



5th STATE OF INSTITUTE REPORT 2015-16



International Institute of Health Management Research



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Contents

About the IIHMR

Message from the Trustee Secretary	3
Message from the Officiating Director	4
Our Mission	5
Thrust Areas	5
Capabilities	5
About the Institute	6
Management Board	7
Governing Board	8
Academic Advisory Council	9
Ethics Committee	11
Global Networking	13
Institutional Networking	15

Educational Programs and Academic Activities

Postgraduate Program	16
Placement	17
Convocation Ceremony	18
Guest Lectures by Industry Experts	19

Research

Ongoing Projects	20
Completed Projects	22

Training Activities

Management Development Programs (MDPs)	24
----------------------------------------------	----

Publications and Paper Presentations

Papers Published	31
Papers Presented	32

Conferences / Seminars / Workshops

Institute Publications

Other Activities at IIHMR Delhi

Distinguished Guest Lecture Series	36
------------------------------------------	----

Foundation Day	37
Sports Week	38
Blood Donation Camp	39
Alumni Meet	40
Recognition to the Institute	42
Research & Academia Dialogue	42
Press Conferences	43
Family Club	43
Udaan Fest	43
Vigilance Week	43
Constitution Day	43
Stakeholder Meeting on Building India's Health Infrastructure	43

Faculty

Adjunct Faculty

Staff

Team IIHMR

Facilities at IIHMR Delhi

Library	59
I.T. Centre	61
Girls Hostel	61
Guest House	62
Gymnasium and Sports	62

IIHMR Group of Institutes

Institute of Health Management Research (IIHMR), Jaipur	63
Institute of Health Management Research (IHMR), Bengaluru	64
Institute of Health Management Research (IHMR), Kolkata	65

Editorial Team

Acknowledgments

Route Map: IIHMR Delhi

Training Calendar (2015-2016)

Message from the Trustee Secretary



S D Gupta
Trustee Secretary, IIHMR

I am delighted to know that the IIHMR Delhi is presenting its 5th State of Institute Report 2016. It is a great source of satisfaction and pleasure that in a short span of eight years, IIHMR Delhi has been able to make a niche in the field of healthcare, hospital administration and healthcare information technology.

Since its inception, the Institute has successfully rolled out seven batches of management graduates of its AICTE approved two-year Postgraduate Diploma in Health and Hospital Management. Over 600 management graduates of this programme have joined in various healthcare organizations and hospitals in different managerial and administrative positions and are now leading the change in the paradigm of management in the health sector.

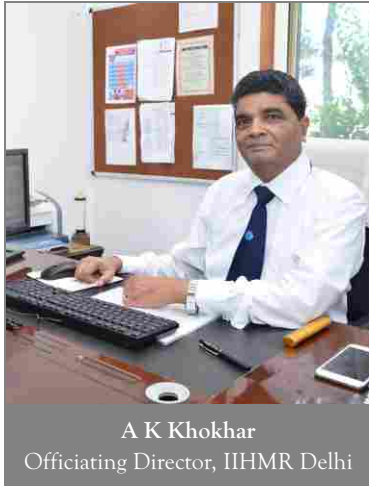
IIHMR is known for its research and capacity development programs and are committed to improve the standards of health through better management. In its research activities, IIHMR Delhi has been able to conduct various research activities in the area of non communicable diseases, climate change apart from conducting various evaluation and operation research issues on different dimensions of health system for Government and non government organization. The Institute has also actively participated in the ongoing NFHS 4 survey. It has a dedicated team of Faculty and Research Scholars to undertake health research and surveys.

The Institute has emerged as a major centre for training and capacity building in management of the health sector in India and South East Asia. It was adjudged best health care management institute of the years 2015 by Six Sigma Health Care. It offers a range of Management Development Programmes. The Institute has conducted a series of leadership seminars in India with the Johns Hopkins University, USA. IIHMR is making international forays. It organized several programmes in Leadership in Healthcare for policy makers and programme managers of Ministry of Health and Family Welfare, Bangladesh. The Institute continues to organize training program in hospital management for Sri Lanka Hospital Administrators. The Institute regularly offers training programmes in reproductive health, public health management, quality assurance, data management and supply chain management with outstanding success.

I wish every success in its future endeavours.

S. D. Gupta
Trustee Secretary

Message from the Officiating Director



I am honoured to pen a few words for this illustrious institute, which has established itself as one of the best health management institutes within a short span of 8 years. I humbly acknowledge the contribution of all those involved in taking the IIHMR forward, notably, the Management Trustee and the Corporate Director. Looking at the advancements taking place all over the country, it is inevitable that IIHMR, enriched with its erudite human resources and remarkable knowledge base, is one of the major contributors to the improved functioning of the overall health care system of the country.

During the last year, we have successfully added another batch of health and hospital management graduates to meet the rapidly expanding health sector needs. The impressive placements of our students are a testimonial of the sector's needs and endorse the fact that our students are a good fit for the same. My interaction with industry leaders increasingly convinces me that we are getting the right mix of academia and practice into our courses. We look forward to continuing our learning from the industry practitioners to supplement our efforts at improving the quality of the courses that we offer.

Our Management Development Programs have been enriched and our reach has expanded beyond the country. In addition to our in-country trainees, we had the privilege of training participants from Bangladesh and Myanmar. Our partnership with the Ministries of Health of our neighbouring countries continues to provide us with immense confidence. Additionally, we are now in the process of approaching several State Governments for expanding our partnership.

Our research division has been strengthened with the addition of new colleagues and I am confident that we will continue to contribute effectively to better management of the health sector with our research inputs.

I take this opportunity to thank our esteemed leadership for their exceptional guidance, my colleagues for their assiduous work, our patrons for their unstinting support in our numerous activities and to our incredible students for bringing laurels to the Institute.

I am confident that, with this solid foundation, the students of IIHMR Delhi will have an uphill journey towards new heights and successes to become leaders in delivering efficient and effective health care through better-trained human resources.

AK Khokhar
Officiating Director, IIHMR Delhi

About the IIHMR



Our Mission

IIHMR is an institution dedicated to the improvement in standards of health through better management of health care and related programmes. It seeks to accomplish this through management research, training, consultation and institutional networking in a national and global perspective.

