



MEDICAL TEACHING INSTITUTION ABBOTTABAD
[AYUB MEDICAL COLLEGE-AYUB TEACHING HOSPITAL]
BOG SECRETARIAT




No. BOG/MTI/2023/ **3887-88**

Dated: 30-03-2023

NOTIFICATION

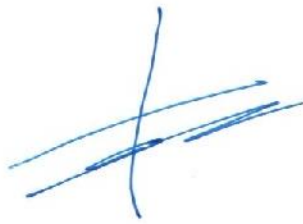
The Board of Governors in its 80th BoG meeting held on 17th March, 2023 against Agenda item no. 5, "Approval of MTI Abbottabad strategic plan and standard operating procedures for research and innovation." is pleased to approve the strategic plan and standard operating procedures for research and innovation.

(Approved Strategic Plan & SoPs - Attached).


(Secretary)
Board of Governors
MTI (AMC, ATH)
Abbottabad

Copy to:

1. Dean/CEO, MTI (AMC, ATH) Abbottabad
2. Associate Dean (Research), MTI (AMC) Abbottabad



Medical Teaching Institute-Abbottabad Strategic Plan and Standard Operating Procedures for Research and Innovation

Background

Evidence based decision making based on ethical research is pivotal in the field of medicine. Research simulates the search for scientific knowledge, increases the quantum of existing knowledge, helps the development of novel applications and is an invaluable tool for developing an efficient learning process.

Research helps academics achieve strong credibility. An uninformed academic may conduct research just for promotion purposes but for the lifelong learner, research is imperative and indispensable. Medical Institutions are established to drive development and fuel efficient patient care. This feat cannot be achieved without research. The mission of many medical institutions is to use teaching, research, and public service to solve public health problems. Research is the fuel for future progress and it has significantly shaped perspectives in medicine. Furthermore, in a more sophisticated field, research is used to identify factors influencing decision-making, clarify the preferred alternatives, and encourage the selection of a preferred screening, treatment, or approach option for a disease or public health challenge.

Last but not least is the issue of teaching research to junior doctors. This is very important, as the sooner each doctor is involved in the research process the better for his or her career. Even for junior doctors who are not interested in an academic career, understanding the research process helps them to develop their scientific skills. Having a research culture in the institution motivates young doctors to understand and undertake research. However, it is important to guide them through the basic principles of research and to mentor them or engage them in the scientific research projects.

Novel research whether for personal or professional development needs a lot of human, financial, and technical resources. Either these resources have to be arranged by the researcher or need collaboration with other academic/technical institutions or the pharmaceutical industry.

Pharmaceutical companies that sponsor research are financially orientated. This fact leads to a sole result, i.e., profit, as a return on their investment. In this framework, it would be impossible for academic institutions to operate on any other basis but finance.



On the other hand, collaborative research with other academic institutions and technical agencies provides all the resources required without compromising ethical principles. Most critically important scientific issues or innovative technologies can often be solved by working together of a team of researchers from different backgrounds. The merging of different fields can make possible achieving of incredible goals. Collaborative research has become more prevalent globally over the past 50 years and researchers are increasingly required to work across disciplines, institutions and borders.

Collaboration encourages the establishment of effective communication and partnerships and also offers equal opportunities among the team members. It honors and respects each member's individual and organizational style. Collaboration also increases ethical conduct maintaining honesty, integrity, justice, transparency, and confidentiality.

Increased collaborations can save considerable time and money, and most often, breakthrough research comes through collaborative research rather than by adhering to tried and true methods.

MTI Abbottabad Research Capacity

MTI Abbottabad is one of the leading medical institutions in the country with a strong research base. Our faculty has been involved in novel research in the past which has been published in well reputed global medical journals. In the COVID pandemic, global institutions and organizations wanted to and collaborated with faculty to conduct research to identify early symptoms, complications and treatment options for COVID-19. These researches were conducted successfully and were published internationally and are highly cited and provided a basis for other researchers globally to improve on the findings of our research.

