

MODULE 1 | LEGAL FOUNDATIONS

Official Decisions, Directions and Administrative Accountability

04

LECTURE

Practical hospital governance in Punjab, Pakistan

Establish the facts. Explain the decision.
Report what the evidence supports.

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Make decisions that others can examine

For the Medical Superintendent (MS): show what happened, what law or order applies, what you decided and what followed.

- Separate evidence from an allegation.
- Choose the correct decision procedure.
- Handle directions and report exceptions.
- Protect records and provide lawful access.

LAW / RULE

A requirement linked to a named official source.

WORKING METHOD

A recommended way to manage a case or record.

TEACHING CASE

An invented example. It is not a report about RIC or any named hospital.

Study output

One evidence table, one case note and one progress report.
Allow 45-60 minutes, including exercises.

This completes the four-lecture foundation sequence. Use the cited editions with later amendments and current institutional orders. Detailed disciplinary and audit procedures follow in later modules.

Six missing entries: what do they prove?

Teaching case: the institutional head asks for an attendance report by 15:00. The initial roster lists 80 staff; six have no matching biometric entry.

1

The record

The system shows six missing entries. The reason for each is not yet established.

2

The question

Do the roster, leave orders, duty records and staff responses explain the gaps?

3

The action

Payroll asks whether deductions should follow. First identify the facts and the correct legal route.

A missing entry is a data exception. It is not, by itself, proof of absence, misconduct or a lawful basis for a penalty.

Separate fact, allegation, inference and decision

These working definitions help prevent a concern from becoming an unsupported finding.

Fact

Something supported by identified evidence.

The export contains no entry for six listed staff.

Allegation

A claim that needs to be tested.

The six staff were absent without permission.

Inference

A conclusion drawn from facts; it may need more evidence.

A device fault may explain one missing entry.

Decision

The action taken by the authorised person after the required process.

Obtain the missing records and assess each case.

Use words that match the evidence. Write not yet verified where a material point remains unresolved.

Sources: **S1**: para. 4.3, for correct facts in an official case

Know what each record can and cannot show

A record is useful only when its scope, source and limitations are understood.

Record	What it may support	What still needs checking
Biometric export	An entry recorded at a stated time.	Correct person, device, period and whether the full shift was worked.
Duty roster	The planned staff and shift.	Whether approved leave or deployment changed the plan.
Leave / duty order	An authorised absence or assigned duty, if valid.	The covered dates, person, conditions and issuing authority.
Supervisor account	What the supervisor personally observed.	Dates, source of knowledge and any conflicting evidence.

Preserve the original export and dated records. Make corrections through a traceable process rather than replacing the original data silently.

WORKING METHOD | Illustrative material is identified in the text.

Protect the service while checking the case

A service gap may require immediate management action before an individual case is decided.

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|---|------------------------------------|---|
| 1 | Check the present risk | Confirm who is on duty now, which function lacks cover and whether patients may be affected. |
| 2 | Arrange authorised cover | Use the approved roster and backup route. Involve the responsible clinical or departmental lead. |
| 3 | Preserve evidence | Keep the roster, system extract, relevant approvals and the time of the service report. |
| 4 | Keep the processes distinct | Service cover addresses the current gap. Any payroll or disciplinary decision needs its own facts, authority and procedure. |

Do not delay an available, lawful service response while waiting for the final outcome of an individual case.

Not every staff issue is the same kind of decision

Identify the proposed action before choosing the authority and procedure.

Action	Purpose	Authority question
Check attendance facts	Establish what happened.	Who may obtain and verify the records?
Correct a roster or record	Put an administrative error right.	Who may approve the correction, and what evidence is needed?
Adjust payroll / unpaid leave	Apply the relevant pay or leave entitlement.	Which pay, leave and financial rules govern the adjustment?
Impose a disciplinary penalty	Decide a charge through the applicable disciplinary law.	Who is the competent authority for this employee?

A payroll adjustment and a disciplinary fine are different actions. Do not disguise a penalty as a routine correction or assume every adjustment is a PEEDA penalty.

Sources: **S2**: ss. 1, 2(f), 4, for the disciplinary route

Check authority before an adverse decision

An adverse decision may affect a person's pay, service, rights or interests. Establish the applicable process.

01 Person and status

Confirm the employee, post and applicable service framework.

02 Proposed action

State whether this is a fact check, correction or formal penalty.

03 Competent authority

Locate the relevant law and authority notification.

