



Jinnah Medical Complex and Research Center (JMC&RC):

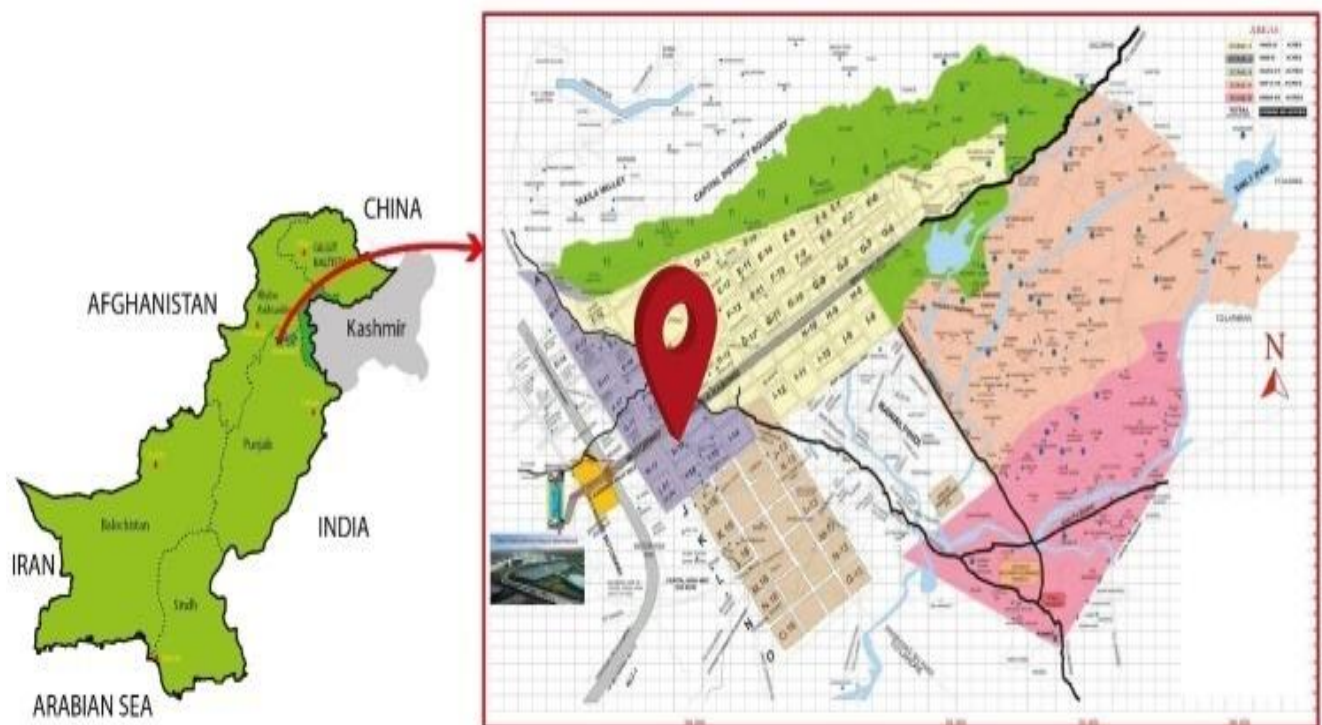
A Developing Hub of Excellence in Islamabad,
Pakistan

Saeed Akhter MD MPH FACS,

Chairman BOD, JMC&RC

Introduction

Pakistan, situated in Southeast Asia, is home to a population of 250 million, with 60% under the age of 30—demonstrating a predominantly youthful demographic mix, aspiring to contribute meaningfully on both national and international stages. Pakistani professionals, particularly within the spheres of education and healthcare, are renowned globally for their intellectual acumen, dedication, integrity, and diligence and are always willing to put in their share in every national cause. Since 2012, the delivery of healthcare has been devolved to provincial administrations, where the federal government remains responsible for health policy and the management of healthcare in federally administered territories, including Islamabad only. While provinces receive financial allocations from the federal government, the planning and execution of healthcare initiatives occur independently at the provincial level. Whereas the federal government continues to play a vital role in major national preventive health programs like elimination of Hepatitis C and prevention of Diabetes etc, it also acknowledges the acute shortage of high-quality tertiary care centers, especially in Islamabad.