In addition to COVID related collaborations, different departments have either undertaken quality research that has been published in leading journals or are currently involved in one e.g

- Women 1 & 2 trials which is a collaboration between the London School of Hygiene and Tropical Medicine and the Department of Gynaecology/OBS MTI Abbottabad.
- Successful completion of operational research by the Department of Community Medicine sponsored by HEC on Maternal and Neonatal health.

These activities and publications have increased the visibility of MTI Abbottabad globally and institutions, universities, and organizations are offering MTI Abbottabad and individual doctors opportunities for collaboration and consultancies to carry out research and academic



projects to improve the health of the population. All these projects and opportunities were tapped and conducted by individual efforts. However, now MTI Abbottabad wants to institutionalize these activities to

- a. to engage more faculty
- b. to provide research opportunities for the faculty to improve their research skills
- c. to provide opportunities for the career development of faculty members
- d. to generate financial resources for the research. Some of our faculty have been stuck in their PhDs and MPhils because of a lack of funds for their research

Furthermore, as per the Govt. of Pakistan HEC policy, universities, degree awarding bodies, and institutions must have an Office of Research, Innovation, and Commercialization (ORIC). ORIC has been established in KMU, however, MTI Abbottabad has a research cell. Among the major roles of ORIC is to strengthen institutional collaboration between university researchers and potential users of research in government, industry, and communities and mobilize resources for research from national and international funding bodies. Research Cell, MTI Abbottabad, plans to establish ORIC and fulfill its obligations as per the rules laid by HEC Pakistan.

Looking at the increased interest and opportunities for the faculty and departments and requirements of HEC, Research Cell MTI Abbottabad has devised SOPs for the consultancies, projects, and collaboration undertaken by individual faculty, departments, and/or institutional collaborations.

Strategy

The primary objective of MTI-Abbottabad Research Strategy is for the Institute to be a national leader in research and Innovation. This shall be achieved by

1. By recruiting and retaining the best researchers at all career stages available in the market, and supporting and mentoring existing staff, so as to offer all staff an attractive environment in which their research can flourish.
2. Ensuring interdisciplinary research by giving it a focus, identity, and presence
3. By deploying Institute's resources to support research excellence
4. By supporting our postgraduate research students and their supervisors to train a vibrant research community of excellent research scholars.

Research projects/Consultancies can be

1. Basic Research
2. Clinical Trials



3. Operational Research
4. Implementation Research
5. Policy Reviews
6. Program Assessments
7. Trainings (Health System Strengthening)
8. Desk Reviews

These Projects are offered by

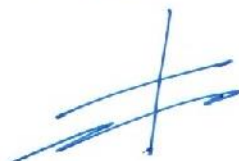
- a. Government institution such as HEC
- b. Academic institutions (National and International)
- c. Bilateral UN and other health related agencies
- d. Developmental partners such as Asian Developmental Bank, World Bank, USAID etc

Project/Consultancy SOPS for Faculty

1. Individuals and departments will be able to apply and do consultancies/projects offered by organizations and institutions.
2. The faculty will not take a permanent position with the organization offering consultancy/project while conducting the project.
3. Consultancies involving work done within MTI Abbottabad will require obtaining proper ethical approval and permissions from relevant authorities. Faculty member/members will be allowed to carry out the consultancy/research project during working hours if the work is related to their own daily roles and responsibilities within MTI Abbottabad.
4. For consultancies involving work outside MTI, faculty will be allowed to do it on their own time after working hours or use their Casual or Earned Leaves.
5. The funds provided for the project will be disbursed/utilized as approved by the funding organization/authority and the due accounting and audit processes shall be followed.

If there is a provision in the project/consultancy, 15% of the consultancy/project amount shall be set for MTI administrative costs which will be submitted to MTI Abbottabad Research Fund. This fund will be exclusively used to promote and conduct research in MTI Abbottabad.

6. In special cases the Dean & CEO is authorized to decrease these administrative charges if a justification is provided by the research cell and the principal investigator.



7. All expenditures and institutional resources utilized for the projects shall be budgeted and made part of the grant to ensure that if any institutional resources are used in the project that are well accounted for in the budget
8. The principal investigator and research fellow shall utilize the services of the existing staff, where available with an objective of capacity building and may disburse funds allocated to the principal investigator and co-investigators (not from the institutional share/administrative cost) to the institutional staff working for the project/consultancy such as data entry operator, hiring of Co-PIs, nurses, doctors, etc to compensate for their work done in addition to their official duties. In addition if any other expenditures/materials or any resources are being utilized from the institution they shall be budgeted as part of the project expenditures.
9. Any procurement that is done for the project/consultancy, unless indicated otherwise, will be the property of MTI Abbottabad.

