

**NOTIFICATION.**

**No.PAB/Legis: V (20)/2025/5889.** The Balochistan Health Institutions Reforms Bill, 2025 (Bill No. 20 of 2025), having been passed by the Provincial Assembly of Balochistan on 28<sup>th</sup> July 2025, and assented to by the Governor Balochistan on 31<sup>st</sup> July 2025; is hereby published as an Act of the Provincial Assembly of Balochistan.

**THE BALOCHISTAN HEALTH INSTITUTIONS REFORMS ACT, 2025**  
**(ACT NO. XX OF 2025).**

**AN  
ACT**

*To improve healthcare services in health institutions, especially in major Hospitals in the public sector.*

**Preamble.**

WHEREAS, it is expedient to take measures to improve healthcare facilities, enhance effectiveness and efficiency to provide quality healthcare services to the people of Balochistan in public sector hospitals and other matters ancillary and incidental thereto;

It is hereby enacted as follows:

**Short title, extent,  
application and  
commencement.**



1. (1) This Act may be called the Balochistan Health Institutions Reforms Act, 2025.
- (2). It extends to the whole of Balochistan.
- (3) It shall come into effect in phases, commencing on the date of its promulgation as prescribed, and shall apply to the following hospitals:-
  - (i) PHASE-I.
    - (a) Sandeman Provincial Hospital
    - (b) Bolan Medical Complex Hospital
    - (c) Teaching Hospital Kech
    - (d) Teaching Hospital Loralai
    - (e) Teaching Hospital Khuzdar
    - (f) Teaching DHQ Hospital Zhob.
  - (ii) PHASE-II.
    - (a) Sheikh Khalifa Bin Zayed Al Nayhan Hospital Quetta
    - (b) Fatima Jinnah Institute of Chest Disease Quetta
    - (c) Balochistan Institute of Psychiatry & Behavioural Sciences Quetta
    - (d) Teaching DHQ Hospital Panjgur
    - (e) Jam Ghulam Qadir Hospital Hub
    - (f) Mir Gul Khan Naseer Teaching Hospital Nushki.
  - (iii) PHASE-III.
    - (a) Mufti Mehmood Memorial Hospital Kuchlak
    - (b) Benazir Bhutto Hospital, Quetta (Marriabad)

- (c) Teaching DHQ Hospitals Kalat, Naseerabad, Sibi, Chaman
- (d) DHQ Hospital Pishin.

CONTINUOUS PHASE.  
(Effective immediately upon promulgation of this Act).

Any other Tertiary Care or Secondary Care Hospital or 50-Bedded Hospital or Institution approved by the Chief Minister as falling within the ambit of this Act (including implementation of the Act to any hospital earlier or later than the schedule provided under this Section of the Act).

#### Definitions.

2. In this Act, unless there is anything repugnant in the subject or context, —



- (a) **“Act”** means the Balochistan Health Institutions Reforms Act, 2025;
- (b) **“Audit Committee”** means Audit Committee constituted under this Act and the rules made thereunder;
- (c) **“Board”** means the Policy Boards constituted under Section 4 of this Act;
- (d) **“Chairperson”** means the Chairperson of the Policy Board;
- (e) **“Chief Minister”** means the Chief Minister of Balochistan;
- (f) **“Chief Secretary”** means the Chief Secretary of Balochistan;
- (g) **“Department”** means the Health Department, Government of Balochistan;
- (h) **“Employee”** means —
  - (i) an existing regular employee of the Institution / Hospital appointed by the Government; or
  - (j) an employee appointed on a contract basis by the Institution / Hospital under this Act;
- (k) **“Fund”** means the fund established under Section 13 of this Act.
- (l) **“Government”** means the Government of Balochistan;
- (m) **“Healthcare Services”** means preventive, curative, promotive, rehabilitative health services, including diagnostic services, support services, accident and emergency services, pharmacy and paramedic support;
- (n) **“Institution”** means any Hospital / Institution that is involved in the healthcare of the populace and/or the medical education of medical professionals and has been included within the purview of this Act under Section 1 (3) or through the approval of the Chief Minister;
- (o) **“Medical Superintendent or Executive Director”** means the Head of the Institution appointed under Section 7 of this Act;