As the nation's capital and a centrally located metropolis, Islamabad serves as a referral destination for patients from across Pakistan—including Azad Jammu and Kashmir (AJK), Gilgit

Baltistan (GB), Khyber Pakhtunkhwa (KPK), Baluchistan, Northern Punjab, the neighboring country of Afghanistan, and its own resident population of 2.5 million. Despite the high demand, no new public healthcare facilities have been established in Islamabad over the past two decades, thereby emphasizing the pressing need for a modern tertiary care center.

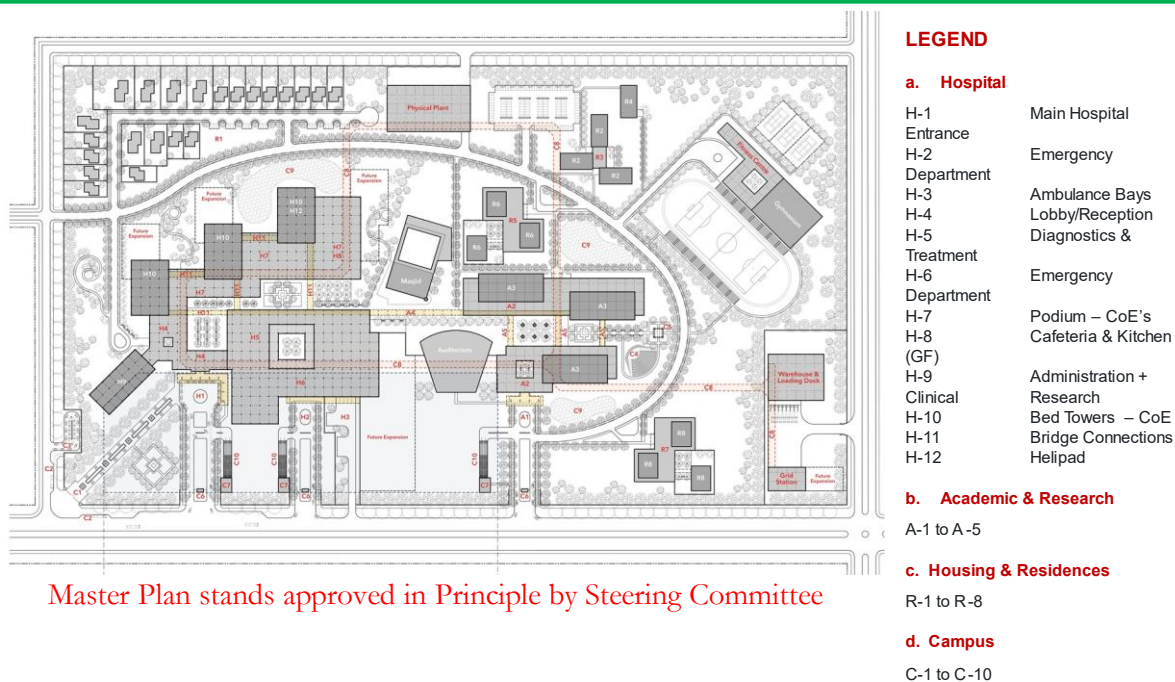
In response, and under the guidance of the Prime Minister, the federal government has initiated plans to establish the Jinnah Medical Complex and Research Center (JMC&RC) in Islamabad. This endeavor aspires to create a national center of excellence—serving as a regional hub for advanced medical care, education, and research. The project is to be financed by the Federal Government under the “State Owned Enterprise” (SOE) Act of 2023, granting full operational autonomy to its board.

Background Progress

A steering committee, constituted by the Prime Minister in May 2024, has overseen several substantial milestones, including:

- Registration of JMC&RC as a not-for-profit company under Section 42 with the Securities and Exchange Commission of Pakistan (SECP), thereby ensuring operational transparency.
- Appointment of a diverse and independent Board of Directors.
- Allocation of 600 kanals (equivalent to 70 acres) of land in Islamabad’s H-16 sector, conveniently located in proximity to the international airport.
- Designation of an additional 200 kanals for commercial activities, intended to underpin financial sustainability in the future.
- Engagement of international design firms to finalize architectural plans.
- Announcement of an international tender for experienced healthcare construction contractors.
- Construction will start by December 2025, with limited clinical services expected in early 2027.