Thrust Areas

IIHMR is engaged in policy issues, program planning and management and capacity building mainly in the health sector. It undertakes research, training and consulting activities in the following areas:

- ♦ Primary Health Care
- ♦ Health and Hospital Management
- ♦ Health Economics and Finance
- ♦ Population and Reproductive Health
- ♦ NGO Management and Networking
- ♦ HIV / AIDS Program Management and Evaluation

Capabilities

- ♦ Management Research, Education and Training
- ♦ Planning, Designing and Conducting Management Training for Health Professionals
- ♦ Institutional Capacity Development and Networking
- ♦ Project Planning and Management
- ♦ Operations Research and Evaluation
- ♦ Economic and Financial Analysis
- ♦ Survey Research
- ♦ Social Assessment
- ♦ Quality Assurance
- ♦ Health Sector Reforms
- ♦ Programme Evaluation
- ♦ Health Information Technology

About the Institute



IIHMR Delhi, a part of the IIHMR Society, was founded on 10th November 2007, with a mandate to focus on national and international health, catering to the growing needs of the country as well as those of the Asia-Pacific region. The Institute aims to play a major role in promoting and conducting research in policy analysis and formulation, strategy development and effective implementation of policies, and training and capacity development in preparing professionals for the healthcare sector. It conducts and designs policy analyses and reviews. It also undertakes intervention research, evaluation studies and operations research studies. The Institute offers a two-year full-time Postgraduate Diploma with specialization in Hospital Management, Health Management and Healthcare Information Technology. The program is approved by the All India Council for Technical Education (AICTE). To meet the educational challenges of the rapidly growing health sector in India, IIHMR Delhi equips its students with a strong managerial and technical foundation for careers in consulting, hospital management, health care systems, healthcare quality management, health insurance and Healthcare Information Technology, business analysis and transformation.

The aesthetically designed and magnificently built campus of IIHMR is located in Dwarka, New Delhi. The infrastructure as well as the facilities are at par with international standards and meet all academic and administrative requirements. The well-lit spacious air-conditioned classrooms equipped with audio-visual facilities create an atmosphere conducive to learning. The library of the Institute is equipped with the latest books, journals and magazines of national and international standards that are required for academic as well as research activities. The computer centre of the Institute is a state-of-the-art facility and uses technologies to provide a competitive advantage to both its faculty as well as the students in core areas of education and research. Three large air-conditioned conference halls provide adequate space to host national and international conferences, seminars and workshops within the Institute. Other facilities include individual rooms for the faculty, gymnasium, tennis court, mini-amphitheatre, centralized air-conditioning system and a car-parking lot. The Institute also has a spacious and well-equipped cafeteria and a guesthouse for visiting guests and dignitaries.

Management Board

PRESIDENT

Shri D P Agarwal
Managing Director
Transport Corporation of India Ltd., Gurgaon

MEMBERS

Dr. S.D. Gupta
Trustee Secretary
Indian Institute of Health Management Research Society, Jaipur

Mr. M.K. Bhan
Former Secretary
Ministry of Science and Technology, New Delhi

Shri S M Datta
Former Managing Director, Hindustan Lever Ltd.
Peerless General Finance and Investment Co. Ltd., Mumbai

Shri J.B. Patel
Samadhan Society
Gujarat

Dr. Ashok Agarwal
Trustee
Indian Institute of Health Management Research Society, Jaipur

Shri Basant Khaitan
Managing Director
Wires and Fabriks Pvt. Ltd., Jaipur

Governing Board

CHAIRPERSON

Dr. M K Bhan
Former Secretary
Ministry of Science and Technology, New Delhi

MEMBERS

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Director
National Institute of Health and Family Welfare, New Delhi

Dr. L S Chauhan
Director
National Centre for Disease Control, New Delhi

Dr. Rana Mehta
Executive Director
Price Water House Coopers, New Delhi

Dr. Narottam Puri
Advisor
Fortis Escorts Heart Institute and Research Centre, New Delhi

Dr. Gita Pillai
Director and Chief of Party
Urban Health Initiative, New Delhi

Dr. Ashok Agarwal
Trustee, IIHMR, Jaipur

Shri Vineet Agarwal
Executive Director
Transport Corporation of India Ltd., Delhi

EX. OFFICIO MEMBERS

Dr. S D Gupta
Corporate Director, IIHMR, Jaipur

Director, IIHMR Delhi

Dr. A K Khokhar
Professor & Faculty Representative, IIHMR Delhi

Academic Advisory Council

CHAIRMAN

Dr. Arvind Lal
Chairman & Managing Director
Dr. Lal Path Labs Pvt. Ltd, Delhi

MEMBERS

Dr. Vijay Agarwal
Executive Director
Pushpanjali Crosslay Hospital, Delhi

Mr. Baljit Singh Bedi
Advisor, Health Informatics
Centre for Development for Advanced Computing (CDAC)

Dr. Dilpreet Brar
Delhi Regional Director
Fortis Memorial Research Institute, Delhi

Dr. Indrani Gupta
Professor and Head
Health Policy Research Unit,
Institute of Economic Growth, Delhi

Dr. M L Singla
Professor
Faculty of Management Studies, Delhi

Dr. Aarti Verma
Senior Vice President
Medical Quality, Max Healthcare, Delhi

Dr. Praneet Kumar
Former Chief Executive Officer
Dr. B.L. Kapur Memorial Hospital, Delhi

Prof. Dr. S V Mani
Former Vice President – CCO Group
Tata Consultancy Services, Chennai

Mr. Mahipal Singh Bhanot
General Manager, Operations
Columbia Asia Hospital, Delhi

EX. OFFICIO MEMBERS

Dr. S D Gupta
Corporate Director, IIHMR, Jaipur

Director, IIHMR Delhi

Dr. Ashok K Agarwal
Dean, Academic & Student Affairs, IIHMR, Delhi

Dr. Anandhi Ramachandran
Associate Professor, IIHMR, Delhi

Ethics Committee

CHAIRPERSON

Dr. J P Narain

Senior Advisor, Epidemiology and Epidemic Intelligence Service (EIS)
National Centre for Disease Control
Directorate General of Health Services (DGHS), Ministry of Health &
Family Welfare, New Delhi

MEMBERS

Col (Dr.) M Azam

Consultant Monitoring & Evaluation, World Bank Project
National Vector Borne Disease Programme

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Faculty
Empower, New Delhi

Mrs. Harminder Kaur

Faculty, St. Gregorius School
Dwarka, New Delhi

Dr. Ravinder Kaur

Project Director
Water Technology Centre
Indian Agricultural Research Institute, New Delhi

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Assistant Professor
ENT Department, Lok Nayak Hospital
Government of NCT of Delhi

Dr. Atul Kumar Pandey

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Nehru Yuvak Kendra Sangathan
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Government of India, Delhi

Dr. B.S. Singh
Associate Professor
IIHMR, Delhi

Dr. Sangeeta Malik
Professor
Maharaja Agrasen Institute of Management Studies, Delhi

MEMBER SECRETARY

Dr. Preetha GS
Associate Professor & Associate Dean (Research)
IIHMR, Delhi

Global Networking (Societal Collaborations)

Over the years, the Institute has been instrumental in building worldwide collaboration and networking with various national and international organizations and universities to promote public health education in this part of the world. We take immense pride in our technical tie-ups with these prestigious institutions and organizations. Some of the collaborations with the IIHMR society are presented below:



World Health Organization (WHO)

IIHMR is designated as a WHO Collaborating Centre for District Health System Based on Primary Health Care owing to its excellence in health management research, training and educational programs. As a collaborating centre, the Institute works in the areas of organization and management of health systems, strengthening the district health system, quality management in health care, operations research and health sector reforms. The Institute operates as a resource centre; organizes intra and inter-country training programs, collaborates with WHO in monitoring and evaluation and provides expertise in health system management and research.



