Operation Smile



# PARTNERSHIP AGREEMENT
# BETWEEN
# OPERATION SMILE
# AND
# HAWASSA UNIVERSITY COMPREHENSIVE SPECIALIZED HOSPITAL

August, 2025

This partnership agreement, executed on July 1,2025 , is a legally binding and enforceable agreement by and between **Hawassa University Comprehensive Specialized Hospital,** hereinafter named, called and/or referred to as the **'First Party', 'Partner Hospital'** or **'Hawassa',** which has a principal address located in Hawassa, Ethiopia.

AND

**Operation Smile Incorporated,** a US based charitable organization with its headquarters located at 3641 Faculty Blvd., Virginia Beach, Virginia 23453 in the United States of America hereinafter named, called and/or referred to as the '**SECOND PARTY**' or '**OSI**'

**Operation Smile Ethiopia** is OSI's representative office in Ethiopia and is registered by the Agency for Charities and Civil Society as a foreign charity - registration no:6985. Operation Smile Ethiopia is located in Addis Ababa, Bole Sub city, Woreda 03, Meti Building,11th Floor, Ethiopia.

## I: PREAMBLE

Hawassa University Comprehensive Specialized Hospital was established as a medical institution in 2004 to provide quality health care to the people of Hawassa and its surrounding areas without any discrimination of colour, caste, creed, gender or religion.

OSI was established in 1982 with the purpose of providing safe and high-quality cleft and facial reconstructive surgery to children and young adults living with cleft lip and cleft palate throughout the world.

OSI strengthens health systems through educational and training activities delivered to medical professionals in low-and middle-income countries, with the goal of increasing plastic and reconstructive surgical capacity within the countries in which it works. These activities are an integral component of its global strategy, which is aligned to national surgical plans and their implementation. OSI supports local medical teams and their patients, emphasizing that capacity building is essential for long-term sustainability.

All Parties will enter a co-operative, joint effort (the 'Collaboration') to establish fully comprehensive service delivery for patients suffering from cleft lip and cleft palate. With reference to section III. Objectives, this will be achieved through multiple efforts.

From the outset, Hawassa will treat patients in collaboration with Operation Smile through a hospital-based partnership model. Over the long-term education and training will upskill Hawassa's workforce, and other health system strengthening efforts such as infrastructural and equipment upgrades will improve the space they work in.

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Comprehensive care includes, but is not limited to surgery, speech therapy, dentistry & orthodontics, nutrition & feeding counseling and psychosocial support for cleft conditions. Additionally, the scope of OSI extends to general plastic and reconstructive surgery including burn and microsurgery.

This partnership agreement will function in line with Operation Smile Ethiopia's five-year plan, areas of which are subject to change dependent on funding availability. Each year will be operationalized annually in line with OSI's fiscal and planning process (July – June).

## II: TERM AND EFFECTIVE DATE

This partnership agreement shall stand valid from the first day of July 2025 (July 1, 2025) to July 2, 2030. Thereafter, this agreement will automatically renew for successive five (5) year terms (each a "renewal term") unless either Party decides to terminate the partnership agreement.

## III: OBJECTIVES OF THE COLLABORATION

Hawassa University Comprehensive Specialized Hospital and Operation Smile Ethiopia have agreed to work together towards achieving the following objectives:

a. Establish and run a free hospital-based routine cleft surgical program for patients with congenital facial deformities within the catchment population.
b. Committed to host a minimum of two cleft surgical operating tables per week at Hawassa, which will see a minimum of four patients per week undergoing surgery.
c. Strengthen the anesthesiology residency program by building capacity of staff and residents through educational activities and providing educational equipment and supplies.
d. Support plastic surgery unit at Hawassa through educational and capacity building works
e. Support health system strengthening at Hawassa across all areas of cleft surgical care (plastic surgery, anesthesia, nursing, pediatrics and biomed), through education, training, infrastructure and equipment upgrades in the cleft dedicated OR and wards.
f. Ensure the facility has the necessary consumables and equipment to provide care in line with Operation Smile's Global Standards of Care – see annex one.
g. Educate the community and spread awareness about cleft lip and cleft palate and other craniofacial anomalies which can be corrected through reconstructive surgery and comprehensive care.
h. Contribute to the national safe surgery plan, Saving Lives Through Safe Surgery (SaLTS) program's goal through increasing access to safe surgical and anesthesia care for cleft cases.

