



OFFICE OF THE DEAN/CHIEF EXECUTIVE OFFICER
NOWSHERA MEDICAL COLLEGE
MTI NOWSHERA KPK, PAKISTAN



No. 4028 NMC/Est
To:

Dated: 27/11/2025

1. Vice Dean, NMC Nowshera
2. All Chairpersons, NMC Nowshera
3. Director Finance, MTI Nowshera
4. Director Administration, NMC Nowshera

Subject: IMPLEMENTATION OF REVISED APPENDIX-9

Memo:

In accordance with Policy Board letter No. 79/PB-MTIs dated 24 November 2025, the Revised Appendix-9 (Nov 2025) is hereby issued for information and implementation. (Copy attached)

All departments and staff members are directed to Ensure complete departmental **compliance and circulation**.

This instruction is **mandatory** and must be acted upon immediately.

DEAN/CHIEF EXECUTIVE OFFICER
NOWSHERA MEDICAL COLLEGE/
MTI NOWSHERA.

No. _____/NMC/ESTT

Dated: _____/_____/2025

Copy to:

1. Secretary to BoG, MTI Nowshera
2. Hospital Director, MTI Nowshera
3. Medical Director, MTI Nowshera
4. Nursing Director, MTI Nowshera
5. Vice Dean, NMC Nowshera
6. Director Finance, MTI Nowshera
7. All Chairpersons, NMC Nowshera
8. Director Administration, NMC Nowshera
9. Admin Officer, NMC Nowshera
10. All Section In-Charges, NMC Nowshera
11. I/C IT with instructions to upload on the website.
12. Office Record

DEAN/CHIEF EXECUTIVE OFFICER
NOWSHERA MEDICAL COLLEGE/
MTI NOWSHERA



POLICY BOARD

MEDICAL TEACHING INSTITUTIONS - KHYBER PAKHTUNKHWA

Office Address: Main Administration Lady Reading Hospital, Peshawar.

Tel: +92 91 9211003, Fax: +92 91 9213707

No. 79 /PB - MTIs

Date: 24th November 2025

The Board of Governors;

1. Lady Reading Hospital - MTI, Peshawar.
2. Hayatabad Medical Complex-MTI, Peshawar.
3. Khyber Teaching Hospital -MTI, Peshawar.
4. Ayub Teaching Hospital -MTI, Abbottabad.
5. Mufti Mahmood Hospital - MTI, Dera Ismail Khan.
6. Mardan Medical Complex - MTI, Mardan.
7. Peshawar Institute of Cardiology - MTI, Peshawar.
8. Qazi Hussain Ahmad Medical Complex - MTI, Nowshera.
9. Bacha Khan Medical Complex - MTI, Swabi
10. Khalifa Gulnawaz Hospital - MTI, Bannu

Subject: Regulations - Appendix 9 (Revised - Nov 2025)

Dear Boards of Governors,

With reference to the Policy Board letter No. 75/PB-MTIs, dated 24th October 2025 regarding Appendix 9 of the Regulations, the IIIrd section related to the nursing staff was inadvertently left out.

Please dispose of the previous version and note the revised version of Appendix 9 (attached).

Yours Sincerely,

Dr. Nausherwan Burki, MD, PhD, FRCP, FRCPE, FCCP
Chairman
Policy Board, Khyber Pakhtunkhwa

Copy for information to:

1. Secretary Health, Government of Khyber Pakhtunkhwa.
2. Policy Board, Khyber Pakhtunkhwa.
3. Executives (Dean, HD, MD, ND) of all the MTIs of Khyber Pakhtunkhwa.