South-East Asia Public Health Education Institution Network (SEAPHEIN)

SEAPHEIN has been created by the WHO South-East Asia Regional Office to promote collaboration and sharing of information and knowledge among the member countries in the Region with respect to strengthening public health education and training. IIHMR is both, the founding member as well as an active partner of the network, and has signed agreements for collaboration with various institutions in SEAR countries to promote capacity building in public health, management and joint collaborative research.



India Public Health Education Institution Network (IndiaPHEIN)

To promote public health education in India, IndiaPHEIN has been developed and promoted under the stewardship of WHO-SEARO. The Institute hosts the Secretariat of IndiaPHEIN and plays the lead role in managing the network to strengthen public health education in India.



National Institute of Health and Family Welfare (NIHFW)

IIHMR and NIHFW have agreed to promote cooperation in education, training and research. The areas of cooperation include joint training, research, visits by and exchange of scholars, teachers and other staff, exchange of students for long and short term programs, exchange of research materials (reports, information, published papers etc.); and sharing of information through video conferencing.



The Johns Hopkins Bloomberg School of Public Health, Baltimore, USA

With a focus on building the public health capacity in developing countries, cultivating students health management skills to enhance the effectiveness and efficiency of public health programs and services, and preparing professionals for challenging careers in public health management in the public and private sectors, non-governmental organizations (NGOs) and national and multinational organizations, the Johns Hopkins University, Bloomberg School of Public Health and IIHMR have agreed to work together in the area of research, education and training and have signed a Memorandum of Understanding (MoU).



Afghan Public Health Institute (APHI), Afghanistan

The APHI, Ministry of Public Health (Afghanistan) and IIHMR have agreed to collaborate to promote management education, research and training in the health sector in Afghanistan.



Afghanistan Centre for Training and Development (ACTD)

ACTD is a registered non-profit, non-political and non-governmental organization working for the development and transformation of the civil society in Afghanistan. ACTD was established in 2007 by a group of Afghan professionals to offer research, training and consultancy services in order to develop practically applicable knowledge. IIHMR has signed a MoU with ACTD to strengthen research, training and consultancy services in the area of health management in Afghanistan.



SAARC Tuberculosis and HIV/AIDS Centre (STAC)

The SAARC TB and HIV/AIDS Centre supports the efforts of National TB and HIV/AIDS Control Programmes through evidence based policy guidance, coordination and technical support to minimize the mortality and morbidity due to TB and HIV/AIDS and also minimize the transmission of infections of TB and HIV/AIDS in the SAARC Region. The IIHMR and the STAC have a technical tie-up for conducting training in the SAARC countries. The Institute has been instrumental in providing technical support to the STAC for several trainings on leadership and strategic management held in the SAARC region.



SUPBIOTECH, Paris

The collaborative arrangement with the SUPBIOTECH, Paris is aimed at the exchange of faculty and students and development of special programs and internships. The collaboration calls for research and degree programs and conferences and workshops to be offered and conducted jointly.



UNIVERSITY OF CHESTER

IIHMR and the University of Chester have signed a MoU of cooperation to enhance academic and research opportunities for their staff and students, as well as to develop cultural linkages between the institutions in the field of public health.



B.P. KOIRALA INSTITUTE OF HEALTH SCIENCE

IIHMR has signed a Memorandum of Understanding to establish educational affiliation between IIHMR and B.P. Koirala Institute of Health Sciences (BPKIHS), Nepal. The major areas of agreement include advice and consultancy on structural, academic, policy and procedural matters related to the establishment of a new School of Public Health, partnership to support the development of School of Public Health, support in curriculum development in public health, exchange of faculty and training of faculty and staff in public health, participation and support in teaching training activities, student exchange, collaboration in research activities, collaboration in service and public health policy

Institutional Networking

Management and Training International (MTI)



The Institute signed a MoU with Management and Training International (MTI) Ltd., a Bangladesh based organization, to facilitate a relationship between the two organizations for promoting policy making in the areas of health management, health economics, monitoring and evaluation programs and any health related activities in both the countries. The MoU also provides an opportunity to collaborate for capacity building, short and long-term training, study tours, exposure visits, higher study, research and for organising seminars and workshops.

National Health Systems Resource Centre (NHSRC)



NHSRC and IIHMR Delhi signed a MoU to lay the foundation for cooperation and joint action to support health systems development in identified and mutually agreed areas. The MoU will facilitate in developing strategies for collaboration and resource sharing between the two organizations in research, evaluation, teaching, training, capacity building and consultancy.

Universidad de Oviedo, Spain



The Institute signed a MoU with Universidad de Oviedo, Spain and achieved a partner status for the Masters course in Disaster in Public Health, coordinated by the University of Oviedo in collaboration with the Karolinska Institutet and Universite Catholique de Louvain (promoting Universities). As a partner, the Institute will co-tutor internships and Master thesis, participate in teaching activities in the first and second period of the Masters program and participate in other collaborative activities concerning teaching and research in the framework of the Masters program and also activities relating to public health and health services.

The Union South East Asia (USEA)



The Institute signed a MoU with USEA to work jointly for the Call to Action for the TB-Free India Campaign. As a part of this Call, the Institute will support USEA-CTB to identify TB Champions, advocate for TB prevention, care, and air borne infection control, develop student papers and other research papers on TB disease, etc.

Educational Programs and Academic Activities

Postgraduate Program

The Institute offers a two-year, All India Council for Technical Education (AICTE) approved, full-time Postgraduate Diploma program with specialization in Hospital Management, Health Management and Healthcare Information Technology Management with a total annual uptake of 120 students. The program aims to develop trained professional managers with requisite skills in planning, implementation, operational management, diagnosing and problem solving, consultancy and entrepreneurship, with a view to empower them with all the skills that will enable them to manage hospitals and healthcare institutions in developing countries, both in the public and the private sectors, as well as to meet the mounting demand for quality healthcare management.

Our students have won accolades in many inter-campus and national competitions for both academic as well as co-curricular activities. They have presented papers in many conferences, their papers have been published in notable journals, and they have succeeded in winning numerous prominent international scholarships. The Institute also encourages and supports entrepreneurship skills. An alumna of the Institute has founded an NGO that has successfully secured funds through competitive bids from varied sources and is earning laurels for his NGOs outstanding work.



Placement

The Institute has a Placement Cell that works under the aegis of the Placement Committee. The Committee comprises of Dean (Academics and Student Affairs), Assistant Dean (Academic and Student Affairs), Academic Program Officer, Business Development Officer, faculty members and student representatives. The activities of the Placement Cell primarily focus on securing:

- Placements for summer training in the first year
- Placements for dissertation in the second year
- Campus placements for the outgoing students
- Liasoning with organisations



Large corporate and public sector hospitals, international, bilateral and national health care organizations and health insurance companies approach IIHMR Delhi for qualified and well-groomed healthcare managers. The course offered at the Institute prepares graduates for exciting careers in such organizations. The students of the Institute have secured placements in reputed hospitals, healthcare organizations, consultancies and software companies, both in the government and the corporate sectors.

