



Dr. Shroff's Charity Eye Hospital

Caring for the community since 1914...

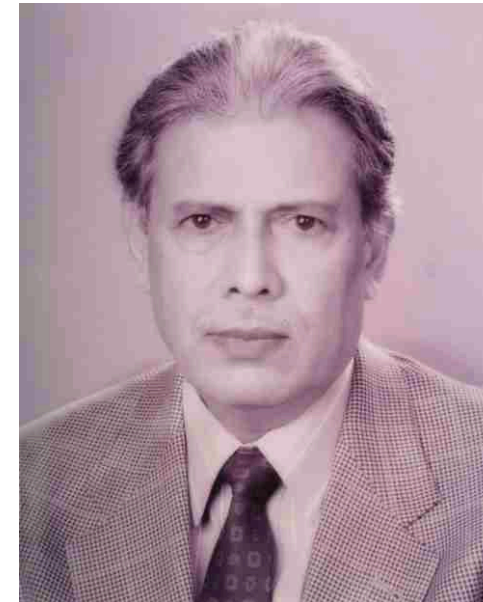


Design: Picture Street

### Dr Shroff's Charity Eye Hospital

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# Dr Shroff's Charity Eye Hospital Annual Report 2008-09



*Dr. Bijayanand Patnaik*  
18th September 1938 - 17<sup>th</sup> January 2009

## *Rememberance*

*On 17<sup>th</sup> January 2009, we lost our Guru, Guide,  
friend and well wisher.*

*A brilliant clinician, academician, surgeon and  
researcher, Dr. Bijayanand Patnaik inspired not  
just SCEH's Fellowship Programme, but also  
constant introspection and reaffirming of our  
long cherished fundamentals.*

## Mission

To make a lasting impact on the eradication of blindness and deafness in India by providing quality care to all sections of the society.

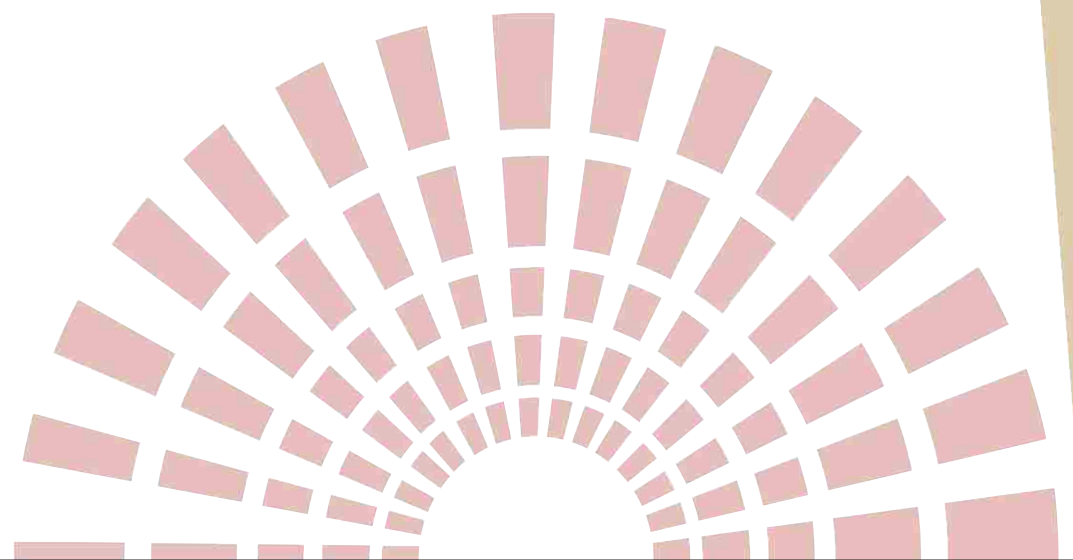
- By ensuring early identification in the high risk segments
- By creating awareness in the high risk segments
- By delivering quality services to the high risk segments
- By achieving significant volumes
- By building capacities of like minded organizations

## Vision

To be the best tertiary Eye and ENT care Institution in Northern India providing quality care to people across all economic sections of the society.

- By creating, disseminating and applying knowledge across functions
- By adopting best –practices and knowledge from around the world
- By setting standards in Ethics and Governance
- By constantly striving to take the benefits of medicine to the under served areas and population
- By following an empathetic, affordable and patient first approach to medical delivery

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**D**r. Shroff's Charity Eye Hospital was established in 1914. The institution has faced many a challenge and undergone numerous transformations in this journey of over nine decades. What has however never changed is the continuous quest for medical excellence and the commitment to serve the underserved and thus fight the scourge of avoidable blindness that plagues the country.

In the last decade, the institution has been working assiduously not only towards expanding the scope, depth and quality of available services but also attaining self sufficiency through a cross subsidy model. It has focused on upgrading infrastructure, investing in state-of-the-art technology, expanding into new geographies and investing in the best training possible - nationally and internationally - for its medical team.

The outcome has been encouraging. Today the base hospital and the various satellite centres have become a beacon of hope for both the have's and the have not's and the brand has been able to achieve the recognition of being one of the best Super Speciality Eye and ENT hospitals offering quality eye care in the country amongst patients and peers alike.

The future is full of still further challenges. On one hand, the institution is working towards attaining the goal of becoming one of the best Tertiary Care Hospital Brands in North India and on the other, expanding its reach to serve the millions unknown in the rural hinterlands.



**I**t gives me great pleasure and joy to share with you the performance of the hospital for the last financial year, 2008-09.

The year marked the culmination of a three-year strategic plan that we had all committed ourselves to. The goal was to achieve a tertiary care status and strengthen the foundations of the institution.

In continuance with the strategic theme, we focused on (i) increasing the scope of service delivery across various clinical departments by investing in training of medical manpower (ii) acquiring top of the line equipment (iii) increasing the width and the depth of the rural geographies where we served underprivileged communities (iv) increasing the revenue potential and managing cost across operations, and last but not the least (v) continuing our progression in the area of research and clinical trials.

