

QUALITY CONNECT

NABH NEWSLETTER

JUNE 2026 | ISSUE 14



भारतीय गुणवत्ता परिषद्
**QUALITY COUNCIL
OF INDIA**
Creating an Ecosystem for Quality



राष्ट्रीय अस्पताल और
स्वास्थ्यचर्या-प्रदाता प्रत्यायन बोर्ड
**National Accreditation
Board for Hospitals and
Healthcare Providers**



NABH GUNVATTA PATHSHALA



Mr. Rizwan Koita

Chairperson, NABH



It gives me great pleasure to welcome you to this special edition of the NABH Newsletter dedicated to "**NABH Gunvatta Pathshala - A Training and Capacity Building Initiative of QCI.**" This edition reflects NABH's continued commitment to strengthening healthcare quality by building the knowledge, skills, and capabilities of healthcare professionals across the country.

At NABH, we firmly believe that accreditation is not merely the achievement of a certification but a journey of continuous quality improvement. While standards provide the framework, their successful implementation depends on the competence, commitment, and preparedness of the people who deliver healthcare. Recognising this need, NABH launched **Gunvatta Pathshala** as a dedicated platform for learning, mentorship, and professional development to strengthen quality capacity across the healthcare ecosystem.

Gunvatta Pathshala has been designed to provide participants with a practical understanding of accreditation standards, quality management, patient safety, risk management, and continuous quality improvement. By combining structured learning with practical insights, the programme enables healthcare professionals to translate quality standards into meaningful improvements in patient care and organisational performance.

The encouraging participation of healthcare professionals, students, and emerging quality leaders from across the country reflects the growing recognition that investing in people is fundamental to strengthening healthcare systems. As healthcare continues to evolve, the need for competent quality professionals will only grow, and initiatives such as Gunvatta Pathshala will play an important role in developing the next generation of quality champions.

I congratulate everyone associated with this initiative and encourage healthcare organisations, professionals, and students to actively participate in such learning opportunities. Together, let us continue to strengthen the culture of quality and patient safety, contributing to safer, more resilient, and patient-centred healthcare for all.

Mr. Chakravarthy T. Kannan

Secretary General, QCI



Capacity building has always been central to the mission of the Quality Council of India. It is therefore a matter of great pride to present this edition of the NABH Newsletter highlighting **“NABH Gunvatta Pathshala – A Training and Capacity Building Initiative of QCI.”**

The healthcare sector today operates in an increasingly complex environment where quality, patient safety, operational efficiency, and continuous improvement are indispensable. While standards provide the framework for excellence, it is people who ultimately bring these standards to life. Recognising this, QCI and NABH have invested significant efforts in creating learning platforms that nurture knowledge, skills, and leadership capabilities among healthcare professionals.

NABH Gunvatta Pathshala has emerged as an innovative and impactful initiative that combines education, mentorship, practical learning, and professional engagement. The programme not only familiarises participants with accreditation standards and quality management systems but also encourages critical thinking, problem-solving, and a culture of evidence-based improvement.

What makes this initiative particularly significant is its focus on developing future quality champions. By engaging students, young professionals, healthcare workers, and institutional leaders, Gunvatta Pathshala is creating a sustainable pipeline of professionals equipped to lead quality transformation initiatives across the healthcare ecosystem.

The achievements highlighted in this newsletter demonstrate the power of collaborative learning and the positive impact that structured capacity-building programmes can have on healthcare delivery. They also reflect QCI's broader vision of creating a quality-conscious nation where excellence is embedded across systems and services.

I congratulate the NABH team, faculty, mentors, participating institutions, and learners for their dedication and contributions. I hope that the experiences and success stories featured in this edition inspire many others to embrace the journey of continuous learning and quality improvement.

Together, let us continue to strengthen healthcare quality and patient safety through knowledge, innovation, and collective commitment.



National Accreditation Board for Hospitals & Healthcare Providers

VISION

To be the apex national healthcare accreditation and quality improvement body, functioning at par with global benchmarks.

MISSION

To operate accreditation and allied programmes in collaboration with stakeholders focusing on patient safety and quality of healthcare based upon national/international standards, through process of self and external evaluation.

VALUES

Credibility	: Provide credible, value-added services
Responsiveness	: Willingness to listen and continuously improve services
Transparency	: Openness in communication and freedom of information to its stakeholders
Innovation	: Incorporating change, creativity, continuous learning and new ideas to improve the services being provided



Gunvatta Pathshala
 India's Own School of Quality

Gunvatta Pathshala

Gunvatta Pathshala is the structured training, skilling, and capacity-building vertical of QCI- NABH that promotes healthcare quality and patient and staff safety through targeted education programmes.

Introduction

Gunvatta Pathshala has been conceived as an initiative of the Quality Council of India and its constituent boards to promote quality standards and accreditation processes in India through systematic awareness sessions, training, skilling, and capacity building. At NABH Gunvatta Pathshala, the primary aim is to provide structured training modules for employees in healthcare organisations to understand the basics of NABH, healthcare quality, and patient and staff safety standards.

The vertical brings together multiple formats of learning - classroom and virtual trainings, self-learning modules, role-based induction courses, and certificate programmes under a single umbrella. It functions as a national training platform aligned with NABH accreditation/ certification frameworks, focusing on developing competencies across clinical, administrative, and support staff roles.

Rationale and importance for healthcare staff

India's health system employs over 75 lakh professionals, yet there are persistent gaps in skill adequacy and patient safety outcomes, with estimates suggesting nearly 50 lakh deaths annually are linked to medical errors and system inefficiencies, many of which are preventable. Avoidance of standardised training and inadequate competency upgradation are highlighted as major contributors to these preventable adverse events.

Global benchmarks, such as the WHO recommendation of 44.5 skilled workers per 10,000 population, versus India's estimated 33.5, underscore not only the quantitative shortfall but also the need to enhance competency and standardisation for the existing workforce. As healthcare becomes more digital, A.I.-enabled, and data-driven, structured upskilling of nurses, technicians, administrators, and other cadres becomes essential to reduce errors, improve coordination, and sustain safe care delivery. Within this context, NABH Gunvatta Pathshala provides a systematic mechanism to orient staff to quality systems, patient safety principles, and accreditation-linked practices in a consistent, replicable manner.

Objectives and scope of work

The objectives of Gunvatta Pathshala are articulated around four core functions: promoting quality awareness, providing technical training, disseminating best practices, and supporting accreditation.

- **Promote quality awareness:** Sensitise healthcare workers to the importance of quality, certification, accreditation, and conformity assessment as foundational to safe and reliable care.
- **Technical training:** Build technical competence on specific standards and accreditation requirements, including international benchmarks, so that staff can implement protocols correctly in day-to-day practice.

- **Dissemination of best practices:** Create a platform to share success stories and best practices from diverse organisations, fostering a culture of learning and healthy competition.
- **Support for accreditation:** Use training programmes to demystify accreditation processes, thereby enabling more organisations to become accredited and improving global acceptance of their services and results.

The scope of Gunvatta Pathshala covers trainings through the NABH website (classroom and virtual), QCI Pathshala self-learning modules (eQuest), self-learning videos for handholding hospitals, role-based induction modules, comprehensive self-learning curriculum for quality managers and doctors, recognition of hospitals and educational institutions through the Gunvatta Pathshala Champions initiative, etc.

Types of programmes under the vertical

Gunvatta Pathshala hosts a broad portfolio of programmes designed to address multiple levels of the healthcare system. These include:

- Education workshops on themes such as Clinical Audits, Continual Quality Improvement Tools and Techniques, Documentation For Patient Safety And Quality Improvement, and Good Clinical Practice.
- Programmes on Implementation (POIs) for various NABH standards including hospital accreditation (6th edition), SHCO (3rd edition), Digital Health, Eye Care, Medical Imaging Services, Dental Healthcare Service Providers, AYUSH Hospitals, and Medical Value Travel Facilitators.
- Awareness programmes for Digital Health, Care Homes, Blood Banks, AYUSH Hospitals, Allopathic Clinics, Dental Facilities, and Entry-Level Certification Standards, especially targeting smaller clinics and early adopters.

- Training, skilling, and capacity-building certificate courses for OT technicians, Nurses, Doctors, Quality Managers, Dental Chairside Assistants, Front Office Staff, Imaging Professionals, and students, with more courses in development.
- Self-learning digital modules such as the NABH Digital Health Foundation Course and other quality and safety-oriented e-learning offerings.

In addition, role-based induction modules for even more professionals are being prepared for hosting with e-Mitra support, enabling hospitals to access structured induction content free of cost.

Aim to train one lakh healthcare and allied professionals

Within the broader QCI-NABH skilling strategy, NABH Gunvatta Pathshala is positioned as a key platform for implementing the roadmap to train 1,00,000 healthcare and allied health professionals. The roadmap outlines an integrated approach using blended learning, institutional partnerships, and accreditation-focused content to reach medical, nursing, paramedical, administrative, and allied health staff, including both students and in-service professionals.

The strategy envisages engagement with universities and postgraduate institutions, hospitals (particularly in Tier 2 and Tier 3 cities), diagnostic centres, and other healthcare setups, supported by MoUs and deployment of empanelled trainers. NABH Gunvatta Pathshala, along with platforms such as the NABH website and Q-Mitra, is identified as a primary channel for delivering these trainings through workshops, webinars, and self-paced awareness sessions.

By aligning its training portfolio with this 1 lakh training roadmap, NABH Gunvatta Pathshala contributes directly to strengthening the national healthcare workforce and to embedding a culture of quality improvement across the continuum of care.



List of Training Programmes/Certification courses at NABH Guvvata Pathshala

NABH Guvvata Pathshala

A. Education Workshop

a. Clinical Audits

This interactive workshop is designed to build capacity among healthcare professionals to carry out effective clinical audits that directly lead to improved patient outcomes and safety. The course balances theory with practical exercises, offering participants a hands-on opportunity to develop the skills required to lead, manage, and report clinical audits within their institutions.

Through case studies from ICUs, Operating Rooms (ORs), and wards, participants will explore current quality benchmarks and gain insights into real-world auditing practices. The programme aims to bridge the gap between intention and implementation when it comes to quality improvement via audits.

b. Continual Quality Improvement: Tools and Techniques

This workshop introduces participants to key elements of quality improvement (QI). The session explores current approaches, such as the plan, do, study, act (PDCA) model, FMEA, conducting RCA, Lean Six Sigma in healthcare to assess improvements (using performance indicators for measuring and monitoring), and tools and techniques of organisational quality plan development. The session examines the link between an organisation's quality plan and team-based quality improvement plans. Participants will learn about performance indicators and how to use this powerful measurement tool to better focus quality improvement activities. Participants will gain knowledge and experience to enable them to use strategies and structured processes to

develop meaningful indicators. Participants will also be introduced to a very exhaustive and innovative tool: the WHO Patient Safety Assessment Toolkit.

c. Documentation Requirement for Patient Safety and Quality Improvement

Documentation is a critical foundation of any quality management system, and it plays a vital role in meeting NABH accreditation requirements. This work-shop is designed to help healthcare professionals and administrators understand and implement effective documentation practices aligned with patient safety and continuous quality improvement.

Participants will gain a clear understanding of the different tiers of documentation—Policies, Procedures, and Work Instructions/SOPs—and how these link to one another in a structured, logical hierarchy. The session will also address good documentation practices, including version control, document accessibility, change management, and archival processes.

d. Good Clinical Practice (GCP)

Good Clinical Practice (GCP) is the gold standard for conducting clinical trials involving human subjects. It encompasses ethical and scientific quality benchmarks that protect participants' rights, ensure safety, and enhance the credibility of data.

This one-day interactive workshop introduces participants to the foundational and operational elements of GCP, including trial design, documentation, data handling, and participant protection. Emphasis is placed on aligning with global guidelines and improving the quality of clinical trials conducted in India.

B. Programme on Implementation (POIs)

a. Hospital Accreditation Standard 6th Edition

The Programme on Implementation (POI) is a flagship training initiative by NABH aimed at enabling hospitals to effectively implement the latest NABH 6th Edition Standards. Over three days, the training covers all chapters of the standards, with detailed discussions of quality protocols, documentation requirements, and practical strategies to ensure compliance.

This programme is designed not only to prepare organisations for accreditation but also to embed a culture of continuous quality improvement and patient safety within the healthcare delivery system.

b. SHCO Accreditation Standard 3rd Edition

The Programme on Implementation (POI) is a flagship training initiative by NABH aimed at enabling hospitals to effectively implement the latest NABH 3rd Edition Standards. Conducted over two days, the programme provides in-depth coverage of every chapter, focusing on quality protocols, documentation essentials, and practical approaches to achieving compliance. Beyond accreditation readiness, POI aims to foster a sustainable culture of quality enhancement and patient safety within healthcare organisations.

c. 2nd Edition Digital Health Standards for Hospitals

This Programme on Implementation (POI) is developed to support healthcare providers and digital health professionals in aligning with the NABH Digital Health Standards. Spanning two days, the training will cover all chapters of the standards, including digital infrastructure, patient data systems, clinical integration, interoperability, and compliance frameworks. The programme offers hands-on insights and implementation strategies to prepare participants for digital health accreditation and promote patient safety through technology-enabled care.

d. NABH 2nd Edition Standard Eye Care Organisation

The Programme on Implementation (POI) of NABH 2nd Edition Standards for Eye Care Organisations is a structured two-day training delivered in virtual mode. It is designed to provide participants with a comprehensive understanding of NABH Eye Care Standards (2nd Edition) and their practical application in day-to-day operations. The sessions cover documentation, patient safety, quality management, and compliance requirements specific to eye care institutions, helping organisations embed quality culture at every level.

e. Medical Imaging Services (MIS)

This programme provides a quality assurance framework for standalone imaging centres and radiology departments within hospitals. It evaluates the accuracy, safety, and consistency of services such as X-ray, CT, MRI, and ultrasound. It also covers aspects like radiation protection, equipment calibration, patient communication, and reporting standards. Accreditation helps centres streamline workflows, avoid diagnostic errors, and improve turnaround times. It positions them as reliable diagnostic partners for hospitals and clinicians, while building patient trust and visibility in a competitive diagnostics landscape.