## IV: CLAUSES OF THE AGREEMENT

This agreement will provide the framework for the efficient coordination of each Party's complimentary activities and defines the mutual obligations of each Party. All Parties undertake to abide by the following clauses, the breach of which may be cause for termination of this agreement as determined by the non-breaching Party.

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## A : STANDARDS OF CARE

a. Operation Smile shall utilize Hawassa's medical, paramedical and non-medical professionals with the requisite expertise and experience across surgical and non-surgical activities. These professionals are to have all necessary legal licenses, education, and training to practice as required by the laws of Ethiopia and Hawassa's privileges. These professionals include physicians, nurses, nutritionists, and non-medical technical support such as biomedical engineers.

b. All physicians, nurses, nutritionists, and biomedical engineers provided by Hawassa shall go through the Operation Smile credentialing process, as applicable. These professionals are to have all necessary legal licenses or temporary medical licenses, education, and training to practice as required by the laws of Ethiopia and hospital privileges. One dedicated cleft team will be created and credentialed using Operation Smile's Global Medical Education cleft training pathway.

## B: OBLIGATION OF PARTIES

### Hawassa University Comprehensive Specialized Hospital

### Patient Care and Management

a. Hawassa is to provide the following spaces: pre/post-operative wards, a dedicated and fully functional operating room, a suitable post anesthesia care unit (PACU)/recovery room.

b. Hawassa agrees to host a minimum of two and a maximum of three cleft surgery operating tables per week with an output goal of four successful surgeries.

c. Hawassa will ensure that all volunteers have access to, are familiar with and adhere to the contents of the 'Operation Smile Medical Volunteer Resources' app. This contains the Medical Resources Manual, Medical Global Standards of Care, Medical Policies and Pharmacopeia. This must be downloaded from the App Store or Google Play Store.

d. Hawassa will ensure that the pharmaceutical items (or local equivalent) referred to in annex two are held in stock as required by Operation Smile's Global Standards.
As a minimum, the following should be immediately available and kept up to date and fully stocked at all times:
    a. Difficult Airway Box
    b. Crash / Emergency Box
    c. Malignant Hyperthermia Box - dantrolene (or equivalent) plus sterile water to mix
    d. Emergency Response Plan, Escalation Ladder and Phone Tree

e. Hawassa to provide dedicated service providers in all specialties including cleft surgeons (as defined by hospital leadership), anesthesiologists, pediatricians, nurses, biomedical engineers and comprehensive care providers( Orthodontists, Nutritionists, Psychosocial providers and ,Speech therapist/assistants ), and will support them through the Operation Smile credentialing process.

f. Hawassa will provide storage space for Operation Smile's equipment and consumables.

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g. Cleft patients will not be levied with any charges, including serology, laboratory, diagnostic support, central sterilization department and blood bank usage. Hawassa must ensure the availability of typing, cross matching and blood during planned surgical activities.
h. Hawassa will provide administrative support for patient admissions, medical records, scheduling, and relevant functions.
i. Hawassa will provide workspace/ office for Operation Smile program staff.
j. Hawassa will provide space for a patient shelter during Operation Smile's surgical programs, with enough space for all scheduled patients and necessary family members.
k. Hawassa will support all community mobilization and patient recruitment activities carried out by the Operation Smile team and will make referrals as deemed appropriate.
l. Hawassa will provide meals for patients when they are admitted to the hospital.
m. Hawassa will institute and maintain an adverse event reporting system, structure or process and agrees to fully co-operate with Operation Smile's Safety and Medical Oversight departments in the event of any serious adverse or sentinel event.
n. Hawassa will utilize a post-operative evaluation process to determine surgical outcomes.