04 Required procedure

Identify notice, evidence, response, hearing and decision steps.

05 Conflict of interest

Use the applicable procedure where the decision-maker has an interest.

06 Record and remedy

Check the required written order, communication and review route.

For PEEDA, section 2(f) defines competent authority. A general supervisory title or Board position is not enough to establish that status.

Sources: **S2**: ss. 1, 2(f), 4-5, 7, 13-14

PEEDA: safeguards with and without an inquiry

The Act has different routes and stated exceptions. These selected safeguards do not replace the full procedure.

Section 7 | No inquiry route

- The written order identifies the grounds, charges, responsibility and proposed penalty.
- The employee is given the statutory opportunity to reply. If charges are found proved, the section provides for personal hearing before the penalty order.

Section 13 | After inquiry

- The competent authority examines the inquiry and case material.
- Where charges are found proved, the section provides for a further notice, the inquiry report, a defence opportunity and personal hearing before the final written decision.

Use sections 5, 7, 9-10 and 13-14 together, including the relevant exceptions, time limits and authority requirements. This is a foundation overview.

Sources: **S2**: ss. 5, 7, 9-10, 13-14

Worked evidence table: the six exceptions

Teaching case: assume the following supporting records have now been checked. The initial roster contained 80 names.

Finding	Number	What the report should say
Approved leave	2	Leave orders explain the missing entries; correct the roster record as authorised.
Approved off-site duty	1	The duty order and attendance confirmation explain the exception.
Attendance separately confirmed	1	A supervisor record and device check support a missed clocking event.
Still unresolved	2	Obtain the remaining evidence and responses; no final finding yet.

The other 74 names have matching entries. Do not describe all 80 as present: approved leave, off-site duty, clocking error and unresolved cases are different statuses.

Write a reasoned decision

A reasoned or speaking decision explains how the facts and applicable rules lead to the outcome.

- 1

Issue and authority

State the question being decided and who has power to decide it.
- 2

Material considered

Identify the important records, response and any required hearing or other procedure.
- 3

Finding and reasons

State what is established, what is disputed and why the relevant rule leads to the proposed result.
- 4

Outcome and follow-up

Specify the decision, conditions, responsible officer, communication and any applicable review route.

This is a working structure. Use any prescribed form and procedure required for the particular decision; the Secretariat Manual provides a disciplined case-note sequence.

Sources: **S1**: paras. 4.3, 4.7-4.9, 4.13 | **S2**: s. 13, for a specific statutory decision route

Worked case note: an accurate interim conclusion

Teaching case: this is an administrative review note, with two individual cases still unresolved.

Question	Why do six of the 80 names in the initial roster lack a matching biometric entry?
Evidence	Biometric export, initial roster, two leave orders, one off-site duty confirmation, supervisor record and device check.
Finding	Four exceptions are explained. Two remain unverified. A missing entry alone does not establish absence or misconduct.
Proposed action	Correct the verified roster or system exceptions through the authorised process. Obtain records and responses for the two unresolved cases.
Decision boundary	No disciplinary or payroll conclusion is made by this review note. Any further action must follow its own applicable authority and procedure.

The report is useful because it states both the verified result and the remaining work. Interim means that the review is not yet complete.

Sources: **S1**: para. 4.3

Worked order: complete the attendance verification

Teaching draft only. Assume the issuing officer has authority to organise this fact-checking work.

Direction	The designated Deputy MS shall complete the factual review of the six biometric exceptions identified in the attendance report.
Verified corrections	Process the four explained exceptions through the authorised record-correction route, retaining the source documents.
Unresolved cases	Obtain the relevant records and staff explanations for the two remaining cases. Keep each case separately identified.
Reporting target	Submit the evidence table and remaining issues by 15:00 on the next working day. This is an illustrative management target.
Scope	This order assigns verification work. It is not a disciplinary show-cause notice, penalty order or authority for a salary deduction.

Use the actual date in a live order and keep proof of issue. A specific task and reporting time make follow-up possible.

Check the order before it is issued

An accurate case note can still lead to a defective communication if the final draft changes the decision.

☐ **Exact outcome**

Does the draft express the decision actually approved?

☐ **Person and scope**

Are the subject, recipient, period and affected action correct?

☐ **Dates and attachments**

Are the date, file reference, annexes and reporting target correct?

☐ **Power and signature**

Is the proper decision-maker and required signatory identified?

