

## Annual Report 2020-21



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**Impact of Covid19 pandemic:** The Financial Year started with the onslaught of Covid19 pandemic. Due to large number of Covid19 cases and their increasing numbers every day, we suspended our work from 20<sup>th</sup> March 2020. We started our eye banking operations in a phased manner from 15<sup>th</sup> June 2020 starting with the opening of office in Jaipur and starting all eye banking activities including awareness activities but excluding cornea retrieval. The cornea retrieval started in SMS hospital from 15<sup>th</sup> July 2020. Voluntary calls were not to be attended to. First cornea was retrieved on 11<sup>th</sup> August 2020. However, the cornea retrieval was only symbolic up to September 2020. The start of work in chapters was left to the local management. Situation in chapters was very bad, there was virtually no eye banking activity in chapters. Till December 2020, chapters contributed only 4 transplants. The work in chapters started from January 2021 only.

- 1. Committees and Meetings:** It was difficult to hold meeting with physical presence of the members due to complete restrictions on movements and also danger of catching Covid infection. Therefore, meetings were held on virtual media and information was communicated through email and WhatsApp only. The Executive Committee, met frequently, six times, to tackle the emerging situation and to take appropriate decision. It had very good participation. Three meetings of the Management Committee were held. The Development Committee also met twice. Besides these meetings, formal and informal discussions were held regularly to ensure that we successfully meet this challenge of Covid19 pandemic and remain functional to the extent possible. Other committees did not meet.
- 2. Economy Measures:** During this Financial Year, virtually there was no activity till July and thereafter it was at very low scale. The finances of the Society were very adversely affected. Despite, closure of the office, regular salary was paid to the staff up to July 2020. However, it was difficult to make payment of salary as financial position of the Society was in complete jeopardy. With a very heavy heart, the Management has to discuss with employee, following drastic

measures. Wee taken in consultations with staff:

- a) Salary was reduced in two slabs: 30% for the employees earning more than Rs. 20000/ pm and 20% for the remaining employees w.e.f. 1<sup>st</sup> August 2020.
- b) Five employees were sent on Extra ordinary leave without pay between the period 1<sup>st</sup> September to 31<sup>st</sup> December. However, these employees were paid subsistence allowance at the rate of 30% of their salary.
- c) Their annual increments were also deferred.

However, it is creditable that staff fully co-operated despite reduction in salary and gave their best. Later on, the orders regarding reduction in salary and deferment of annual increment were withdrawn. Subsistence allowance was also increased to 40% of the salary.

Other expenditures were also stopped or kept at the minimum possible level.

### 3. **Progress 2020-21 - Cornea Collections & Transplant:**

The pandemic has very adversely affected our working. For four months, we have to completely stop our working. During another four months, there was no eye collections from the chapters and eye collections from Jaipur was also less. The field technicians were trained to use PPE kits and take other extra precautions, so that they do not get infection during cornea retrieval. They were also trained to take nasal swab, so that, if need be, they can take nasal swab so that the corneas were sent to Jaipur only after ensuring that they were from covid free persons. The Government hospitals were either earmarked for Covid patients or having some Covid patients. Even from mortuary, we were approaching only those cases in which the deceased persons did not have Covid19 infection. Cornea were collected only from hospitals. Voluntary cases were not considered initially. Relaxation for voluntary collection was given only from 1<sup>st</sup> January. Thus the cornea collections decreased considerably. Due to this, we have to substantially downward revise annual targets. Despite all odds, field technicians did their best to increase cornea collections. Various motivational steps and incentives have also energised our staff. Due to their efforts, we have exceeded the revised targets which is reflected in the following table:

	<b>2018-19</b>	<b>2019-20</b>	<b>Original Targets 2020-21</b>	<b>Revised Targets 2020-21</b>	<b>Achievements 2020-21</b>
<b>Cornea collections</b>	1454	2086	2200	730	892
<b>Corneal transplants</b>	1069	1273	1450	550	711
<b>Utilization rate</b>	73%	61%	65%	75%	80%

### 4. **Mode of Collection- HCRP & Voluntary:**

In hospitals, due to large number of deaths at a single place, with less

efforts, more corneas can be collected and that too of better quality. Therefore, our main focus is on collection of corneas from HCRP. Due to Covid 19, HCRP was permitted for eight months and voluntary collections only for four months. Therefore, voluntary contributions of corneas were only symbolic which is evident from the following table:

	<b>2018-19</b>		<b>2019-20</b>		<b>2020-21</b>	
	Actual	%	Actual	%	Actual	%
<b>HCRP Collections</b>	908	62%	1580	76%	832	93%
<b>Voluntary Collections</b>	546	38%	506	24%	60	7%
<b>Total Collections</b>	1454		2086		892	
<b>HCRP Transplants</b>	728	68%	1084	85%	682	95%
<b>Voluntary Transplants</b>	241	32%	189	15%	29	5%
<b>Total Transplants</b>	969		1273		711	
<b>HCRP Utilization Rate</b>	80%		68%		81%	
<b>Voluntary Utilization Rate</b>	44%		37%		48%	
<b>Overall Utilization rate</b>	67%		61%		80%	

#### 5. **Cornea Distribution:**

Due to Covid19 pandemic, corneal transplant was completely stopped in SMS and other Hospitals of Rajasthan for a considerable period in the current year. Following table reflects the distribution of corneas for transplant during the last three years:

	<b>2018-19</b>		<b>2019-20</b>		<b>2020-21</b>	
	Actual	%	Actual	%	Actual	%
<b>Government hospitals &amp; Charitable Institutions</b>	647	61%	675	53%	175	22%
<b>Private hospitals</b>	218	20%	242	19%	158	25%
<b>CDS</b>	204	19%	356	28%	378	53%
<b>Total</b>	1069	100%	1273	100%	711	100%

Above table reveals that there was substantial reduction in corneas supplied for transplant to Government hospitals and private hospitals of Rajasthan in the year 2020-21. Correspondingly, there was substantial increase in supply of corneas through Central Distribution System (CDS) to outside the State to ensure that usable corneas are not wasted.

6. **Incentive & Bonus scheme:** It was felt that our normal Incentive and Bonus Scheme will not work in the Covid19 scenario. To motivate staff and for raising their morals, various steps were taken. Sightlife announced Deepawali Bonanza Scheme. The EBSR announced New Year Gift Scheme for field technicians and supervisory staff for the period November 2020 and December 2020. The system of performance-based salary was announced from 1<sup>st</sup> January 21 which had provision for incentivizing good performance

and disincentivizing poor performance. Employees other than supervisory staff and field technicians were sanctioned ex-gratia payments. All these measures had positive impact on the staff and our performance has shown some promising trend. Despite poor financial receipts in this year, we have distributed Rs. 2,63,000/- as incentive during the year 2020-21.

7. **New Campus:** Jaipur Calgary Charitable Eye Hospital and Research Centre (JECH) has permitted the EBSR to construct a building for Eye Bank on 1500 sq meters space in the South-East corner of the JECH premises. M/s Aayojan was selected for architecture consultancy and work order was also issued to it. After number of discussions online, building plans submitted by the architects were approved by the Executive Committee 16<sup>th</sup> September 2021. Now these plans have been sent to the JCEH for further action.