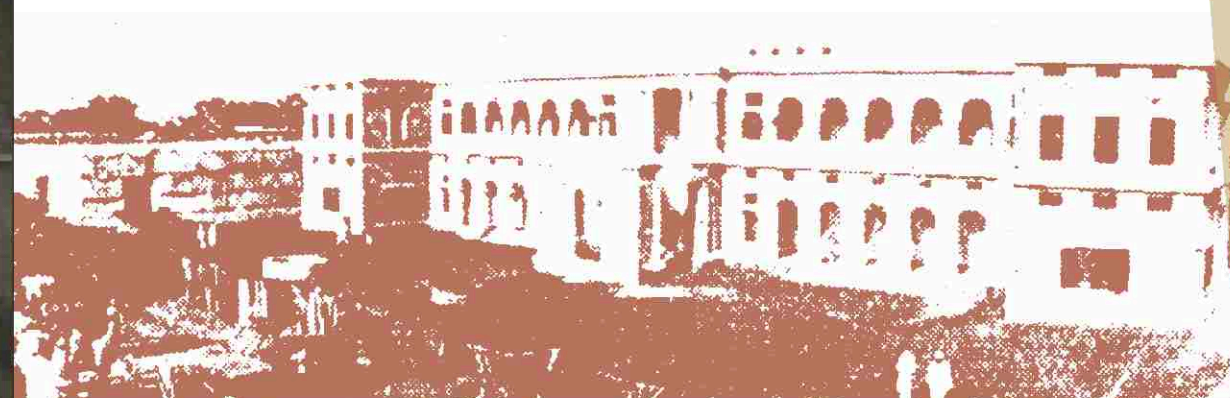
I invite you to go through the details in the following pages.

My note will perhaps be incomplete if I did not thank two very important contributors to the institute's continued growth and success. While one is the family of donors and partners, big and small, who continue to support and encourage our work; the other is each and every member of my team across functions for their dedication and commitment to the cause.

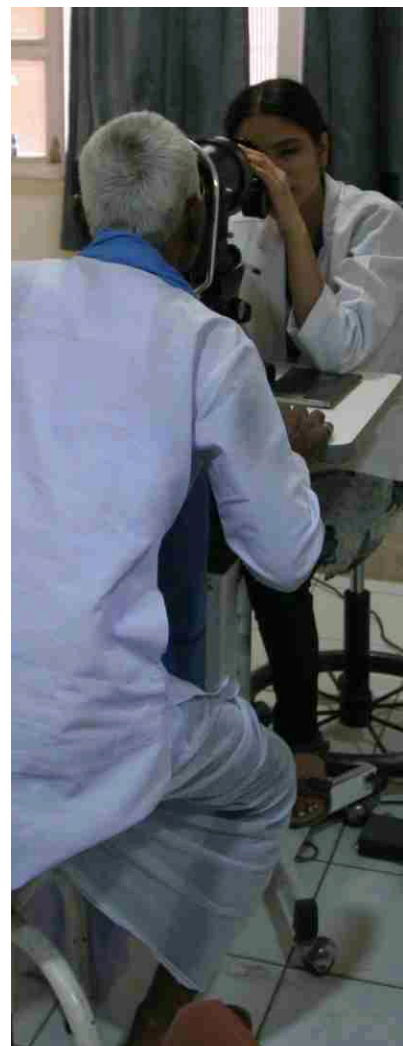
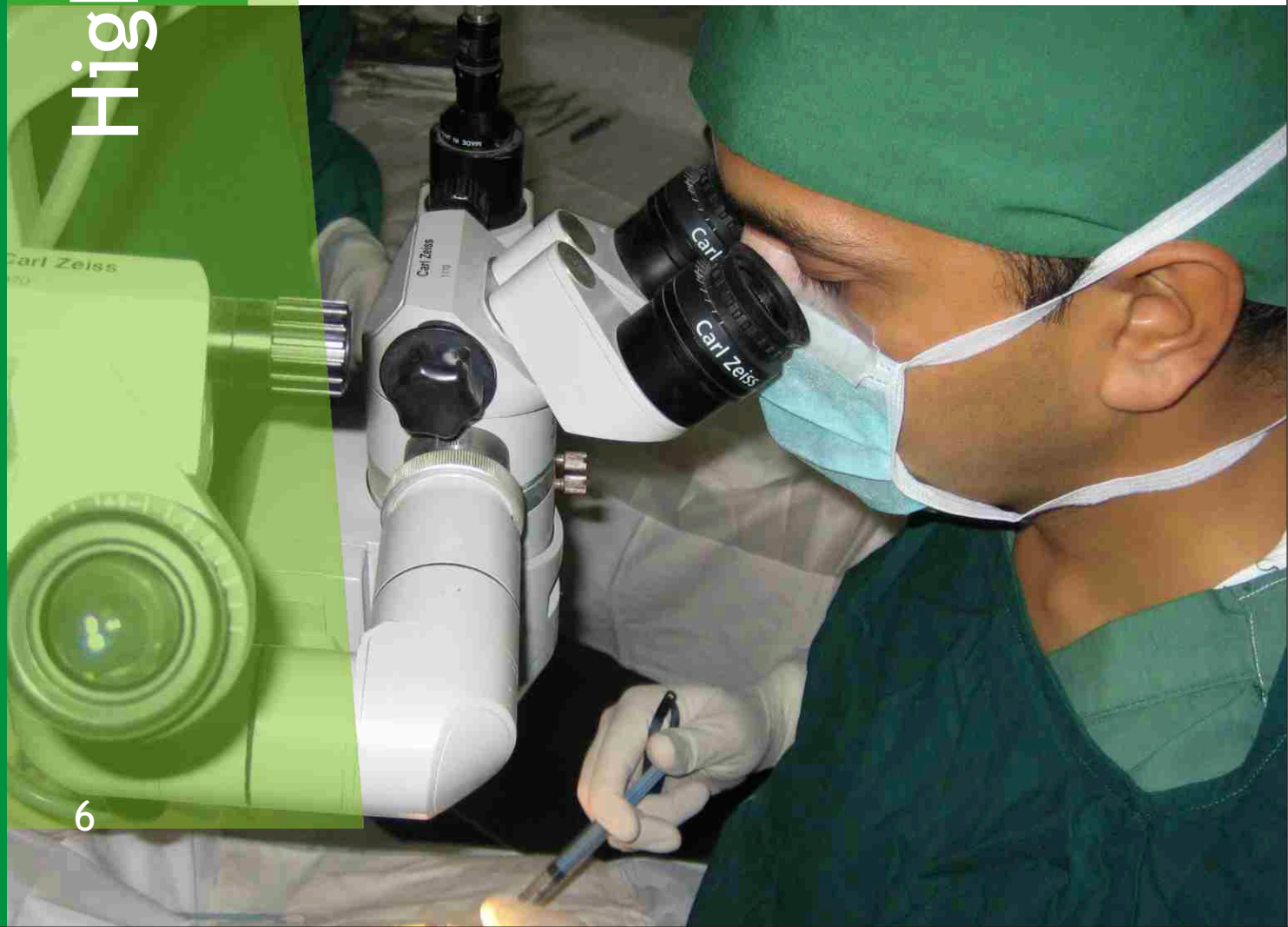
Yours sincerely,