**Health System Strengthening**

a. Hawassa will utilize Operation Smile's patient medical chart template alongside their own and will provide Operation Smile with data on caseloads and surgical quality indicators. They will provide a copy of its patient medical records when requested.
b. Hawassa is responsible for managing the inventory of equipment donated and for the scheduling of regular maintenance of equipment in accordance with manufacturer specifications and or as required by law. Calibration of equipment will be managed in accordance with the manufacturer's specifications and this maintenance information will be shared with the OSI Quality and Assurance team.
c. Hawassa shall assist Operation Smile with obtaining necessary waivers for value-added-taxes (VAT), customs clearance fees, storage fees, or any other fees associated with importing goods for humanitarian purposes. Hawassa will take ownership of these fees if aforementioned waivers cannot be obtained. Additionally, Hawassa is responsible for customs clearance of any supplies, equipment, and instruments sent from outside the country.
d. Hawassa will remain willing to provide necessary educational and infrastructural support to its spoke hospitals (which will be identified through joint consultation with the hospital, Regional Health Bureau and the Ministry of Health).
e. Hawassa will provide access to country public or governmental rates paid to institutions including suppliers, distributors, and others in the public health system and assist with negotiating preferential pricing for OSI/Operation Smile Ethiopia.
f. Hawassa will not collaborate with other cleft organizations, as this may potentially create a conflict of interest with Operation Smile. If the need arises, both organizations should come to a consensus and must meet to discuss the situation before any further action is taken.
g. Hawassa will ensure that all staff engaging on Operation Smile programs receive annual training in the care of patients with cleft conditions in accordance with Operation Smile's Global Standards of Care. This training will be given on short-term surgical programs or on an ongoing



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basis by trained providers in: Basic Life Support, Pediatric Advanced Life Support, Safer Anesthesia from Education (SAFE) cleft and pediatric course, surgical training rotations and visiting professorships. See annex three.

h. Hawassa agrees to implement the four-pillar quality assurance assessment every quarter.
i. Hawassa agrees to participate in joint supportive supervision to enhance the safety and quality of surgical procedures in the cleft surgical program. This initiative is supported by Operation Smile's Medical Board Advisory Group and the Ministry of Health.
j. Hawassa will submit monthly reports, including details of the patient logbook for cleft and burn surgeries.
k. Hawassa will ensure that key personnel are available for meetings with OSI/Operation Smile Ethiopia on a monthly basis to ensure success of the partnership.

**Medical Education**

a. Hawassa agrees to host visiting professorships and/or surgical training rotations and/or short-term surgical programs annually in pre-identified disciplines, including cleft, burn care, microsurgery, hand surgery, and other plastic and reconstructive specialties.
b. Hawassa agrees to sustainably ensure the availability of faculty to deliver the mutually agreed goals outcomes. The facility members will represent a range of comprehensive care disciplines.
c. Hawassa agrees to provide the CPD/training center, staff and materials for Operation Smile courses conducted on site to staff.

**Operation Smile**

**Patient Care and Management**

a. Operation Smile will work closely with Hawassa across community mobilization, patient recruitment, and sequencing for surgery.
b. Operation Smile is responsible for covering the cost of patient transportation, food and shelter during all comprehensive care programs.
c. Operation Smile will pay Hawassa a fee of $250 per cleft lip surgical patient and $280 per cleft palate surgical patient, but will not provide direct top up payments to hospital staff. Hawassa is responsible for distributing this fee amongst staff participating in the program. The payment will be made after submission of each monthly report, which should be sent to Operation Smile Ethiopia on the 25th of every month. The reporting template will be shared through the country office.
d. Operation Smile will assign program staff to coordinate the project in the hospital, facilitating its smooth implementation.
e. Operation Smile will utilize local radio and/or social media platforms and outreach activities to increase service demand within the community.

**Health System Strengthening**

a. Operation Smile agrees to provide consumables and equipment for weekly cleft surgical programs, which will be quantified based on patient objectives on a quarterly basis.
b. Operation Smile agrees to provide consumables and basic equipment for general plastic cases such as burns, which will be quantified based on patient objectives on a quarterly basis.
c. Operation Smile agrees to provide consumables and basic equipment during short-term surgical programs, visiting professorships and surgical training rotations.
d. Operation Smile agrees to upgrade one dedicated plastic and reconstructive operating room and/or one pre/post-op ward at Hawassa, based on further assessment, agreed need and availability of resources.
e. Operation Smile will credential service providers at Hawassa in line with their Global Standards of Care, including at least three cleft surgeons, six anesthesiologists, nine nurses and two pediatricians.
f. Operation Smile is responsible for assigning program staff to coordinate the activities outlined in the joint initiatives stipulated in this partnership agreement.

