

GOVERNMENT OF INDIA भारत सरकार  
MINISTRY OF RAILWAYS रेल मंत्रालय  
RAILWAY BOARD रेलवे बोर्ड

No. 2021/Health/I-I/Malhotra Committee

New Delhi, dated: 19.03.2021

General Managers,  
All Indian Railways,  
Including PUs, RDSO and NAIR.

**Sub: Optimum utilization of Divisional/Sub-Divisional and re-deployment of manpower from places where they are under utilization due to low bed occupancy ratio.**

**Ref: Review meeting on working of railway hospitals held by Hon'ble MR.**

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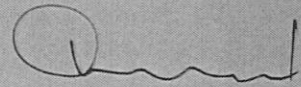
As the Zones are aware, the utilizations of available infrastructure and human resource are engaging attention at the highest level in the railways. In this background, a committee of three members was constituted to review the available infrastructure and the manpower deployed in railway hospitals and suggest down-gradation/closure of certain facilities not being utilized to its optimum potential level. A copy of the recommendations submitted by the Committee is enclosed herewith. As may be seen therefrom, available resources in 77 divisional/sub-divisional hospitals are not being utilized optimally.

It is also noted that the infrastructural and manpower resources in a large number of Health Units are not being utilized optimally. In view of this, there is urgent need for rescaling of the health units and re-deployment of the resources & manpower found to be excess in these Health Units to locations where medical facilities are not available or if available are at far off locations.

In view of above, all zones/PUs are requested to examine the available resources both infrastructural and manpower in each of the Divisional/Sub-Divisional Hospitals and Health Units of their jurisdiction and re-deploy the resources and manpower in other hospitals where such deployment is justifiable.

The above exercise should be completed by 30.04.2021 and action taken may be arranged to be furnished to this office for submission before Board and Hon'ble MR.

This has the approval of Director General (RHS).



(R.S. Shukla/ आर. एस. शुक्ला)

Director (Health)/ निदेशक, स्वा.

Railway Board/ रेलवे बोर्ड

Copy to: PCMDs/PCMOs, All Indian Railway & Production Units.

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| Sl. | CH/ DH/ SDH/<br>PU     | No.<br>of<br>Beds | BOR<br>(%) | Proximity to<br>another railway<br>hospital | No. of Doctors /<br>No. of Specialists | Paramedi<br>cs and<br>others | Comment                                                                                                                       |
|-----|------------------------|-------------------|------------|---------------------------------------------|----------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| 1   | Delhi DH/ NR           | 50                | 56         | NRCH                                        | 21 / 12                                | 92 + 59                      | Low BOR- Ophthalmology output good- other major procedures low                                                                |
| 2   | DH/ Firozpur/ NR       | 85                | 50         |                                             | 14 / 8                                 | 68 + 27                      | Low BOR                                                                                                                       |
| 3   | SDH/ Amritsar/<br>NR   | 50                | 35         |                                             | 8 / 0                                  | 50 + 12                      | Very low BOR- No specialists- few major cases done- consideration for conversion to polyclinic and redeployment of paramedics |
| 4   | EDH/ Jagadhri/<br>NR   | 55                | 37         |                                             | 8 / 2 (2<br>Pathologists)              | 66 + 16                      | Very low BOR- Nil procedure done- consider conversion to polyclinic with observation beds and redeployment of paramedics      |
| 5   | DH/ Ambala/ NR         | 60                | 65         |                                             | 16 / 12 (4<br>Ophthalmologists)        | 65 + 35                      | Major procedures are few, BOR to be improved                                                                                  |
| 6   | SDH/<br>Saharanpur/ NR | 15                | 15         |                                             | 2                                      | 23 + 10                      | Very low BOR- Nil procedure done- consider conversion to polyclinic with observation beds and redeployment of paramedics      |
| 7   | RCF/<br>Kapurthala/PU  | 60                | 50         |                                             | 10 / 6                                 | 151                          | Low BOR- apart from general surgery no other procedures were done                                                             |
| 8   | DLMW/<br>Patiala/PU    | 50                | 28         |                                             | 8 / 6                                  | 58                           | Very low BOR                                                                                                                  |
| 9   | RDSO/<br>Lucknow/PU    | 30                | 60         | 2 Div. hospitals<br>(NER, NR)               | 8 / 5                                  | 57                           | BOR has been going down and Ophthalmology dept is good, more coordination with other r/m hospital/ LKO is required            |
| 10  | SDH/GGC/WCR            | 50                | 65         |                                             | 4 / 2                                  | 65                           | No major procedures being done, consider conversion to polyclinic with observation beds and redeployment of paramedics        |

