



**MAHARASHTRA UNIVERSITY OF HEALTH SCIENCES,  
NASHIK**

# **VISION DOCUMENT AND ROADMAP MUHS 2021-25 ( 01Nov 2021)**

# BACKGROUND

- Providing high quality and affordable Health Science Education to students of Medicine and allied healthcare streams in Maharashtra
- Providing equitable education in alignment with national health goals
- Providing the flexibility to adapt curriculum to the changing needs of society
- Encouraging high quality research
- Providing transparency to all processes to ensure high ethical standards

# SHORT TERM TO LONG TERM GOALS

- Short term is over next 1-2 years
- Intermediate over 3-4 years
- Long term 5 years and beyond

# GAP ANALYSIS

# STRENGTHS

- Large number of affiliated colleges
- Availability of Excellent infrastructure
- Financial strength with a committed University Authorities
- Committed staff with VC designate.
- Some of the best colleges in the country affiliated to the university
- Scientific Temper among faculty and students
- Strong foundation for procedures and processes laid down by leaders
- Pride of the State

# WEAKNESESS

- Due to shortage of trained faculty quality concerns in Education and Research.
- University needs to guide Education Policy and Standards .
- Need to focus on the MUHS objective creating Creation of Knowledge.
- Equitable access to quality education needed
- The University needs to implement National Programs / Curricular Innovations.
- All faculties' need uniformity in education.

# OPPORTUNITIES

- To develop curricula that are contextual to needs of our state to handle problems especially rural and underdeveloped cities.
- Green Campus initiative for up-grading university campus and strengthening of infrastructure at Campus & Regional centers of the University.
- Develop a holistic integrated multidisciplinary program with multiple entry and exit, under the umbrella of the NEP.
- Automation of all processes to bring in efficiency.
- Use of E-Learning facilities
- Need based Research especially multidisciplinary research
- New course which are relevant and meaningful to students and society
- Collaboration with other universities and institutions both in India and Abroad

# CHALLENGES

- Shortage of trained manpower
- Aspirations of students, Faculty and MUHS Staff need to be met.
- Financial planning
- Making extramural funding available especially for Research
- Taking a team of diverse people along with an energized vision road map
- Find methods to use innovative methods around rigid policies yet within the ambit of the MUHS Act



# PRIORITIES AND NEEDS IDENTIFIED

1. The students become effective individuals, actively engaged in life-long learning, problem-solving with a quest for knowledge and use their abilities and skills to realize their roles in society.
2. Promote academic excellence and strive to provide quality education.
3. Building a community of teachers and teacher educators possessing a sound theoretical base in the discipline of education,
4. Strengthening of Curriculums through mechanisms to deliver and evaluate them for all faculties of Health.
5. Develop a robust research orientation among students, and teachers, train them in research methodology,
6. Ensure the rigor of Research in all faculties and initiate multidisciplinary Research.
7. Middle-level managers of education need to be trained to effectively manage Public Health needs
8. Automation of all processes at the MUHS keeping in line with Digital India Mission and the National Digital Health Mission.
9. There is an urgent need to develop the Campus of the MUHS as well as the regional centers both in upkeep and functionality. The infrastructure needs maintenance and good housekeeping on an urgent basis.
10. Welfare and HR initiatives for students' faculty and MUHS staff need to be strengthened.

# FUTURE PLANS



# A. NEW PG INSTITUTE

1. Develop infrastructure along with Civil Hospital
2. Start 4-7 PG Courses
3. Start integrated Family Medicine Course with multi-entry and multi-exit as per NEP

## B. QUALITY IN EDUCATION

1. Affiliation, Accreditation and Ranking: NAAC , Internal Annual Evaluation for Colleges.
2. CPD for Junior Midlevel and Senior faculty in METT and Research
3. Develop CBME for Allied and AYUSH Faculty and Faculty evaluation with accreditation.
4. New Short term Courses; Medical Education Refresher Courses in MET.
5. E-learning for equitable access to knowledge using NEP as a guideline with 40% online component
6. e Access to all journals of all faculty under common library.
7. Establishment of Academic and research Chairs.
8. New Courses for skilling health care personnel of all faculties with multiple entry and multiple exit and career prospects in mind
9. Travelling Skill Lab with Courses at all Regional Centers
10. Skilling Modules for Interns

# C. AUTOMATION

1. Administration
2. Academics
3. Research
4. Examination results in a week after exams
5. Upgrade Hardware through Own Data Centre/Outsourcing Cloud S
6. LMS based Classrooms and Research
7. GIS mapping for quality Medical Education across the State