A.K.Arora,

Chief Executive Officer



- 1,30,000 people chose the Institute as a preferred centre of Eye and ENT care across its various locations at New Delhi, Alwar, Ballabgarh and Gurgaon.
- In addition, approximately 70,000 people were provided primary eye care services across various community initiatives in the hinterlands of Rajasthan, Haryana, Uttar Pradesh and Delhi.
- 9565 sight and hearing restoring and enhancement surgeries were done across various locations.
- Of the above 5383 were provided free or highly subsidized surgeries thereby taking the free surgery output to 56% and honouring the mandate of minimum 50% free work that the Institute is committed to.
- Thirty per cent of all eye surgeries at New Delhi were handled under various sub-specialities thereby underscoring the Institute's continuous endeavour towards becoming a tertiary centre of repute.
- The Eye Bank extended the Hospital Based Cornea Retrieval Programme (HCRP) to three more multi speciality hospitals and also collected 216 tissues from within Delhi and NCR.
- Continuing with the focus on providing primary eye care services to rural communities, three more vision centres were operationalised in the districts of Alwar, Mewat and Saharanpur.
- Work started on the Combat Blindness Foundation supported secondary surgical centre at Rampur in Saharanpur District, Uttar Pradesh.



**A**part from the base unit at New Delhi, the institute has developed three peripheral centres.

#### **Alwar:**

The secondary centre at Alwar district, Rajasthan was set up seven years back. Following a cross-subsidy model, its primary aim is to serve the largely underserved rural communities in the district by providing quality cataract surgeries. Regular visits by various sub-specialists from the tertiary centre at Delhi supplement its activities. The institute is working towards building this facility into an advanced secondary centre with the addition of diagnostic equipments as well as an Eye Donation Centre.

#### **Ballabgarh:**

Ballabgarh is a peripheral town located around 70 Kms from Delhi, in the district of Faridabad, Haryana. The facility was commissioned two years back. The objective is to cater to the paying audience in this area by providing them a quality alternative and thereby help in the overall financial sustainability of the network.

#### **Gurgaon:**

Given the emerging importance of Gurgaon as a satellite township and the increasing inflow of patients from the region, the hospital decided to open a satellite clinic in 2005. Regular visits by sub-specialists from the tertiary centre complement the comprehensive ophthalmic facilities.



The clinical activities of the Institute remains focused in the areas of Ophthalmology and Otolaryngology (ENT). Although the Institute started as an Eye hospital, in the late 1960's, ENT department was introduced to widen the scope of services offered at the hospital.

Patients continue to approach the Institute through either of the three available streams (1) The paid stream popularly known as 'private' (2) The 'general' or subsidized stream and last, but not the least (3) The free stream

As per a time honoured tradition, the Institute leaves the choice in the first two categories to the patients themselves. The free stream is reserved for the underserved sections across geographies being addressed by the community outreach operations. Ophthalmic services at the Institute are delivered through various sub-speciality departments apart from Comprehensive Eye Care Services.

### Comprehensive Eye Care and Cataract Services:

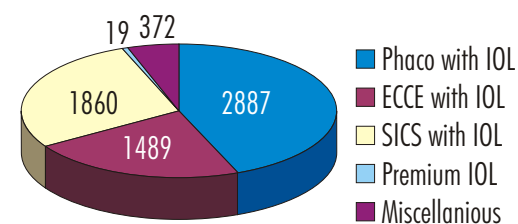
The Comprehensive Eye Care Services is a unique effort wherein consultants from nearly all disciplines are involved. The focus is to deal with regular problems of the eye including cataract and spectacle prescriptions, among other conditions.

In the last year, more than a 100,000 patients availed this service across the various locations of the Institute resulting in 6627 cataract operations. Of the above, 4251 or 64% were highly subsidized or completely free.

The cataract service has the capability to deal with conventional implants as well as high-end Multifocal and Toric Intralocular Lenses.

With the addition of the Alcon Infinity Phacoemulsification System, which enables safer and faster rehabilitation with better outcomes, the practice is set to break new grounds.

### CATARACT/ANTERIOR SEGMENT (2008-09)

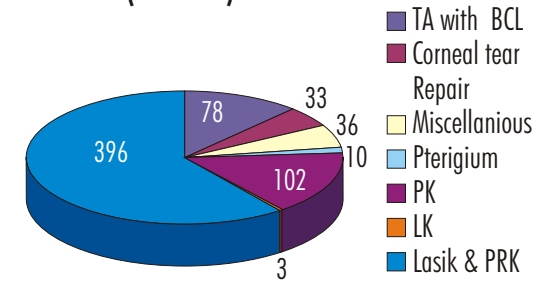


### Birjo: "SCEH is doing a wonderful job"

When her vision became very weak due to cataract in both her eyes, Birjo Ram Devi's life became miserable. No one bothered to take her to the doctor.

Then she heard about SCEH's eye camp in her neighbourhood..... She was brought along with others in the hospital bus and operated for cataract at the hospital. Today her faith in God has been restored, as she can see quite comfortably, and feels that SCEH is doing a wonderful job for the unhappy & less privileged people like her!

### CORNEA (2008-09)



### Cornea:

The focus remains on corneal diseases, contact lenses and refractive surgeries. A total of 4145 people availed the services last year. A total of 262 corneal surgeries including

102 corneal transplants were done. Of the total surgeries, 52% were free or highly subsidized.

Two new techniques of Partial Thickness Corneal Surgeries namely, Deep Anterior Lamellar Keratoplasty and Descemet's Stripping Endothelial Keratoplasty were introduced. The team also earned the distinction of doing 396 lasik surgeries for removal of spectacles. The procedure is performed on the VISX S4 customvue platform, one of the most advanced Excimer Lasers.

Contact Lens section specializes in difficult cases of Keratoconus, extreme corneal irregularities and post corneal graft fittings. This is a unique service that helps in vision rehabilitation of individuals where surgery or spectacles would not give good optical correction.