The Programme on Implementation of the MIS Standards aims to guide healthcare providers in implementing NABH standards for Medical Imaging Services. It covers patient-centred standards, imaging procedures, facility management, quality and safety, and human resource management. The training is designed for imaging centre staff, administrators, and healthcare professionals seeking accreditation. Participants will gain in-depth knowledge of documentation, implementation, and assessment processes for quality management in imaging services.

f. Dental Healthcare Service Providers (DHSP) 3rd Edition

This programme provides comprehensive guidance on NABH standards for dental healthcare providers, including dental hospitals, clinics, and teaching institutions. It covers patient safety, quality of care, infection control, medication management, and facility management. The training is suitable for dental professionals, administrators, and para-medical staff aiming for accreditation. Participants will learn to implement standards, conduct self-assessment, and prepare for accreditation.

g. AYUSH Hospitals

This comprehensive training programme offers guidance on NABH accreditation standards tailored specifically for AYUSH hospitals, including Ayurveda, Homeopathy, Siddha, and Unani systems of medicine. It covers critical areas such as patient care, safety protocols, documentation practices, facility management, and staff competency development. The programme is designed for healthcare professionals, administrators, and support staff across AYUSH disciplines who are seeking to implement robust quality management systems and prepare effectively for NABH accreditation assessments.

Participants will learn to align their healthcare delivery with NABH's patient-centred and organisational standards, which emphasise continuous quality improvement, ethical governance, and patient safety. The programme addresses system-specific requirements while maintaining consistency with the broader NABH hospital standards framework, facilitating a stepwise and structured approach to quality enhancement. Through this training, AYUSH healthcare organisations can build a sustainable culture of safety, documentation excellence, and operational efficiency, thereby improving patient satisfaction, institutional reputation, and preparedness for accreditation audits.

h. Medical Value Travel Facilitator (METF)

This programme provides guidance on NABH standards for Medical Value Travel Facilitators, covering patient care, safety, documentation, facility management, and staff competency. The training is suitable for travel facilitators, administrators, and support staff seeking accreditation. Participants will learn to implement quality management systems and prepare for accreditation assessments.

C. Awareness Programmes

a. Awareness Programme on Digital Health Standard Accreditation Programme

This awareness programme introduces healthcare organisations to NABH Digital Health Standards, focusing on digital infrastructure, operations management, and patient safety. The programme is designed for hospital administrators, IT professionals, and healthcare staff. Participants will gain an understanding of digital health standards and their implementation for accreditation.

b. Awareness Programme on NABH Standards for Care Home Accreditation Programme 1st Edition

This programme provides insights into NABH standards for care homes, covering management, facility safety, health, resident engagement, and human resources. The training is suitable for administrators, doctors, nurses, and healthcare professionals in care homes. Participants will learn about accreditation standards and processes for care homes.

c. Awareness Programme for Accreditation for Blood Bank

This programme introduces healthcare professionals to NABH standards for blood banks, covering organisation and management, accommodation, personnel, equipment, process

control, and quality improvement. The training is suitable for blood bank staff, administrators, and healthcare professionals. Participants will learn about accreditation standards and processes for blood banks.

d. Awareness Programme for Accreditation Standards of AYUSH Hospitals

This programme provides an overview of NABH standards for AYUSH hospitals, covering patient care, safety, documentation, facility management, and staff competency. The training is suitable for AYUSH professionals, administrators, and support staff. Participants will learn about accreditation standards and processes for AYUSH hospitals.

e. Awareness Programme for Allopathic Clinics 2nd Edition

The 2nd Edition of NABH Allopathic Clinics Accreditation Standards is now in effect, applicable to facilities offering outpatient (OPD) and day care services without in-patient facilities. This edition broadens the scope to include standalone day-care centres, dialysis units, and chemotherapy centres. The certificate under this edition is valid for four years and introduces a progressive categorisation model: Core, Commitment, Achievement, and Excellence.

This awareness session is designed to provide a clear understanding of the revised framework, application process, and documentation requirements.

f. Awareness Programme for Dental Healthcare Service Providers (DHSP) 3rd Edition

This awareness session is designed for dental clinics and dental facilities aspiring to understand and adopt the NABH accreditation framework. It covers essential quality and patient safety standards relevant to dental practice, including infection control, documentation, patient rights, and clinical protocols. The programme aims to encourage dental setups to embark on the quality journey with easy-to-understand awareness and guidance.

g. Awareness Programme for Entry Level Dental Clinics Certification

The programme has been designed keeping in mind the Dental clinics which are aspiring to begin Quality and safety practices but need time to establish and learn the quality parameters. The Entry Level Programme is a certification programme having validity of 2 years.

The Entry Level standards have been made easy to understand with bare minimum requirements to motivate and encourage clinics to join the mission of quality and certification. A seal of NABH would not only encourage the clinic but also build confidence of patients in healthcare delivery and practices across. The certification standards are checklist-based and are easy to implement for the Dental clinics. This Programme is for Dental clinics up to 8 chairs.

National Accreditation Board for Hospitals and Healthcare Providers (NABH) curated this programme keeping in mind the easy implementation aspect of the standards. The certification standards have all the required guidelines on Dental practice, which are followed globally. NABH ensures high quality of care and patient safety. The objective of this certification process is to build a quality culture at all levels and across all the functions of the healthcare organisations.

h. Awareness Programmes of Entry-Level Certification

This introductory programme targets healthcare providers, especially smaller clinics and facilities, aiming to familiarise them with NABH's Entry Level Certification standards. The content simplifies quality and safety parameters, providing practical steps to implement basic quality practices. The programme's objective is to motivate early adopters to initiate structured quality processes and prepare for certification.

D. Gunvatta Pathshala – Training, Skilling, and Capacity Building Courses

a. NABH Certificate course for OT technicians

To equip OT Technicians with the knowledge, skills, and competencies required to maintain a sterile, safe, and efficient operation theatre environment in alignment with NABH standards, thereby enhancing patient safety, supporting surgical teams effectively, and ensuring adherence to quality protocols in perioperative care.

b. Essentials of Healthcare Quality and Patient Safety for Nurses

A foundational certificate course for nursing professionals focusing on healthcare quality and patient safety. This training equips nurses with knowledge of the NABH standards, nursing excellence, patient rights, safety protocols, and the role of nurses in fostering a culture of quality care. It emphasises practical application in daily nursing responsibilities to elevate care standards.

c. Essentials of Healthcare Quality and Patient Safety for Doctors

To equip doctors with comprehensive knowledge and practical understanding of QCI-NABH, its structure, accreditation processes, and the specific roles, responsibilities, and standards applicable to medical professionals as per global best practices and the NABH 6th Edition Hospital Standards.

d. NABH Certificate course for Quality Managers

To equip the Quality Managers with the knowledge, skills, and competencies required in alignment with NABH standards, thereby enhancing patient safety, efficiency, and ensuring adherence to quality protocols in the hospital.

e. NABH Certificate course for Dental Chairside Assistants

An upcoming certification course tailored for dental chairside assistants, this programme aims to enhance the competencies of dental assistants in alignment with NABH standards. It focuses on infection control, patient safety, clinical aspects, and supportive roles during dental procedures to improve overall quality and compliance in dental clinics.

f. NABH Certificate course for Healthcare Front Office Staff

This course is designed to train healthcare front office staff in the principles of quality, patient communication, documentation, and smooth operational practices aligned with NABH standards. The programme aims to develop skills that improve patient experience and support the quality framework within healthcare organisations.

g. Essentials of Healthcare Quality and Safety for Imaging Professionals

A specialised course for imaging professionals including radiological staff and technicians, detailing NABH standards related to medical imaging services. It emphasises patient safety, radiation protection, documentation, and maintaining quality control to support accreditation and enhance service delivery.

h. Flagship Quality and Safety Training Course for Students

A flagship course offered to healthcare students across disciplines, focusing on foundational principles of healthcare quality and patient safety as per NABH standards. The programme aims to build awareness about quality culture early in healthcare careers and prepare students to contribute effectively to healthcare quality improvement initiatives.

i. Induction for all Nurses – What Every Nurse Must Know About NABH

A 2-hour induction training module for new employees joining healthcare organisations, enabling them to understand the basics of NABH, healthcare quality, and patient and staff safety standards.

j. Induction for all Healthcare Front Office Staff – What Every Healthcare Front Office Staff Must Know About NABH

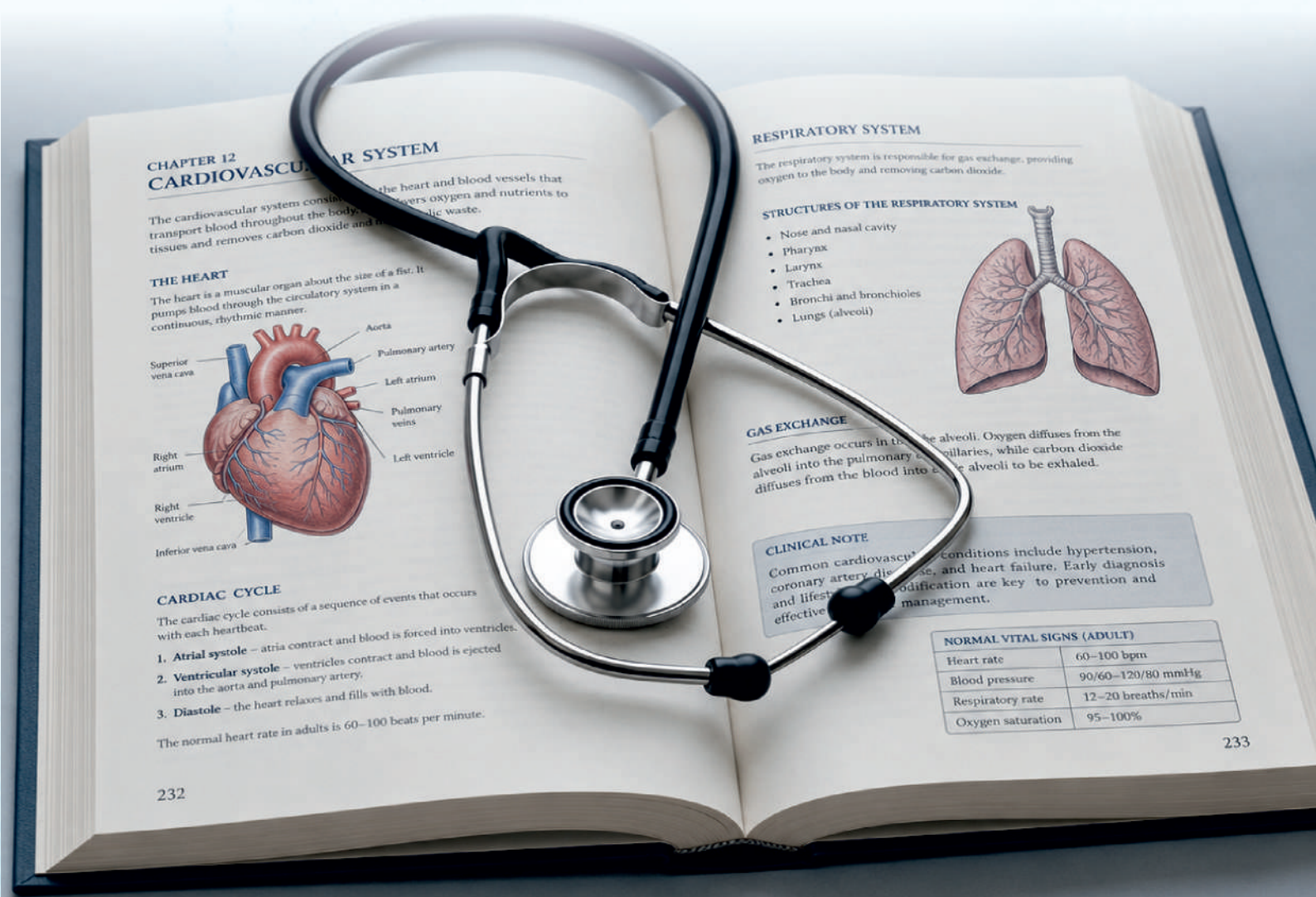
The aim is to equip Healthcare Front Office Professionals with a clear understanding of their roles and responsibilities in ensuring efficient, ethical, and patient-centric services. It focuses on

accurate registration and documentation, effective communication, coordination with clinical teams, and maintaining confidentiality and patient satisfaction to deliver a seamless healthcare experience.