Our students have got placed in prestigious organizations, such as Accenture, Thumbay Group of Hospital (UAE), Alscripts, Akhil Systems, Care India, Deloitte US India, National Health Systems Resource Centre (NHSRC), National Rural Health Mission (NRHM) Haryana, NRHM Punjab, Eye Q group of hospital, Fortis Healthcare, Integrated Child Development Services (ICDS) Gujarat, International Clinical Epidemiology Network (INCLIN) Trust, Indian Health Consultants, Jaipur Golden Hospital, Jaypee Group of Hospitals, Medanta Medicity, Narayana Hrudayalaya, National Board of Examination, National Institute of Women, Child & Youth Development, Rajiv Gandhi Cancer Institute (RGCI), United Healthcare, Vasan Eye Care Hospital, Vipul Medcorp TPA Pvt. Ltd., Yashoda Super Speciality Hospital and ZS Associates Ltd.

The students from our ongoing batch have been placed in premier organizations for carrying out their summer training in the field of Hospital Management, Health Management and Healthcare Information Technology Management.

Convocation Ceremony

On Thursday, 11th June 2015, the Institute hosted its Sixth Annual Convocation for 79 graduating students. The Institute was honoured to have as Chief Guest Dr Ferozuddin Feroz, Honorable Minister of Public Health, Islamic Republic of Afghanistan. The Guests of Honour were Dr. S R Chauhan, Medical Commissioner, ESI and Dr. Ashok Agarwal, Trustee IIHMR, Jaipur. Dr Feroz congratulated all the students who received their Post Graduate Diplomas in Hospital and Health Management (PGDHM) and those who were conferred the PD Agarwal Gold Medal for outstanding performance. The awardees were Dr. Chitwan Kaur in the hospital stream, Ms. Vidhi Gupta in the health stream, and Dr. Mohini Sardana in the health IT stream. The Best All Round Gold Medal was presented to Dr. Rashmi Wadhwa from the hospital stream. Dr. A.K. Khokhar, Officiating Director, IIHMR Delhi and Dr. Ashok K Agarwal, Dean, Academics, congratulated the newly graduated healthcare professionals. The audience included parents and well wishers of the outgoing students, as well as representatives of collaborating institutions who had contributed to the academic learning of the students by graciously accepting them for summer assignments and for dissertation-cum-internship. The convocation was marked with delight and ecstasy amongst the graduates as they moved into the new phase of their lives.



Guest Lectures by Industry Experts

The Institute regularly invites experts from the health, hospital and IT sectors to share their wisdom and experience with the faculty and students. In 2015-2016, the Institute was privileged to have the following speakers:

- ♦ Dr. Avdesh Mehta, Saam Sidus Consultants Pvt. Ltd.
- ♦ Dr Aman Rana, Delhi International Services
- ♦ Dr. Abhimanyu Panda, Employee's State Insurance Corporation
- ♦ Dr. Rajni Bagga, National Institute of Health & Family Welfare
- ♦ Dr. Garima Malik, Attune Technologies Pvt. Ltd
- ♦ Kuldeep Chaudhary, GNW Hospital
- ♦ Pooja Dubey, Fortis Healthcare
- ♦ Prof Pity Koul, Indira Gandhi National Open University
- ♦ Dr. S.B Arora, Indira Gandhi National Open University
- ♦ S. Vivek Adhish, NIHF, New Delhi



IIHMR has a pulsating research portfolio that primarily focuses on health systems, with a determination to embrace every component of the system into its research and training. The Institute conducts a diverse range of studies that directly or indirectly have a bearing on different levels of the health system, ranging from programme to community to policy level. The Institute conducts evaluation studies, operations research studies and programme evaluations on different dimensions of the health system for a range of different clients including national and state government organizations, national and international non-government organizations, as well as UN agencies, such as, WHO, UNICEF etc. The key areas of research include reproductive and child health, functioning of health care organizations, non-communicable diseases, health economics, population based issues and climate change. The details of the on-going and completed research studies carried out in last one year are presented below:

ONGOING PROJECTS

National Family Health Survey-4 in the States of Rajasthan, Odisha and Chhattisgarh with IIHMR Jaipur

Team: Pradeep Panda, B.S. Singh, Sumant Swain and Sukesh Bhardwaj

Duration: September 2015 - July 2016

National Family Health Survey (NFHS)-4 2015-16 is being conducted under the stewardship of the Ministry of Health and Family Welfare (MoHFW), Government of India, with the International Institute for Population Sciences (IIPS) Mumbai as the nodal agency and technical assistance provided by ICF International. During Phase-II, IIHMR was selected as the Field Agency to implement NFHS-4 2015-16 for 3 states - Rajasthan, Odisha and Chhattisgarh. For the survey, information on fertility, mortality, maternal and child health, family planning, nutrition, utilization of services, etc. was collected using Computer Assisted Personal Interviewing (CAPI) on mini laptops in 1634 PSUs of 33 districts of Rajasthan, 1419 PSUs of 30 districts of Odisha and 946 PSUs of 27 districts of Chhattisgarh. The Clinical, Anthropometric and Biochemical (CAB) tests in NFHS-4 is expected to generate district level estimates for nutritional status and estimates of certain health indicators among eligible members of households. CAB testing includes recording of: (a). Height: Children aged 0-59 months, women aged 15-49 years, and men aged 15-54 years; (b) Weight: Children aged 0-59 months, women aged 15-49 years and men aged 15-54 years; (c) Anaemia level: Children aged 6-59 months, women aged 15-49 years and men aged 15-54 years; (d) Blood Pressure: Women aged 15-49 years and men aged 15-54 years; (e) Blood Glucose: Women aged 15-49 years and men aged 15-54 years; (g) HIV Testing: Only selected respondents of men and women in a subsample of households (only in 50% of the households (HH) in 30% of the PSUs, i.e., in 15% of HHs). Implementation of the project was by IIHMR society through the campuses of Jaipur, Delhi and Kolkata. NFHS 4 field offices were established in the states of Jaipur in Rajasthan, Bhubaneswar in Odisha and Raipur in Chhattisgarh. Mapping listing exercise was carried out in the states and field investigation teams were recruited. The core NFHS state team consisting of Project Coordinator, Demographer, Health Coordinator and IT Consultant attended a one-month Training of Trainers (ToT) programme conducted by IIPS. State field investigation teams were provided 35 days training by the core team, following which data collection was initiated.



