 4, kamran shopping centre, Aabpara market, Islamabad	0301-2493933
337	IHRA-00166	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre	Main PWD road, Opposite doctor's town, Islamabad	0321-4333323
338	IHRA-00160	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre	Shop no. B-1, Silver city plaza, Basement G-11 Markaz, Islamabad	0321-4333323
339	IHRA-00159	Dr. Aftab Ahmad Khan	Islamabad Diagnostic Centre	Plot no 15, Lower ground, Meezan bank, main gate jinnah garden, Islamabad	0321-4333323
340	IHRA-00119	Dr Shabana Rehman	Najum UL Khaleej Diagnostic Center	3rd floor, paris plaza (old telenor), Plot no 38, F-11 Markaz, Islamabad	0333-5441122