E. Self-Learning Modules

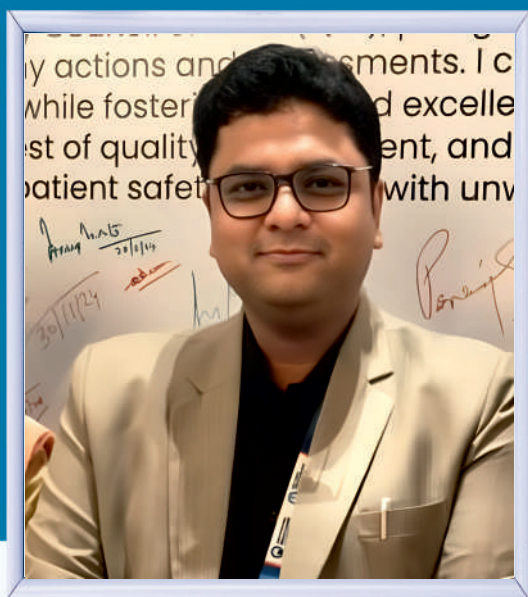
a. NABH Digital Health Foundation Course

The NABH (National Accreditation Board for Hospitals & Healthcare Providers) Digital Health Foundation Course (DHFC), developed in collaboration with the Koita Foundation, is an innovative initiative aimed at enhancing healthcare standards and practices across India.



Articles from NABH Secretariat





Gunvatta Yatra: Driving Quality Healthcare to the Last Mile

Mr. Aman Jain

Assistant Director, NABH

The National Accreditation Board for Hospitals & Healthcare Providers (NABH), under the Quality Council of India (QCI), continues to lead India's healthcare ecosystem towards safer, standardised, and patient-centric care.

In line with this vision, NABH launched *Gunvatta Yatra* under the larger umbrella of *Gunvatta Pathshala*—a nationwide outreach initiative designed to educate, engage, and empower healthcare providers to adopt structured quality systems.

More than an awareness campaign, *Gunvatta Yatra* has emerged as a movement that is carrying the message of quality to every corner of the country, ensuring that healthcare institutions, regardless of size or location, have the opportunity to embark on their quality journey.

Nationwide Outreach: Expanding the Footprint of Quality

Gunvatta Yatra has steadily evolved into a flagship national initiative, taking the principles of quality beyond metropolitan centres into Tier 2, Tier 3, Tier 4, and rural regions—ensuring true last-mile inclusion.

Over the past year, the initiative has achieved remarkable scale:

- More than 260 *Gunvatta Yatras* conducted across India
- Engagement with over 3,300 unique hospitals
- Coverage across 27 States and 3 Union Territories
- Presence in 202 cities nationwide

This extensive reach reflects NABH's commitment to ensuring that quality is not confined to large urban institutions alone. Focused on inclusivity, the initiative has actively engaged smaller and emerging healthcare facilities. On-ground sessions, including those conducted in Nashik on AYUSH certification, have demonstrated how NABH is enabling diverse healthcare providers to understand and adopt structured quality frameworks.

From Awareness to Implementation

One of the defining strengths of *Gunvatta Yatra* lies in its outcome-oriented approach. The initiative moves beyond simply creating awareness and instead focuses on enabling healthcare organisations to implement quality standards in a practical and sustainable manner.

Each session is carefully designed to provide:

- A clear understanding of accreditation frameworks

- Guidance on compliance requirements and documentation
- Practical, step-by-step implementation strategies
- Interactive opportunities for peer learning and problem-solving

By combining knowledge with practical guidance, Gunvatta Yatra ensures that healthcare providers are able to translate concepts into measurable improvements in systems, processes, and patient care.

Capacity Building: Creating Quality Champions

Sustainable quality transformation requires trained professionals who can drive change within their organisations. Recognising this, Gunvatta Yatra places strong emphasis on capacity building.

As part of the initiative:

- 36 Quality Manager Certification Trainings have been conducted across India
- More than 1,400 professionals have been trained and certified
- Webinars have been organised on critical areas such as documentation, infrastructure, manpower, and regulatory compliance
- Continuous mentorship and follow-up engagement are provided to participating institutions

These efforts are creating a strong network of quality champions who can lead, sustain, and institutionalise quality practices within their respective healthcare facilities.

Beyond Accreditation: Strengthening the Healthcare Ecosystem

Gunvatta Yatra reflects NABH's larger vision of building a comprehensive and future-ready quality ecosystem.

The initiative extends beyond conventional accreditation and encompasses multiple domains, including:

- Entry-level certification programmes
- Digital Health Standards
- AYUSH accreditation
- Care Home accreditation

This integrated and inclusive approach ensures that quality is embedded across diverse healthcare segments, making structured care practices accessible to a broader range of institutions.

Collaborative Engagement: Driving a Culture Shift

The success of Gunvatta Yatra is rooted in the active participation of all stakeholders within the healthcare ecosystem. Doctors, nurses, administrators, quality professionals, and hospital leadership have come together to participate in the initiative.

Such multi-stakeholder engagement is fostering a significant cultural shift—one in which quality is no longer viewed merely as a compliance requirement, but as a shared organisational value and a collective responsibility.

Impact on the Ground

The impact of Gunvatta Yatra is visible across the healthcare landscape.

The initiative is contributing to:

- Enhanced patient safety and improved clinical outcomes
- Standardised clinical and administrative practices
- Greater efficiency in systems and documentation
- Stronger ownership of quality among healthcare teams

Importantly, smaller hospitals that were once hesitant to begin their accreditation journey are now increasingly embracing NABH standards. This has strengthened their internal capabilities, improved preparedness, and aligned them more closely with evolving regulatory expectations.

Key Takeaways

- Quality is a continuous and evolving journey
- Training and capacity building are critical enablers of transformation
- On-ground engagement drives stronger adoption and implementation
- Standardisation ensures consistency, reliability, and trust
- Patient-centricity remains at the heart of every quality initiative

The Road Ahead

With sustained momentum and an expanding

footprint, NABH continues to deepen its engagement with healthcare providers across the country.

Today, Gunvatta Yatra stands as more than an initiative—it is a national movement that bridges awareness with action, empowers healthcare institutions, and nurtures a culture of quality and excellence across India's healthcare system.

As NABH continues to take quality to the last mile, Gunvatta Yatra remains a powerful reminder that meaningful transformation begins when knowledge, commitment, and collective action come together.





Driving Quality Through Capacity

Dr. Devyanee Sharma
Assistant Director, NABH



Through structured training and standards aligned,
NABH strengthens systems, elevates the mind.
Building capacity with measurable gain,
Embedding quality across every domain.
From protocols defined to practices refined,
It bridges knowledge with outcomes designed.
Empowering professionals, shaping care delivery,

Ensuring safety, efficiency, and accountability.
With continuous learning and audits that guide,
And evidence-based practices applied far and wide,
It fosters a culture where improvement thrives,
And excellence is sustained in everyday lives.
A framework of excellence, consistent and clear—
Transforming healthcare, year after year.



Shaping the Future of Healthcare Quality – One Aspiring Professional at a Time

Dr. Lubna Rana Pal

Associate Manager, NABH-QCI

The Moment That Defines a Career

There is a moment in every clinician's journey – in every nurse's first patient encounter, in every hospital administrator's first policy decision – where the weight of what 'quality' truly means becomes undeniably real. In that moment, it is not just a term from a textbook. It is a standard that determines whether a patient goes home safely, whether a procedure is performed correctly, or whether a system failure cascades into a preventable tragedy.

This is precisely why the National Accreditation Board for Hospitals and Healthcare Providers (NABH), under its flagship capacity-building arm, the Gunvatta Pathshala, has placed aspiring healthcare professionals – medical students, nursing graduates, dental students, healthcare management trainees, and allied health learners – at the heart of its training mission. Because the most powerful time to build a culture of quality is not after a career has been shaped by bad habits. It is at the very beginning.

"Quality is not an act, it is a habit. And habits are most powerfully formed at the start of a journey, not midway through it."

India's healthcare landscape is undergoing a profound transformation. With over 30,000 hospitals and healthcare organisations in the NABH pipeline, and with global benchmarks increasingly informing domestic healthcare standards, the demand for quality-conscious professionals has never been more urgent. NABH's training initiatives respond to this demand directly – by building that consciousness from Day One of a professional's career.

Why Quality Education Must Begin Early

Research in professional education consistently demonstrates that foundational training – the knowledge, frameworks, and values instilled in the early years – shapes professional behaviour for decades. Healthcare is no exception. A doctor who learns to document accurately from their first clinical posting carries that discipline into every prescription they write. A nurse trained in infection control protocols from their first ward rotation internalises those habits as second nature.

Yet historically, quality and patient safety education in India's healthcare curriculum has been an afterthought – addressed in passing, seldom assessed, and rarely connected to globally accepted

standards. The result has been a generation of competent clinicians and managers who, despite their technical skills, are unfamiliar with the language of accreditation, the structure of quality management systems, or the frameworks that govern safe patient care internationally.

The Cost of Delayed Quality Training

- Preventable medical errors cost global health systems billions annually – and India is not insulated from this reality.
- New professionals entering clinical environments without quality training are more likely to perpetuate unsafe practices.
- Organisations struggle to build quality cultures when staff join without any baseline understanding of standards.
- Accreditation processes become reactive rather than proactive when quality awareness arrives late in a career.

NABH recognises that the answer lies upstream. By engaging students and early-career professionals before institutional inertia sets in – before they are socialised into 'the way things are done here' – NABH's training programmes plant the seeds of a quality culture that grows with the professional and eventually transforms the organisations they lead.

NABH's Training Ecosystem for Aspiring Professionals

The Gunvatta Pathshala has been designed as a comprehensive, multi-modal learning ecosystem that meets students and early professionals where they are – across disciplines, across levels of prior knowledge, and across geographies. Its offerings span online and in-person formats, short certification courses and immersive workshops, introductory overviews and advanced deep-dives into NABH standards.

Foundation Courses in Healthcare Quality

Designed explicitly for those at the start of their careers, NABH's foundation programmes introduce the core philosophy of quality in healthcare. Participants learn what quality means in a clinical context, how it is measured, and why standardisation – far from being bureaucratic box-ticking – is the bedrock of safe, efficient, and compassionate care. These courses draw directly from internationally recognised frameworks including those of the World Health Organisation's patient safety curricula, and quality management principles, contextualised for the Indian healthcare environment.

Discipline-Specific Modules

Recognising that quality looks different through the eyes of a surgeon, a nurse, a dentist, and a health systems manager, NABH has structured its training across discipline-specific pathways:

For Medical Students and Junior Doctors: Modules focus on clinical documentation, informed consent processes, medication safety, surgical safety checklists, and the role of quality indicators in clinical outcomes. The surgical safety checklist – a tool proven to reduce postoperative mortality – becomes not a procedure to tolerate, but a commitment to understand.

For Nursing Students and Graduates: Training emphasises infection prevention and control, nursing care standards, patient identification protocols, fall prevention, pressure ulcer care, and handover communication using structured frameworks like SBAR (Situation-Background-Assessment-Recommendation).

For Dental Students: Programmes address sterilisation and decontamination protocols, radiographic safety, instrument traceability, and dental-specific patient safety priorities aligned with NABH's dental hospital standards.

For Allied Health Professionals: Modules tailored for laboratory technicians, radiographers, physiotherapists, and other allied professionals address quality standards specific to their clinical domains, laboratory quality management, and their role within the broader quality ecosystem of a healthcare organisation.

"An accreditation standard is not a ceiling to reach – it is a floor to stand on. NABH training helps aspiring professionals understand this distinction early, transforming compliance into a commitment."

Learning Global Benchmarks: The NABH Advantage

One of the most distinctive aspects of NABH training for aspiring professionals is its deliberate grounding in global quality benchmarks. India's healthcare sector no longer operates in isolation. Medical tourism, international collaborations, global health emergencies, and the increasing sophistication of Indian patients have made it imperative that Indian healthcare professionals speak the same quality language as their international counterparts.

NABH standards are developed in alignment with the International Society for Quality in Health Care (ISQua) guidelines – the international accreditor of accreditors. This means that NABH-trained professionals are not learning a localised interpretation of quality. They are learning a framework that has been evaluated against the most rigorous global standards in healthcare quality.

Global Benchmarks Embedded in NABH Training

- WHO Patient Safety Curriculum Guide – systematic, evidence-based patient safety concepts
- ISQua International Standards – the framework that defines world-class healthcare accreditation

- IHI (Institute for Healthcare Improvement) methodologies – including Plan-Do-Study-Act (PDSA) improvement cycles

For a medical student trained under NABH's curriculum, this exposure is transformative. When they enter their first hospital posting, they understand what a Root Cause Analysis is and why it matters. They know the difference between a near-miss and a sentinel event. They can read a clinical audit result and understand what it implies for patient care. They understand that quality is not something that happens to a hospital – it is something that professionals actively create.

Patient Safety as a Core Competency – Not an Elective

A particularly significant element of NABH's training philosophy is the treatment of patient safety as a core professional competency – not a soft skill, not an elective module, and not the exclusive domain of quality managers. Every aspiring professional who completes NABH training understands the hierarchy of safety risk, the role of reporting systems in preventing future harm, the importance of a just culture where errors are reported without fear of punishment, and the mechanisms through which healthcare systems learn from adverse events.