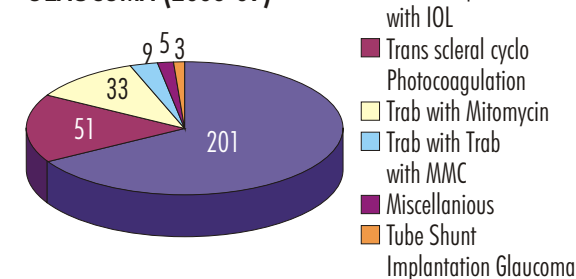


### A Bright Future Ahead

Devki an 8-year-old girl was suffering from corneal blindness in both her eyes. According to her mother she had very high fever at the age of 5; after which she became totally blind. Earlier Devki was dependent on her parents even for her daily necessities. Her father is a poor labourer, living in a small village, in Shahjahanpur district of UP. He has 6 children and old parents to look after too; therefore he was unable to meet the expenses of Devki's eye treatment. At SCEH, we could not turn our back towards this young girl who had her whole life ahead of her!

Devki underwent corneal transplant surgery and now her functional vision is restored and so is the joy of her childhood. She is able to do her daily chores on her own and is looking forward to a bright future.

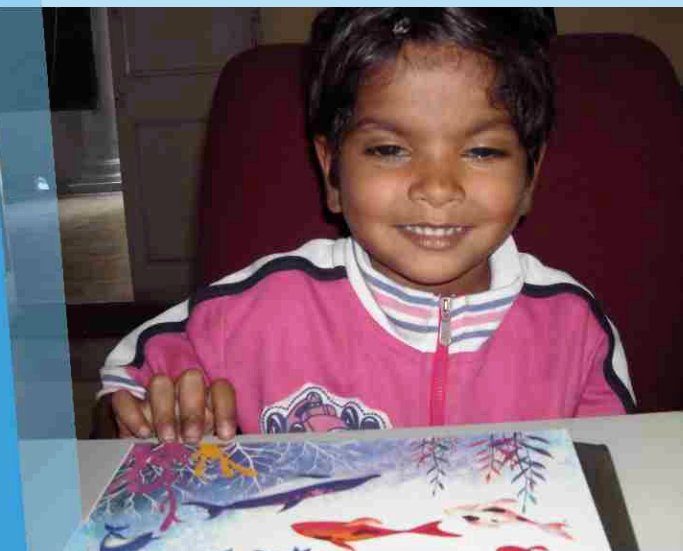
### GLAUCOMA (2008-09)



### Glaucoma:

Thirty to forty per cent of people over the age of 60 have glaucoma. The Glaucoma Services is one of the busiest clinics in the institute, with an outpatient load of 5515 patients and a surgical output of 302 surgeries. Fifty two per cent of the surgical load was either free or highly subsidized. The department also did over 2000 Laser

Peripheral Iridotomies. The department recently replaced its ageing Humphreys Visual Field Analyzer with a new one and also has an OCT Analyzer for early detection and better follow-up of glaucoma patients, making it one of the best facilities in the city.



### Sahiba Can Now Read

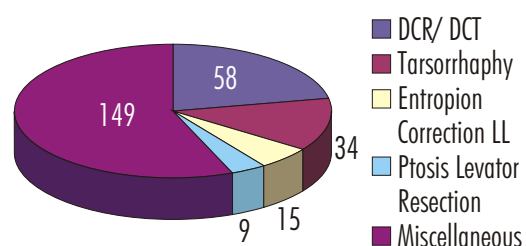
4 Four-year old Sahiba had congenital glaucoma in both eyes.

Our Doctors successfully operated both her eyes and restored her sight. Later she was helped by our 'Vision Rehabilitation Team' to recognize pictures and alphabets. Every one in the room was very happy, when she pointed at a fish and said "machli"! Her father keeps bringing many books for his little girl and now wants to educate her so that she can have a bright future.

### Oculoplasty:

Oculoplasty is the most recent addition to our offerings. 586 patients have been seen and 265 surgeries have been done till now. We are among the only hospitals in North India that offer treatment for Childhood Cancers like Retinoblastoma, fractures of the Orbit, Aesthetic/ Cosmetic surgeries of the eyelids including use of Botox injections and fillers.

### OCULOPLASTY (2008-09)



### Ajay: 'Ghar Ka Chirag'

Ajay with his father before chemotherapy

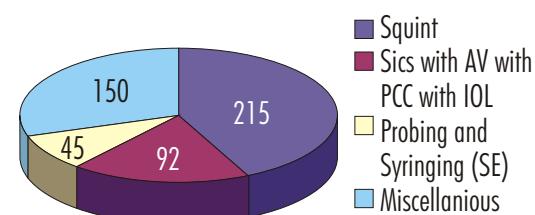
"Mere ghar ka ek hi chirag hai-aur woh hai Ajay, isko bachana hi aab mere jivan ka kaam hai" said a very worried father of the only child, who was born 10 years after his marriage. Belonging to a small village in district Rampur; working as a daily wager at somebody else's farm, Ajay's father's earnings are not enough to support the treatment of his son. Doctors diagnosed that four-year-old Ajay was suffering from a Retinoblastoma (a malignant tumor) in his left eye; which is now growing very fast, if it is not completed on time it may take his life.

So far Ajay has received 3 cycles of chemotherapy. Further he requires to undergo 3 more cycles of chemotherapy, CT scans & other investigations; and Radiotherapy (if required) before he can be finally operated for the removal of the deadly tumor



### Paediatric Ophthalmology and Strabismus:

### PAEDIATRICS (2008-09)



One of the oldest sub-specialities at the hospital, and among the first in the country, the department has made rapid strides in the last 6 years and today is rated as one of the best in North India. More than 14,000 patients upto 16 years old, availed the services of this department last year. On the surgical front, the department did a total of 502 surgeries, 209 of which were highly subsidized or free.



In continuation with the tradition of continued learning, the department with the help of ORBIS International organized a Hospital Based Programme( HBP) conducted by Dr. Andrea Molinari, from the University of Ecuador. The focus of the HBP was surgical and non-surgical management of strabismus and was followed by an educational workshop conducted for the benefit of other Ophthalmologists, Optometrists and Orthoptists from the city.

The department finished a four-year project with support from ORBIS International, 'Controlling Refractive Errors' wherein 2, 48,000 children from Delhi-NCR were screened for refractive errors.

The Paediatric department is doing a landmark study of vision development in collaboration with the Brain and Cognitive Science Department of Massachusetts Institute of Technology, USA, called 'Project Prakash'.

### A Sense of Pride and satisfaction

When Lucky was born, her mother noticed that her eyes were hazy and white. She reached SCEH when Lucky was only nine days old. In the next three months, she underwent three surgeries.

Today she is free from the blinding disability; her gurgling laughter fills us with a sense of pride and deep satisfaction.