- (p) **"Member"** means a member of the Board;
- (q) **"Non-official-member"** means members of the Board from civil society;
- (r) **"Prescribed"** means prescribed by rules or regulations made under this Act;
- (s) **"Principal"** means the Principal / Dean / Director of a medical education institution and appointed as per the rules governing their position;
- (t) **"Secretary"** means the Secretary, Government of Balochistan, Health Department;
- (u) **"Recruitment Committee"** means Recruitment Committee constituted under this Act and rules made thereunder;
- (v) **"Rules"** means Rules made under this Act; *and*
- (w) **"Regulations"** means regulations made under this Act.

**Objectives of the Institution.**

3. (1) The objectives of the Institutions shall be:
- (a) to provide healthcare services to the people without any discrimination or consideration;
  - (b) to provide medical education training and conduct research; *and*
  - (a) to perform such other ancillary functions as are assigned to it by the Government from time to time.

**Administration of Institutions & Policy Board.**

4. (1) The administration and management of the affairs of each institution shall vest in a separate Policy Board established for that institution under this Act.

(2) For all Quetta-based Hospitals/Institutions, the Policy Board shall be constituted as follows:

- |  |                      |
|--|----------------------|
| (a) Secretary Health;  | Chairperson          |
| (b) Principal BMC;   | Vice Chairperson     |
| (c) Dean PGMI;   | Member               |
| (d) 3 Heads of Units from the Institution;   | Members              |
| (e) DG Health Services Balochistan;  | Member               |
| (f) Divisional Director Health Services Quetta;  | Member               |
| (g) Two (2) Members of the Provincial Assembly of Balochistan (one male and one female) to be nominated by the Speaker, Balochistan Provincial Assembly;   | Members              |
| (h) Three (3) members from the Civil Society recommended by the Board in the shape of a panel of at least 8 nominees who will be notified by the Secretary after approval of the Chief Minister; | Member               |
| (i) MS or ED of the concerned Hospital /   | Member/<br>Secretary |

Institution; and

- (j) Any Co-Opted Member; Member

(3) For all Teaching Institutions affiliated/attached with a Medical College (other than Quetta):

- |  |                  |
|--|------------------|
| (a) Secretary Health;  | Chairperson      |
| (b) Principal of Concerned Medical College;  | Vice Chairperson |
| (c) Director General Health Services;  | Member           |
| (d) Divisional Director of Health Services;  | Member           |
| (e) 3 Heads of Units from the Institution;   | Members          |
| (f) Two (2) Members of the Provincial Assembly of Balochistan (one male and one female) to be nominated by the Speaker, Balochistan Provincial Assembly;   | Members          |
| (g) Three (3) members from the Civil Society recommended by the Board in the shape of a panel of at least 6 nominees who will be notified by the Secretary after approval of the Chief Minister; | Member           |
| (h) District Health Officer Concerned;   | Member           |
| (i) MS of the concerned Hospital / Institution;  | Member/Secretary |
| (j) Any Co-Opted Member;   | Member           |

(4) For Secondary Care, 50-Bedded Hospitals/Institutions:

- |  |                    |
|--|--------------------|
| (a) Special Secretary Health;  | Chairperson        |
| (b) Deputy Commissioner of Concerned District;   | Member             |
| (c) Divisional Director Health of the concerned Division;  | Member             |
| (d) Senior-most Specialist from the Institution;   | Member             |
| (e) Senior-most Teaching Faculty from the Institution;   | Member             |
| (f) District Health Officer of the concerned District;   | Member             |
| (g) Member of the Provincial Assembly of Balochistan belonging to the concerned area;  | Member             |
| (h) Two (2) Civil Society Members to be recommended by the Board and notified by the Divisional Commissioner concerned after approval of the Secretary;  | Member             |
| (i) MS of the concerned Hospital / Institution;  | Member / Secretary |
| (j) Two (2) Members of the Provincial Assembly of Balochistan (one male and one female) to be nominated by the Speaker, Balochistan Provincial Assembly; | Members            |
| (k) Any Co-Opted Member;   | Member             |



(5) For all medical educational institutions, including medical colleges, postgraduate medical institutes, public health institutes:

- |  |                      |
|--|----------------------|
| (a) Secretary Health;                                  | Chairperson          |
| (b) Principal/Head of the Institute;                   | Member/<br>Secretary |
| (c) Three (3) Heads of Departments from the Institute; | Members              |
| (d) Any Co-Opted Member;                               | Member               |

(6) (a) The Heads of Units / Departments for Quetta-Based Institutions and Teaching Hospitals affiliated with Medical Colleges shall be selected through an electoral process amongst all Heads of Units of the concerned Institution.