This is significant because, globally, an estimated 134 million adverse events occur in hospitals in low- and middle-income countries every year, contributing to approximately 2.6 million deaths (WHO, 2019). The majority of these events are preventable. These issues are preventable—not due to a lack of technology, but because of missing culture and knowledge. NABH training directly addresses this gap by ensuring that India's next generation of healthcare professionals enters the workforce already equipped with the mindset and skills to prevent harm.

What Aspiring Professionals Gain from NABH Training

Learning Outcome	What It Means in Practice
Quality Literacy	Ability to read, interpret, and apply quality indicators, clinical audits, and accreditation standards in day-to-day professional practice.
Patient Safety Culture	Understanding of how healthcare systems generate errors, and how professionals at every level prevent them through reporting, communication, and proactive risk identification.
Documentation Discipline	Appreciation for accurate, complete, and timely clinical documentation as both a patient safety tool and a legal and quality requirement.
Accreditation Fluency	Familiarity with NABH standards across relevant domains – allowing professionals to contribute to accreditation efforts from their first day in an organisation.
Continuous Improvement Mindset	Application of quality improvement methodologies (PDSA, audits, benchmarking) to clinical and administrative challenges.
Interprofessional Communication	Use of structured communication tools like SBAR and closed-loop communication to reduce handover errors and improve team performance.

From the Classroom to the Clinic: Real-World Impact

The true measure of any training programme is not what happens in the classroom – it is what happens when the learning meets reality. NABH's training initiatives have consistently demonstrated that professionals who engage with quality education early carry its principles into their institutions in measurable ways.

Nursing graduates who have completed NABH's patient safety modules report greater confidence in raising safety concerns with senior colleagues – a critical behaviour in high-pressure clinical environments. Healthcare management students who have studied NABH accreditation standards are better equipped to lead quality improvement projects from their very first administrative role. Medical students who have been exposed to the framework of clinical auditing approach their clinical rotations with a more analytical eye, better prepared to contribute to departmental quality committees as junior doctors.

"The student who understands why a consent form must be completed in full, not merely how to complete it, will never treat consent as a formality. That understanding is the difference between a culture of quality and a culture of compliance."

This is precisely the transformation NABH's training is designed to catalyse. Not the production of professionals who know the standards – but the development of professionals who internalise them. Who ask 'why?' before they ask 'what?'. Who see a near-miss as an opportunity to learn rather than an embarrassment to conceal. Who understand that a hospital's accreditation status is a reflection of every professional who works within it – from the specialist surgeon to the ward nurse to the administrator who manages the records.

How Aspiring Professionals Can Engage with NABH Training

NABH has made its training offerings accessible to aspiring professionals through multiple channels, designed to fit the demanding schedules of students and early-career clinicians:

Online Self-Paced Courses: Available through the NABH learning portal, these courses allow students to study at their own pace, earn certificates recognised by healthcare institutions, and build a verifiable quality competency record that strengthens their professional profile.

Institution-Based Workshops: NABH conducts workshops at medical colleges, nursing institutes, dental colleges, and healthcare management schools across India – bringing quality education directly into academic environments.

Collaborative Academic Programmes: Through partnerships with NHA Academy and other institutional partners, NABH integrates quality and patient safety content into undergraduate and postgraduate curricula – ensuring that quality education is not an add-on but an embedded element of professional training.

Certification Programmes: Short-term intensive certification courses – provide structured, comprehensive quality education that carries weight in the job market and within healthcare organisations.

A Word to Aspiring Healthcare Professionals

- Quality and patient safety are not bureaucratic burdens. They are the architecture of excellent care.
- The standards you learn today will protect the patients you treat tomorrow.

- NABH training is not preparation for accreditation – it is preparation for leadership in a quality-conscious healthcare system.
- Every great healthcare professional is also a quality professional. Your journey towards that starts here.

Conclusion: Building the Healthcare India Deserves

India is in the midst of an extraordinary healthcare transformation. The Ayushman Bharat scheme, the National Health Policy, and the growing aspiration of Indian healthcare organisations to meet world-class standards are creating a moment of possibility unlike any in the nation's healthcare history. Realising that possibility requires a workforce that is not merely trained in clinical technique, but educated in the principles of quality and patient safety that transform good care into great care.

NABH's training initiatives for aspiring healthcare professionals are an investment in that future. By reaching doctors, nurses, dentists, healthcare managers, and allied health learners at the very beginning of their careers – before habits are hardened and before institutional cultures have been absorbed – NABH is building the human infrastructure of a quality healthcare system.

The aspiring professional who completes a NABH training programme today is not just better prepared for their first job. They are better prepared to lead the organisations of tomorrow, to champion quality in every committee they sit on, every policy they draft, and every patient they serve. They are, in the truest sense, the future of healthcare quality in India.

The journey towards quality healthcare for every Indian begins with education. And that education begins here, with NABH Gunvatta Pathshala, going hand in hand with every aspiring professional who dares to believe that excellent care is not an aspiration – it is a standard.



Building the Backbone of Quality: NABH's Assessor Empowerment Initiative

Ms Dipika Dhole

Associate manager, NABH-QCI



NABH Overview

The **National Accreditation Board for Hospitals & Healthcare Providers (NABH)**, a constituent board of the Quality Council of India (QCI), is India's apex body for healthcare accreditation. Established to institutionalise patient safety and quality of care across all tiers of healthcare delivery, NABH operates over **25+ accreditation and certification programmes** covering hospitals, clinics, dental centres, imaging labs, AYUSH facilities, and more. With over **25,000 accredited facilities and 1,50,000+ trained healthcare professionals** nationwide, NABH remains the gold standard of quality assurance in Indian healthcare benchmarked against international norms and aligned with the national vision of **Viksit Bharat 2047**.

ECGS & CGHS Empanelment

The **Ex-Servicemen Contributory Health Scheme (ECHS)** provides comprehensive, cashless medical care to retired Armed Forces personnel and their dependants, leveraging both military and empanelled civil hospitals. The **Central Government Health Scheme (CGHS)** similarly covers serving and retired Central Government employees across CGHS cities. Both schemes have entrusted **QCI-NABH** to independently conduct empanelment assessments through a structured portal-and-app-based system, ensuring transparency, objectivity, and quality in selecting healthcare organisations (HCOs) for empanelment. A NABH/QCI recommendation letter constitutes a rigorous quality endorsement submitted to the respective scheme authorities.

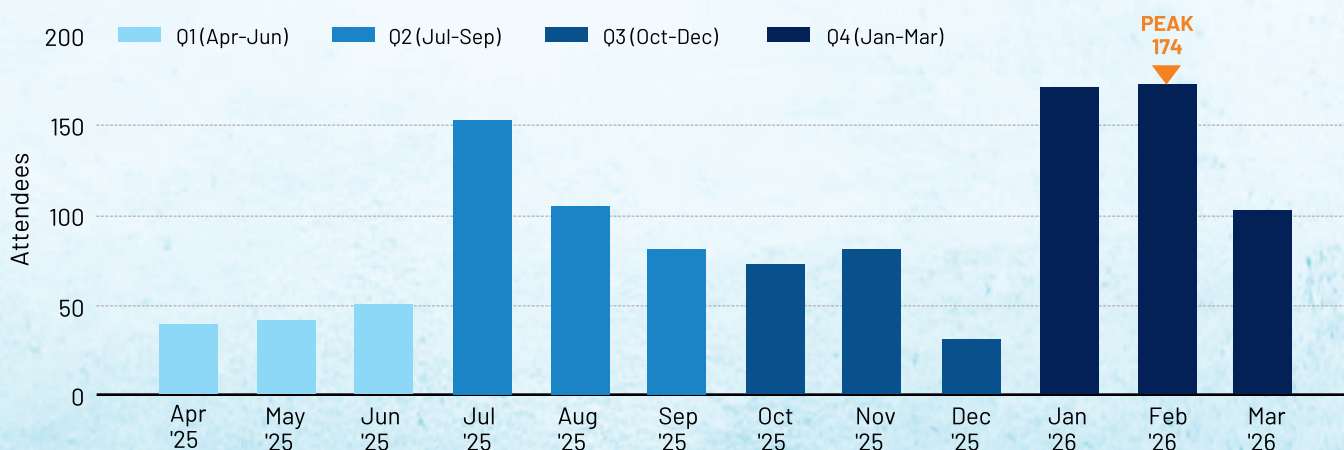


The Programme Assessor Training Initiative

Effective empanelment begins with a well-trained assessor. Recognising this, NABH undertook a structured capacity-building drive between **02nd April 2025 to 30th April 2026**, conducting **27 virtual**

training sessions for ECHS & CGHS assessors pan-India. The sessions were focused on standardising assessment practices, eliminating grey areas in empanelment norms, and building a confident, consistent pool of qualified assessors.

Monthly Attendance - FY 2025-26 (27 Sessions - 1,106 Total Attendees)



Four Pillars Of The Training Curriculum

- **Desktop Assessment (DA):** Name/address/bed-strength matching against statutory licences; NC raising, acceptance and rejection protocols; single NC reply opportunity; scenario-based decision-making.
- **Scope of Service Criteria:** Recommending scopes based on the infrastructure-manpower-equipment triad; 5 UHID verification; part-time vs. full-time consultant attendance frequency norms; all-or-none inspection principle.
- **Laboratory & Radiology Norms:** Mandatory NABL accreditation for Tier-I/II cities; MoU-based outsourcing rules for Tier-III and remote areas; IQAS/EQAS quality checks; distance criteria (≤ 1.5 km).
- **Onsite Assessment (OA):** Opening meeting protocols; app-based OA workflow on Android;

statutory section verification; infection control checklist; report writing and portal submission; soft-skills & professional conduct.

Post-training Feedback Analysis

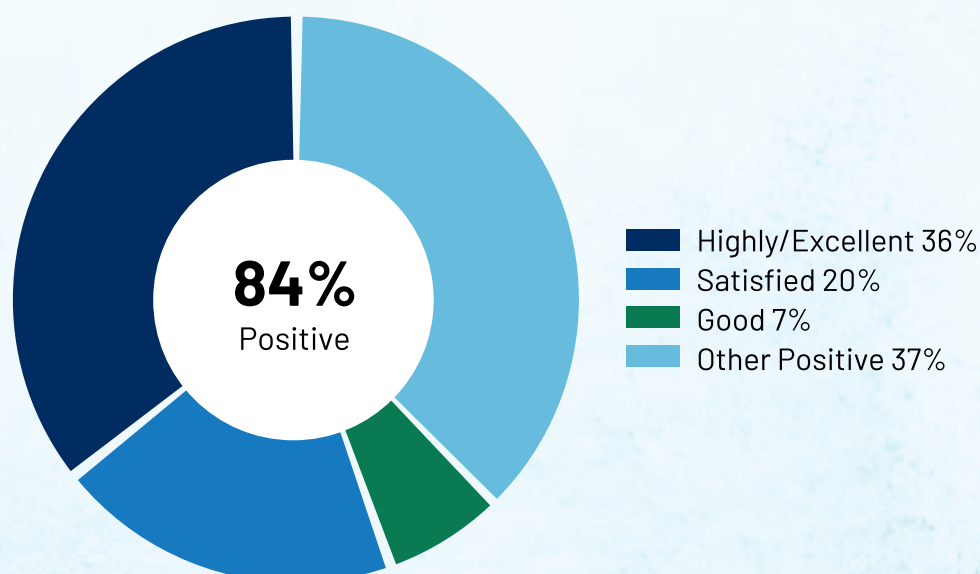
Key Findings

The aggregated feedback data from 191 assessors across 27 sessions reveals a strongly positive training experience, with **84% of respondents rating the sessions as satisfactory or above.**

Engagement peaked in March 2026 with 65 feedback responses, reflecting growing awareness and participation momentum as the programme matured.

Note on Data: The feedback form dataset (191 responses) represents assessors who completed the post-session survey form. The full training reached 1,106 assessors 27 sessions.

Assessor Satisfaction Distribution (n=191)



The MCQ analysis identified a gap in assessors' understanding of ECHS and CGHS criteria particularly between the **previous norms and the revised empanelment standards**. This gap in comprehension of key criteria was systematically identified through the

feedback analysis, which directly informed the design of the **revised training module**, enabling targeted sessions to address the most commonly incorrect responses recorded in the feedback report.

"An assessor who understands not just the checklist, but the intent behind each criterion, is the most powerful quality safeguard in the empanelment ecosystem"

Assessors' Way Forward

Alongside satisfaction ratings, programme assessors provided constructive feedback on strengthening future training cycles. Three clear themes emerged consistently across all batches:

- **Case-Based Learning:** Assessors across batches strongly recommended integrating mock desktop assessments, simulated hospital scenarios, and real NC examples to bridge the theory-practice gap and improve field readiness.
- **Regular Refresher Cadence:** Multiple assessors requested quarterly or bi-annual refresher modules that incorporate the latest CGHS/ECHS circulars, scope updates, and portal changes especially as empanelment norms evolve frequently.

- **Interactive Q&A & Peer Forums:** Assessors highlighted the value of dedicated Q&A time and proposed a shared digital platform or group where queries can be discussed and resolved between assessment cycles.