REGULATIONS

APPENDIX 9

(Revised by Policy Board Nov 20, 2025)

GRIEVANCE PROCEDURE

I. MEDICAL STAFF, FACULTY & CONSULTANTS

1. FAIR HEARING AND APPEAL

1.1. Fair Hearings

a. Right to Hearing

Every effort shall be made to give any medical staff, faculty member and consultant full opportunity before adverse action is taken against him/her. Provided that if the adverse action is related to clinical functions including patient care the hearing request (see below) will be addressed to the Medical Director, whereas if it relates to teaching or research functions it will be addressed to the Dean. However, the following actions shall entitle the applicant or named practitioner to a hearing in accordance with the procedural safeguards set forth:

- i) Denial of requested delineated clinical privileges for which criteria of training or experience have been met
- ii) Reduction in delineated clinical privileges
- iii) Suspension of delineated clinical privileges
- iv) Revocation of delineated clinical privileges

b. Initiation of Hearing

Request for hearing

- i) If the Medical staff, faculty member or consultant (the Named Practitioner) decides to request a hearing, such request shall be sent by an e-mail or a written application, to the Medical Director, or Dean as may be, within 15 days of receipt by the practitioner of the adverse recommendation.
- ii) If the named practitioner fails, without reasonable cause, to submit a proper or timely request, it shall constitute a waiver of the right to a hearing and to any appeal to which the Named Practitioner otherwise would have been entitled by these Regulations.
- iii) Failure without good cause to personally appear at a scheduled hearing shall be deemed to constitute voluntary acceptance of the recommendations involved, and waiver of the right to a hearing. If the physician waives his rights to a hearing against an adverse recommendation made by the Clinical Privileges Committee (CPC), or the Medical Director, or the Dean, that impugned decision shall become final.

c. Notice of Hearing

After receipt of a request for a hearing from a Named Practitioner, an ad hoc Fair Hearing Committee (FHC) from the Medical staff shall be appointed by the Medical Director, or from the Faculty by the Dean, as the case may be, which shall schedule and arrange for a hearing and shall notify the Named Practitioner of the date, time and place by e-mail or a written notice. The hearing date shall be not more than thirty (30)

days from the date that the request for hearing from the Named Practitioner was received.

d. Composition of Hearing Committee

A hearing shall be conducted by a Fair Hearing Committee (FHC). This committee, comprising of three (3) accredited members of the medical staff, or faculty as the case may be, will be constituted by the Medical Director or Dean as the case may be, on a case-by-case basis, and should be acceptable to the appellant. One of the three members would be designated as Chair for the FHC.

e. Conduct of Hearing

- i) The Chairman FHC shall determine the order of proceedings during the hearing to assure that all participants have a reasonable opportunity to present relevant oral and documentary evidence, rule on all motions and evidentiary matters, and maintain decorum.
- ii) The Named Practitioner shall be entitled to have access to any records or reports provided to the FHC.
- iii) A record of the hearing shall be made in the manner chosen by the FHC
- iv) The personal presence of the Named Practitioner at the hearing is required. No legal practitioner shall be allowed to appear on behalf of any party during any proceedings under these Regulations.
- v) If the Named Practitioner fails without good cause to appear and participate in the hearing, the Named Practitioner shall be deemed to have waived all procedural rights under this Article, with the same effect as a waiver as defined above and to have accepted the adverse decision or recommendation.
- vi) The Named Practitioner shall have the burden of proving, by clear and convincing evidence, that the adverse recommendation or decision lacks, totally or partially, factual basis or that such factual basis or the conclusions reached therefrom were arbitrary, unreasonable or capricious.
- vii) The FHC may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.
- viii) After the hearing is closed, the FHC shall at a time deemed convenient by the FHC chair, conduct its deliberations in the absence of the Named Practitioner for whom the hearing was convened. At the completion of the FHC deliberations, the hearing shall be deemed to be finally adjourned.
- ix) Within three (03) business days of the final adjournment of the hearing, the FHC shall issue a written report of its findings, including a recommendation that the original adverse recommendation or decision be affirmed, rejected or modified. This report, together with the hearing record and all other documentation considered, shall be transmitted to the parties.