| Sl. | CH/ DH/ SDH/ PU       | No. of Beds | BOR (%) | Proximity to another railway hospital | No. of Doctors / No. of Specialists | Paramedics      | Comment                                                                                                                             |
|-----|-----------------------|-------------|---------|---------------------------------------|-------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 11  | RWP/ Bela/PU          |             |         |                                       | 3 / 2 CMP                           | 15              | Already functioning as Polyclinic                                                                                                   |
| 12  | SDH/NKJ/WCR           | 25          | 51      |                                       | 4 / 2                               | 42              | Low BOR- No major procedures being done, consider conversion to polyclinic with observation beds and redeployment of paramedics     |
| 13  | DM/BPL/WCR            | 60          | 80      |                                       | 11 / 11                             | 100 + 24 Colony | BOR good- major procedures needs to be increased                                                                                    |
| 14  | SDH/Bina/WCR          | 37          | 28      |                                       | 1 / 1 (Radio)                       | 30 + 34 colony  | Very low BOR- No major procedure being done- consider conversion to polyclinic with observation beds and redeployment of paramedics |
| 15  | SDH/Itarsi/WCR        | 25          | 30      |                                       |                                     | 35 + 24 colony  | Very low BOR- No major procedure being done- consider conversion to polyclinic with observation beds and redeployment of paramedics |
| 16  | DH/Ranchi/SER         | 40          | 55      |                                       | 10 / 6 / 1 DCMP                     | 78              | Grossly underutilised facility- no ophthalmology case was done                                                                      |
| 17  | SDH/ TATA/ SER        | 55          | 75      |                                       | 8 / 3                               | 62              | Bed strength may be considered for reduction- 20 paramedics can be redeployed                                                       |
| 18  | DH/New Bongaigaon/NFR | 70          | 15      |                                       | 16                                  | 63              | BOR very low- no procedures done- needs serious scrutiny                                                                            |
| 19  | SDH/ Dibrugarh/ NFR   | 90          | 38      |                                       | 12                                  | 69 + 24         | Low BOR- only general surgery cases done comparing the rest of the depts                                                            |

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| Sl. | CH/ DH/ SDH/<br>PU        | No.<br>of<br>Beds | BOR<br>(%) | Proximity to<br>another railway<br>hospital | No. of Doctors /<br>No. of Specialists | Paramedi<br>cs | Comment                                                                                                                                                        |
|-----|---------------------------|-------------------|------------|---------------------------------------------|----------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20  | SDH/ Rangapara/<br>NFR    | 25                | 7          |                                             | 2                                      | 21 + 12        | Very low BOR- no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be considered for redeployment |
| 21  | SDH/ Badarpur/<br>NFR     | 57                | 15         |                                             | 8                                      | 46 + 12        | Very low BOR- no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be considered for redeployment |
| 22  | SDH/ New<br>Tinsukia/ NFR | 25                | 40         |                                             | 4                                      | 29 + 11        | Very low BOR- no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be considered for redeployment |
| 23  | SDH/ Tindharia/<br>NFR    | 10                | 10         |                                             | 1                                      | 13             | Very low BOR- no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be considered for redeployment |
| 24  | SDH/ Rangia/<br>NFR       | 25                | 2.5        |                                             | 5                                      | 16 + 7         | Very low BOR- no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be considered for redeployment |
| 25  | CH/ BBS/ ECoR             | 70                | 60         | KUR                                         | 14 / 10                                | 93             | BOR low for CH, can be considered for expansion at second stage                                                                                                |
| 26  | DH/ KUR/ ECoR             | 80                | 50         | BBS                                         | 11 / 9                                 | 84             | Low BOR, as it is very close to BBS/ CH, significant speciality load can be shifted to BBS                                                                     |