Conclusion

The NABH ECHS/CGHS Assessor Training Programme stands as a compelling demonstration of NABH's broader mission that empanelment excellence begins not at the hospital gate, but with the people who assess it. Across **27 sessions, 138 assessors, and 191 structured feedback responses**, this initiative has built a standardised, technically precise, and nationally consistent assessor community.

The data-driven insights from this analysis, satisfaction trends, knowledge gaps, and assessor-led recommendations will directly shape the next phase of the programme. As India progresses towards the vision of **Viksit Bharat 2047**, NABH remains steadfast in ensuring that every empanelment assessment is a credible, evidence-based, and patient-centric act of quality governance.





Embedding Quality at the First Point of Care: A Strategic Imperative for Viksit Bharat

Ms. Neha Jaswal

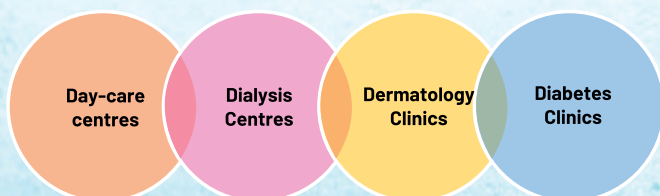
Analyst-NABH

It is imperative that India's healthcare system strengthens its foundation by embedding a culture of quality at the primary level of care – clinics. As the first and most accessible point of contact for patients, clinics play a decisive role in shaping health outcomes. Ensuring that care delivery at this level is structured, standardised, and aligned with a robust quality framework is no longer optional—it is a strategic necessity.

This approach is intrinsically aligned with the national vision of a **Viksit Bharat**, where **equitable access to safe, effective, and quality healthcare** is central to **inclusive growth**.

Strengthening the Accreditation Ecosystem: A Responsive Framework

The Allopathic Clinics Accreditation Programme, first introduced in January 2011, has evolved in response to stakeholder feedback and the changing healthcare landscape. The 2nd Edition significantly broadens its scope to include **day-care centres, Dialysis, Dermatology and Diabetes centres**.



The introduction of a progressive categorisation model – Core, Commitment, Achievement, and Excellence – enables clinics to adopt a phased and sustainable pathway to quality maturity. The four-year validity of certification further ensures continuity and sustained compliance.

NABH's Strategic Intervention: Awareness as a Driver of Systemic Change

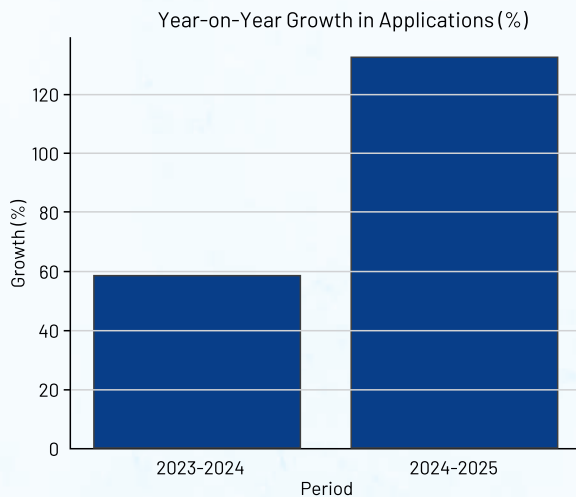
In pursuit of this vision, NABH has institutionalised **bi-monthly virtual awareness training** sessions for allopathic clinics across the country. Delivered free of cost, these sessions serve as a strategic mechanism for capacity building, standardisation, and quality adoption at scale.

The programme is bridging the gap between policy and practice, by facilitating smoother adoption of accreditation standards, particularly among smaller healthcare providers and by developing a clear and actionable understanding of the 2nd Edition of NABH Allopathic Clinics Accreditation Standards, the application and assessment process and documentation and compliance requirements.

A defining feature of this initiative is its focus on inclusivity. The programme is specifically designed to support Clinics with limited manpower, single-

doctor practices and facilities at the nascent stage of their quality journey.

By simplifying processes and offering continuous handholding, NABH is ensuring that quality accreditation is accessible, achievable, and scalable across diverse healthcare settings.



Training and Outreach in 2025 and From Awareness to Adoption: A Shift in Mindset

Clinics are increasingly recognising accreditation not merely as an accreditation, but as a framework for delivering safe, reliable, and patient-centric care.

Over the year, **24 awareness sessions (two per month)** were conducted, reaching around **600 healthcare professionals**. These efforts reflect a multi-pronged strategy combining digital training, engagement, and stakeholder collaboration.

The effectiveness of NABH's awareness-driven approach is reflected in tangible growth in participation and adoption.

With continuous handholding, inclusion of dialysis clinics, and sustained training interventions, the Allopathic Clinics Accreditation Programme has witnessed more than a twofold increase in applications in 2025. With applications increasing by **59% from 2023 to 2024**, followed by a substantial **133% rise in 2025**, reflecting a cumulative growth of

over **270% in the last two years**. This sharp rise underscores growing trust, awareness, and readiness among clinics to align with national quality standards.



Conclusion: Scaling Quality Through Leadership and Capacity Building

NABH's commitment to "Quality, Safety, and Wellness to the Last Man in the Line" is being operationalised through these structured interventions. By empowering clinics at the grassroots, NABH is strengthening primary healthcare systems, enhancing patient safety and trust and enabling uniform standards of care across geographies.

This directly contributes to India's broader goals of universal health coverage and health system strengthening.

The journey towards a Viksit Bharat necessitates a healthcare system where quality is embedded at every level, beginning with clinics. NABH's awareness training initiative exemplifies how strategic policy direction, backed by sustained capacity-building efforts, can drive measurable impact.

By enabling even the smallest clinics to participate in the quality ecosystem, NABH is not only expanding accreditation coverage but also building a resilient, inclusive, and future-ready healthcare system for India.



From Compliance to Competence: Training Today, Transforming Tomorrow

Mr. Prateek Gautam

Coordinator, NABH-QCI

There is a moment in almost every hospital when learning quietly changes everything.

It may be a nurse who pauses to verify a medicine one extra time because of a training session she attended. It may be a doctor who communicates differently with a patient after understanding the importance of empathy and safety. It may be an administrator who no longer sees quality as paperwork, but as something that affects every patient, every day.

These moments may appear small, but together they create the culture of a hospital.

Healthcare quality is not built only through infrastructure, technology or written standards. It is built through people through what they know, how they think, and how willing they are to keep learning.

Over the years, NABH has played an important role in creating this culture of learning. It has moved beyond being only an accrediting body and has become a platform that helps healthcare professionals grow, adapt and improve.

Today, NABH is helping create a generation of healthcare professionals who are not only technically capable, but also quality-conscious, patient-centric, digitally aware and prepared for the future.

Beyond Accreditation: Building a Learning Healthcare System

For many years, accreditation in healthcare was often viewed as a finish line. Hospitals worked towards it, collected documents, prepared departments and waited for the final assessment.

But the institutions that truly improve are the ones that understand something deeper: accreditation is valuable only when its principles continue to live in everyday practice.

NABH has gradually changed the way healthcare organisations look at quality. Instead of asking, "What do we need to show during an assessment?", hospitals are now beginning to ask, "What do we need to learn so that we can do this better every day?"

That difference is important. A checklist may help a hospital pass an inspection, but learning helps a hospital protect a patient.

This is why NABH's contribution to education and training matters so much. Through **workshops, assessor development programmes, Gunvatta Gurukul, webinars, orientation sessions, Quality managers training programmes, Gunvatta yatra and quality training initiatives**, NABH has helped people understand not only the wording of standards, but the purpose behind them.

When people understand the purpose, their approach changes. A medication is double-checked not because a policy says so, but because someone understands the consequences of an error. An infection control practice is followed not because it is written on a wall, but because the team believes in it. A hospital leader supports training not because it is mandatory, but because it improves care. That is where the real shift begins—from doing things for compliance to doing them with conviction.

Creating a Culture of Continuous Learning

One of the greatest challenges in healthcare is that knowledge changes rapidly. New diseases emerge, treatment protocols evolve, technologies become obsolete, and patient expectations continue to rise.

In such an environment, yesterday's learning cannot solve tomorrow's problems. Recognising this, NABH has emphasised continuous learning as an essential part of quality healthcare.

The various educational initiatives of NABH are not limited to senior administrators or quality managers. They extend across every layer of the healthcare system:

- Doctors and clinicians are trained in patient safety, ethical practices, documentation, infection control and quality indicators.
- Nurses are empowered through structured training in patient care, medication management, communication and risk reduction.
- Hospital administrators learn about quality systems, leadership, resource management and process improvement.
- Assessors receive rigorous orientation and capacity building to ensure objectivity, consistency and professional excellence.
- Young professionals and trainees are introduced to the principles of healthcare quality through programmes such as Gunvatta Gurukul.

This democratisation of knowledge is one of NABH's greatest strengths. It ensures that quality is not confined to a department or a committee, but becomes part of the organisational DNA.

When education reaches every level of the institution, transformation becomes possible. A hospital where everyone learns together begins to work together better. A doctor communicates more effectively with a nurse. A nurse becomes more confident in identifying risks. An administrator becomes more proactive in solving problems. Patients experience safer, more respectful and more reliable care.

In this way, education does not remain a classroom activity; it becomes a force that changes behaviour, culture and outcomes.

Digital Healthcare and the Need for New Competencies

The healthcare sector is entering a new era one shaped by digital transformation.

Electronic health records, telemedicine, artificial intelligence, digital diagnostics, remote monitoring, data analytics and smart healthcare technologies are becoming an integral part of patient care. While these innovations offer enormous opportunities, they also create new challenges.

Technology alone cannot improve healthcare. The real question is: are healthcare professionals prepared to use these technologies safely, effectively and ethically?

This is where NABH's role in education and capacity building becomes even more important.

As digital healthcare grows, hospitals require a workforce that is digitally literate, quality-oriented and adaptable. Professionals must understand not only how to use new technologies, but also how to protect patient confidentiality, ensure data security, maintain ethical standards, and prevent technology related errors.

The future healthcare professional will need a new combination of skills:

- Clinical knowledge
- Digital literacy
- Quality improvement capability
- Communication and teamwork
- Ethical and patient-centred thinking
- Ability to work with data and technology

NABH, through its standards and training programmes, is helping institutions prepare for this future. By integrating digital readiness with quality education, NABH is ensuring that technology does not replace the human element of healthcare, but strengthens it.

For example, a hospital implementing electronic medical records must train its staff not only in software use, but also in accurate documentation, privacy safeguards, patient identification and continuity of care.

Similarly, telemedicine requires healthcare providers to learn new methods of communication, consent, record keeping and patient engagement. Artificial intelligence may assist in decision-making, but healthcare professionals must still understand how to validate information, identify bias and exercise human judgment.

Thus, the future of healthcare is not simply digital - it is digitally competent and digital competence can only be achieved through sustained education and training.

Capacity Building: Strengthening Institutions, Not Just Individuals

Training is often viewed as an activity for individuals. However, NABH has demonstrated that true capacity building must strengthen institutions as a whole. A well-trained individual can create change, but a well-trained institution can create transformation.

Capacity building means creating systems where:

- Learning is continuous
- Knowledge is shared
- Mistakes are analysed without fear
- Staff are encouraged to innovate
- Leaders support improvement
- Policies are translated into practice

NABH has contributed significantly in building such institutional capacity. Through assessor training, healthcare organisation workshops, internal quality teams, accreditation guidance and structured educational resources, NABH has enabled hospitals to become self-reliant and quality-driven.

Instead of depending entirely on external interventions, institutions begin to develop their own internal champions of quality. These are the people who train others, monitor processes, conduct audits, encourage best practices and sustain improvements long after accreditation has been achieved.

This ripple effect is perhaps the most powerful outcome of NABH's contribution. One trained professional inspires another. One improved department influences the next. One hospital becomes a model for many others.

Gradually, the culture of quality spreads from individuals to institutions, and from institutions to the healthcare system as a whole.