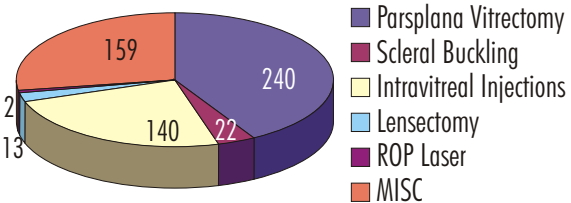


**Vitreo-Retina:**

The department has been a focus area for the Institution. In the last couple of years, the hospital has acquired cutting edge technology with new B-Scan, Digital Fundus Imaging System, Laser Delivery System, OCT and Sutureless Vitrectomy Systems. A referral practice through and through, the capability can be estimated from the fact that 7350 patients visited the department from all across North India and 576 surgical procedures were done. The department performed 3362 laser and diagnostic procedures. In keeping with the ethos of the Institution, 42% of the surgical load was provided free or highly subsidized interventions.

The department with the support of the World Diabetic Foundation has taken a major initiative in early detection and management of diabetes related to eye disorders in Alwar district, Rajasthan.

**RETINA (2008-09)**



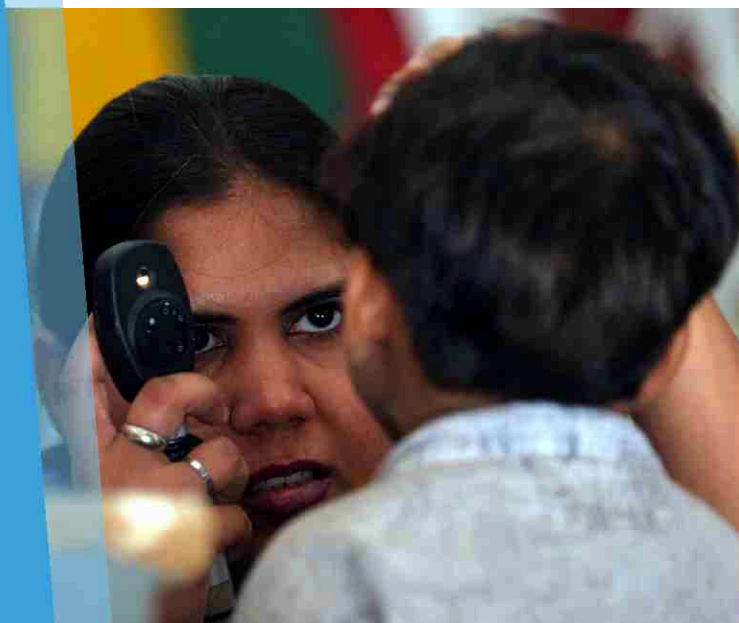
**SCEH remains firm to save Rajinder's vision**

Twenty – five year old Rajinder Yadav, suffers from retina detachment. He started losing vision at a tender 13 years, when he had to drop out of school. To support his family, Rajinder started working as a mason, and somehow managed to make ends meet. But recently the drop in his vision was nearly total, which forced him to sit at home.

SCEH is determined to save Rajinder from total blindness, by restoring his functional sight, so that he

can work and not be dependent on others. He has already undergone one surgery and will need a prolonged treatment before he can go back to his work.

**Vision Enhancement and Rehabilitation:**

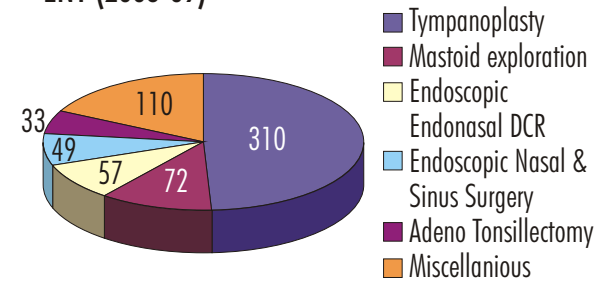


The Institute happens to be one of the rare few hospitals that focus on the need of **Low Vision and Rehabilitation**. This ultimately becomes a beacon of hope for patients who cannot be helped surgically. It provided **enhancement and rehabilitation services** to 1933 patients last year.

The department has overseen the completion of the Unniti project and is supporting the Ujagar & CBR projects.

**Otolaryngology (ENT)**

**ENT (2008-09)**



The ENT Services has maintained its leadership position and has the distinction of performing among the largest number of ear surgeries in the city.

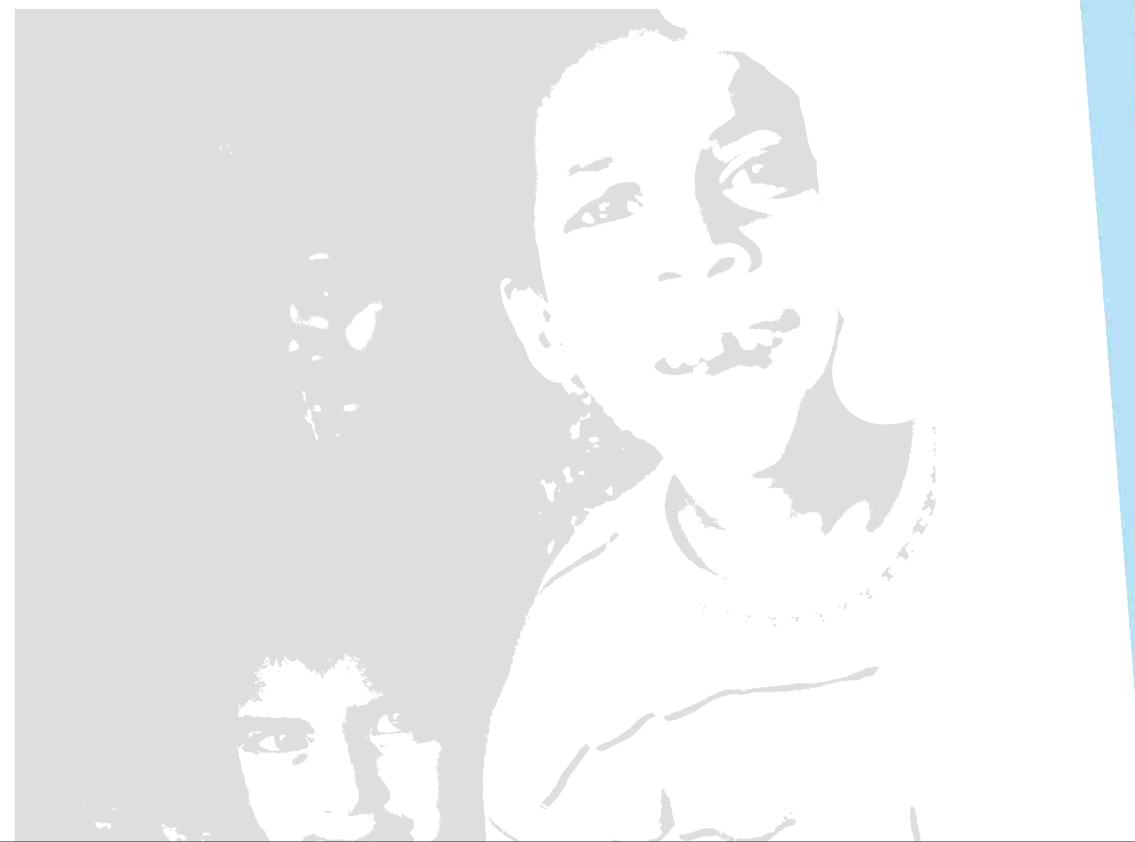
The section has been building up its service delivery and capacity over the past few years, a fact underscored by a footfall of 28047 patients last year. The surgical