**Medical Education**

a. Operation Smile will facilitate and support faculty members from the plastic surgery and anesthesia departments with participation at conferences and forums in the region.
b. Operation Smile will provide materials required to support educational activities at Hawassa including books, reading corner furniture and other pre-agreed materials based on the need and availability of resources.
c. Operation Smile will support Hawassa in gaining accreditation as a COSECSA training site and will facilitate plastic residency and fellowship activities.
d. Operation Smile will provide continuous capacity-building activities with educational initiatives to all specialties participating in cleft care through on-the-job training. This will include surgical training rotations, visiting professorships, Helping Babies Breathe and training provided by the American Heart Association and the World Federation of Societies of Anesthesiologists.
e. Operation Smile will assign competent credentialed international and local educators to all education program interventions.

**C: BRANDING AND PUBLIC RELATIONS**

a. All Parties reserve the right to publicize the collaboration through literature, photographs, video film productions, press conferences, exhibitions and other media.
b. Each Party is responsible for securing proper image releases from patients before using such images.
c. All Parties agree to be receptive to accommodating public relations and branding requirements of external donors.
d. All Parties agree to be receptive to assisting and accommodating each other's efforts with publicity and fundraising.
e. Each Party hereby grants to the other a limited, non-exclusive, nontransferable, revocable right and license to use, reproduce and publicly display their trademarks and trade names

(collectively, "Marks") for promotional and acknowledgement purposes associated with the activities described herein.

## D. DATA PRIVACY

In addition to the foregoing, the Parties agree as follows regarding data privacy:

a. Throughout the implementation of activities under this partnership agreement, all Parties will comply with all applicable laws regarding data privacy to protect personal data.
b. All Parties will use electronic, physical, and other safeguards appropriate to the nature of the information to prevent any use or disclosure of personal or sensitive data (i.e., medical records) other than as provided for by this partnership agreement. All Parties will also take reasonable precautions to protect personal or sensitive data from accidental, unauthorized, or unlawful alteration or destruction.
c. Each Party will notify the other Parties promptly of any accidental, unauthorized, or unlawful destruction, loss, alteration, or disclosure of, or access to, personal or sensitive data, and will take immediate steps to rectify any such security breach.
d. Lastly, it will be the responsibility of Hawassa and Operation Smile to capture cleft and plastic related clinical data and patient data, and such information will be utilized for medical and quality purposes, reporting purposes, tracking and follow-up of patient care, and research. Hawassa is authorized to collect and disclose deidentified patient data to OSI/Operation Smile Ethiopia which includes but is not limited to medical records, demographics, distance traveled, and family background on a quarterly basis (annex four).

## E. RELEASE OF LIABILITY AND WARRANTIES

The Parties acknowledge that they will follow Operation Smile's Global Standards and national guidelines to provide care, to maximize the likelihood of providing safe and essential surgical care to cleft patients and agree to work together proactively to maintain such standards to ensure patient safety and quality of care.

## F. INDEMNIFICATION

a. Hawassa agrees to indemnify and will hold harmless to OSI, and their respective affiliates, foundations, members, officers, directors, employees, trustees and representatives (each such person, as 'Indemnified Party') from and against any and all losses, claims, damages and liabilities, related to, arising out of, or in connection with, the actions contemplated by this partnership agreement and which are the result of gross negligence or willful misconduct by the hospital.
b. OSI agrees to indemnify and will hold harmless Hawassa, and their respective affiliates, members, officers, directors, employees, trustees and representatives (each such person as 'Indemnified Party') from an against any and all losses, claims, damages, and liabilities, related to, arising out of, or in connection with, the actions contemplated by this partnership agreement and which are the result of gross negligence or willful misconduct by OSI respectively.

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## G. FORCE MAJEURE

The Parties shall not be liable for any failure to perform their obligations under this agreement or any schedule if prevented from doing so by a cause or causes beyond their control. Further, the Parties anticipate some of the clinical and surgical activities scheduled during the current contract year may not occur for various reasons, including but not limited to, government restrictions, political turmoil, civil and or social unrest, country specific travel restrictions, etc. In the event of the foregoing, it is the primary intent of the Parties to work together to resume and continue such activities when the situation allows. If the Parties determine circumstances will not permit the implementation of activities described herein, such termination or return of properties under this partnership agreement.