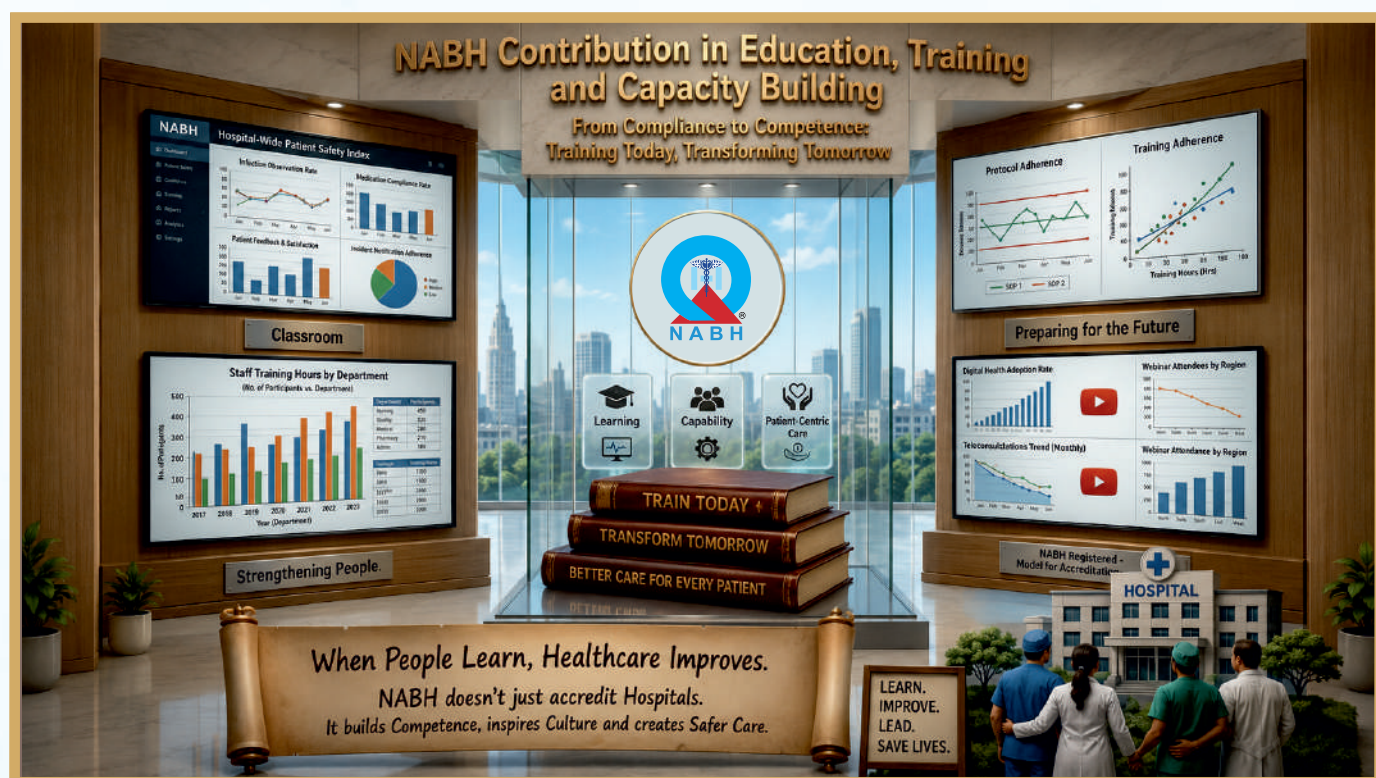
Training Today, Transforming Tomorrow

Every major transformation begins with a simple act of learning. A hospital that learns becomes a hospital that improves. A healthcare worker who is trained becomes a healthcare worker who leads. A system that invests in education becomes a system that protects lives.

NABH's contribution in education, training and capacity building is therefore not only about improving present-day healthcare. It is about

preparing India's healthcare system for the future. The future will demand more resilient hospitals, more skilled professionals, safer systems, stronger ethics and greater digital readiness. To meet these demands, healthcare institutions must move beyond temporary compliance and embrace permanent competence.

NABH has already shown the path. By creating a culture of continuous learning, encouraging digital preparedness, and strengthening institutional capacity, NABH is helping healthcare move from routine practice to meaningful excellence. And in doing so, it is not only transforming hospitals. It is transforming the future of healthcare itself.



A Closing Reflection

~Training Today, Transforming Tomorrow~

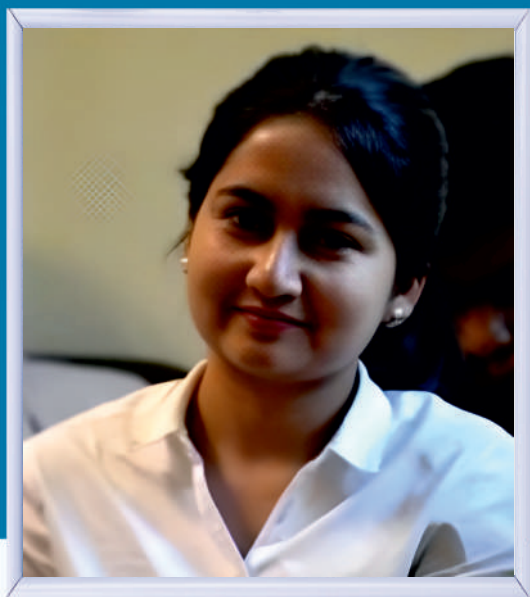
I often feel that the strongest hospitals are not always the ones with the tallest buildings or the newest machines. They are the ones where people never stop learning. Where a nurse is encouraged to ask questions. Where a doctor is willing to learn something new. Where mistakes are discussed openly, not hidden. Where training is not seen as a formality, but as an opportunity.

That is the change NABH is helping bring into healthcare. Not just better systems. Not just better

documents. But better people, better teams and better habits. Because when people learn, they grow. When they grow, they care better. And when they care better, patients feel safer.

Training gives confidence. Confidence creates competence. Competence builds trust. And trust is at the heart of every good hospital. Perhaps that is why education, training and capacity building matter so deeply. They do not only prepare us for the future. They help us create it.

And in that future, **NABH will be remembered not only for setting standards, but for inspiring healthcare to rise above them.**



Strengthening the Future of Healthcare: NABH's Outreach Initiative for the National Patient Safety Conference

Ms. Fareeha Ashraf

Coordinator, NABH-QCI

Introduction

Quality and patient safety are fundamental pillars of an effective healthcare system. In an evolving healthcare landscape, ensuring these principles requires not only robust regulatory frameworks but also continuous awareness, education, and engagement with future healthcare professionals.

Recognising this need, the National Accreditation Board for Hospitals & Healthcare Providers (NABH), under the Quality Council of India (QCI), undertook a comprehensive outreach initiative in the lead-up to the National Patient Safety Conference (NPSC) 2026.

This year's conference marked a significant milestone with the introduction of a dedicated paper presentation session. This addition was envisioned as a platform to encourage academic contribution, critical thinking, and innovation among students and young professionals. To maximise participation and awareness, NABH extended its efforts beyond conventional communication channels and directly engaged with academic institutions through structured outreach programmes.

Intent of the Outreach Initiative

The outreach initiative was conceptualised with a clear and strategic intent, focusing on long-term

capacity building and immediate engagement. The key objectives included:

1. Promoting Awareness of Quality and Patient Safety:

To sensitise students about the importance of standardised healthcare practices, NABH accreditation, and the role of quality frameworks in ensuring safe and effective patient care.

2. Encouraging Academic Participation and Research:

With the introduction of the paper presentation segment at NPSC 2026, NABH aimed to create an academic platform where students could present research, share innovative ideas, and contribute to the national discourse on patient safety.

3. Bridging the Academia-Practice Gap:

The initiative sought to connect theoretical knowledge with real-world healthcare challenges, enabling students to understand the practical implications of quality and safety protocols.

4. Building a Culture of Continuous Improvement:

By engaging students early in their academic journey, NABH aimed to instill a mindset of quality consciousness and continuous improvement that would carry forward into their professional careers.

Approach and Execution

To achieve these objectives, NABH conducted outreach sessions across four prominent universities: Sharda University, Jamia Millia Islamia, Manav Rachna University, and Amity University.

These institutions were selected for their diverse academic offerings and strong student base in healthcare-related disciplines. The outreach sessions collectively engaged approximately 300-400 students from fields such as healthcare management, medicine, nursing, public health, and allied healthsciences.

Each session was structured to ensure both informational depth and interactive engagement. The key components included:

- **Introduction to NABH and QCI:**

Participants were provided with an overview of NABH's role in setting benchmarks for healthcare quality and in strengthening the healthcare delivery system in India.

- **Understanding Patient Safety:**

The sessions emphasised the critical importance of patient safety, highlighting common risks in healthcare settings and the need for standardised protocols to minimize errors and adverse events.

- **Practical Insights through Case Discussions:**

Real-world scenarios and case studies were used to illustrate how lapses in quality can impact patient outcomes. This approach helped students relate theoretical concepts to practical situations.

- **Guidance on Paper Presentation:**

Detailed information was shared regarding the paper presentation segment, including themes, submission guidelines, evaluation criteria, and key focus areas. Students were encouraged to identify research gaps and propose innovative, evidence-based solutions.

- **Interactive Engagement:**

The sessions encouraged active participation through discussions, Q&A segments, and idea-sharing, fostering a collaborative learning environment.







Outcome and Impact

The outreach initiative resulted in both measurable outcomes and meaningful qualitative impact:

1. Wide Reach and Engagement:

The sessions successfully engaged approximately 300–400 students, creating a broad base of awareness across multiple disciplines.

2. Increased Awareness and Understanding:

Students gained a comprehensive understanding of NABH standards, accreditation processes, and the significance of patient safety in healthcare delivery.

3. Strong Academic Participation:

One of the most significant outcomes was the enthusiastic response to the paper presentation initiative. The National Patient Safety Conference 2026 witnessed the presentation of approximately 50 research papers, reflecting active student participation.

4. Diverse and Interdisciplinary Contributions:

The submitted papers covered a wide range of topics, including infection control practices, patient safety protocols, quality improvement frameworks, digital health integration, and patient-centred care approaches. This diversity highlighted the interdisciplinary nature of healthcare quality.

5. Enhanced Critical Thinking and Innovation:

Students demonstrated the ability to analyse healthcare challenges, identify gaps, and propose practical solutions, showcasing their research and analytical capabilities.

6. Strengthened Academia–Industry Linkages:

The outreach programmes created a meaningful connection between academic institutions and the healthcare quality ecosystem, encouraging future collaboration and knowledge exchange.

7. Long-term Behavioural Impact:

Beyond immediate outcomes, the initiative contributed to shaping students' perspectives, instilling a sense of responsibility towards delivering safe, high-quality healthcare in their future roles.

Conclusion

The NABH outreach initiative for the National Patient Safety Conference 2026 represents a forward-thinking approach to healthcare quality promotion. By actively engaging with students across leading academic institutions and providing them with a platform to contribute through research, NABH has taken a significant step towards nurturing the next generation of quality-conscious healthcare professionals.

The successful participation of around 50 research papers stands as a testament to the effectiveness of this initiative. More importantly, the outreach programmes have helped embed the principles of quality and patient safety into the mindset of future professionals, ensuring that these values are carried forward into practice.

Such initiatives not only enhance the impact of events like the National Patient Safety Conference but also contribute to building a healthcare system that is safer, more efficient, and deeply patient-centric. NABH's continued commitment to education, engagement, and innovation will play a crucial role in shaping the future of healthcare in India.



The Journey of Quality: Education and Empowerment

Mr. Shadan Ehsan
Coordinator, NABH-QCI



From bustling metros to the rural lane,
NABH leads a journey to break every chain.
Through Gunvatta Pathshala, the vision,
To bring patient safety and standards quite near.
With Gunvatta Yatra, the learning takes flight,
Turning the shadows of doubt into light.
Through structured sessions and tools to empower,
Healthcare providers find strength for the hour.
The Quality Managers rise from the crowd,
With skills and with knowledge, they stand tall and proud.

They master the systems, the rules, and the ways,
To guide their own teams through the clinical maze.
Small clinics and homes, once hesitant to start,
Now welcome the standards with all of their heart.
With mentorship flowing and wisdom to share,
They build up a culture of excellent care.
No longer a task or a burden to bear,
But a promise of safety in everyone's care.
The journey continues, the reach is so vast,
Building a system of quality meant to last.



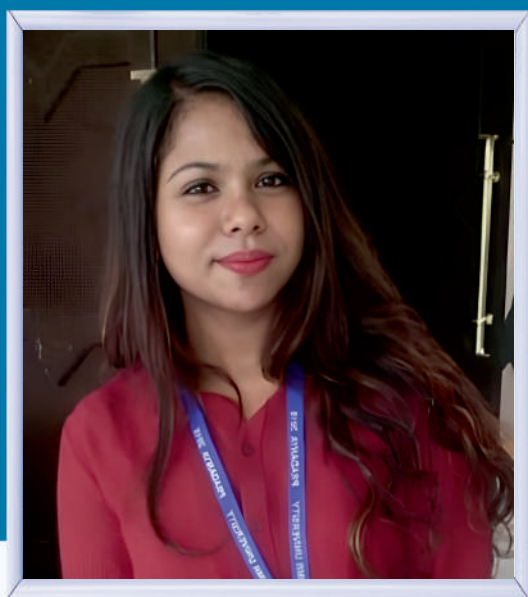
From Questions to Quality - A Young Girl's Journey (My Journey from medschool to NABH)

Dr. Ilma Tareen

Coordinator, NABH

I was a girl with curious eyes,
Watching nurses rush and doctors advise,
Walking past corridors shining bright,
Wondering what made everything right.
From the waiting hall to the patient's bed,
So many rules, so much to be read,
Charts on walls and colours in bins,
A silent system where safety begins. I asked my
professor, "Why do they care about washing hands
with such great care?" She smiled and said, "It's more
than a task, It's protecting lives no one should ask."
I saw a file, neatly arranged,
Every paper signed, nothing misplaced,
Names checked twice before medicine came,
Every small step never the same.
Slowly I learned, day after day,
Quality is built in a careful way,
Through training, learning, and working as one,
The journey of safety is never done.
A drill one morning rang loud and clear,
Fire alarms echoed for all to hear,
Staff moved quickly, calm and aware,
Prepared for danger, ready to care.
I watched them practise, not out of fear,
But to keep every patient safe and near,
That moment taught me something true

Preparation saves lives, old and new.
In classrooms bright with charts and slides,
teachers spoke of standards and guides,
How learning today prepares tomorrow,
And prevents pain, suffering, and sorrow.
From waste bins coloured red and blue,
To temperature logs checked through and through,
Every action, big or small,
Builds a system that protects us all.
I was once a girl who didn't know
Why processes mattered or systems must grow,
But step by step, I came to see
Quality begins with responsibility.
Today I stand with knowledge and pride,
With discipline and purpose as my guide,
Ready to serve, ready to lead,
With skills and compassion in every deed.
For a nation grows when people learn,
When safety and trust are what we earn,
And in every hospital, clinic, and ward,
Quality becomes the highest reward.
So here I am, from questions to care,
From learning the basics to leading with care,
A young girl once, now strong and wise,
Building a safer world before our eyes.