☐ **Reasons and conditions**

Are material reasons and required conditions retained?

☐ **Communication**

Use the required issue and service process; keep the record.

PEEDA section 5(2) has a specific signature requirement. A routine permission to issue correspondence must not be assumed to satisfy every statutory signing requirement.

Sources: **S1**: paras. 4.9, 4.12-4.14 | **S2**: s. 5(2)

Record issue, receipt and response dates separately

Some legal time limits run from receipt or communication. Use the starting event stated in the applicable provision.

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| 1 Issue | Record when the authorised document was issued and retain the final copy. |
| 2 Receipt or service | Keep the evidence of delivery or service required for the case. Do not assume issue and receipt occurred on the same day. |
| 3 Response | Calculate the deadline from the correct event. Record any extension given by the authorised person. |
| 4 Review or appeal | Identify the applicable remedy and its time limit. Do not invent a standard deadline for every kind of decision. |

For example, PEEDA section 7(b) refers to receipt of the order, while the RTI Act has its own request and response rules. Keep the legal source beside the deadline.

Sources: **S2**: s. 7(b) | **S4**: ss. 10-12

Government directions under the 2003 Rules

Use rule 9 only where that institutional framework applies. An internal instruction is not automatically a Government direction under this rule.

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| 1 | Information | Government may require the Head or Board to provide information, returns, statements or statistics about institutional matters. |
| 2 | Directions | Rule 9 addresses Government directions to the institution. Read the actual direction and verify its source and scope. |
| 3 | Reservations | Where an institution fails to comply, rule 9(2) provides for reference back to Government with reservations or objections. |
| 4 | Further direction | The rule states that the second Government direction is binding on the institution. Follow the proper institutional channel and retain the record. |

A reservation should identify the actual difficulty and the decision required. If legality or a court order is in issue, obtain the appropriate legal view; do not treat the rule as permission to falsify a record.

Sources: **S3**: r. 9

Worked reference: verification cannot yet be completed

Separate teaching case: Government requests a verified equipment return by 15:00 today. Four of 24 items are with a repair provider.

Reference	Identify the actual Government direction, required return and due time in the live case.
Verified position	Twenty items have been physically checked. Four are recorded as under repair; external confirmation is still being obtained.
Difficulty	A complete physical-verification certificate cannot yet be supported. State the record available for each outstanding item.
Request	Submit the verified position now and seek permission to provide the remaining confirmation by 15:00 tomorrow.
Follow-up	Name the officer obtaining confirmation, retain the repair records and promptly act on the direction received through the proper channel.

The requested extension is not self-approved. If it is not granted, report the true position by the required time and continue to pursue the missing evidence.

Sources: S3: r. 9 | S1: paras. 4.3, 4.8, 4.13

Resolve conflicting instructions precisely

Do not decide a conflict merely by comparing job titles, dates or the communication format.

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| 1 | Identify the conflict | Write down what each instruction requires, who issued it and which part cannot be followed at the same time. |
| 2 | Check authority | Identify the governing law, delegation and required process for the decision. Check any relevant court order. |
| 3 | Seek a clear decision | Present the conflict, records and service consequences to the appropriate authority or legal channel. |
| 4 | Record and implement | Keep the clarification and the resulting action. Do not silently alter, backdate or omit either instruction from the case. |

A clear referral states the point that needs a decision. Continue work that is lawful and unaffected while the disputed point is resolved.

Sources: **S1**: paras. 4.3-4.4, 4.8

Handle oral and electronic instructions carefully

Identify the sender, authority, exact request and any formal process the action requires.

Capture the instruction

- Record the date, time, sender and substance of an oral direction.
- Preserve the relevant electronic message and context.
- Confirm material ambiguity promptly through the authorised channel.

Complete the official process

- Place the instruction and action on the appropriate official file.
- Obtain any required formal order, approval or statutory signature.
- Keep a record of what was done, by whom and under which power.

Do not assume that every electronic message is an approval, or that every oral instruction is irrelevant. The decision still needs the right authority and procedure.

Sources: **S1**: paras. 4.9, 4.11-4.14

Act promptly on court notices and orders

The Secretariat Manual directs Government litigation through the Law Department and applicable litigation instructions.