output was 630 surgeries and 20% were served free or at highly subsidized rates.

In keeping with the tradition of continuous improvement, the department introduced Cochlear Implants as a new initiative. It is a highly complex surgery that very few institutes in North India have the capability for. Some of the other initiatives were an active 'Sleep and Snoring Clinic' to address the needs of Sleep Apnea patients. A hearing resource centre has also been developed with state –of-the-art machines like BERA and the ability to dispense programmable hearing aids. A Headache Clinic addresses the most common problem of 'headaches', holistically, by addressing lifestyle related issues.

**Born deaf and dumb cured**

Imagine the plight of a child born born deaf and dumb and the resolve of a middle class family that saves every penny for a cochlear implant: the girl's only hope. The child was already three years when she finally came to the hospital. Only SCEH could offer the expertise and acumen for such a case at the cost the family could afford. The family comes all the way from Bihar for the follow-up and never forgets to profusely thank the ENT team. She is now into rehabilitative speech therapy and may be able to join a regular school soon.





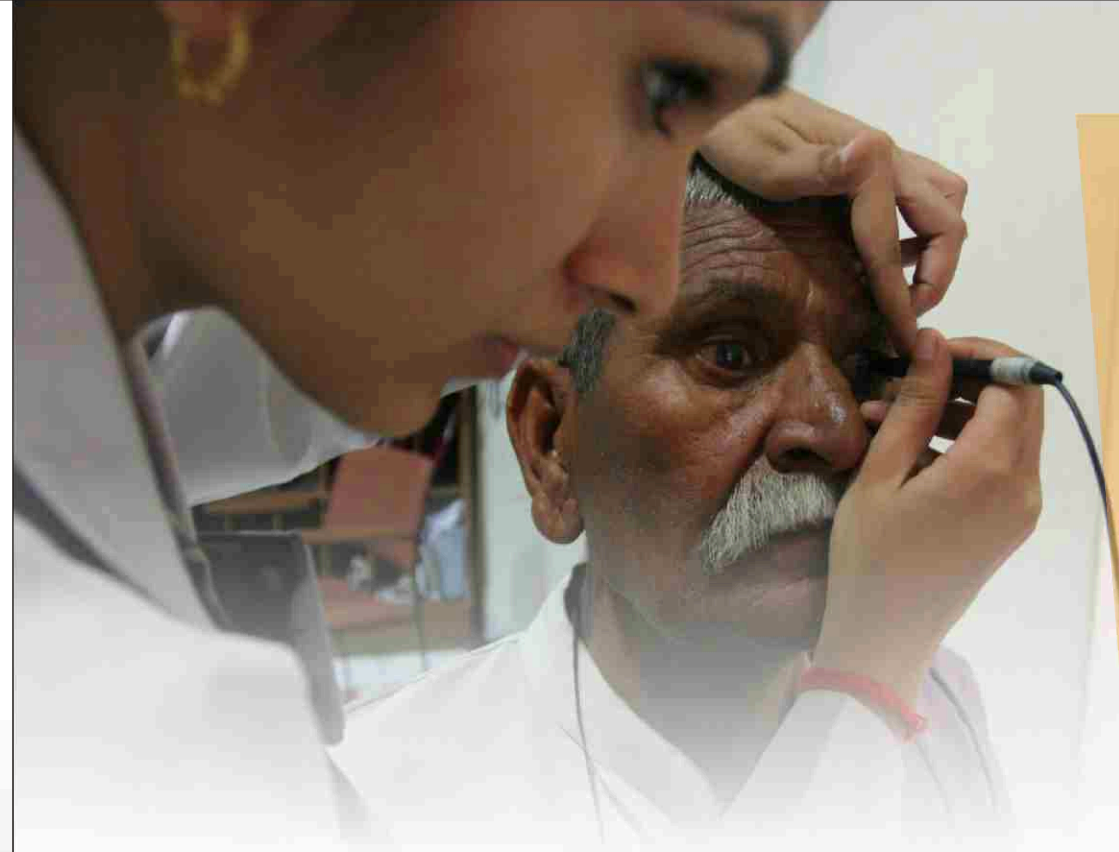
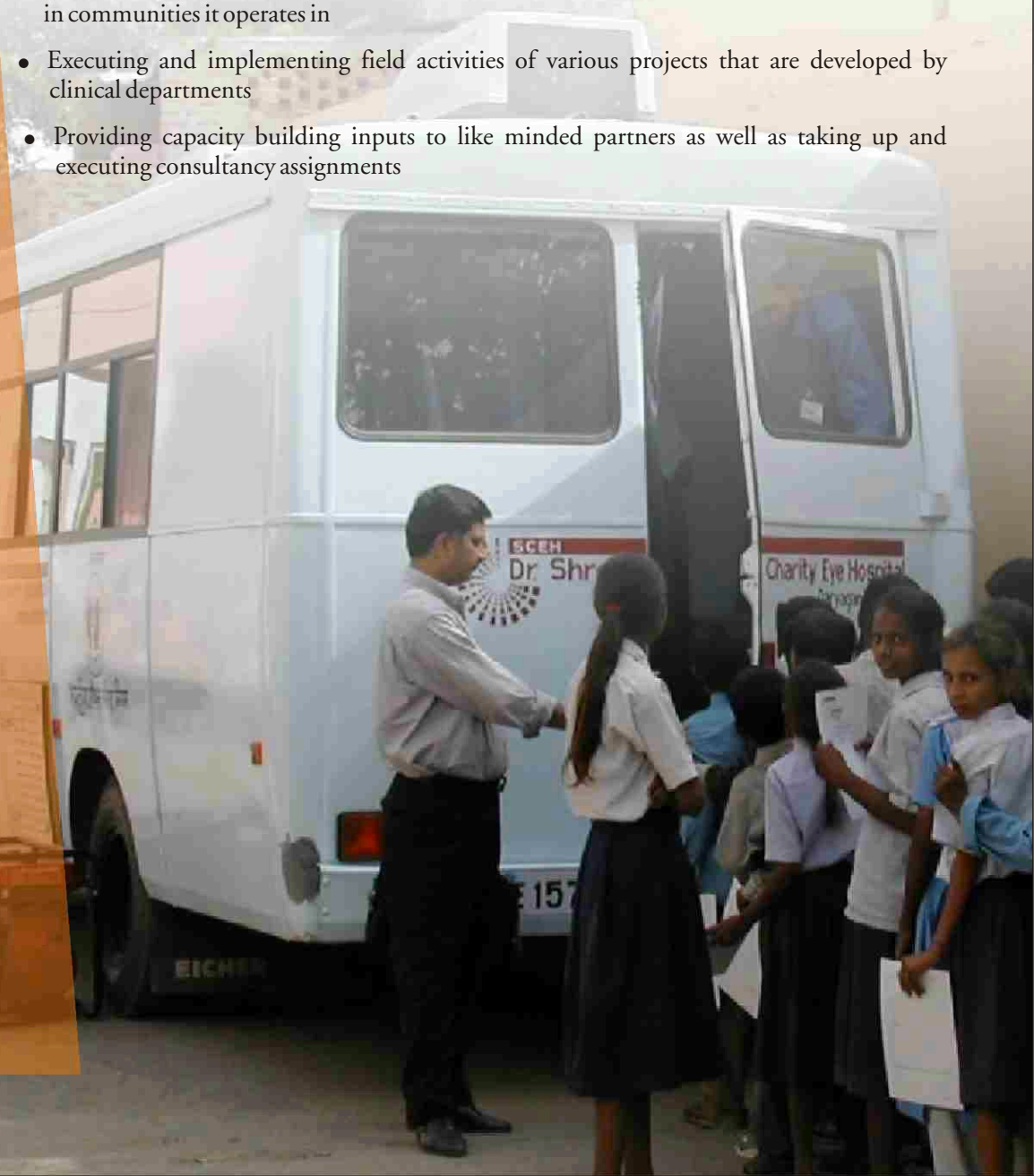
The commitment to serve the community has remained a tradition in the nine and a half decades of existence of the institute.