| Sl. | CH/ DH/ SDH/<br>PU    | No.<br>of<br>Beds | BOR<br>(%) | Proximity to<br>another railway<br>hospital | No. of Doctors /<br>No. of Specialists | Paramedi<br>cs | Comment                                                                                                                                                                        |
|-----|-----------------------|-------------------|------------|---------------------------------------------|----------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27  | DH/ SBP/ ECoR         | 35                | 50         |                                             | 5 / 4                                  | 37             | BOR low, under-utilised assets like Phaco, Arthroscopy, Hysteroscopy, vessel sealer, Ortho Drill system, Holter monitoring system, minimal procedures                          |
| 28  | Metro Railway         | 75                | 45         | BRSH                                        | 7 / 4 / 1 D                            | 52             | Low BOR, only 14 major procedures in 1 year, sub-optimal utilisation of assets                                                                                                 |
| 29  | DH/AGC/ NCR           | 60                | 75         | Tundla                                      | 7 / 7                                  | 25             | Procedures only in Genl Surgery and Orthopaedics                                                                                                                               |
| 30  | SDH/ TDL/ NCR         | 75                | 20         | Agra                                        | 2 / 2                                  | 17             | Very low BOR, no procedures being performed, can be considered for conversion to Polyclinic with Observation beds and better coordination with Agra DH for optimal utilisation |
| 31  | SDH / CNB / NCR       | 71                | 55         | Lucknow                                     | 7 / 6                                  | 86             | Low BOR, Ophthalmology output good                                                                                                                                             |
| 32  | SDH/ ABR/ NWR         | 24                | 35         |                                             | 2                                      | 21             | Low BOR, no major procedures being done, can be considered for Polyclinic with Observation beds and redeployment of paramedics                                                 |
| 33  | SDH/ RPJ/ NWR         | 9                 | 3          | Udaipur                                     | 1                                      | 22             | Low BOR, no major procedures being done, can be considered for Polyclinic with Observation beds and redeployment of paramedics                                                 |
| 34  | SDH/ Rewari/<br>NWR   | 20                | 15         |                                             | 3 / 2                                  | 28             | Low BOR, no major procedures being done, can be considered for Polyclinic with Observation beds and redeployment of paramedics                                                 |
| 35  | SDH/ Bandikui/<br>NWR | 10                | 50         |                                             | 2                                      | 26             | Low BOR, no major procedures being done, can be considered for Polyclinic with Observation beds and redeployment of paramedics                                                 |

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| Sl. | CH/ DH/ SDH/ PU             | No. of Beds | BOR (%) | Proximity to another railway hospital | No. of Doctors / No. of Specialists | Paramedics    | Comment                                                                                                                           |
|-----|-----------------------------|-------------|---------|---------------------------------------|-------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 36  | Wheel & Axle/ Bengaluru/ PU | 46          | 35      |                                       | 9 / 9                               | 54            | Low BOR and procedure rate, may consider better coordination with Bengaluru DH for optimal utilisation of resources               |
| 37  | DH/Raipur/SECR              | 50          | 75      |                                       | 7/5/3 CMP                           | 50            | No surgery from Sep to Dec 2019- Eye surgery very low                                                                             |
| 38  | SDH/BMV/SECR                | 25          | 70      | Raipur                                | 3 + 1 DCMP                          | 21+ HKA(OS)   | Can be considered for Polyclinic with Observation beds                                                                            |
| 39  | SDH/Nainpur/SE CR           | 10          | 5       |                                       | 1 + 1 CMP                           | 16            | Paramedics can be considered for redeployment                                                                                     |
| 40  | SDH/Shadol/ SECR            | 10          | 8       |                                       | 1 / 1                               | 15            | Very low BOR, Can be considered for Polyclinic with Observation beds and redeployment of paramedics                               |
| 41  | MCF/RBL/PU                  | 30          | 10      |                                       | 10 / 3                              | 31 + HKA (OS) | Very low BOR, Can be considered for Polyclinic with Observation beds and redeployment of doctors and paramedics                   |
| 42  | SDH/BNDM/SER                | 65          | 35      |                                       | 7 / 1                               | 55            | Low BOR, no major procedures being done, can be considered for Polyclinic with Observation beds and redeployment of 35 paramedics |
| 43  | SDH/Valsad/WR               | 42          | 50      |                                       | 6 / 5                               | 52            | Low BOR and can be considered for conversion to Polyclinic with Observation beds                                                  |
| 44  | DH/ Bhavnagar/WR            | 75          | 30      |                                       | 9 / 5                               | 40            | BOR very low, no. of doctors is less, can be considered for upgradation                                                           |
| 45  | DH/RJT/WR                   | 79          | 40      |                                       | 7 / 3                               | 38 + 42       | Low BOR                                                                                                                           |
| 46  | SDH/ Gandhidham/ WR         | 17          | 30      |                                       | 0 + 4                               | 13 + 13       | BOR very low, can be considered for conversion to Polyclinic with Observation bed                                                 |