## D. RESEARCH

1. Implement the Research Policy, 2019 in letter and spirit
2. Develop Regional centres of excellence for Research
3. Revisit all MoU's for international Collaboration and to stimulate better exchange programs for Students and Faculty
4. Stimulate UG, PG research through sponsorship for visit to other Universities for meritorious students to present Research Papers
5. Increase Intramural funding for Research
6. Develop Integrated Research at MUHS for cross-pathway collaboration
7. Clinical Trial Units

# E. INFRASTRUCTURE DEVELOPMENT

1. Maintenance and Upgradation of Infrastructure: Museum, Canteen, Modular Furniture
2. Constructions of Regional Center's viz. at Aurangabad, Airoli
3. Construction of PG Medical institute and subsequently possibly a hospital
4. Construction of STP Plant
5. Beautification of quarry/ lake
6. Increase Floor Space for Admin and Exam Section
7. New VC Residence
8. Developments of all accommodation on campus
9. Purchase 30 KVA 4 UPS, installation of Solar Street Lamps, procurement of Advanced EPABX system, 250 KVA generator for TTI and installation of Substation Panel
10. Green campus initiative, drip irrigation system and Herbal Garden

# F. HR AND WELFARE INITIATIVES

1. Recruitment to fill up vacant posts
2. Look into long pending issues of staff
3. Students Welfare Initiatives
4. Faculty Welfare Initiatives
5. MUHS STAFF welfare initiatives and Wellness Clinic
6. Group Insurance: Students, Teachers & University Staff
7. Village adoption
8. Organ Donation

# G. VISIBILITY

Increase visibility of the University through best practices of Public Relation & advertising using different media vehicles. Some examples are as follows:-

Highlighting automation of Examination Section

Functioning of MUHS in COVID times

Prepare Video Film on MUHS

Arrange visits to Campus of media, school students, public, etc.



**DELIVERABLES PROPOSED  
IN MUHS VISION PLAN  
SHORT TERAM 1-2 YEARS**

# INFRASTRUCTURE

Sr. No	Initiative	Methodology	Deliverables	Approx Financial Implications	Lead Dept.
1	Housekeeping of MUHS Campus	Finalization e-Tender by following due procedure. Work Order to L1	Cleanliness of the Campus Improved Working Ambience	41 Lakhs	Civil Dept.
2	Garden Maintenance	Finalization e-Tender by following due procedure. Work Order to L1	Beautification of Campus	42 Lakhs	Civil Dept.
3	Internal painting of Main Building	Finalization e-Tender by following due procedure. Work Order to L1	Better Aesthetic & appearance of Internal Building	55 Lakhs	Civil Dept.
4	Polycarbonate shed for AC panel in TTI Bldg Terrace	Finalization e-Tender by following due procedure. Work Order to L1	Elimination of leakages and improve life of Air Condition System	9.5 Lakhs	Civil Dept.
5	Hon' V.C. Bungalow in the Meri Campus	Finalization Tender by following due procedure. Work Order to L1	Accommodation arrangement of Hon. Vice Chancellor	1.75 Cr. (Total 3.5 Cr.)	Civil Dept.
6	Polycarbonate Sheet of main bldg	Finalization Tender by following due procedure. Work Order to L1	Stoppage of leakages & Improved Natural light	47.5 Lakhs (Total 95 Lakhs)	Civil Dept.
7	Regional Center Building in Aurangabad	Constructions of Regional Center's building is already in progress through PWD	Place available for Administrative building, running existing/ new courses, workshop/ Seminars	6.43 Crs. (Total 19.31 Cr.)	Civil Dept.
8	Regional Center Building in Aeroli, Navi Mumbai	Constructions of Regional Center's building is already in progress through PWD.	Place available for Administrative building, running existing/ new courses, workshop/ Seminars	8.74 Crs. (Total 26.23 Cr.)	Civil Dept.
		Total Expenditure: Rs.		18.87 Crs.	