Geospatial Mapping of Risk Factors of Diabetes, Cardiovascular Disease and Cancer and Identification of Hotspots

Team: Anandhi Ramachandran, Vivek Pathak, Sumant Swain, Ashgar Abbas, Iyyanki Murali Krishna (National Coordinator)

Duration: April 2015 – March 2017

The current project is aimed at exploring the possibility of using Geographic Information System (GIS) to map the risk factors for diabetes, Cardiovascular Diseases (CVD) and cancers and to map hotspots at local levels. The risk factors that will be considered are individual level behavioural and socio-economic factors, environmental factors, geographic locations etc based on household survey. Other external factors like availability of free green spaces for exercise, health centers for provision of pre-health preventive check up and presence of fast food places that influences individual's eating habits will also be taken into consideration. The study attempts to map these factors as Non-Communicable Diseases (NCD) preventive and promoting factors and develop a cumulative risk index that will be used to develop



thematic GIS maps that can be used for designing better interventions to address NCDs. The study is designed based on a multi-centric approach covering one district each from the two states of the country, Delhi and Haryana. Both quantitative (household survey) and qualitative data (in-depth interviews with health workers) will be collected. Anthropometric measurements of height, weight, BMI, systolic and diastolic BP and random blood glucose measurements will be carried out to assess the risk factors. QGIS will be used for developing the GIS maps. The first phase of the study has recently been completed. Data collection in the North East district of Delhi comprising of 8 villages covering about 420 households and 1600 individuals have been completed. Analysis of the data and development of GIS maps is currently underway.

Health Warning Labels on Cigarette Packs: Do They Really Work for Smokers?

Team: Vivek Kumar Pathak

Duration: March 2015

Tobacco is one of the major causes of disease and death in India, accounting for nearly 0.9 million human loss every year. To effectively address the disease burden and death due to tobacco use, India introduced the concept of health warning labels (HWLs) on tobacco products in 2009. There are numerous studies across the world that has examined the effectiveness of HWL, in Indian context, however, the amount of research can be considered as rather limited. Despite the fact that the findings of these studies provide attestation for the effectiveness of HWLs, to advance our understanding on this subject more studies are required so that stronger conclusions can be made. Therefore, the present study seeks to examine the effect of HWL on smokers particularly on young smokers. The study is being carried out at south-west district of Delhi. This study is funded by IIHMR in-house research grant.

Climate Change and Malaria in Sub-Himalayan Region and Central India

Team: Vinay Tripathi, Preetha GS, Rais Akhtar, Nemika Relhan, Sumant Swain, Gaurav Shrivastava, Vivek Kumar Pathak, Asghar Abbas

Duration: March 2013 – May 2016

The natural distribution of malaria is based on three main climatic factors i.e., temperature, precipitation and relative humidity. This project aims to compare the dynamics of climate change and malaria in two distinct physical, epidemiological and socio-cultural environments in India. In this context, two districts each in the Sub-Himalayan region and Central India have been selected for the purpose of this study. The results are expected to provide the way forward for studying the impacts of climate change on health with regard to intricate interplay of climatic, epidemiological and socio-economic factors affecting malaria transmission in India. The data collection has been completed in both the regions. Currently data analysis and report writing is underway.

COMPLETED PROJECTS

Review of MIS of Social Protection Schemes

Team: Anandhi Ramachandran, B.S. Singh, Veena Nair, Dhananjay Srivastava, Sumant Swain, Gaurav Srivastava

Duration: June 2015 – Aug 2015

Save the Children (STC) and Nokia have come up with a Resilience Program called “Using Connectivity to Build Resilience of Children and their Communities in India” that proposes to build resilience of vulnerable children, their families and communities in selected areas of India through an integrated approach using a disaster risk reduction and social protection framework that utilizes Information Communication Technology (ICT) as a key component of the programme. Defining the best practices using information technology in the form of computerized Management Information System (MIS) and the critical factors that influence their impact on social protection programmes remains less documented, especially in India. The study review of MIS related to social protection programmes has



been carried out with a goal to develop an understanding of such MIS and draw on the lessons learned for designing and developing a framework for Social Protection MIS. It has been carried out in four states namely West Bengal, Tamil Nadu, Haryana and Delhi and MIS related to Mahatma Gandhi National Rural Employment Guarantee Act, Ladli, Rashtriya Swasthya Bima Yojana, Kanyashree Prakalpa, Dr. Muthulaksmi Reddy Maternity Benefit Scheme and Sivagami Ammaiyaar Girl Child Protection scheme were reviewed. Key informant interviews with the various stakeholders from state to community level and focus group discussions with the beneficiaries were carried out. Detailed literature based review of such schemes outside India was also prepared. The key success factors, essential components of a MIS Design, the barriers and challenges have been ascertained. A framework has been put forth for designing an effective, efficient and sustainable MIS.

National Family Health Survey-4 in the State of Uttarakhand and Madhya Pradesh with IIHMR Jaipur

Team: BS Singh and Preetha GS

Duration: September 2014 – June 2015

National Family Health Survey (NFHS)-4 (2014-15) – Phase 1 was conducted under the stewardship of the Ministry of Health and Family Welfare (MoHFW), Government of India, with the International Institute for Population Sciences (IIPS) Mumbai as the nodal agency, with technical assistance provided by United States Agency for International Development (USAID) through ICF Macro (presently known as ICF International). During Phase-I, IIHMR was selected as the Field Agency to implement NFHS-4 2014-15 for 2 states - Uttarakhand and Madhya Pradesh (East). For the survey, information on fertility, mortality, maternal and child health, family planning, nutrition, utilization of services, etc was collected using Computer Assisted Personal Interviewing (CAPI) on mini laptops in 731 PSUs of 13 districts of Uttarakhand and 989 PSUs of 22 districts of Eastern Madhya Pradesh. The Clinical, Anthropometric and Biochemical (CAB) tests in NFHS-4 were expected to generate district level estimates for nutritional status and estimates of certain health indicators among eligible members of households. CAB testing included: a. Anaemia level: Children aged 6-59 months, women aged 15-49 years and men aged 15-54 years; (b) Height: Children aged 0-59 months, women aged 15-49 years, and men aged 15-54 years; (c) Weight: Children aged 0-59 months, women aged 15-49 years and men aged 15-54 years; (d) Blood Pressure: Women aged 15-49 years and men aged 15-54 years; (e) Blood Glucose: Women aged 15-49 years and men aged 15-54 years; (g) HIV Testing: Only selected respondents of men and women in a subsample of households (only in 50% of the households in 30% of the PSUs, i.e. in 15% of HHs). Implementation was handled by IIHMR society through the campuses of Delhi, Jaipur, Bangalore and Kolkata. NFHS-4 field offices were established in the states of Dehradun in Uttarakhand and Jabalpur in Madhya Pradesh. Mapping listing exercise was carried out in the states and field investigation teams were recruited. The core NFHS state team consisting of Project Coordinator, Demographer, Health Coordinator and IT Consultant attended a one-month training of trainers (TOT) programme conducted by IIPS. State field investigation teams were provided 35 day training by the core team following which data collection was initiated. Data collection was wrapped up in both states in July 2015.

Training Activities

Management Development Programs (MDPs)

One of the biggest challenges faced by the Indian health sector today is the dearth of professional managerial skills for efficient and effective management of healthcare institutions and hospitals. With rapid expansion in health infrastructure and continuous emergence of new health needs, the necessity for capacity building among the available human resources to enable them to cope with the changing scenario is increasingly being felt. Besides, continuing education and training are an important prerequisite for the development of health professionals holding responsible managerial positions.

