

# Strategic Development Plan of Dr. Ram Manohar Lohia Institute of Medical Sciences

## Executive Overview

Dr. Ram Manohar Lohia Institute of Medical Sciences (Dr. RMLIMS) in Lucknow has outlined an ambitious strategic development plan spanning from December 2025 to December 2035. The plan emphasizes balanced growth across **three core pillars**: academics, clinical care, and research. It represents a phased approach with clear targets at four milestones 2028, 2031, 2033, and 2035, positioning the institute as a world-class medical institution while maintaining affordability and accessibility for India's population.

## Institutional Background and Strategic Foundation

Dr. RMLIMS was established as an autonomous medical institute through government decisions spanning 2004-2006, conceptualized on the model of Sanjay Gandhi Post Graduate Institute of Medical Sciences (SGPGI), Lucknow. The institute is registered under the Societies Registration Act, 1860 with Registration No. 1982, 2006/07. A significant achievement includes **full NABH accreditation** of the Superspecialty & Oncology Building in 2023, with successful completion of surveillance rounds in 2025.

The strategic plan is built on foundational principles of **alignment with stakeholders**, synchronization of mission with actions and finances, continuous SWOT analysis, and dual-level planning (institutional and departmental). The plan acknowledges the rapidly evolving landscape of clinical developments, research methodologies, and medical education practices.

## Academic Expansion Strategy

The institute plans progressive expansion of educational programs across multiple levels: <sup>1</sup>

### Phase 1 Till 2028

- Increase courses and programs by at least 20%
- Introduce 30% new programs across disciplines and levels including:
  - Diploma courses for medical students PDCC, PDF, PDAF
  - Degree courses for medical students DM, MCH
  - PhD courses for medical and non-medical students
  - Diploma and degree courses for nurses in niche areas of national importance
  - Diploma and degree courses for technicians in current and emerging areas
- Increase MD/MS seats from 99 to 150
- Increase DM/MCH seats from 30 to 70
- Enhance teaching facilities with interactive smart screen-equipped classrooms

**Phase 2 Till 2032** Increase courses by 50%

**Phase 3 Till 2035** Double the number of courses from baseline

The institute has established a **Skills, Innovations & Simulation Centre** in compliance with National Medical Council (NMC) guidelines, integrating traditional education with modern teaching methodologies and real-world clinical applications.

## Clinical Care Capacity Development

The clinical expansion represents substantial infrastructure scaling: <sup>1</sup>**Current Status:**

- 1,153 fully functional ward beds (525 in superspeciality block)
- 217 beds in ICU & HDU
- 31 major operational theatres (OTs)
- Established advanced facilities including Bone Marrow Transplant Unit, Gamma Knife Treatment Facility, and Advanced Neuroscience Centre

### Phase 1 Till 2028

- Make all 1,570 beds (1,370 existing + 200 new) fully functional
- Make all 36 OTs (31 existing + 5 new) fully functional
- Strengthen diagnostic facilities Radiology, Pathology, Biochemistry, Microbiology)
- Approval for installation of CT Scan, MRI, PET MR, and Dual Head SPECT CT Continue Emergency & Trauma services

**Phase 2 Till 2032** Increase 1,000 beds at Shaheed Path Campus (500 to be made fully functional) and add 20 OTs (10 at Shaheed Path)

**Phase 3 Till 2035** Make all 1,000 beds fully functional at Shaheed Path Campus and operationalize all 20 OTs

### Innovative Patient Services:

- **Green OPD Services:** Non-critical and non-infectious case treatment alongside emergency services, with utilization data showing strong adoption September: 2,152 patients; October: 2,804 patients; November: 2,630 patients as of November 24
- **Bedside Drug Delivery System:** Implemented November 2024 for inpatient services in wards and ICUs

## Research and Innovation Enhancement

The research strategy aims to create a self-sustaining innovation ecosystem: <sup>1</sup>

### Phase 1 Till 2028

- Increase intramural and extramural research projects by at least 30%
- Develop infrastructure for innovation, patenting, and startups
- Establish fully functional Patent Cell to double existing patents
- Implement meaningful research in both basic and applied medicine
- Conduct ethical and scientific drug and device trials

**Phase 2 Till 2032** Increase research output, patents, innovations, and startups by 60%

### **Phase 3 Till 2035** Double research output compared to baseline

The institute has established a **Research Cell under the Dean** that facilitates and controls all research activities. A dedicated department for facilitating patenting and startups is being developed to translate innovations into practical applications and extramural funding opportunities.