# AUTOMATION

Sr. No.	Initiative	Methodology	Deliverables	Financial Implications	Lead Dept
1	Upgrade Hardware through Own Data Centre OR Outsourcing Cloud Servers	Tender on GeM portal. Outsource Cloud Hosting (Qty. 5 nos.) OR Developing own Data Centre ( Qty. 1 nos) + Disaster Recovery Centre ( Qty. 1 nos) at any Regional Centre	Performance of web based Application server will be boosted	*Approx. 1,52,50,000/- for Cloud Hosting and Disaster Recovery Centre approx. Rs 1,83,00,000 /-. (Total- 3,35,50,000/-) + GST (Rs.6710,000/- for A.Y.20-21) OR Developing Inhouse Datacentre Approx. cost- 3,50,70,000/-. And Disaster Recovery Centre approx. cost 2,39,00,000/-. (Total – 5,89,70,000/- ) + GST (On time cost) + 7 to 8 Pax required for running centre.	Computer Department (Hardware and Networking)
2.	Purchase of New Computer, printers, etc	Already approved the proposal and currently pending for approval of TAC, thereafter GeM procurement	For day to day work	Cost incurred will be approx. 1.00 cr.	Computer Department (Hardware and Networking)

# AUTOMATION

Sr. No.	Initiative	Methodology	Deliverables	Financial Implications	Lead Dept
3	All Department Software except Exam and Finance	After approval of appropriate authorities to publish e-Tender	Implementation of Software for All Department except Exam and Finance Department	Expenditure can be calculated after calling Expression of Interest from Various vendors	Computer Dept. (Software)
4	e-Learning Activity	After approval e-Tender	Implementation of e-Learning Portal	Expenditure can be calculated after calling Expression of Interest from Various vendors	Computer Dept. (Software)
5	Website Development	After approval e-Tender	Launching of New Website	Expenditure can be calculated after calling Expression of Interest from Various vendors	Computer Dept. (Software)

- \*As per the comparison between Outsource Cloud Hosting and Inhouse Data Centre, Computer Department ( Hardware and Networking) recommends to go for Cloud Hosting as MUHS has to pay the capex amount Approx.( 1,52,50,000/- + 1,83,00,000/- = 3,35,50,000/-) equally in 60 months. Moreover, if data size increases these servers are scalable as per the needs of user.
- As concern to data security, Firewall, Power backup, Dedicated staff is available 24 X 7 in Hosting company for resolving the problems relating to servers, database , network connectivity.
- MUHS makes legal agreement for preventing any type of loss with Hosting company provider if any complications arises.

# RESEARCH

Sr No	Initiative	Methodology	Deliverables	Financial Implications	Lead Department	Remarks
1	Implement the Research Policy 2019 in letter and spirit	<ul style="list-style-type: none"> <li>To Prepare &amp; approve rules and regulations</li> <li>To form Organizational structure Central Research Board,</li> </ul>	<ol style="list-style-type: none"> <li>Approved rules and regulations</li> <li>Establishment of Organizational structure</li> </ol>	Rs. 05 Lakhs	University Research Department	
2	Develop Regional centers of excellence for Research	<ul style="list-style-type: none"> <li>To invite and take administrative approval of proposals from respective regional centres to establish following centre of excellence for research at -</li> <li>a) Mumbai Regional Centre - Dentistry and Infectious Disease Research</li> <li>b) Nagpur Regional Centre Tribal research</li> <li>c) Pune Regional Centre - Molecular Genetics Research</li> <li>d) Aurangabad Regional Centre- Research in Ophthalmic Sciences.</li> <li>e) Latur Regional Centre - Excellence for Research in AYUSH research lab.</li> <li>f) Kolhapur Regional Centre - Non Communicable Diseases (NCD)</li> </ul> <p>To finalize required human resources, infrastructure &amp; equipment at respective regional centre's</p>	<ol style="list-style-type: none"> <li>Approve proposal for centre of excellence</li> <li>Approval for Recruitment of human resource</li> <li>AMC for the existing research laboratory instruments</li> </ol>	Rs.14 Cr.  (4-5 Cr first year)	University Research Department & Respective regional centres	Spill over to Year 2 and 3
3	Revisit all MoU for international Collaboration	<ul style="list-style-type: none"> <li>Recommendations of Dean of Faculty.</li> <li>To segregate as functional &amp; non-functional existing MoUs as per current activities</li> <li>To Establish Educational, Research and Training Center of Excellence</li> <li>To terminate the non-functional MoU's</li> <li>To stimulate better exchange programs for students and faculty</li> </ul>	<ul style="list-style-type: none"> <li>Review report of functional and non-functional MoUs.</li> <li>Availability of exchange programmes for students &amp; teachers</li> </ul>	Rs. 01 Cr.	University Research Department & IEH	
4	Stimulate UG PG Research through travel grants	Scheme for Faculty wise nominations for meritorious students to present papers in National International conferences	Approve scheme	1 Cr. (if scheme gets implemented)	University Research Department	