Decoding Quality Transformation: A Systematic Review of NABH Impact and the Role of Training Interventions in Shaping Strategic Directions

Dr. Sneha Pattnaik

Programme Analyst, NABH

1. Introduction

1.1 About NABH

NABH operates accreditation programmes for hospitals, clinics, dental facilities, blood banks, care homes, and other healthcare settings. It is the only healthcare accreditation body in India recognised by ISQua (International Society for Quality in Health Care), placing NABH-accredited institutions on par with international standards.

Training and capacity building are not peripheral activities for NABH – they are central to its accreditation model. NABH's training ecosystem includes Assessor Training Programmes, Programme on Implementation (POI), Quality Managers Certificate Courses, Awareness Programmes for specialised settings, interactive workshops on Clinical Audit and

Continuous Quality Improvement, and digital tools like the E-Mitra platform and Gunvatta Pathshala.

It has been found that there is a gradual scale-up of both hospital accreditation and professional training since NABH's inception. The number of accredited hospitals has grown from a single facility in 2006 to 29,000+ hospitals in 2026, while the overall trained professionals have exceeded 1,60,000 reflecting the sustained institutional investment in building quality capacity across the Indian healthcare sector.

2. Impact of NABH Trainings

2.1 Healthcare Workers' Perception & Satisfaction

Multiple studies have documented high levels of positive perception among healthcare workers who have undergone NABH-related training. The evidence base is substantial and consistent across geographies and facility types within India.

Healthcare Workers' Perception After NABH Training (Cross-Sectional Study, Tertiary Care Centre, India)

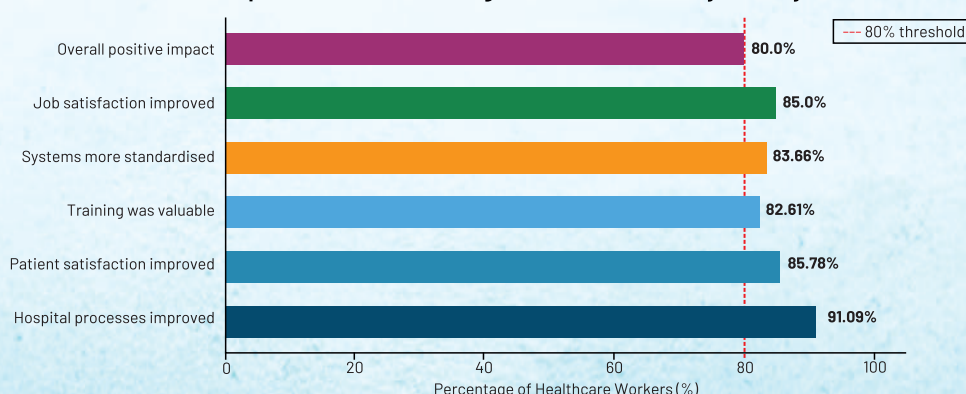


Figure 2: Healthcare Workers' Perception After NABH Training (n=280, Tertiary Care Centre)

2.2 Measurable Quality Improvement in Facilities

Perhaps the most compelling evidence of NABH training's impact comes from facility-level studies

measuring adherence to quality standards before and after structured training and support interventions.

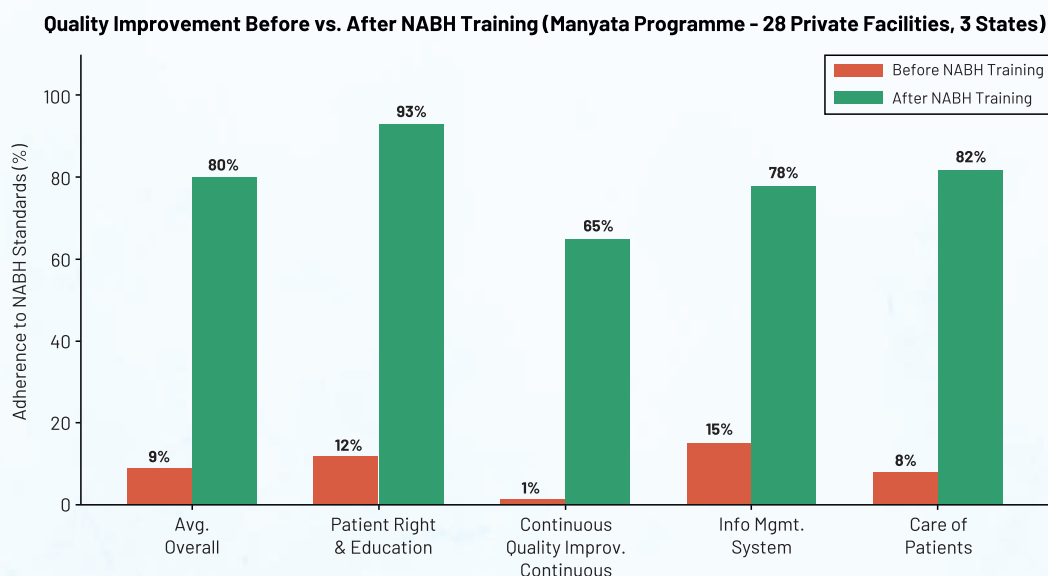


Figure 3: Quality Improvement Before vs After NABH Training (Manyata Programme, 28 Private Facilities, 3 States – Uttar Pradesh, Jharkhand, and Maharashtra)

2.3 Impact on Patient Safety Metrics

NABH training has produced measurable outcomes in clinical safety. Key documented impacts include:

- Reduction in hospital-acquired infections (HAIs): Studies confirm that adherence to NABH-trained protocols directly reduces HAI rates; conversely, lapses in training increase HAI occurrence.
- Reduction in medication errors: NABH's High-Alert Drug protocols, LASA handling, and double-verification systems – embedded through training – address the most common preventable errors.
- Improved documentation scores: Post-

accreditation case sheets showed 15% higher scores than pre-accreditation counterparts.

- Improved turnaround time in blood storage: Manyata programme documentation showed reduced blood transfusion turnaround time after comprehensive staff education and haemovigilance training.

3. Barriers to NABH Training Implementation

Despite impressive impact figures, significant barriers continue to limit the equitable and effective implementation of NABH training across India. These barriers operate at financial, structural, geographic, and human behaviour levels.

Key Barriers to NABH Training Implementation in India (Composite from India) Medical Sciences, BMC, Frontiers Reviews)

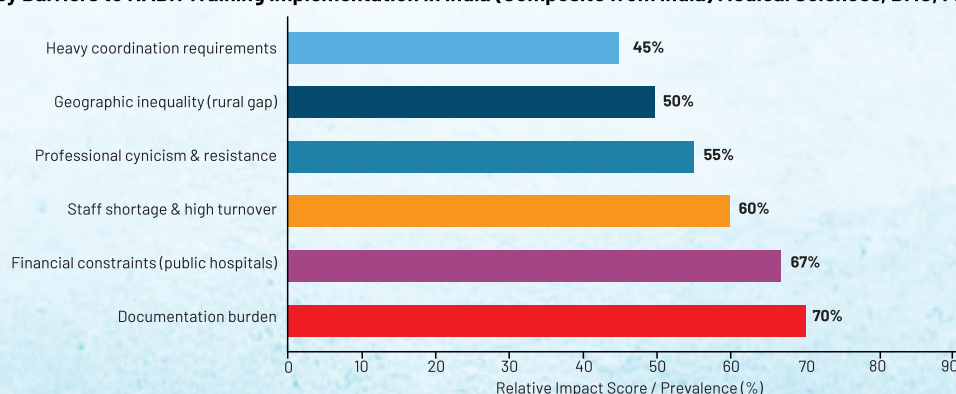


Figure 4: Key Barriers to NABH Training Implementation in India

3.1 Documentation Burden – The Dominant Non-Compliance Factor

As shown in Figure 4, documentation remains the single largest barrier. In the Manyata Programme study, of 831 performance gaps identified by NABH assessors, 70% were documentation-related. Most private facilities enrolled in the study had no defined policies or procedures to guide their functioning at the time of enrolment.

3.2 Financial Constraints in Public Hospitals

One of the studies concluded that public hospitals face especially acute financial barriers as compared to the private hospitals. According to state government data cited in the NHSRC-Deloitte Report, approximately ₹80 lakhs was budgeted per annum at the district hospital level to cover contractual staff salaries alone – representing nearly 67% of the total accreditation budget, leaving minimal funds for dedicated training activities.

3.3 Staff Shortages and High Turnover

Maintaining training continuity is severely hampered by chronic staffing shortages. When trained staff members leave, institutional knowledge and compliance is lost. This creates a 'training treadmill' where hospitals must constantly re-train new entrants, making sustained NABH compliance difficult to achieve without a pipeline of pre-trained professionals.

3.4 Professional Cynicism and Resistance to Change

A consistent finding across multiple studies is that healthcare professionals particularly doctors and senior nurses can harbour cynical attitudes towards accreditation processes, viewing them as bureaucratic exercises rather than genuine quality improvements. It was observed that this barrier is specifically addressable through education about accreditation benefits rather than through enforcement.

3.5 Geographic Inequality – The Rural Gap

NABH training and accreditation benefits have historically concentrated in metropolitan and Tier-1 city hospitals, leaving Tier-2, Tier-3, and rural hospitals largely difficult to serve. The QCI 2025–26 reform agenda explicitly identified this as a critical gap – noting that 'quality should not be a privilege of metro cities only.' The MITRA mentorship and NABH E-Mitra digital tool are recent structural responses to this long-standing inequity.

4. Recommendations

The following recommendations are drawn from systematic reviews, government reports, peer-reviewed studies, and best practices documented from leading NABH-accredited institutions.

4.1 Mandate Continuous and Role-Specific Training

Various studies and reports consistently show that one-time training is insufficient for sustained compliance. Recommendations include:

- Establishing Annual Mandatory Refresher Training for all hospital staff categories, with role-specific modules (clinical vs. administrative vs. nursing vs. paramedical).
- Implementing Continuous Medical Education (CME) credits tied to NABH compliance training.
- Creating internal NABH 'champions' within each hospital through the Programme on Implementation (POI) model.

4.2 Integrate NABH Standards into Formal Healthcare Education

Embedding NABH standards in MBA Healthcare Management curricula improves graduate readiness and employment outcomes. Recommendations include:

- Mandating NABH quality management modules in MBBS, nursing, and allied health curricula.
- Partnering with universities to offer NABH-certified electives for healthcare students.

- Encouraging medical colleges to pursue NABH accreditation of their teaching hospitals as an educational exemplar.

4.3 Scale Up Digital and Blended Learning

Medanta – The Medicity demonstrated that combining e-learning modules, workshops, seminars, and mock drills significantly improve staff readiness and engagement. NABH's Guvatta Pathshala platform provides a foundation for this approach. Recommendations include:

- Expanding Guvatta Pathshala with mandatory role-based learning paths and completion tracking
- Developing mobile-compatible NABH training modules for nurses and paramedical staff in remote areas
- Creating simulation-based training for high-risk procedures – surgical safety, medication reconciliation, and infection control – to complement classroom learning

4.4 Strengthen Leadership Commitment and Organisational Culture

Apollo Hospitals' experience demonstrates that accreditation success is closely tied to leadership visibility and commitment. Recommendations include:

- Requiring hospital management to formally nominate quality champions and participate in NABH orientation sessions.
- Tying institutional leadership performance reviews to NABH training compliance metrics.
- Building a safety culture through monthly Quality Review Meetings led by department heads, as modelled by Max Healthcare.

4.5 Expand Mentorship and Support for Smaller / Rural Facilities

The MITRA mentor programme and E-Mitra digital toolkit are steps in the right direction. Stronger implementation requires:

- Deploying trained NABH mentors to all Tier-2 and Tier-3 towns as part of the QCI MITRA programme.
- Making E-Mitra resources available in regional languages – Hindi, Tamil, Telugu, Marathi, Bengali – to extend their reach.
- Subsidising NABH training fees for government hospitals and small private hospitals with fewer than 50 beds.

Note: Recent Reform (2025–26): NABH has relaxed accreditation norms to allow hospitals with 20% occupancy to apply, supported by the MITRA verified mentor programme for patient safety nationwide – a step towards making quality a universal standard across all pincodes.

4.6 Establish a National NABH Training Outcomes Registry

A significant gap in current evidence is the absence of a national database tracking training outcomes. Recommendations include:

- Creating a centralised registry linking NABH training participation data with facility-level outcome metrics (HAI rates, patient satisfaction scores, documentation compliance rates).
- Publishing annual NABH Training Impact Reports to create accountability and benchmark progress.
- Funding multi-centre longitudinal research to assess the long-term return on investment of NABH training programmes.