- 1

Record receipt

Keep the notice or order, case number, receipt date, hearing date and any compliance deadline.
- 2

Use the legal channel

Send the complete material promptly to the authorised legal and administrative channel. Identify the responsible case officer.
- 3

Preserve and verify

Protect the relevant records. Give a checked chronology and factual response; separate fact from opinion.
- 4

Confirm required action

Ask counsel to verify the current order, any stay and the action required. Track filing, representation and compliance to evidence of completion.

Do not assume the matter is complete because a letter was sent to counsel. Follow up on the actual court requirement and the documented response.

Sources: S1: para. 1.46; applicable litigation instructions

Different oversight bodies ask different questions

Prepare the response for the function being exercised. A hospital Board decision does not settle every external requirement.

Interface	Core question	Relevant example
Institutional Board	Was the decision within the institution's powers, and was it implemented?	Board decisions and progress reports.
Government	Has the institution met applicable directions and reporting requirements?	The 2003 Act and Rules, where applicable.
Healthcare regulator	Are the required licence and service standards met?	Punjab Healthcare Commission requirements.
Financial audit	Is the transaction supported and compliant with the applicable framework?	Financial records, approvals and evidence of receipt.

The PHC Act's stated scope includes public and autonomous healthcare establishments. Internal approval is not a substitute for registration, licensing or required service standards.

Sources: S6: ss. 5-6, 15-16 | S3: r. 9 | S7: ss. 1(4), 13-14, 20, 22

Answer an audit or inspection point with evidence

Use a separate response for each observation. Match the reply to the exact issue raised.

1	State the observation	Identify the transaction, service, period and rule or requirement questioned.
2	Give the checked position	Explain the facts, legal authority and relevant records. Acknowledge any verified deficiency.
3	State corrective action	Distinguish action already completed from action proposed or awaiting approval.
4	Prove completion	Attach or reference the evidence, responsible officer and date. Record whether the reviewing body has accepted or closed the point.

A reply submitted is not the same as an observation settled. A corrective instruction issued is not the same as a correction completed.

Sources: **S1**: paras. 4.3-4.4 | **S6**: s. 15

Report the status that the evidence supports

A progress report should state its date, period, scope and unresolved exceptions.

Unsupported wording	Clearer wording	What makes it useful
All staff compliant	74 matching entries; four explained exceptions; two cases remain under verification.	The categories and remaining work are visible.
Issue resolved	Repair completed; safety check and service restart still pending.	Completion is separated from readiness.
Fully trained	Training attendance is recorded; practical competence checks remain incomplete.	The evidence is described accurately.
Audit point cleared	Reply and records submitted; acceptance by the reviewing body is awaited.	The external status is not overstated.

These are teaching examples. Define the measure before reporting a percentage, and keep the denominator and evidence period clear.

WORKING METHOD | Illustrative material is identified in the text.

Transparency includes planned disclosure

Section 4 of the Punjab RTI Act requires proactive disclosure, subject to the Act. Proactive means providing information without waiting for a request.

Functions and duties

Explain what the public body does.

Use the applicable legal and organisational documents.

Powers and instruments

Publish the relevant powers and legal instruments described in section 4.

Keep the information current and correctly scoped.

Decision processes

Describe the decision process and opportunities for public input where applicable.

Avoid confusing a proposal with an approved policy.

Budget and access

Provide required budget details and contact information for the public information officer.

Apply the Act's provisions to protected information.

RTI means right to information. Its duties apply to public bodies within the Act's definition, which includes Government autonomous and semi-autonomous bodies.

Sources: **S4**: ss. 2(h), 3-4

Send information requests to the designated officer

The Punjab RTI Act provides a specific process. A complaint, a records request and a disciplinary case are not the same file.

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|---|--------------------------------|---|
| 1 | Responsible officer | Section 7 requires the public body to designate and notify public information officers, commonly called PIOs. |
| 2 | Wrong receiving officer | Under section 11(1), an officer who receives a request meant for the PIO must immediately transfer it and inform the applicant. |
| 3 | Usable request | Section 10 permits a request on the form or plain paper. The applicant need not give reasons for asking. |
| 4 | Office assistance | Give the PIO the records and assistance needed. Section 7(3)-(4) addresses assistance from other officers and their responsibility. |

The PIO must apply the Act to the request. Staff should not impose an informal requirement that every applicant explain a personal motive.

Sources: **S4**: ss. 7, 10(1)-(4), 11(1)

Know the RTI response periods

Section 10(7) sets the response periods below. These are legal periods, unlike the invented management targets in the teaching cases.