# RESEARCH

Sr No	Initiative	Methodology	Deliverables	Financial Implications	Lead Department	Remarks
5	Increase Intramural funding for Research especially cross pathy research	Finalisation of scheme from appropriate authorities to provide intramural funding for Research.	Approve scheme	1 Cr. (if scheme gets implemented)	University Research Department	
6	Dual Degree Courses	<ul style="list-style-type: none"> <li>To develop policy for Health Sciences students as per NEP to pursue dual degree course with multi-exit option</li> </ul>	Propose a scheme	---	URD & Academic Section	
7	Clinical Trial Unit	<ul style="list-style-type: none"> <li>To prepare for approval Minimum standard to setup Clinical Trial Unit. (HR Infrastructure, etc.) at Mumbai and Nashik</li> </ul>	Functioning CTU	Rs.4 Cr. (Rs.2 Cr. per CTU)	URD & IDD	Funds for second year
8	To establish Linkages with Prominent International Institutions	<ul style="list-style-type: none"> <li>Panel Names of suitable persons to submit to Hon'ble VC. for nomination person to act as Honorary Liaison officer</li> <li>Nomination letter will be issued with consent</li> </ul>	<ul style="list-style-type: none"> <li>Operative Connections will be established.</li> <li>Team building.</li> <li>Quality MoU</li> </ul>	---	IEH	---
9	To introduce Summer Internship Programme for non medical and pure science students to work with university	<ul style="list-style-type: none"> <li>Draft Rules to be prepared.</li> <li>Approval of concerned Authorities</li> <li>Issue Scheme Notification</li> <li>Receive Applications,</li> <li>Scrutiny of applications</li> <li>Selection Process</li> <li>Issue Selection Letter.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building</li> <li>Information Exchange</li> <li>Development of infrastructure facility</li> </ul>	20 Lakh	IEH	

# NEW PG INSTITUTE

Sr. No.	Initiative	Methodology	Deliverables	Financial Implications	Lead Dept.	Remarks
1.	To Establish PG Medical Institute (In 1 <sup>st</sup> phase)	<ul style="list-style-type: none"> <li>Govt. issued G.R. Dt. 05<sup>th</sup> April 2021 for Establishment.</li> <li>Total Non-recurring expenses required is 300.00 Cr. (Govt. will pay 60% and 40% i.e.120 Cr. to be borne by MUHS)</li> <li>University needs to obtain:</li> <li>8 (1 A) exemption from MoHFW</li> <li>EC of State Govt</li> <li>MOU of use of Civil Hospital</li> <li>Application to MoHFW</li> </ul>	<ul style="list-style-type: none"> <li>Initially, PG in 4-8 Subjects at Civil Hospital Nashik</li> <li>General Medicine</li> <li>Paediatrics</li> <li>General Surgery</li> <li>Orthopaedics</li> <li>OBGY</li> <li>Emergency Medicine</li> <li>Anaesthesia</li> </ul>	<ul style="list-style-type: none"> <li>Fees of INR 35,00,000/-for the Essentiality Certificate from State Government in the 07 PG Subjects</li> <li>Approx. INR 27 Cr. as a recurring expenditure</li> <li>Approx. INR 55 Cr. Non-recurring expenditure (40% share)</li> </ul>	MPGI	Most of the funds for year 2 onwards



# QUALITY IN MEDICAL EDUCATION

Sr No	Initiative	Methodology	Deliverable	Financial Implications	Lead Department	Remark
1	Traveling Skill Lab with courses at all regional centres Basic life support (BLS), Advanced trauma Life support (ALS) Basic Laparoscopic skills training for Interns Postgraduates, faculty and practitioners and Other skills as identified by BOS members	<ul style="list-style-type: none"> <li>• Identification of Basic clinical skills of all specialities by Experts,</li> <li>• Develop modules</li> <li>• Procurement of Mobile Van /hire transport as per cost effectiveness</li> <li>• Use available mannekins effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Equitable availability of training facilities/ skills to all Colleges</li> </ul>	20 Lakhs	IMETTT & All Regional Centres	Year 2
2	Basic General Medicine skills training modules for Interns <ul style="list-style-type: none"> <li>• Training modules for bio ethics</li> <li>• BMW management</li> <li>• Health Economic</li> <li>• Basics of Research</li> <li>• Electives across pathies</li> <li>• Digital health modules</li> <li>• Telemedicine Modules</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of Basic clinical skills of all specialities by Experts and develop modules</li> <li>• Approval from authorities of University</li> <li>• Identification of faculties for delivering skill modules,</li> <li>• Making available to affiliated Colleges through Co-ordinators of Regional Centres,</li> </ul>	Develop modules	5 Lakh	IMETTT, All Regional Centres,	Year 2