| Sl. | CH/DH/SDH/<br>PU       | No.<br>of<br>Beds | BOR<br>(%) | Proximity to<br>another railway<br>hospital | No. of Doctors /<br>No. of Specialists | Paramedi<br>cs | Comment                                                                                                                                                                                                                           |
|-----|------------------------|-------------------|------------|---------------------------------------------|----------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 47  | DH/Dahod/WR            | 105               | 25         |                                             | 16                                     | 85             | In view of low BOR and only one specialist, the option of enhancing the no of specialists can be considered for better utilisation of resources- facility are grossly under-utilised, now 1 eye surgeon present with no eye cases |
| 48  | DH/ BRC/ WR            | 100               | 88         |                                             | 15 / 8                                 | 60             | Upgradation with Physician, ENT and Ortho surgeon can be considered                                                                                                                                                               |
| 49  | DH /<br>Sabarmati/WR   | 75                | 70         |                                             | 11 / 5                                 | 73             | Good                                                                                                                                                                                                                              |
| 50  | SDH/TPTY/SCR           | 50                | 45         |                                             | 4                                      | 22             | In view of low BOR can be considered for conversion to Polyclinic with Observation beds and redeployment of upto 10 paramedics                                                                                                    |
| 51  | SDH/Rayanapadu<br>/SCR | 25                | 15         |                                             | 2                                      | 20             | BOR very low, can be considered for conversion to Polyclinic with Observation beds and redeployment of paramedics                                                                                                                 |
| 52  | SDH/Purna<br>PAU/SCR   | 20                | 40         |                                             | 1                                      | 8              | BOR low, can be considered for conversion to Polyclinic with Observation beds and redeployment of paramedics                                                                                                                      |
| 53  | DH/ Guntur/SCR         | 10                | 25         |                                             | 4 / 1                                  | 20             | Newly formed division, in transition phase                                                                                                                                                                                        |
| 54  | DH/Bengaluru/<br>SWR   | 50                | 100        | Wheel and Axle<br>Yelahanka                 | 11 / 11                                | 125            | Hospital may be expanded to include other specialities (no general surgeon right now)                                                                                                                                             |
| 55  | DH/BNZ/LIN/NER         | 82                | 55         | 3 RLY HOSPITAL IN<br>LKO                    | 21 / 6                                 | 93             | BOR low, service in 3 hospitals at LKO should be complementary to each other                                                                                                                                                      |