1.2. Appeal

a. Right to Appeal

When a decision on a matter that has been the subject of a hearing has been made and served upon the named practitioner and that decision is one listed in 1.1.a (the Right to Hearing Section), the Named Practitioner shall have the right to appeal that decision.

b. Request for Appeal by Named Practitioner:

The Named Practitioner will have ten (10) business days from the date of receipt of the decision of the FHC to request appeal of the adverse decision. This request should be delivered to the Medical Director or the Dean as the case may be or their designee either in person or by e-mail / written application, and may include a request for a copy of the report and record of the hearing committee and all other material, favorable or unfavorable, if not previously forwarded, that was considered in making the adverse decision.

c. A Named Practitioner who fails to appeal within the time and in the manner specified waives any right to such appeal.

d. Notice of Time and Place for Hearing of Appeal:

Upon receipt of a timely request for appeal, the Clinical Executive Board if the appeal lies with the Medical Director or the Academic Council in the case of the Dean shall schedule and arrange a hearing which shall be not more than fifteen (15) days from the date of receipt of the request. A written notice/e-mail of the time, place and date of the hearing of appeal shall be sent to the Named Practitioner at least ten (10) days prior to the date scheduled for the hearing of appeal. The time for the hearing of appeal may be extended by the appellate body for good cause shown and if either party's request is made as soon as is reasonably practicable.

e. The CEB or the Academic Council as the case maybe shall be the authority to conduct hearing of appeals.

1.3. Appellate Procedure

a. Nature of Proceedings

The proceedings by the appellate body (CEB or the Academic Council) shall be based upon the record of the hearing before the FHC, that committee's report, and all subsequent results and actions thereon.

b. Written Statements

The Named Practitioner seeking the appeal may submit a written statement detailing the findings of fact, conclusions and procedural matters with which he or she disagrees, and the reasons for such disagreement. This written statement shall be submitted to the CEB or academic council as the case may be, at least ten (10) business days prior to the scheduled date of the appeal, unless such time limit is waived by the CEB or academic council.

c. The Chair of the CEB or the Academic Council, as the case may be, shall determine the order of procedure during the appeal and make all required rulings.

d. Consideration of new or additional matters

New or additional matters or evidence not raised or presented during the original hearing or in the hearing report and not otherwise reflected in the record shall be introduced at the appeal only if permitted in the sole discretion of the CEB or Academic

Council, following an explanation by the party requesting the consideration of such matter or evidence as to why it was not presented earlier.

- e. CEB or Academic Council as the case may be, shall have all the powers granted to the hearing committee while dealing with appeals, and such additional powers as are reasonably required to discharge its responsibilities under these Regulations.

- f. **Presence of Members and Vote**

A majority of the CEB or Academic Council as the case may be, must be present throughout the hearing of appeal and deliberations. If a member of the appellate body is absent from any part of the proceedings, that member shall not be permitted to participate in the deliberations or the decision.

- g. The CEB or Academic Council as the case may be, may recess the appellate proceedings and reconvene the same without additional notice for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.

1.4. Action Taken

- a. CEB, or Academic Council as the case may be, within three (03) working days of the final adjournment of its deliberations, and through a majority vote, shall make recommendations as to affirm, modify or reverse the decision made by the FHC or may return the whole matter to FHC for re-hearing.
- b. The CEB or Academic council as the case may be, will convey its decision to the Board of Governors who may affirm, modify or reverse the decision or may remand the whole matter to FHC for re-hearing. The decision of the Board of Governors will be final.

II. NONCLINICAL ADMINISTRATIVE STAFF & EMPLOYEES

1. FAIR HEARING AND APPEAL

1.1. Fair Hearings

- a. **Right to Hearing**

Every effort shall be made to give any non-clinical staff member or employee (hereinafter referred to as "applicant") full opportunity before an adverse action is taken against him/her.