# QUALITY IN MEDICAL EDUCATION

Sr No	Initiative	Methodology	Deliverable	Financial Implications	Lead Department	Remark
3	1) NPTEL Courses i) Current Regulatory requirements for conducting clinical trial in India for IND/New Drug.	<ul style="list-style-type: none"> <li>Online available on Swayam Portal</li> <li>Introduce as a elective during internship</li> </ul>	Develop the modules	---	IMETTT Department and affiliated colleges	Year 2
4	Accreditation and Evaluation under MUHS norms: Accreditation process is continuous process and it helps in Continuous quality improvement of the College / Institution. It enables the College / Institutions in demonstrating commitment to quality in education.	1) To devise/formulate University Assessment Criteria for gradation of affiliated colleges in consultation with Dean, Faculties of respective pathies comprising of two aspects i) Council parameters assessment ii) Teaching & Learning assessment.	1) Implementat ion of gradation policy from A.Y.2022-23 <ul style="list-style-type: none"> <li>It will enhance in Quality Education</li> </ul>	4 Cr.	Academic Section	Year 2

Student and Staff Welfare Initiatives							
Sr. No.	Initiative	Methodology	Deliverables	Financial Implications		Lead Dept.,	Remarks
				Activity	Expected Expenditures		
1	Student Welfare initiative – Mental Health	Counselling cell	Establish an online helpline for students			Student Welfare Cell	Year 2
		guest lectures of professional psychiatrist		Online guest lectures by MUHS and at college invited guest lectures			
		Mentoring students	Feedback from students	Mentorship programs			
		Monitor extracurricular activities		4. Effective training of NSS Programme Officers by MUHS	Rs.5 Lakhs	Student Welfare Dept	

STUDENT AND SATFF WELFARE INITIATIVES							
Sr. No.	Initiative	Methodology	Deliverables	Financial Implications		Lead Dept.,	Remarks
				Activity	Expected Expenditures		
2	Grievances address system online with timeline	A portal for students for lodging online complaint is made available on the university website and problem resolved in time bound manner. Monitoring by registrar	Effective redress system	Software of student complaint is to be updated.	---	(Student Welfare Dept.)	The image of the University in student fraternity will brighten
3	Monetary schemes need implementation in an effective manner	To conduct at least one online session every year for all principles of affiliated colleges and set up Online application system	An APP		2 crores	Student Welfare	

STUDENT AND SATFF WELFARE INITIATIVES							
Sr. No.	Initiative	Methodology	Deliverables	Financial Implications		Lead Dept.,	Remarks
				Activity	Expected Expenditures		
4	Ambulance Service for staff at MUHS	Purchase Ambulance as per laid down procedures	Ambulance service with driver	Approx. Rs.20 lakh	Health Centre		Year 2
5	Covid – 19 Vaccination	Free or paid service for all staff and families	Completion of Vaccination of entire Staff of the MUHS	Approx. Rs. 1,60,000 - Rs. 2,60,000 (for200employees )	Health Centre		
6	Medicines at MUHS dispensary		Health care improvement	Approx. expenses Rs.7,00,000	Health Centre		
7	Annual Health Check		Early Diagnosis	Approx. expenses Rs. 3,00,000	Health Centre		
8	Telemedicine for Families	Set up facility		Approx. Rs. 5,00,000	Health Centre		Year 2

**DELIVERABLES PROPOSED IN  
MUHS VISION PLAN  
INTERMEDIATE TERM 3-4 YEARS**

# INTERMEDIATE TERM 3-4 YEARS

- Consolidate all proposals and initiatives started in Year 1-2
- Review Vision Road Map and plan for mid-course correction
- Take on New Proposals with thrust on Research and improving infrastructure
- Infrastructure and Maintenance - 20 Crores for ongoing projects with use of Corpus in case hospital construction is required
- PG Institute and Quality in Education- Recurring expenditure and running costs for E learning with accreditation costs. Dual degree programs and running internships as well as skilling courses
- Research- More funds will be provided for implementation of schemes and provision of intramural grants and travel grants
- Automation- Mostly running and maintenance costs
- Welfare and HR- Running costs for all introduced schemes and Pay and Allowances for outsourced services.



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आरोग्य विज्ञान

**Thank You**