5. Conclusion

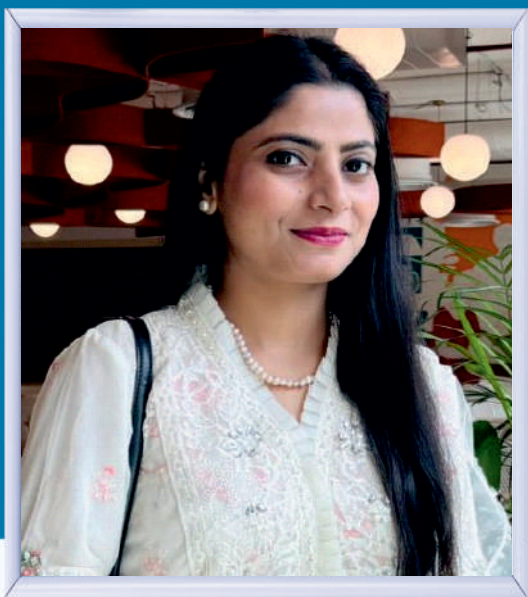
NABH's training and capacity-building initiatives have significantly improved healthcare quality in India—enhancing patient safety, reducing errors, and strengthening institutional standards, as seen in the Manyata Programme's rise from 9% to 80% compliance. Yet, challenges persist, including documentation burden, financial constraints, workforce issues, and rural disparities.

Addressing these through continuous training, integration into formal education, digital tools, and stronger leadership can help make quality healthcare a consistent standard across all of India.

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DISHA – Eye Care Accreditation Programme *Strengthening Objectivity and Uniformity in Eye Care Assessments*

Aliya Jamal Hashmi
Accreditation Officer



DISHA CORE GROUP – EXPERTS & NABH TEAM

The **NABH DISHA – Eye Care Accreditation Programme**, held on **26th February 2026 at Hotel Le Meridien, New Delhi**, marked a significant milestone in strengthening quality and consistency within the eye care accreditation ecosystem in India.

DISHA, which stands for “*Direction towards Objective Assessments*,” is a forward-looking initiative by the National Accreditation Board for Hospitals & Healthcare Providers (NABH) under the Quality Council of India (QCI).

PURPOSE AND VISION

The programme was conceptualised to enhance **objectivity, clarity, and uniform interpretation** of the **NABH Eye Care Standards – 2nd Edition**. It aims to bridge the gap between theoretical standards and their practical implementation during assessments. By doing so, DISHA ensures that both assessors and healthcare organisations operate with a shared understanding of compliance expectations.

Inaugural Session & Leadership

The programme commenced with guiding remarks by **Mrs Hemgauri Bhandari, Chief Advisor, QCI**, who emphasised the pivotal role of NABH in elevating healthcare quality standards across the country. She highlighted the importance of the DISHA programme as a structured initiative aimed at strengthening consistency, enhancing objectivity in assessments, and ensuring uniform interpretation of accreditation requirements. Her address set the tone for the programme by reinforcing the need for a robust, transparent, and standardised approach to quality assurance in eye care services.



This was followed by a **Welcome Address by Ms. Deepti Mohan, Director-NABH**, who provided a comprehensive overview of the DISHA – Eye Care Accreditation Programme-2nd Edition.

She also shared **key learnings from previous NABH DISHA workshops**, emphasising the need for continuous refinement in assessment methodologies to ensure consistency and transparency.

The session was effectively steered by **Ms. Neeta Anand-Deputy Director-NABH**, who led DISHA programme as the session facilitator. She highlighted the significance of each session, ensuring focused discussions and reinforcing the programme's objective of bringing clarity, consistency, and value to the accreditation process. She also emphasised how the programme fosters knowledge sharing, encourages interactive deliberations, and builds a more consistent and transparent accreditation ecosystem across eye care organisations.





The Integrity Pledge was led by **Ms. Aliya Jamal Hashmi-Accreditation Officer-NABH** with all participants of the DISHA programme collectively reaffirming their commitment to uphold the core values of NABH. The pledge emphasised integrity, transparency, impartiality, and professionalism in the assessment process, while reinforcing the shared responsibility of maintaining confidentiality, avoiding conflicts of interest, and contributing towards continuous quality improvement and patient safety in healthcare.

Further reinforcing the vision, **Dr. Atul Mohan Kochhar, CEO-NABH**, set the context by providing an overview of QCI and NABH. He **emphasised the critical importance of structured and standardised assessment mechanisms** in enhancing the quality and credibility of healthcare services across the country.



Key Objective

The workshop focused on:

Bringing **uniformity and objectivity** in assessment processes

Defining **clear and measurable compliance criteria** for each Objective Element (OE)

Developing **standardized guidance documents** for assessors and hospitals

Reducing variability and **eliminating interpretational ambiguity**

Enhancing **transparency and consistency** in accreditation outcomes

Programme Structure

The one-day programme was designed as a highly interactive and task-oriented workshop. It commenced with an orientation session covering the introduction to

DISHA and the Eye Care Standards 2nd Edition, followed by expert addresses and keynote sessions by senior leadership from QCI and NABH.

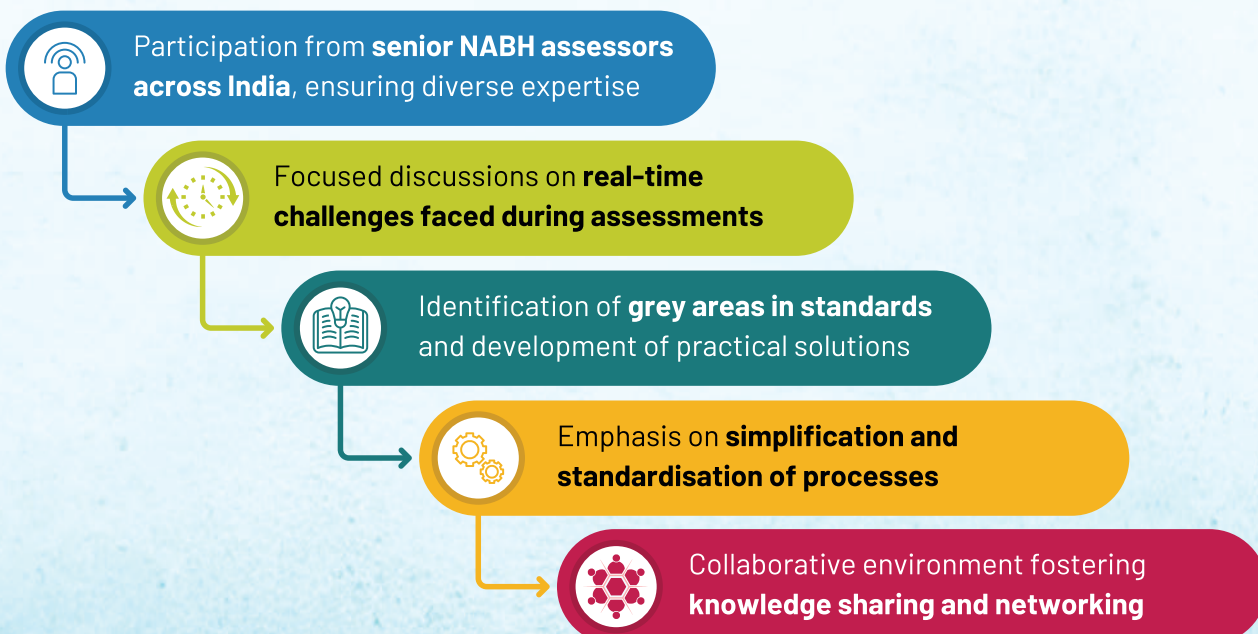
The core of the programme consisted of:

- **Closed group discussions** led by experienced NABH assessors
- **Breakout group exercises** focusing on specific chapters such as AAC, COP, PRE, PSQ, FMS, MOM, HRM, IMS, and ROM
- **Deliberations on assessor and hospital guidance documents**
- **Group presentations** to consolidate findings and recommendations

These sessions enabled in-depth discussions on objective elements, common non-compliances, and ways to streamline assessment practices.



Key Highlights



Expected Outcome

The DISHA Eye Care Programme aimed at the development of three critical outputs:

Assessor Guidance Document

A structured framework outlining the evidences and documents required for evaluating each Objective Element, ensuring consistency across assessments.



Hospital Guidance Document

A comprehensive reference for hospitals detailing infrastructure, documentation, and implementation requirements, improving preparedness for accreditation.



Guidance on Key Assessment Practices

Consolidated insights and best practices aimed at enhancing uniformity, transparency, and reliability in the assessment process.



Impact on Eye Care Accreditation

The programme plays a crucial role in strengthening India's eye care quality ecosystem by:

Ensuring **consistent and unbiased assessments**



Supporting hospitals in achieving **better compliance and readiness**



Promoting **patient safety and quality of care**



Aligning accreditation practices with **global benchmarks**



Conclusion

The DISHA – Eye Care Accreditation Programme is a transformative initiative that reinforces NABH's commitment to quality-driven healthcare. By translating standards into **objective, measurable, and implementable requirements**, the programme significantly enhances the credibility and effectiveness of the accreditation process.

This initiative not only empowers assessors with clarity and consistency but also enables healthcare organisations to deliver **safe, reliable, and patient-centric eye care services**, contributing to India's growing reputation in global healthcare excellence.

Glimpse of DISHA Program





Patron:

Mr. Rizwan Koita, Chairman, NABH
Mr. Chakravarthy T. Kannan,
Secretary General, QCI



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Mr. Uzair Rehmani, Analyst, NABH



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NABH
National Accreditation
Board For Hospitals and
Healthcare Providers

MannMitra

A Mental Wellbeing Initiative by

**Quality Council
of India (QCI)**

WORKPLACE STRESS

Understanding it. Managing it. Overcoming it.

Workplace stress occurs when job demands exceed a person's ability to cope, especially in situations with little control. According to the World Health Organisation, stress develops when work pressures do not match an individual's skills or capacity. While moderate pressure can boost performance, prolonged or unmanaged stress negatively impacts both mental and physical health.

Key Warning Signs:

Emotional Signs	Physical Signs	Cognitive Signs
• Agitated • Overwhelmed • Avoiding Others • Difficulty relaxing	• Low energy • Headaches • Heart racing • Upset stomach • Tense muscles • Aches & pains	• Worrying • Inability to focus • Disorganisation • Poor Judgement • Pessimism

Coping Toolkit

This handout offers simple, evidence-based tools to help you work with stress, not against it, so balance replaces burnout.

1. Lifestyle Changes:

1.1 Have a healthy diet:

Diet can either boost your mind power or sap you of mental energy.



Meals consisting of vegetables, fruits, whole grains, and lean protein



No skipping any meal



Avoid caffeine and energy drinks and high sugar content foods as they can make you feel more anxious.

1.2 Keep active:

Exercise will help you to release tension. Nature walks (20–30 minutes daily in the morning is recommended), do exercises/ yoga at home or cycle.

Practice doing mindful walking: Pay attention to the sensation of the feet touching the ground with each step.

2. Sleep Hygiene



Develop a routine.



7-8 hours of sleep is recommended



No Caffeine after 6PM



No Screens (Leave your phone/laptop outside the bedroom 1 hour before sleep)



Quiet Sleep Space

3. Deep Breathing Exercises



Inhale 4 sec → Hold 4 sec → Exhale 6 sec



Practice 2-3 times/day

diaphragmatic breathing



Slowly trace the outside of the hand with the index finger, breathing in when you trace up a finger and breathing out when you trace down. You can also do this breathing exercise using your own hand.

4. The 5-4-3-2-1 Exercise:

GROUNDING TECHNIQUE Focus on your breathing and look around you. Identify and name



5 Things you can see



4 Things you can feel



3 Things you can hear



2 Things you can smell



1 Things you can taste

5. Managing thoughts

5.1 Set a "Worry Time":

Set aside 15 minutes daily to worry intentionally. Outside this time, gently postpone worries.

5.2 Identify the Triggers:

Try to identify the triggers and then try to identify what helps with the feelings. Keep a log of the following:

A= What happened?

B = What did I think?

C = What did I feel/do?

6. Time management



Keep a to-do list to help you prioritise



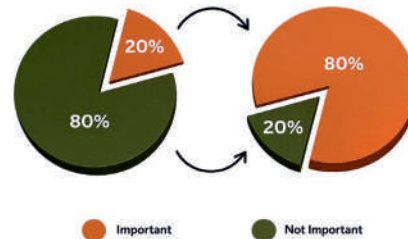
Pareto Principle: The 80/20 rule (it means 80% of the results come from 20% of the work). So, work smart, focus and put your energy into 20% of the work, which will yield 80% of the results



Break a big job down into manageable chunks



Try giving tasks different levels of priority, which will help you keep track of tasks that are urgent and tasks that are not necessary



7. Self-care



Identify what activities help you to feel at your best



Take a break of at least 30 minutes, even during a busy day to check-in with yourself.



Have a digital detox

8. Social support networks



Improve your social network; aim to have regular contact.



Aim to talk to a new person; Mingle at events.



Ask the other person questions

Begin the Conversation

YOUR WELL-BEING DESERVES TIME, CARE, AND ATTENTION

To book an in-person session with QCI's psychologist, please write to wellbeing@qcin.org or



Scan the QR Code to register for your appointment

Disclaimer

This handout is intended solely for educational and informational purposes. It is not a substitute for professional psychological assessment, diagnosis, or psychotherapy. Readers are advised to seek qualified mental health professionals for personalised care and treatment.

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