(b) An election committee consisting of the DG Health Services, Principal of the concerned Medical College and the MS or ED of the concerned Institution shall be constituted before each term.

(c) The election committee shall invite nominations from interested candidates for a period of 07 days.

(d) A date for the election shall be announced which shall not exceed beyond 30 days of the last date for filing of nominations.

(e) Votes shall be cast exclusively by the heads of units of the concerned institution through a secret ballot.

(f) The election committee shall announce the elected candidates within 02 hours of the close of balloting.

(g) Final notification shall be issued by the Secretary on the recommendation of the election committee. The term for each member elected through this process shall be three (03) years from the date of notification.

(7) (a) The Civil Society Members preferably having experience in the fields of corporate governance, financial and human resource management, and/or philanthropy and community engagement. At least 1 civil society member from each Board shall be female.

(b) He shall not be in the service of the Federal or any Provincial Government.

(c) The term of Civil Society members shall be three (03) years from the date of notification.

(8) The Chief Secretary, on recommendation of the Secretary Health, may remove a non-official member of the Board, after recording reason(s) for the removal, before the expiry of his tenure after giving an opportunity to be heard.

(9) Any non-official member of the Board by a written notice in their hand addressing the Secretary, may resign their office.

(10) The non-official members shall also cease to hold membership of the Board if he, -



- (i) resigns or fails to attend three (3) consecutive meetings without any cogent reasons; or
- (ii) founds to be involved in any criminal proceedings; or
- (iii) found to have any mental or physical condition which impairs his physical presence or cognitive inputs.

(11) The non-official members of the Board shall be honorary; however, travelling and daily allowance shall be paid to him/her by the Institution equivalent to TA/DA admissible to a civil servant of BPS-20 as per notified Government policy and rules.

**Conduct of business.**

5. (1) All decisions of the Board shall be taken by consensus, and in case of division of opinion, the decision shall be taken by majority votes of present members:

Provided that in case of equality of votes, the Chairperson of the Board shall have casting vote.

(2) The quorum of the Board meeting shall be two-third of the total number of Board Members. Meeting without the attendance of the Chairperson shall stand void.

(3) The member count shall be determined by actual members being present (either physically or online), and proxy votes shall not count.

(4) The Board may hold meetings as frequently as required, provided that the Board shall hold at least one meeting on a quarterly basis.

(5) Subject to the provisions of this Act and the rules made thereunder, a committee constituted by the Board shall perform such functions as may be prescribed.

(6) The Board members shall not be entitled to any perks or privileges or any other exclusive service being member of the Board, from the Institution except as already defined under Section 4(11).

**Functions and powers of the Board.**

6. (1) The Board shall be responsible to:
- (a) ensure that the objectives of the Institution within the overall ambit of Government policy are achieved, overseeing the effective management, and providing strategic direction to the Hospital/Institution;
  - (b) approve new programs and services, and monitor organizational performance;
  - (c) create, re-designate or abolish posts (regular or contract) after approval of the Administrative Department with concurrence of the Finance Department;
  - (d) recommend incentives through the Department for approval of the Government;
  - (e) prescribe terms and conditions of service, disciplinary matters and other service matters for the employees of the Institution recruited on a contract basis;
  - (f) review and approve major transactions;



- (g) approve financial plans and annual budgets within the approved budget and sanctioned by the Government;
- (h) approve the recruitment of contract employees from BPS-01 to BPS-16 as per the sanctioned strength of the Hospital/Institution and the notified criteria of the Department;
- (i) approve the recruitment of medical and non-medical staff (BPS-17 and above) on a contract basis;
- (j) determine user charges and fees for clinical and procedural services and facilities with the prior approval of the Government;
- (k) constitute Committees or Sub-Committees, as it may deem appropriate;
- (l) approve annual procurement plan(s); and
- (m) approve a demand list of required medicines, consumables, equipment and machinery.