Role of MTI Abbottabad

MTI Abbottabad will

1. Ensure a work environment that facilitates research through the allowance of time resources and flexibility in terms of research approaches.
2. Provide research facilities and infrastructure of the highest quality, embedding this priority within the institution's development plan.
3. Establish a support system for early career researchers that encourages them to develop their research at MTI Abbottabad
4. Provide professional development opportunities to equip all researchers with the skills needed to undertake rigorous research with a view to impactful outcomes.
5. Support excellent research within the core academic disciplines
6. Identify themes for research based on our strengths and the need of the country, and encourage interdisciplinary approaches to answer the research questions pertaining to these themes.
7. Ensure that decision making processes for the allocation of resources are transparent and meet the highest standards of research quality and integrity
8. Maintain a strong commitment to the link between research and teaching and continue to expect that the majority of academic staff will undertake both activities.
9. Strengthen research grant planning and peer review processes to encourage competitive funding proposals and recognize the use of staff time for these purposes.



10. Employ resources such as academic leave and workload adjustment to enable research grant preparation and project consultancy implementation.
11. Develop partnerships at the national and international levels that support the University's research ambitions and the development of longterm sustainable relationships.
12. Identify research grant opportunities and circulatethemto the faculty
13. Identify consultancy opportunities and circulatethemto the faculty
14. Be proactive in engaging with major funders of research and external partners in order to understand their priorities, highlight MTI Abbottabad's capabilities and expertise, and inform their policies.
15. Organize related support structures to encourage research income generation.
16. Ensure that resources for research are used effectively and efficiently.

Advance Research Studies Board:

ASRB will be established by MTI Abbottabad to promote and facilitate research activities in the institution. The ASRB will be composed of research experts both from within the institute and outside institutions and organizations. The members will be selected from different fields including to broden research scope. The committee will haveboth external and institutional representation with external representation in simple majority and the chair shall be an external member.. The committee will be responsible for the following


1. Developmemnt of ToRs of Research fund utilization
2. Call for research proposals that will be also open to outside individuals as well
3. The committee will ensure that best scientific project are selected and disbursement of funds are transparent and justifiable

Ethical Review Board:

MTI Abbottabad has already established Ethical Review Board that has representation from within and outside academic institution, members from civil society, and legal representation that ensures ethical conduction of research in the institute. The committee will have both external and institutional representation with external representation in simple majority ERB will support the ASRB to select candidates and research projects

Expected Outcomes

MTI Abbottabad will encourage and allow faculty to apply for and undertake projects and consultancies. By encouraging and supporting the faculty, MTI Abbottabad plans to achieve



1. Enhance skills in research of faculty, in areas such as proposal writing, research tools, data collection, analysis of data, report writing, operational research, program reviews, and policy development.
2. Preparing younger faculty members to compete for seeking research consultancy services
3. Conduct joint research or collaborative projects with established organizations, institutions or industries
4. Make research and consultancy as one of the alternative sources of income to contribute to the institute's research budget.
5. Constantly update the database on available expertise in the MTI Abbottabad for the consumption of potential clients who may wish to engage them either for research or consultancy purposes
6. Establishment of well equipped central Research Laboratory
7. Development of linkages with national and international institutes, universities, industry, and organizations
8. Increase the visibility of the institution at national and international level
9. Holding National and International Research conferences in MTI-Abbottabad

Key Performance Indicators

- i. Number and volume of research proposals submitted, approved, and completed.
- ii. Number and volume of joint research projects submitted, approved, and completed
- iii. Research links established with other universities, industry, government, or NGOs
- iv. Contract research awarded by industry or government organizations
- v. Acceptance ratio of proposals
- vi. Annual research revenue generated
- vii. Research grant opportunities identified and circulated to faculty
- viii. Consultancy opportunities identified and circulated to faculty