## H. CONFLICT RESOLUTION

In the case of conflict between the project partners resulting from the interpretation or the application of this agreement, or in connection with the activities contained within, the Parties involved shall make an effort to come to an amicable arrangement rapidly and in the spirit of good cooperation. Operation Smile Ethiopia office and Hawassa will resolve their difference with negotiation.

## I. NON-DISCLOSURE

The Parties acknowledge and agree that their collaboration will result in sharing information which the other Party would consider confidential, including but not limited to organizational structure, financial information, donor lists, patient information, information about staff, volunteers, and key personnel. The Parties therefore agree that all information shared through this collaboration, including the contents of this partnership agreement, are privileged and confidential, and all Parties undertake not to divulge information to any third party without the prior, express written permission of the other.

## J. CODE OF CONDUCT AND ANTI-CORRUPTION

a. Hawassa acknowledges that OSI has a Code of Conduct and as a collaborating partner with OSI, agrees that it will not knowingly engage in any activities during the Term of this agreement that would violate the Code of Conduct.
b. Neither Party shall perform any actions prohibited by local and other anti-corruption laws that may be applicable to one or both Parties to the agreement. Without limiting the foregoing, neither Party shall make any payments, or offer or transfer anything of value, to any government official or government employee, to any political official or candidate for political office or to any other third party related to the work being performed under this agreement in a manner that would violate anti-corruption laws.
c. All Parties agree to review the relevant corporate policies as collaborating partners and use best efforts to address any issues or concerns as soon as they arrive.

POINT OF CONTACT AT HAWASSA UNIVERSITY COMPREHENSIVE SPECIALIZED HOSPITAL

Dr. Kibru Kifle (Clinical and Academic Service Corporate Director)



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POINT OF CONTACT AT OPERATION SMILE ETHIOPIA:

- Dr. Mebratu Bejiga (Country Manager, Operation Smile Ethiopia)

**K: ENTIRE AGREEMENT**

Both Parties will comply with the terms and conditions as set forth herein, in addition to the terms and conditions associated with each attachment (including OSI's global medical standards) listed following the signature below, which are incorporated as part of the partnership agreement

**IN WITNESS WHEREOF** the **PARTIES** hereto have set and subscribed their respective hands, signatures and seals on the day, month and year first written above.

| | Hawassa University Comprehensive Specialized Hospital | Operation Smile Incorporated |
|---|---|---|
| Name | Dr.Kibru Kifle | Karen Wills Jaques |
| Title | Clinical and Academic Service Corporate Director | Regional Senior Vice President for sub-Saharan Africa, Operation Smile Incorporated |
| Date | 6th August 2025 | 6th August 2025 |
| Signature | | |

**Annex One**

**Operation Smile Medical Global Standards and Four Pillars of Safety Checklist**

Link: https://www.operationsmile.org/sites/default/files/2020%20Medical%20Global%20Standards%20-English.pdf

Operation Smile to share soft and hardcopies Operation Smile Medical Global Standards and Four Pillars of Safety Checklist.

**Annex Two**

**Essential Medicines**

- Propofol
- Suxamethonium
- Ketamine
- One NDMR viz. Rocuronium, Vecuronium, Atracurium

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- Glycopyrrolate
- Neostigmine
- Sugammadex (if using Rocuronium) - not essential
- One Opiod viz. Fentanyl, Morphine, Pethidine
- Paracetamol
- One NSAID viz ibuprofen, diclofenac, ANother
- Antibiotic for intraoperative use viz. Cefazolin
- Antiemetic viz Ondansetron, Granisetron
- Dexamethasone
- Antihistamine viz. Promethazine, ANother
- Local Anesthetic viz. Lignocaine, Bupivacaine, Ropivacaine
- Dantrolene

**Crash Box Items:**

- Adrenaline (Epinephrine)
- Adensoine
- Amiodarone
- Atropine
- Ephedrine
- Calcium (Chloride or Glaconate)
- Dopamine
- Furosemide
- Labetalol or Atenolol
- Lignocaine
- Naloxone
- Sodium Bicarbonate
- Aspirin
- Aminophylline iv
- Salbutamol (or another bronchodilator)
- Dextrose 50%

## Annex Three

### Partnership and Training Definitions

Basic Life Support – Training provided by the American Heart Association (AHA) which trains participants to recognize several life-threatening emergencies, give high-quality chest compressions and deliver appropriate ventilations.