The Community Outreach Operations is not only responsible for identifying and facilitating the achievement of the minimum 50% free surgery mandate of the institution but is also increasingly responsible for the delivery of projects that are developed by various clinical departments. These projects in turn play a pivotal role in the growth of the institute in both capability and quantum of services offered, as well as recognition amongst peers in the national and international arena.

In keeping with the overall strategic theme, the focus last year, as in the year before, was not only to expand the geographies in which the hospital operated, but also to increase the number of lives that were touched. Overall, the operations positively impacted the lives of more than 70,000 people across regions and facilitated the sight restoration surgeries of 5383 individuals across all age groups.

To achieve the long term strategic goals of the Institution, the community outreach operations is committed to:

- Developing Vision Centres across the districts of Alwar, Rajasthan; Mewat, Haryana and Saharanpur, Uttar Pradesh; and outlying areas of Delhi to ensure quality primary eye care delivery with sustainability
- Creating awareness about Eye care issues by working with formal and informal stakeholders in communities it operates in
- Executing and implementing field activities of various projects that are developed by clinical departments
- Providing capacity building inputs to like minded partners as well as taking up and executing consultancy assignments



## Community Based Rehabilitation Project

**Partner: CBM, Germany**

This marks the first foray of the Institution into the difficult but emerging arena of Community Based Rehabilitation (CBR). In association with CBM, Germany, the project aims to identify patients with visual, hearing, speech and MDVI disabilities in Alwar District and thereafter provide them curative and rehabilitative services within the community.

Accordingly, a resource centre has been set up in the Umrein Block of Alwar District and various diagnostic and rehabilitative services are being introduced in a phased manner.

## Controlling Refractive Errors Project

**Partner: ORBIS International, USA**

A four year long initiative in collaboration with ORBIS International, USA, the project drew to a close last year. During its course, the project screened 2,48,000 children in the age category of 4 to 16 years in Central, East, North East and North Districts of the state of Delhi. The effort was to scientifically estimate the incidence of uncorrected refractive errors in a metro city and thereafter develop various policy prescriptions. Eight research studies have been completed and are in various stages of publication.

In the course of the project, 968 paediatric sight restoring surgeries were performed and approximately 22000 children were benefitted with prescription glasses. Additionally, across four years, 415 ophthalmologists and optometrists were exposed to issues in Paediatric Eyecare.

## Diabetic Retinopathy (WDF) Project

**Partner: World Diabetic Foundation, Denmark**

The WHO estimates that the number of diabetics in India will rise to 80 million by 2030 thereby making it the Diabetic Capital of the world. It is a known fact that Diabetic Retinopathy (DR) and resulting loss of vision develops in more than 75 % of patients with a prolonged history of diabetes. In early 2007, the Institute began a collaborative effort with the World Diabetes Foundation, Denmark to identify the diabetics by door to door screening, counsel them for diabetes and its complications and provide treatment for Diabetic Retinopathy thereby avoiding blindness secondary to it.

A well equipped laser clinic was started in the SCEH campus to provide free treatment to all patients of Diabetic Retinopathy.