In order to equip health professionals and keep them abreast with developments in requisite knowledge base and technology, IIHMR Delhi conducts academic and training programs on a regular basis. IIHMR is a premier institution dedicated to transforming healthcare through research, training and education, with its state-of-the-art facilities and excellent combination of faculty with different backgrounds, both medical and non-medical. The Institute organises a variety of training programs catering to the individual needs of different health institutions. Besides regular training programs on common issues, customised programs are also designed according to the needs of the concerned institution.

In 2015-2016, a total of nine MDPs / training program were organized. The details of the training / MDPs are presented below:

Training Programme on Hospital Architecture Structure Design for Ministry of Health and Family Welfare

Duration: March 29 - April 4, 2016

Coordinator: A. K. Khokhar

The Ministry of Health and Family Welfare, Bangladesh requested IIHMR Delhi to organized a course on Hospital Architecture Structure Design and desired that a working professional team of Architects, Engineers and Medical Professionals be brought together to better understand hospital planning from different aspects. Accordingly, the course contents were finalized in consultation with the Ministry. The contents included an overview of hospital system planning and various considerations for setting up of the hospital, including regulatory aspects. Eminent guest faculties, as well as IIHMR faculty discussed issues relating to construction, maintenance and use of different materials. Individual department planning in important and critical areas was also examined. The programme's basic intent of understanding the interest of different stakeholders including visitors to the hospitals was deliberated in details. The field visits were much appreciated, as they provided the participants with a chance to interact with functionaries at different levels and also observe the activities within intra and extramural areas. The participants were highly appreciative about the course contents, and also enjoyed their visit to different places that also provided them with an opportunity for local shopping.



Legal Issues in Hospital and Management of Medico Legal Cases

Duration: February 8-10, 2016

Coordinator: A. K. Khokhar

In view of the felt need of hospital administrators in this matter, a three-day program on “Legal Issues in Hospital and Management of Medico legal Cases” was organized at IIHMR Delhi. Doctors from government institutions attended this program. The course contents focused on various Acts applicable to hospitals in India, such as Consumer Rights and Consumer Protection Act, Acts of Omission and Commission in day to day working in hospitals, Right to Information Act and Sexual offences at workplace etc. Various rules, regulations and legislations related to individual department administration were deliberated upon with the participants. Special sessions were held on handling and management of medico legal cases, legal requirements and record keeping. In view of the mismatch between the magnitude of medico legal problems in hospitals and the insufficient knowledge of the health functionaries in dealing with such matters, the attending participants suggested the need for such courses to be organised more frequently, ideally, within the hospital itself. A number of case studies were brought up for discussion during the course.



Emerging Trends in Healthcare Waste Management

Duration: January 21-23, 2016

Coordinator: A. K. Agarwal

A three-day program on emerging trends in healthcare waste management was organized at IIHMR Delhi from January 21-23, 2016. The primary aim of the program was to apprise the doctors and nurses on the procedure of handling and supervising the management of bio-medical waste generated in the hospitals. Important topics like bio medical waste, bio medical waste management regulations and training of healthcare workers with regard to collection, segregation and transportation of the biomedical waste were discussed. The program also focused on the variety and pros and cons of various technologies in use for waste management. To make the program interesting and useful, participants were provided an opportunity to discuss the management of bio medical waste within their own institutions. Interesting cases studies were also taken up for discussion. The participants opined that this course had been very useful to them and that such day-to-day issues need to be discussed at various forums.



Training Program on Practices of GO-NGO Collaboration for Health Services to the Poor

Duration: January 21-23, 2016

Coordinator: A. K. Khokhar

Eight participants from Urban Primary Health Care Service Delivery Project, Ministry of Local Government, Rural Development & Cooperatives, Bangladesh participated in the training. The main objective of the training was to familiarize the participants with the need for effective collaboration between the Government and Non-Governmental Organizations. The pedagogy adopted across the sessions included discussion by domain experts, group work, field visits to Population Services International, National Health System Resource Centre and Jhpiego India Country Office to see the grassroots functioning and daily reflections. The participants had discussions with the main functionaries working within these organisations and appreciated their work. Each participant contributed and participated with an equal level of enthusiasm during the sessions. In brief, this training proved to be a mutual learning experience for participants as well as experts from India's health system.



Supply Chain Management (Hospital Supplies and Equipment Management)

Duration: October 28-30, 2015

Coordinator: A. K. Khokhar

A three-day programme on supply chain management for hospital supplies and equipment management was held during October 28-30, 2015. The primary objective of the course was to enhance understanding of procurement of the right quality and adequate quantity of material to optimize the use of resources through scientific inventory control and the purchase and maintenance of medical equipment. The topics that were considered in the program were related to an overview of supply chain management, organisation of medical stores, demand estimation, procurement procedures, inspection, storage and distribution of medicines and consumables, important details of inventory management, codification, standardization, value analysis, quality control of drugs, information system and measurement of materials management performance. The financial rules and application of Information Technology in materials management and management of equipment right from the need to purchase to equipment audit and condemnation were deliberated in detail. The participants were practicing managers in different capacities from government institutions; hence, there was active participation, interactions and group discussions. Participants appreciated the course and the feedback was that future courses should be for a longer duration.



Continuing Nutrition Program on Nutrition Support Services in Hospitals

Duration: July 30 - August 1, 2015

Coordinator: Dr. V.K. Ramteke

A three-day continuing nutrition program on nutrition support services in hospitals was organized at IIHMR Delhi. The participants from corporate hospital, railways and ESI hospitals attended the programme. The important issues discussed related to international and national scenario of public health nutrition, disease specific nutrition, parenteral and enteral nutrition in critical care etc. The programme highlighted various nutritional issues vis-a-vis their therapeutic effects. The programme was appreciated by one and all.

WHO Fellowship Programme on International Health Collaboration and Management

Duration: July 6-10, 2015

Coordinator: A. K. Khokhar

A five-day fellowship programme on International Health Collaboration and Management was organized for Seven WHO fellows from Myanmar at the IIHMR Delhi. The course contents included global health problems, issues in health systems, building blocks and policies, health systems in developed and developing countries, inter-sectoral issues, UN millennium goals and universal health coverage, social security, health insurance in developing countries, skills development, human resources in health and capacity building and role of national and international Non-Government Organizations in health. Besides the interactions and presentations by the faculty, interesting case studies were also taken up. The participants highly appreciated the course contents. The training ended with a grand celebration with dance and dinner at the valedictory.



Training Program on Developing Leadership Skills for Ministry of Health and Family Welfare, Bangladesh

Duration: March 30–April 10, 2015 (Second batch) and April 13-24, 2015 (Third batch)

Coordinator: A. K. Khokhar

Two batches of a two-week customized training programme were organized for 24 participants from the Ministry of Health and Family Welfare, Bangladesh. The course contents were designed in consultation with the concerned Ministry. The participants included Director, Deputy Directors and Managers from the departments of health services, human resources and logistics and supply chain. The course aimed to apprise the participants on concepts of leadership, leader vs. manager, innovative and transformational leadership, systems thinking, current issues in healthcare, need for strategic management and leadership, ethical issues in leadership, etc. Due emphasis was given to discuss related topics such as communication, team building, problem solving, delegation, organisational effectiveness and staff development which are indispensable for successful leadership. The main emphasis of the training was information sharing among experienced participants and the faculty members. Senior guest faculties of repute were invited to discuss the changing face of the healthcare industry. Case studies, group work and group discussions ensured active engagement of the participants. Besides the course, the participants also socialized and enjoyed sightseeing and shopping in Delhi. All participants were extremely satisfied with the content and design of the programme.