Situation	Period / requirement
Ordinary request	Respond as soon as possible and within 14 working days.
Necessary extension	A maximum of 14 further working days where necessary, including extensive record search or consultation.
Life or liberty information	Provide the information within two working days of receipt.
Refusal	Give the reasons and the internal-review or complaint route required by the Act.

Keep receipt, due date, action and decision in a request log. Do not treat an extension as automatic or use a local target to replace a statutory period.

Sources: **S4**: s. 10(7)-(8); s. 13(4)

Apply privacy and disclosure rules together

An official record is not automatically open in full or automatically exempt in full.

1	Identify the protected part	Section 13 includes legitimate privacy, legal privilege, specified commercial interests and other listed harms.
2	Release separable information	Under section 13(3), disclose the part not covered by an exception if it can reasonably be separated.
3	Explain a refusal	Identify the applicable provision, reasons and review or complaint procedure under section 13(4).
4	Public-interest decision	Section 13(2) gives the Information Commission the stated power to direct disclosure where public interest outweighs the harm.

Example: a patient identifier and an institutional service total are different information. The PIO must assess the actual request and applicable exceptions.

Sources: **S4**: s. 13(1)-(4)

Keep the evidence available and controlled

Preservation, access and disposal must follow the applicable record framework.

Legal provisions to know

- RTI section 8 requires information to be maintained in an easily accessible form, subject to the Act and rules.
- Section 16 makes specified intentional destruction or obstruction of requested information an offence. Read the full provision.

Practical controls

- Keep original records and traceable corrections, with controlled access and backups.
- Flag records relevant to an information request, inquiry, audit or court case.
- Check the retention schedule and legal position before any proposed disposal.

Do not invent a single retention period for all hospital records. Clinical, personnel, financial and litigation records may have different requirements.

Sources: **S4**: ss. 8, 16

Communicate officially and teach responsibly

Official communication and lawful public access both require the proper route.

Official information

- For staff covered by the 1966 Conduct Rules, rule 18 restricts unauthorised communication of official information, subject to Government orders.
- Use the applicable RTI and authorised-release process for public requests.

Professional teaching

- Use official public sources and clearly labelled teaching examples.
- Release actual institutional data only through the applicable authorised process.
- Protect personal information and keep the distinction between personal authorship and institutional endorsement clear.

A confidentiality label alone is not a complete RTI refusal reason. Equally, an educational purpose is not a blanket authority to disclose restricted records.

Sources: **S5**: rr. 2, 18 | **S4**: ss. 10, 13

Correct an error without concealing it

A later discovery may require correction of a fact, report or decision. First identify which one is wrong.

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|---|-------------------------------------|--|
| 1 | Establish the error | Compare the original record with the new evidence. Identify its effect on the reported result or decision. |
| 2 | Use the right authority | An officer may correct a draft within the proper process. Changing a final decision may require a different power or review procedure. |
| 3 | Issue a traceable correction | Identify the earlier version, correction, reason and date. Inform the necessary recipients through the authorised channel. |
| 4 | Review consequences | Check any payment, service action, staff consequence or external report affected by the error. |

Keep the original record and the correction linked. Do not backdate the change or claim that the corrected position was known earlier.

Sources: **S1**: paras. 4.3, 4.13 | **S4**: s. 8

Three situations that test administrative judgement

Write your proposed action and the reason. Use the sources and distinctions in this lecture.

01 | Missing entry

A staff member has no biometric entry. An approved off-site duty order covers the day, but attendance at that duty is not yet confirmed.

What is established, and what remains to be checked?

02 | Report due now

An inspection report is due today. Most actions are verified, but two checks remain incomplete.

What should be submitted by the deadline?

03 | A mixed record

An RTI request covers a report containing public service totals and identifiable patient details.

Must the whole report be released or refused?

Use the evidence, the applicable authority and the correct procedure. State unresolved matters rather than filling them with assumptions.

Answers and reasons

A sound answer explains both what can be done now and what still needs verification.

01 | The duty was authorised; performance remains to be verified.

The order explains why an on-site entry may not be expected. Confirm attendance or performance at the assigned duty before drawing a final conclusion. Preserve both the order and the confirmation; do not treat a missing hospital entry alone as misconduct.

02 | Submit an accurate, scoped progress report.

Show completed and verified actions, the two pending checks, their responsible officers and expected completion. Seek any necessary extension through the proper channel. A deadline does not justify certifying an unverified action as complete.