## **Socio-Economic Development Initiatives**

### **Economic Sustainability Model:**

The institute is developing a **self-sustaining, no-profit-no-loss model** for patient care that provides high-quality, high-end treatment without imposing financial burden on patients or the state government. The institute is empanelled under **Ayushman Bharat PM JAY**) to provide economic benefits to eligible beneficiaries.

### **Preventive Health Care Focus:**

Multiple departments are committed to promoting healthy lifestyle practices and preventive strategies for both infectious and lifestyle diseases, aiming to reduce disease burden while developing cost-effective treatments.

## **Environmental and Social Sustainability**

### **Green Energy Initiatives:**

The institute has installed rooftop solar panels across multiple premises: <sup>1</sup>

- Superspeciality Block: 85 kW
- Oncology Bhawan: 35 kW
- Administrative Block: 50 kW

Plans include exploring methods to reduce fossil fuel dependency and generate energy beyond institutional needs to contribute to community energy requirements.

### **Green Campus Development:**

- Reduction of plastic usage to zero by 2035
- Transition to paperless operations across patient care, teaching, training, research, and administration
- Proposed initiative for rational utilization of STP Sewage Treatment Plant) water for horticulture and cleaning

### **Gender Equality and Non-Discrimination:**

Continuous educational initiatives through lectures, seminars, workshops, and smart TV displays across key areas to promote gender equality. A feedback mechanism with QR scanning has been established, with 1,244 responses registered and addressed (as of November 24, 2025).

## **Workplace Safety and Staff Wellness**

### **Security Infrastructure:**

The institute maintains a functional security grid based on CCTV, physical patrolling, and 24/7 surveillance with plans for continuous enhancement using latest technology and AI integration.

### **Staff Health and Wellness:**

- Annual Yoga Day celebrations (June 21) for students and healthcare workers
- Committees to address employee complaints and grievances
- Easy access to hospital facilities for physical ailments of staff and family members
- Development of physical and mental well-being facilities and departments to reduce stress effects

## **Technology Integration and Innovation**

### **Smart OT Implementation:**

All 31 major OTs are being surveyed and upgraded to modern modular specifications equipped with smart communication networks for online knowledge dissemination, aiming to improve patient throughput, teaching, training, and cost-effectiveness of surgical procedures.

### **Smart TV and Connectivity Infrastructure:**

Installation of smart TVs with high-bandwidth internet connectivity throughout classrooms, seminar rooms, lecture theaters, operation theaters, and auditoria to facilitate:

- Information dissemination and knowledge sharing
- Online teleconsultation services to patients nationwide and internationally Educational content delivery

## **Temporal Planning Framework**

The plan divides the 10-year period into overlapping phases with simultaneous implementation:

- **2025 2028** Foundation building and immediate expansion
- **2028 2031** Consolidation and infrastructure enhancement
- **2031 2033** Capacity maximization and audit
- **2033 2035** Assessment, refinement, and preparation for next decade vision

## **Funding and Sustainability Strategy**

The institute is developing mechanisms to: <sup>1</sup>

- Initiate formal processes for securing funds from domestic and foreign agencies, organizations, and individuals
- Create separate accounts for alternative funding sources
- Conduct assessments of fund requirements to achieve institutional self-reliance (beyond state government support)
- Analyze received and spent funds against developmental objectives Explore various agencies and sources for possible funding

## **Critical Assessment of Plan Characteristics**

### **Strengths:**

- Comprehensive, multi-dimensional approach addressing academics, clinical care, and research simultaneously
- Clear milestone-based targets with specific quantitative goals
- Integration of sustainability principles (environmental, economic, social)
- Focus on technology adoption and innovation infrastructure
- Employee wellness and patient-centric service design
- Phased implementation allowing for course correction **Implementation**

#### **Considerations:**

- Ambitious bed capacity expansion (1,570 to 2,570+ beds) requires substantial capital investment
- Success depends heavily on securing alternative funding sources beyond state government allocation
- Technology integration (AI, smart systems) requires continuous professional development of staff
- Maintaining quality standards while scaling operations demands robust quality assurance mechanisms
- Integration of research outcomes into clinical practice requires dedicated translation mechanisms

#### **Vision for 2035**

By 2035, Dr. RMLIMS aspires to become a **world-class medical institution** that simultaneously delivers:

- High-quality, affordable patient care at tertiary and quaternary levels
- Trained manpower for domestic and international demand across medical specialties
- Cutting-edge research relevant to national health needs
- Environmental sustainability and green campus operations
- Inclusive workplace culture with gender equality and employee wellness
- Integrated use of artificial intelligence in academic, research, and clinical functions

The strategic plan represents a well-structured roadmap for institutional transformation, balancing growth ambitions with financial sustainability and social responsibility objectives.

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