Master Plan of JMRC



Master Plan stands approved in Principle by Steering Committee

Vision

JMC&RC endeavors to become a regional center of excellence, offering specialized healthcare to all individuals irrespective of religion, ethnicity, or financial means. The institution seeks to harmonize advanced Western medical technologies with compassion and empathy rooted in Eastern traditions, to uphold the highest international standards in medical education and to excel in innovative research.

Mission

- To mitigate pain, suffering, and mortality through early diagnosis and state-of-the-art therapeutic interventions.
- To educate individuals and communities on healthy living, disease prevention, and to inspire hope.
- To provide advanced health education and training, utilizing both conventional pedagogical approaches and modern technological methods.

- To promote the preservation of medical data, foster innovative research, and explore indigenous health resources to achieve healthcare self-sufficiency.

Governance Model

JMC&RC will operate as a not-for-profit entity, in accordance with the SOE Act 2023 and Section 42 of the SECP. It shall function autonomously through a Board of Directors, free from political or bureaucratic encumbrances. Technical advisory committees—comprising primarily physicians and IT professionals—will provide strategic guidance during construction and subsequent operations. Financial and business advisory committees will assist in formulating and maintaining financial sustainability. Day-to-day management will be conducted by an executive team led by a Chief Executive Officer (CEO), while academic and research activities will be overseen by a Vice Chancellor and their team. The overall governance structure will adhere to the standards set by Joint Commission International (JCI), United States of America.

Healthcare Infrastructure

The medical complex will house a 1,200-bed hospital, organized into fourteen centers of excellence, with provision for future expansion to 2,400 beds. To maintain the highest quality of care, each center will function as an independent unit comprising 100-200 beds. The centers of excellence will include:

- Emergency Room and Poison Center (Level 1 trauma care)
- Cardiothoracic (Cardiology and Cardiothoracic Surgery)
- Neurosciences (Neurology, Neurosurgery, Interventional Neurology, Psychiatry)
- Transplantation (Kidney, Liver, Heart, Lung, Bone Marrow, Cornea, and others)
- Gastroenterology and Hepatology
- Pediatrics
- Women's Health (High-risk Obstetrics and Complex Gynecology)
- Oncology
- Nephrology
- Urology
- Internal Medicine (Rheumatology, Infectious Diseases, Endocrinology, Pulmonology)
- Surgery (Plastic, Orthopedic, General, Ophthalmology, ENT, Dental, Robotics)
- Radiology (including Interventional, Diagnostic, Nuclear, and Sonology)
- Pathology and comprehensive laboratory services

University and Research Center

JMC&RC University will be developed in tandem with the hospital, with the initial establishment of six academic schools and potential for further expansion as resources permit:

- School of Nursing
- School of Paramedics and Allied Health
- School of Pharmacy
- School of Medical Informatics and Artificial Intelligence
- School of Medicine
- School of Public Health

Basic and clinical research laboratories will be constructed within dedicated buildings. Clinical trial units and an advanced biobank are anticipated to generate substantial funding in the long term.



Financial Model

This initiative will be primarily financed by the Federal Government, with projected costs totaling approximately 200 billion PKR (equivalent to 700 million USD). Initial seed funding has been disbursed to JMC&RC to cover planning, design, and early expenses, with subsequent funding to be transferred as project milestones are achieved. A fee-for-service model will be implemented for all patients, and international health tourism is expected to constitute a significant revenue stream. Importantly, no patient will be refused care due to financial hardship; a charitable trust will be established to support those unable to pay, in line with Pakistan's longstanding tradition of philanthropy. Revenues from commercial activities on 200 kanals of designated land will support long-term financial stability. Additionally, an endowment of 100 billion PKR will be raised, with any remaining financial shortfall to be supplemented through recurrent grants from the Federal Government.

Need for Collaboration

JMC&RC is conceived as a greenfield project, founded on contemporary principles of healthcare governance and management. Accordingly, it is actively seeking collaboration and potential joint ventures with esteemed and reputable international partners. This provides a unique opportunity for established international organizations to broaden their global presence and make a meaningful contribution to healthcare advancement in the region.