03 | Assess and separate the information under the RTI Act.

The PIO must apply section 13 to the actual record. Protect information covered by an exception and disclose reasonably separable information that is not exempt. Give the required legal reason and review route for any refusal.

After reporting, pursue the missing action and record the outcome. An accurate interim report is a stage in the work, not its end.

Sources: **S1**: para. 4.3 | **S4**: ss. 10, 13

Prepare one decision and evidence packet

Use a non-confidential issue or an invented case. Keep the actual authority question visible throughout.

1 | Evidence table

Separate facts, allegations, conflicting records and missing information.

2 | Reasoned note

State the issue, authority, process, findings, reasons and proposed action.

3 | Progress report

Show verified completion, pending conditions, responsible officers and next dates.

Review question: can another officer reproduce your conclusion from the record and see what still requires a decision?

Use the exercise to improve a working method. Do not circulate an invented teaching order as an operative institutional instruction.

WORKING METHOD | Illustrative material is identified in the text.

Four foundations for the next part of the course

Use these skills together when a hospital problem reaches your desk.

Lecture	Practical capability
1 Role and powers	Identify the governing framework and distinguish responsibility from authority.
2 Board and Secretariat	Prepare a complete case, record the decision and pursue its implementation.
3 Delegations and standing orders	Find the current power, assign work clearly and maintain an authority register.
4 Decisions and accountability	Test the evidence, use the correct process and give an accurate, reviewable account.

Next module: public financial management, Drawing and Disbursing Officer responsibilities, and budget execution. Bring the authority register into that work.

Sources 1-3 | Decisions and Government directions

Select a source title or its official-source link to open the document.

S1

Manual of Secretariat Instructions, 2023

Official edition updated February 2025. Paragraphs 1.43-1.46, 4.3-4.4 and 4.7-4.14. Used for case notes, clear drafting, reporting controls and the Government litigation channel.

Government of Punjab | Services and General Administration Department (S&GAD) | [Official source](#)

S2

Punjab Employees Efficiency, Discipline and Accountability Act 2006

Act XII of 2006 (PEEDA). Sections 1, 2(f), 4-5, 7, 9-10 and 13-14. The applicable route, competent authority, exceptions and current notifications must be checked for the employee.

Government of Punjab | Punjab Laws | [Official source](#)

S3

Punjab Medical and Health Institutions Rules, 2003

Rule 9, in the Act and Rules compendium hosted by the Ministry of National Health Services. Used for Government information requests, directions and reference back with reservations.

Pakistan Health Knowledge Hub | Ministry of National Health Services, Regulations and Coordination | [Official source](#)

The case-note formats are teaching tools. They do not replace prescribed notices, inquiry procedures, statutory orders or the proper Government channel.

Sources 4-6 | Access, conduct and institutional oversight

Select a source title or its official-source link to open the document.

S4

Punjab Transparency and Right to Information Act 2013

Act XXV of 2013. Sections 2(h), 3-4, 7-13 and 16. Official consolidated text includes the 2021 amendment shown in the document. Check later amendments and applicable rules.

Government of Punjab | Punjab Laws | [Official source](#)

S5

Punjab Government Servants (Conduct) Rules, 1966

Rules 2 and 18 in the official compilation: application and unauthorised communication of official information. Read with current amendments and applicable Government orders.

Government of Punjab | Regulations/O&M Wing, S&GAD | [Official source](#) | [Later notifications](#)

S6

Punjab Medical and Health Institutions Act 2003

Act IX of 2003. Sections 3, 5-6, 15-16. Used for the applicable institutional framework, Board oversight, Government monitoring and annual performance reporting.

Government of Punjab | Specialized Healthcare and Medical Education Department | [Official source](#)

Use the exact applicable source and its current amendments. An RTI request, a service complaint and a disciplinary case each require the correct process.

Source 7 | Healthcare regulation and continued use

Select a source title or its official-source link to open the document.

S7

Punjab Healthcare Commission Act 2010

Act XVI of 2010. Sections 1(4), 13-14, 20 and 22. Public and autonomous healthcare establishments are within the stated scope. Registration, licensing and standards have their own requirements.

Punjab Healthcare Commission | [Official source](#)

Retain the edition date and the source references. Before a live decision, verify the current law, institutional framework, authority and procedural requirements.

Authored by Dr Qurban Hussain Khan as a practical self-study resource. This educational publication does not imply Government or institutional endorsement.