| Sl. | CH/ DH/ SDH/<br>PU           | No.<br>of<br>Beds | BOR<br>(%) | Proximity to<br>another railway<br>hospital | No. of Doctors /<br>No. of Specialists | Paramedi<br>cs              | Comment                                                                                                                                       |
|-----|------------------------------|-------------------|------------|---------------------------------------------|----------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 56  | SDH/Gonda/NER                | 70                | 32         |                                             | 3 / 3 (PSM,<br>PHARMA, PAED)           | 50                          | Low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed      |
| 57  | DH/NED/SCR                   | 30                | 75         |                                             | 4 / 1                                  | 36                          |                                                                                                                                               |
| 58  | SDH/ Igatpuri/CR             | 20                | 2          |                                             | 3                                      | 25 + 38<br>under<br>CHI/IGP | Very low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |
| 59  | SDH/Manmad/<br>CR            | 10                | 1          |                                             | 2                                      | 17                          | Very low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |
| 60  | SDH/Amla/NGP/<br>CR          | 10                | 1          |                                             | 2                                      | 12                          | Very low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |
| 61  | DH/Sholapur/CR               | 89                | 62         |                                             | 14                                     | 102                         |                                                                                                                                               |
| 62  | SDH/ Kenduadi/<br>Solapur/CR | 34                | 37         |                                             | 4                                      | 38                          | Very low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |



| Sl. | CH/ DH/ SDH/ PU         | No. of Beds | BOR (%) | Proximity to another railway hospital | No. of Doctors / No. of Specialists | Paramedics | Comment                                                                                                                                           |
|-----|-------------------------|-------------|---------|---------------------------------------|-------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 63  | SDH/ Daund/ Solapur/ CR | 30          | 55      |                                       | 4                                   | 42         | Low BOR, no procedures being done, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed          |
| 64  | DH/ Pune/ CR            | 50          | 75      |                                       | 11 / 9                              | 65         |                                                                                                                                                   |
| 65  | DH/ TVC/ SR             | 55          | 55      |                                       | 6 / 6                               | 46         | Low BOR and low major procedure rate                                                                                                              |
| 66  | AJJ / SR                | 50          | 65      |                                       | 4                                   | 50         | No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed               |
| 67  | ED / SR                 | 30          | 20      |                                       | 2 / 2                               | 29         | Low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed      |
| 68  | PTJ / SR                | 28          | 17      |                                       | 2                                   | 27         | Very low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |
| 69  | VM / SR                 | 26          | 7       |                                       | 2                                   | 27         | Very low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |
| 70  | SRR / SR                | 24          | 25      |                                       | 2                                   | 25         | Very low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed |



| Sl. | CH/ DH/ SDH/ PU   | No. of Beds | BOR (%) | Proximity to another railway hospital | No. of Doctors / No. of Specialists | Paramedics | Comment                                                                                                                                                                     |
|-----|-------------------|-------------|---------|---------------------------------------|-------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 71  | DH/ Sonepur/ ECR  | 100         | 52      | Patna, Danapur                        | 10 / 5                              | 73         | Low BOR, no procedures being done, serious scrutiny needed at the moment in view of a DH with nil procedures for 1 year- coordination with Patna, Danapur can be considered |
| 72  | SDH/ Garhara/ ECR | 46          | 40      |                                       | 3 / 2                               | 31         | Low BOR, no major procedures done, can be considered for conversion to Polyclinic with Observation beds and paramedics ca                                                   |
| 73  | SDH/ Patratu/ ECR | 21          | 15      |                                       | 2                                   | 21         | Very low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed                           |
| 74  | SDH / Gaya/ ECR   | 46          | 22      |                                       | 5                                   | 42         | Very low BOR, No major procedure performed, can be considered for conversion to Polyclinic with Observation beds and paramedics can be redeployed                           |
| 75  | SDH/ Andai/ ER    | 35          | 50      |                                       | 2 / 2                               | 59         | Low BOR, no procedures being done, may be considered for conversion to a Polyclinic with Observation bed and redeployment of paramedics                                     |
| 76  | WRH/ Liluah/ ER   | 96          | 45      | HWH, BR Singh Hosp                    | 9 / 9                               | 140        | Low BOR, Ophthalmology output is good, other procedures low, better coordination with other rly hospitals, kolkata                                                          |
| 77  | DH/ Malda/ ER     | 100         | 55      |                                       | 11 / 9                              | 112        | Low BOR, Ophthalmology output is good                                                                                                                                       |