(2) Each Institution shall be accountable to the Department for its performance and shall regularly provide performance-based data at set intervals based on the Department's set Key Performance Indicators (KPIs) for the Institutions.

(3) The Secretary may, in case of exigency of service, post Medical Superintendent or Executive Director of the Tertiary Care Hospitals / Institutions on an officiating basis (for a period which may extend up to 03 Months) until the posting of a regular incumbent as per the prescribed procedure referred to above. For a period exceeding three (03) months, the approval of the Chief Minister shall be sought for the extension of another three (03) months as a one-time dispensation.

**Medical  
Superintendent  
or Executive  
Director.**

7. (1) The nomenclature and Basic Pay Scale (BPS) of existing positions for Heads of Institutions shall remain as is, and the incumbent appointed under this Act shall be from the same Basic Pay Scale, either from the Teaching Cadre, or the Health Management Cadre or the General Cadre (having MPH / MSPH / Equivalent qualification in Public Health recognized by PM&DC and HEC):

Provided that upon the entrustment of responsibility as Medical Superintendent or Executive Director, he shall, at once, cease to be or hold any other position/office bearer or member of any organization registered or unregistered/private clinical practice except in the hospital he is serving on an institution based private practice model ascertained through the submission of an affidavit.

(2) Upon promulgation of this Act, the current incumbent shall continue to serve as the Medical Superintendent or Executive Director of the Institution, for a period not exceeding six (06) months or till the appointment of a new MS or ED as per the provisions of this Act, whichever is earlier, as a one-time transition relief.

(3) The Board, after advertisement and interview, shall forward a



panel of three (03) most eligible recommended candidates for approval to the Chief Minister through the Department.

(4) The MS or ED posted by the competent authority shall serve for a period of three (03) years. However, he may be posted out based on poor performance:

- (a) by the Board; or
- (b) by the Government on the recommendation of the Health Department.

(5) After completion of his tenure, the outgoing MS or ED shall not be eligible for extension or re-selection as MS / ED in the same hospital for a period of three (03) years.

(6) MS/Executive Director shall be responsible for the administration and management of day-to-day affairs of the Institution and shall:

- (a) conduct each Board meeting; *and*
- (b) be the DDO of the concerned Institution.

**Appointment of  
Officers /  
Employees.**

8. (1) The Medical Superintendent or Executive Director, with prior approval of the Board, may appoint such persons in service of the Institution as may be necessary, on the recommendations of the Recruitment Committee(s) on contract basis:

Provided that for contract appointment the necessary funds are available with the Institution in its annual Budget.

(2) The composition of the Recruitment Committee shall be prescribed in rules or regulations made under this Act;

(3) All the existing permanent/regular employees and those recruited in future through the regular channels of the Government shall continue to be governed by the Balochistan Civil Servants Act, 1974, and the rules made thereunder.

**Delegation of  
Powers.**

9. The Policy Board may delegate to any person or Committee any of its powers, duties or functions.

**Institution-based  
Private Practice.**

10. The Board may adopt any of the following Institution-based private practice models in the interest of public healthcare:

- (a) Fixed-Incentive Model;
- (b) Profit-Sharing Model; *or*
- (c) Any other Institution-based Practice Model deemed appropriate by the Board.





**Retention of fee.**

11. (1) Notwithstanding anything contained in any law or rules, the Institution shall retain receipts from various fees levied by the Government or the Board to meet recurring and development expenditure of the Institution;

(2) The amount realized from receipts of the Institution shall not be deducted from the annual grant of the Institution provided by the Government.

**Financial Arrangements.**

12. (1) The salary budget for the Institution shall continue in the manner already prescribed under the existing laws and rules.

(2) The non-salary budget for the Institution shall be converted into a single-line grant and fall within the ambit of the Fund as mentioned under Section 13 of this Act.