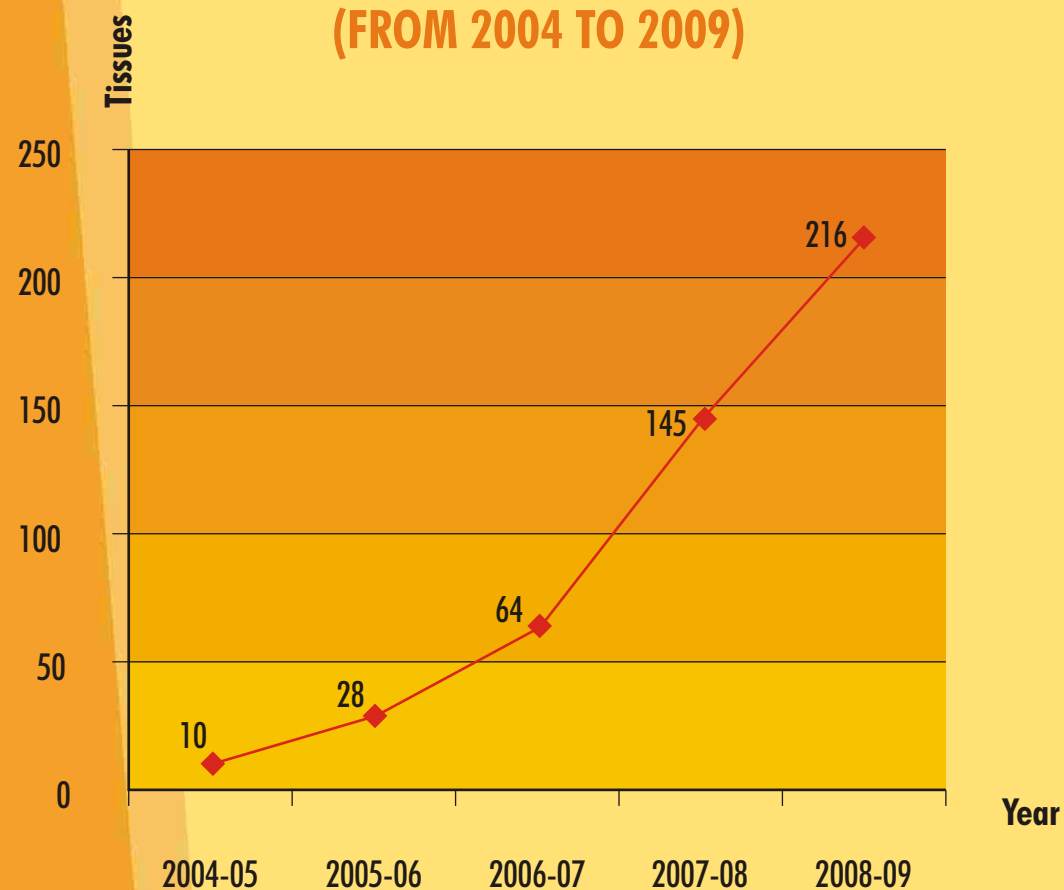
### Eye Bank

Partner: ORBIS International, USA

The Eye Bank collected 216 tissues from within Delhi and NCR region making it one of the fastest growing Eye Banks in the city. The initiative is supported by ORBIS International. The Institute has been pioneering the concept of Hospital Based Cornea Retrieval Programme (HCRP) and already has tie-ups with eight multi-speciality hospitals, out of which three were added last year. Collaborations with more are in pipeline. Under the HCRP initiative, trained 'Grief Counselors' approach the relatives of patients on the critical list and sensitize them on the issue of corneal donation. In the event of demise of the patient and subsequent acceptance of the relatives and family, a competent team comprising of an Ophthalmologist

and a technician tries to reach the spot as soon as possible. It is pertinent to note that the tissue has to be harvested within a maximum of 6 hours from death and that means that the teams are on a 24 hour stand by.

**SCEH EYE BANK'S TRACK RECORD  
(FROM 2004 TO 2009)**



### Project Prakash

Partner: Department of Brain and Cognitive Science, Massachusetts Institute of Technology, USA

Project Prakash marks a unique collaborative effort between the Department of Brain and Cognitive Science, Massachusetts Institute of Technology, USA and SCEH. A long term project, the effort is to answer open issues in neuro sciences like the development of vision by the brain, how the brain learns to perceive environmental objects, mental health implications of Childhood Blindness and development of effective rehabilitation strategies among others.

Accordingly, the institute across its community intervention areas identifies congenitally blind children meeting the stringent study criteria, and performs sight restoring surgeries. In the second phase, researchers from MIT try to map the way the brain develops the ability to perceive and distinguish.

In 2008-09, 11 such children were identified and operated on underlining the complexity of the project. Such is the importance of the project that it has featured in the prestigious 'Nature' and 'Time' magazines.



### Quality Assurance Project

Partner: ORBIS International, USA

One of the most significant developments in improving the overall quality of the hospital in all the departments was the commencement of the Quality Assurance Project last year. Funded by ORBIS International, the aim is to develop a quality manual for all sections of the hospital and in the long run be able to implement the same in other ORBIS partners in India. The internal implementation team is being assisted by an external agency, HOSMAC India private limited, a known expert in this area. As the project unfolds, the Institution aims to align all internal processes to the best practices worldwide and definitely acquire relevant third party certification.

### Seeing is Believing Project

**Partner: Standard Chartered Bank & International Agency for The Prevention of Blindness**

Seeing is Believing is a joint Initiative of Standard Chartered Bank plc and International Agency for Prevention of Blindness. In 2008, the Institute was chosen to deliver 10 Vision Centres across target geographies in Alwar district, Rajasthan, Mewat district, Haryana and Saharanpur district, Western Uttar Pradesh. In late 2008, the first funds were received and by the end of March '08, three Vision Centres were fully operational one each in Alwar, Mewat and Saharanpur. The initial batch of Community Resources entered the grueling one year training to become Vision Technicians in early February.

Wherever possible, the hospital is trying to work with grassroot level NGO's to ensure community involvement and thereby long term sustainability. By the end of March, a total of 1563 patients were seen at these Vision centres and another 1500 children had been screened in village schools. The hospital is looking forward to the implementation of all 10 Vision Centres by March 2010. The Institute realizes the importance of Vision Centres as a community eye care intervention strategy and is committed to set up 21 more such units in the next 3 years to reach primary eye care services to remote rural communities.



### Ujagar Project

**Partner: Adobe Systems India and Charities Aid Foundation**

Ujagar, an IT resource & training centre for the visually impaired and persons with Low Vision, was conceptualized and executed last year with the support of ADOBE Systems India and Charities Aid Foundation. The centre imparts IT training with the help of various state-of-the-art speech and magnifying softwares like KNFB reader and JAWS. The centre offers various short and long term courses to develop potential and increase the employability quotient of participants.

An MOU of technical nature with EnAble India was signed to provide further value addition for the project. This organisation provides support in terms of faculty upgradation, job typing for trainees and work solutions. The project would be reaching out to a total population of 2.5 lakhs.

### Unniti Project

**Partner: Unniti Foundation**

As part of this three year long initiative in association with the Unniti Foundation, the Institute tried to make a difference in many lives.

- Vision Enhancement and Rehabilitation of 35 young girls suffering from 'low vision' through Vision Enhancement devices like telescopes & special lenses and a sustained customized rehabilitative package of 6 months.
- 20 visually impaired girls were imparted 'soft skill training' and administered a one month long intensive 'personality development programme'.
- Two young girls were sponsored for a one year Vision Technician course.