Pediatric Advanced Life Support – Training provided by the AHA which is geared towards healthcare providers who respond to emergencies in infants and children and for personnel in emergency response, emergency medicine, intensive care and critical care units.

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Safer Anaesthesia from Education (SAFE) cleft and pediatric courses – Training provided by the World Federation of Societies of Anaesthesiologists (WFSA) aimed at equipping anesthesia providers with the essential skills and knowledge to deliver safe care to their patients, even in low-resource settings.

Surgical Training Rotations – short-term training programs with a focus on education and training. Patient lists will be smaller than typical Operation Smile short-term surgical programs and multi-disciplinary teams will work with hospital staff on a range of cases to share expertise, skills and techniques.

Visiting Professorships – Experienced Operation Smile volunteers spend a short period of time (usually two weeks – one month) at a hospital, working with local faculty across a range of different surgical cases, to share expertise and skills and foster a culture of mentorship.

## Annex Four

## Required Patient Data

**Screening/pre-op:**

- Local chart number (if applicable)
- First name
- Family name
- Date of birth
- Gender
- Country of birth
- Contact number/guardian contact number (Whatsapp)
- Date of visit
- Number of hours travelled
- Cost of travel (if Operation Smile paid for your travel please list any additional costs you incurred)
- Diagnosis - burn, primary cleft lip, cleft lip previously repaired, primary cleft palate, cleft palate previously repaired, cleft palate fistula, cleft palate VPI, dental problem, hand deformity, midface hypoplasia, midface hyperplasia, nutrition problem, mass, speech problem, other
- If the patient is unable to get surgery, which of these will be a problem in the future (check all that apply) – school attendance limited, bullying, marriage prospects limited, work opportunities limited, caretaker/family member must stay at home to take care of the patient, other

**Surgery/post-op:**

- Local chart number (if applicable)
- First name
- Family name
- Date of birth
- Gender
- Country of birth
- Contact number/guardian contact number (Whatsapp)
- Date of surgery
- Type of surgery – primary, first revision, second revision, third or higher revision
- Operation performed – alveolar bone graft, unilateral cleft lip repair, bilateral cleft lip repair, unilateral cleft palate repair, bilateral cleft palate repair, fistula repair, frenulectomy, furlow



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pharyngoplasty, hand reconstruction, mass excision, otoplasty, orthognathic surgery, pharyngeal flap, rhinoplasty, sphincter pharyngoplasty, scar revision/z-plasty, skin graft, other

- Surgeon first name
- Surgeon family name
- Assistant surgeon (if applicable)
- What there a reported adverse event?
- What does the patient still need – none, cleft lip primary, cleft lip revision, cleft palate primary, cleft palate revision, speech surgery, alveolar bone graft, orthognathic surgery, speech therapy, dental care, orthodontics, obturator, pediatrician, other

**Follow up:**

- Local chart number (if applicable)
- First name
- Family name
- Date of birth
- Gender
- Country of birth
- Contact number/guardian contact number (Whatsapp)
- Date of follow up
- Did the patient experience a complication? - no, yes infection, yes necrosis, yes dehiscence, yes other

## Annex Five

## Minimum Safety Standards

- Hospital has a credentialing process for medical professionals as designated by the country regulatory body.
- Hospital will provide functional equipment/instruments capable of supporting the intended patient care that follows a preventive maintenance schedule with Biomedical support.
- Hospital infrastructure has emergency life safety systems that are functional (fire, natural disaster, etc.).
- Hospital will provide sufficient and appropriate staffing to support patient care.
- Hospital will provide a pre-operative evaluation prior to surgical scheduling.
- Hospital has an infection control/prevention program in place.
- Hospital has an emergency code response process.
- Hospital has requisite ancillary services to support patient care being delivered (lab, radiology, blood bank, etc.).
- Hospital will provide access to clean running water and hygiene facilities.
- Hospital will provide or have access to intensive care services.
- Hospital has an adverse event reporting system, structure, or process.
- Hospital has a post-operative evaluation process to determine surgical outcomes.
- Hospital has a power supply/grid capable of sustaining the facility without prolonged interruption.

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- Hospital will adhere to the policies of OSI's Four Pillars of Safety checklist at a reoccurring timeframe established by the Parties.
- Hospital will review Operation Smile Medical Global Standards of Care and agree to work together to maintain such Standards to ensure patient safety and quality of care.



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