- b. **Initiation of Hearing**

Request for hearing

- i) If the applicant decides to request a hearing, such request shall be sent by e-mail or a written application, to the Hospital Director, within 15 days of receipt of the adverse recommendation by the applicant.
- ii) If the applicant fails, without reasonable cause, to submit a proper or timely request, it shall constitute a waiver of the right to a hearing and to any appeal to which the applicant otherwise would have been entitled by these Regulations.
- iii) Failure without good cause to personally appear at a scheduled hearing shall be deemed to constitute voluntary acceptance of the recommendations involved, and waiver of the right to a hearing. If the applicant waives his rights to a hearing against an adverse recommendation made by the administration that impugned decision shall become final.

c. Notice of Hearing

After receiving a request for a hearing from an applicant, an ad hoc Fair Hearing Committee (FHC) from the hospital nonclinical staff shall be appointed by the Hospital Director, which shall schedule and arrange for a hearing and shall notify the applicant of the date, time and place by e-mail or a written notice. The hearing date shall be not more than fifteen (15) days from the date that the request for hearing from the applicant was received.

d. Composition of Hearing Committee

A hearing shall be conducted by the Fair Hearing Committee (FHC). This committee, comprising of three (3) accredited members of the administrative non-clinical staff, will be constituted by the Hospital Director on a case-by-case basis, and should be acceptable to the appellant. One of the three members would be designated as Chair for the FHC.

e. Conduct of Hearing

- i) The Chairman FHC shall determine the order of proceedings during the hearing to assure that all participants have a reasonable opportunity to present relevant oral and documentary evidence, rule on all motions and evidentiary matters, and maintain decorum.
- ii) The applicant shall be entitled to have access to any records or reports provided to the FHC.
- iii) A record of the hearing shall be made in the manner chosen by the FHC.
- iv) The personal presence of the applicant at the hearing is required. No legal practitioner shall be allowed to appear on behalf of any party during any proceedings under these Regulations.
- v) If the applicant fails without good cause to appear and participate in the hearing, the applicant shall be deemed to have waived all procedural rights under this Article, with the same effect as a waiver as defined above and to have accepted the adverse decision or recommendation.
- vi) The applicant shall have the burden of proving, by clear and convincing evidence, that the adverse recommendation or decision lacks, totally or partially, factual basis or that such factual basis or the conclusions reached therefrom were arbitrary, unreasonable or capricious.
- vii) The FHC may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.
- viii) After the hearing is closed, the FHC shall at a time deemed convenient by the FHC chair, conduct its deliberations in the absence of the applicant for whom the hearing was convened. At the completion of the FHC deliberations, the hearing shall be deemed to be finally adjourned.
- ix) Within three (03) business days of the final adjournment of the hearing, the FHC shall issue a written report of its findings, including a recommendation that the original adverse recommendation or decision be affirmed, rejected or modified. This report, together with the hearing record and all other documentation considered, shall be transmitted to the parties.

1.2. Appeal

Right to Appeal

- a. When a decision on a matter that has been the subject of a hearing has been made and served upon the applicant and that decision is an adverse action against the applicant, the applicant shall have the right to appeal that decision.

- b. **Request for Appeal by applicant:**

The applicant will have ten (10) business days from the date of receipt of the decision of the FHC to request appeal of the adverse decision. This request should be delivered to the Hospital Director or his designee either in person or by e-mail / written application and may include a request for a copy of the report and record of the hearing committee and all other material, favorable or unfavorable, if not previously forwarded, that was considered in making the adverse decision.

- c. An applicant who fails to appeal within the time and in the manner specified waives any right to such appeal.

- d. **Notice of Time and Place for Hearing of Appeal:**

Upon receipt of a timely request for appeal, the Hospital Director shall schedule and arrange a hearing before the Hospital Management Committee (HMC - see Regulations section 18) which shall be not more than ten (10) days, from the date of receipt of the request. A written notice / e-mail of the time, place and date of the hearing of appeal shall be sent to the applicant at least ten (10) days prior to the date scheduled for the hearing of appeal. The time for the hearing of appeal may be extended by the appellate body for good cause shown and if either party's request is made as soon as is reasonably practicable.

- e. The HMC shall be the authority to conduct hearing of appeals.

1.3. Appellate Procedure

- a. **Nature of Proceedings**

The proceedings by the appellate body (HMC) shall be based upon the record of the hearing before the FHC, that committee's report, and all subsequent results and actions thereon.