**Fund.**

13. (1) There shall be a Fund to be known by the name of "Hospital Fund" for each Institution and shall vest in the Institution concerned.

(2) The Fund shall consist of:

- (a) grants and subsidies received from the Federal, Provincial and Local Governments;
- (b) receipts and user charges as specified by the Board in consultation with the Health Department from time to time in such manner as may be prescribed by the Board;
- (c) all receipts of the Institution shall be deposited in the Bank in the name of the Institution concerned. Separate accounts for the Institutions shall be maintained. The receipts of the Institution shall become part of its respective budget. Any modification/re-appropriation from one budget to the other shall be done only after the approval of the Board;
- (d) fee of Courses, Programmes, Trainings, Workshops;
- (e) donations, endowments and deposits;
- (f) income from investment and deposits; and
- (g) grants from other sources.

(3) The Fund shall be kept in such custody and be utilized and regulated in such manner as may be prescribed by the Board as per existing rules and laws of the Government.

(4) The Board may invest hospital funds with a scheduled bank having a AAA rating as per the Government Policy unless it affects the day-to-day affairs of the Institution.

**Budget, audit and accounts.**

14. (1) The budget of the Institution shall be approved by the Board and its accounts shall be maintained and audited in such manner as per prescribed rules of the Government.

(2) The accounts of the institution shall be audited annually by an external auditor registered with Securities and Exchange Commission of Pakistan (SECP).

(3) The composition of the Audit Committee shall be substituted in rules on regulations made under this Act.

(4) The Chief Secretary may order financial, medical and managerial monitoring and audit as frequently as he may desire, through a third party nominated by the Department and paid by the Institution, and the Board shall comply with the directions, which may be issued thereon.

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|-----------------------------------|---|
| <b>Public Servants.</b>           | 15. Other than Government employees governed by the Civil Servants Act 1974, all other employees of the Institution appointed on a contract basis shall be deemed to be public servants within the meaning of Section 21 of the Pakistan Penal Code (Act XLV of 1860).  |
| <b>Removal of difficulties.</b>   | 16. Notwithstanding anything contained in the provisions of this Act, the Chief Minister may take such measures, as deemed fit, for the purpose of removing difficulties and ensuring effective and efficient healthcare management. Such power may be exercised up to one year after the commencement of this Act. |
| <b>Power to make rules.</b>       | 17. The Government may within a year, on recommendations of the Board and through notification in the official Gazette, make rules for giving effect to the provisions of this Act.   |
| <b>Power to make regulations.</b> | 18. The Board may approve regulations from time to time, not inconsistent with the provisions of this Act and the rules, for carrying out the purposes of this Act.   |
| <b>Overriding effect.</b>         | 19. Notwithstanding anything to the contrary contained in any other law, the provisions of this Act shall have an overriding effect, and the provisions of any such law to the extent of such inconsistency to this Act shall cease to have effect.   |

(TAHIR SHAH KAKAR)  
Secretary.

**No.PAB/Legis: V (20)/2025/5889.**

**Dated: Quetta, the 1<sup>st</sup> August, 2025.**

A copy is forwarded to the Chief Controller, Government Printing Press, Balochistan Quetta for favor of publication in Extra –ordinary issue of Gazette of Balochistan. Before final printing, a copy thereof be sent to this Secretariat for Proof reading. Fifty copies of the Act may please be supplied to this Secretariat for record.

(ABDUL REHMAN)  
Special Secretary (Legis:)

**No.PAB/Legis: V (20)/2025/5889.**

**Dated: Quetta, the 1<sup>st</sup> August, 2025.**

1. The Principal Secretary to Governor, Balochistan, Quetta.
2. The Principal Secretary to Chief Minister, Balochistan, Quetta.
3. The Secretary, Government of Balochistan, Health Department, Quetta.
4. The Secretary, Government of Balochistan, Law & Parliamentary Affairs Department,
5. The Director General, Public Relations, Balochistan, Quetta for favour of publication.
6. The System Analyst, Balochistan Provincial Assembly.
7. The Secretary to Speaker, Balochistan Provincial Assembly.
8. The P.S. to Secretary, Balochistan Provincial Assembly.

**SPECIAL SECRETARY (LEGIS:)**