Publications and Paper Presentations

Papers Published

- Agarwal, A.K. (2015) Demonstrating and Promoting Best Technique Practices for Reducing Healthcare Waste to Avoid Environmental Release of Dioxins and Mercury-The GEF/UNDP Project. *Journal of Indian Society of Hospital Waste Management*, 13 & 14, (0), pp. 1-8
- Bassi, Shikha (2015) Assessment of Work Related Hazards among Hospital Staff at ESIC Model Hospital, Gurgaon. *Forum Journal*, 3 (2), pp. 12-21
- Bassi, Shikha (2015) How Long Must the Poor Suffer under the Assurance of Improved Outcomes the Next Time before they are Granted the Private Option - An Option the Rich already Enjoy - through Enhance Purchasing Power Derived from a Policy of Cash Transfers? *Biannual Journal - Social Security Association of India*, 17 (1), pp. 78-84
- Bele, Nishikant and B.K. Ratha (2015) Framework for opinion Mining from Web Blogs. *International Journal of Advance Research in Computer Science*, 6 (6), pp. 113-116
- Bhavsar, Amit B and Dhananjay Srivastava (2015), Economic Burden of HIV/AIDS on Households: Cross-Sectional Study in the Context of Navi Mumbai, India. *Global Journal of Medicine And Public Health*, 4 (6), pp. 1-11
- Dror, David M., Atanu Majumdar, Arpita Chakraborty, Pradeep Panda, and Ruth Koren (2016). 'The Impact of Membership in CBHI in Rural India on Self-medication and Financial Protection' (in press, to be published in *Indian Journal of Medical Research*).
- Panda, Pradeep, Iddo Dror, Tracey Parez Koehlmoos, S.A. Shahed Hossain, Denny John, Jahangir A.M. Khan and David Dror (2015). What Factors affect uptake of Voluntary and Community-Based Health Insurance Schemes in Low-and Middle-Income Countries? A Systematic Review. EPPI-Centre, Social Science Research Unit, Institute of Education, University College of London.
- Raza, Wameq, Ellen Van de Poel, Pradeep Panda, David M. Dror and Arjun S. Bedi (2016). 'Healthcare Seeking Behaviour among Self-help Group Households in rural Bihar and Uttar Pradesh, India', *BMC Health Services Research*, 16:1, DOI 10.1186/s12913-015-1254-9. <http://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-015-1254-9>
- Raza, Wameq A, Ellen Van de Poel and Pradeep Panda (2016). Analyses of Enrolment, Dropout and Effectiveness of RSBY in northern rural India'. Munich Personal RePEc Archive (MPRA) Paper No. 70081. DOI: 10.13140/RG.2.1.1671.0804. <https://mpra.ub.uni-muenchen.de/70081/>
- Ramachandran, A. and Indrajit Bhattacharya (2015), A Path Analysis Study of Retention of Healthcare Professionals in Urban India using Health Information Technology. *Biomed Central Journal - Human Resources for Health*, 13 (1), pp. 1-14
- Udayai, Kirti. et. al. (2016) Universal Health Coverage In India: Prospect and Way Forward – A Review. *International Journal in Management and Social Science*, 4 (1), pp. 35-41

Papers Presented

- Divya Aggarwal and Shruti (2016) Digital Transformation of HR Practices, National Conference on Digital India: Recent Paradigm shift in IT, Media and Management, organized by Trinity Institute of Professional Studies at Auditorium, Daisy Dales International, 19th March
 - Divya Aggarwal, Akshita, Aditi, March (2016) Impact and Implementation of E-Health Care, National Conference on Digital India: Recent Paradigm shift in IT, Media and Management, organized by Trinity Institute of Professional Studies at Auditorium, Daisy Dales International, 19th March
 - Kirti Udayai (2015) “Role of Cultured Cantered Approach in Corporate Social Responsibility ” Global Summit of Corporate Social Responsibility organized by IIM Raipur and Indian Institute of Corporate Affairs (IICA) on 16th May
 - Nishikant Bele and B.K. Ratha (2015) Framework to Mining Virtual Community from Blogs International Conference on Emerging Trends in Computer Science, Communication and Information Technology
 - Vivek Kumar Pathak (2016) An Assessment of Spirituality & its Relationship to Stress with Special Reference to Management Students National Seminar on Roots of Indian Management organized by Rajarshi School of Management and Technology, Varanasi, 26th November
 - Vivek Kumar Pathak (2016) Understanding Perceived Risk: A Case Study of Green Electronic Consumer Products, International Conference on Emerging Strides In Innovations and Skill Development: A Sustainable Perspective organized by School of Management Studies, Varanasi, 20th-22nd Feb
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Conferences / Seminars / Workshops

a) Attended by IIHMR Team

- ♦ A.K. Agarwal: In the capacity of a delegate attended OCCUCON-2016, International Conference of Indian Association of Occupational Health (IAOH) held at NIMHANS, Bangalore during 18th-20th Feb 2016.
- ♦ A.K. Agarwal: Chaired the Internal Academic Audit Committee of IIHMR University, Jaipur on 22nd Feb 2016.
- ♦ A.K. Agarwal: Chairperson/Moderator at the HOSCON (Asia Hospital Construction) Conference, New Delhi on 4th September 2015 .
- ♦ A.K. Agarwal: Delivered a Key Note Address on “The Draft Revisions of Bio-Medical Waste Management Rules 2015”, at UP Health System Strengthening Project (UPHSSP), Lucknow on 19th Jan 2016.
- ♦ A.K. Agarwal: Invited as a Key Note Speaker in MEDALLION: 2016, a conference organized by MG University in Kottayam, Kerala during 26th–27th Feb. 2016 and delivered a lecture on Gaps and Challenges in Healthcare Sector in India.
- ♦ A.K. Agarwal: Invited as Guest to inaugurate Conference on “Energy efficient Hospitals” organized by Academy of Hospital Administration on 22nd August 2015.
- ♦ A.K. Agarwal: Special Speaker at a Conference on Health Care Waste Management at IIT Roorkee on 3rd September 2015.
- ♦ A.K. Khokhar: In the capacity of delegate attended OCCUCON-2016, International Conference of Indian Association of Occupational Health (IAOH) held at NIMHANS, Bangalore during 18th-20th Feb 2016.
- ♦ A.K. Khokhar: Attended “Workshop On Rheumatology Update” Sunday, 29th November held at India International Centre.
- ♦ A.K. Khokhar: Attended 2nd Central Council Meeting as a National Executive Member and CME on “Achieving Occupational Health Through Workplace” held at Pune on 1st November 2015.
- ♦ A.K. Khokhar: Chairperson/Moderator at the HOSCON (Asia Hospital Construction) Conference, New Delhi on 4th September 2015.
- ♦ A.K. Khokhar: CME Programme on “Approach to Anaemia and Thrombocytopenia and Role of BMT in Thalassemia” from 11-15, December 2015 organized by IAOH Delhi Branch.
- ♦ A.K. Khokhar: Round Table Conference organized to discuss the issues concerning primary health care under ESI Scheme on 20th May 2015 by Delhi/NCR Chapter of Social Security Association of India in collaboration with Friedrich Ebert Stiftung, Delhi.
- ♦ Anandhi Ramachandran: Anemia Dissemination Workshop on 28th Oct 2015 at India Habitat Centre.
- ♦ Anandhi Ramachandran: HIMSS Digital India summit from 5th to 6th August 2015 at Leela Ambience, Gurgaon.
- ♦ Anandhi Ramachandran: Save the Children Funder Workshop, India Habitat Centre 19th Aug 2015.
- ♦ Anandhi Ramachandran: South Asia E-Health Summit Awards, India International Centre, Monday 19th October 2015.
- ♦ Asghar Abbas: Attended “Review of Breast Cancer” held in Cannaught Place, Delhi in June-July 2015 sponsored by Indian Council on Cancer Research.