- b. **Written Statements**

The applicant seeking the appeal may submit a written statement detailing the findings of fact, conclusions and procedural matters with which he or she disagrees, and the reasons for such disagreement. This written statement shall be submitted to the HMC at least ten (10) business days prior to the scheduled date of the appeal, unless such time limit is waived by the HMC.

- c. The Hospital Director shall determine the order of procedure during the appeal and make all required rulings.

- d. **Consideration of new or additional matters**

New or additional matters or evidence not raised or presented during the original hearing or in the hearing report and not otherwise reflected in the record shall be introduced at the appeal only if permitted in the sole discretion of the HMC, following an explanation by the party requesting the consideration of such matter or evidence as to why it was not presented earlier.

- e. HMC shall have all the powers granted to the hearing committee while dealing with appeals, and such additional powers as are reasonably required to discharge its responsibilities under these Regulations.
- f. **Presence of Members and Vote**
A majority of the HMC must be present throughout the hearing of appeal and deliberations. If a member of the appellate body is absent from any part of the proceedings, that member shall not be permitted to participate in the deliberations or the decision.
- g. The HMC may recess the appellate proceedings and reconvene the same without additional notice for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.

1.4. Action Taken

- a. HMC, within three (03) working days of the final adjournment of its deliberations, and through a majority vote, shall make recommendations as to affirm, modify or reverse the decision made by the FHC or may remand the whole matter to FHC for re-hearing.
- b. The HMC will convey its decision to the Board of Governors who may affirm, modify or reverse the decision made by the HMC or may remand the whole matter to FHC for re-hearing. The decision of the Board of Governors will be final.

III. NURSING AND ANCILLARY NURSING STAFF

1. FAIR HEARING AND APPEAL

1.1. Fair Hearings

a. Right to Hearing

Every effort shall be made to give any nursing or ancillary nursing staff, including nursing aides, nursing interns, midwifery personnel and all staff who report to the nursing director (hereinafter referred to as "applicant") full opportunity before an adverse action is taken against him/her.

b. Initiation of Hearing

Request for hearing

- i) If the applicant decides to request a hearing, such request shall be sent by e-mail or a written application, to the Nursing Director, within 15 days of receipt by the applicant of the adverse recommendation.

ii) If the applicant fails, without reasonable cause, to submit a proper or timely request, it shall constitute a waiver of the right to a hearing and to any appeal to which the applicant otherwise would have been entitled by these Regulations.

iii) Failure without good cause to personally appear at a scheduled hearing shall be deemed to constitute voluntary acceptance of the recommendations involved, and waiver of the right to a hearing. If the applicant waives his rights to a hearing against an adverse recommendation made by the administration that impugned decision shall become final.

c. Notice of Hearing

After receiving a request for a hearing from an applicant, an ad hoc Fair Hearing Committee (FHC) from the nursing staff shall be appointed by the Nursing Director, which shall schedule and arrange for a hearing and shall notify the applicant of the date, time and place by e-mail or a written notice. The hearing date shall be not more than fifteen (15) days from the date that the request for hearing from the applicant was received.

d. Composition of Hearing Committee

A hearing shall be conducted by the Fair Hearing Committee (FHC). This committee, comprising of three (3) members of the nursing staff, will be constituted by the Nursing Director on a case-by-case basis, and should be acceptable to the appellant. One of the three members would be designated as Chair for the FHC.

e. Conduct of Hearing

i) The Chairman FHC shall determine the order of proceedings during the hearing to assure that all participants have a reasonable opportunity to present relevant oral and documentary evidence, rule on all motions and evidentiary matters, and maintain decorum.

ii) The applicant shall be entitled to have access to any records or reports provided to the FHC.

iii) A record of the hearing shall be made in the manner chosen by the FHC.

iv) The personal presence of the applicant at the hearing is required. No legal practitioner shall be allowed to appear on behalf of any party during any proceedings under these Regulations.

v) If the applicant fails without good cause to appear and participate in the hearing, the applicant shall be deemed to have waived all procedural rights under this Article, with the same effect as a waiver as defined above and to have accepted the adverse decision or recommendation.

vi) The applicant shall have the burden of proving, by clear and convincing evidence, that the adverse recommendation or decision lacks, totally or partially, factual basis

or that such factual basis or the conclusions reached therefrom were arbitrary, unreasonable or capricious.

- vii) The FHC may, without special notice, recess the hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.
- viii) After the hearing is closed, the FHC shall at a time deemed convenient by the FHC chair, conduct its deliberations in the absence of the applicant for whom the hearing was convened. At the completion of the FHC deliberations, the hearing shall be deemed to be finally adjourned.
- ix) Within three (03) business days of the final adjournment of the hearing, the FHC shall issue a written report of its findings, including a recommendation that the original adverse recommendation or decision be affirmed, rejected or modified. This report, together with the hearing record and all other documentation considered, shall be transmitted to the parties.

1.2. Appeal

Right to Appeal

- a. When a decision on a matter that has been the subject of a hearing has been made and served upon the applicant and that decision is an adverse action against the applicant, the applicant shall have the right to appeal that decision.
- b. **Request for Appeal by applicant:**
The applicant will have ten (10) business days from the date of receipt of the decision of the FHC to request appeal of the adverse decision. This request should be delivered to the Nursing Director or his designee either in person or by e-mail/written application and may include a request for a copy of the report and record of the hearing committee and all other material, favorable or unfavorable, if not previously forwarded, that was considered in making the adverse decision.
- c. An applicant who fails to appeal within the time and in the manner specified waives any right to such appeal.
- d. **Notice of Time and Place for Hearing of Appeal:**
Upon receipt of a timely request for appeal, the Nursing Director shall schedule and arrange a hearing before Nursing Advisory Board (NAB - see Regulations section 19B) which shall be not more than fifteen (15) days, from the date of receipt of the request. A written notice / e-mail of the time, place and date of the hearing of appeal shall be sent to the applicant at least ten (10) days prior to the date scheduled for the hearing of appeal. The time for the hearing of appeal may be extended by the appellate body for good cause shown and if either party's request is made as soon as is reasonably practicable.
- e. The NAB shall be the authority to conduct hearing of appeals.

1.3. Appellate Procedure

a. Nature of Proceedings

The proceedings by the appellate body (NAB) shall be based upon the record of the hearing before the FHC, that committee's report, and all subsequent results and actions thereon.

b. Written Statements

The applicant seeking the appeal may submit a written statement detailing the findings of fact, conclusions and procedural matters with which he or she disagrees, and the reasons for such disagreement. This written statement shall be submitted to the NAB at least ten (10) business days prior to the scheduled date of the appeal, unless such time limit is waived by the NAB.

c. The Nursing Director shall determine the order of procedure during the appeal and make all required rulings.

d. Consideration of new or additional matters

New or additional matters or evidence not raised or presented during the original hearing or in the hearing report and not otherwise reflected in the record shall be introduced at the appeal only if permitted in the sole discretion of the NAB, following an explanation by the party requesting the consideration of such matter or evidence as to why it was not presented earlier.

e. The NAB shall have all the powers granted to the hearing committee while dealing with appeals, and such additional powers as are reasonably required to discharge its responsibilities under these Regulations.

f. Presence of Members and Vote

A majority of the NAB must be present throughout the hearing of appeal and deliberations. If a member of the appellate body is absent from any part of the proceedings, that member shall not be permitted to participate in the deliberations or the decision.

g. The NAB may recess the appellate proceedings and reconvene the same without additional notice for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation.

1.4. Action Taken

a. The NAB, within three (03) working days of the final adjournment of its deliberations, and through a majority vote, shall make recommendations as to affirm, modify or reverse the decision made by the FHC or may remand the whole matter to FHC for re-hearing.

b. The NAB will convey its decision to the Board of Governors who may affirm, modify or reverse the decision made by the NAB or may remand the whole matter to FHC for re-hearing. The decision of the Board of Governors will be final.