- BS Singh: Dissemination and Experience Sharing Workshop on 'Using Connectivity to build Resilience of Children and their Communities in India', A Joint initiative by Nokia and Save the Children, 19th August 2015 at India Habitat Centre, New Delhi.
- Manish Priyadarshi: "Macroeconomic Impacts of Social Protection Programmes in India" on 29th January (Friday) 2016 at 3.00 PM at A-101, Gauri Sadan, 5-Hailey Road, New Delhi-110001.
- Manish Priyadarshi: "Policy Challenges in Higher Education", on 26th September (Saturday) 2015 at 3.00 PM at A-101, Gauri Sadan, 5-Hailey Road, New Delhi-110001.
- Manish Priyadarshi: "Swachh Bharat Mission - Where is the Provider?" on 28th November 2015(Saturday) at 3.00 PM at A-101, Gauri Sadan, 5-Hailey Road, New Delhi-110001.
- Manish Priyadarshi: Housing for All: Issues, Challenges and Opportunities on 8th October 2015 at India International Centre (IIC), New Delhi.
- Nemika Relhan: "Understanding Climate and Health Associations in India (UCHAI)" that was held from the 22nd to the 24th of September, 2015 at hotel Royal Plaza New Delhi, organized by TARU in collaboration with the National Institute of Environmental Health Sciences (NIEHS), National Institutes of Health (NIH), United States. The Indian Meteorological Society (IMS) served as the knowledge partner for the event.
- Nishikant: Attended One Week FDP on Big Data Computing organized By IMS Ghaziabad in association with APJ Abdul Kalam Technical University, UP, 27th to 31st January, 2016.
- Preetha G.S.: Attended Healthcare leadership Forum (by Roundglass partners) meeting on 28th October 2015 in Gurgaon.
- Preetha G.S.: Speaker at "International Conference on Current trends in Public Health and Hospital Administration" on 26th and 27th February by University College of Medical Education, Mahatma Gandhi University, Kottayam, Kerala.
- Shikha Bassi: Attended International conference "InnoHealth 2016" Innovations in Healthcare Management: Quality and Cost Optimization at PHD House, New Delhi on 4th and 5th February, 2016.
- Sumant Swain: Attended training workshop on Mapping and Listing of Baseline Survey of NFHS-4 at IIPS, Mumbai on 28th to 30th September 2015 conducted by IIPS, ICF International and MoHFW, Government of India.
- Sumant Swain: Attended training workshop on Understanding Climate and Health Associations in India (UCHAI) at Hotel Royal Plaza on 22nd to 24th September 2015, New Delhi conducted by National Institute of Environmental Health Sciences, California, USA, TARU, Delhi and Indian Metrological Society, Delhi.
- Vanishree M.R.: Attended International conference "InnoHealth 2016" Innovations in Healthcare Management: Quality and Cost Optimization at PHD House, New Delhi on 4th and 5th February, 2016.
- Vanishree M.R.: Workshop on Macro economic impacts of Social Protection Programme in India on 29th January 2016 - organized by Lokashraya Foundation, New Delhi.
- Vinay Tripathi: Doctoral Workshop on Research Methodology Using SPSS & R Analytics Leading to Certification in Research Methods and R Proficiency conducted by AIMA from 4th to 6th February 2016 in Delhi.

Synapse Newsletter

Synapse is a monthly health e-newsletter with the objective of disseminating concise and comprehensive information on multiple aspects of healthcare. It deals with the various domains of the healthcare sector and shares its nuggets of wisdom among more than 8000 health professionals. Synapse was launched on 7th February 2009 combining the efforts and expertise of both the students as well as the faculty members. The term “synapse” as it depicts is a point of connection between two nerve cells and symbolizes intersection with a network of information and professionals of healthcare. Synapse includes monthly health news, global news, recent researches, review articles, upcoming events, a snapshot of the activities at the IIHMR Delhi campus, IIHMR research findings and most importantly articles written by IIHMR faculties, staff and alumni. Considering the growing acceptability and popularity of social media for information sharing, the Synapse team decided to transform the newsletter into a blog that captures real time industry updates for our readers. But because of the reader’s hectic work schedule and huge demand from them to continue Synapse in its newsletter form, it has been re-launched on 7th November 2015.



The screenshot shows the Synapse newsletter website. At the top, there is a blue header with the Synapse logo (a circular emblem with hands) on the left, the title "SYNAPSE" in large white letters, and the subtitle "Monthly health e-newsletter" below it. To the right of the title is the IIHMR Delhi logo. Below the header, a blue bar contains the date "Dated: 7th June, 2016 Issue: 69th". The main content area has a blue background with white text. On the left, there is a sidebar with a white background containing a mission statement and a list of "In this Issue:" items. The main content area features three articles with blue headers and white text. The first article is titled "Antibiotics & anti-diabetes drugs set to get cheaper" and includes a small image of a person holding a smartphone. The second article is titled "Now, an app to find the closest blood bank" and includes a small image of a person holding a smartphone. The third article is titled "AIIMS to launch 'adopt a patient' program". The fourth article is titled "Smallest Pacemaker Implanted In 92-Year-Old At Medanta Hospital".

SYNAPSE
..... Monthly health e-newsletter
International Institute of Health Management Research, Delhi
Improving healthcare through research

Dated: 7th June, 2016 Issue: 69th

HOSPITAL AND HEALTH INSIGHT

Antibiotics & anti-diabetes drugs set to get cheaper
Some popular and commonly used antibiotics and anti-diabetes medicines are set to be cheaper by 10-35%. Drug price regulator National Pharmaceutical Pricing Authority (NPPA), has slashed retail prices of 25 essential medicines, most of which are used in treatment of diabetes. [Read more](#)

Now, an app to find the closest blood bank
Moved by the plight of people who frantically search for blood donors and blood banks during medical emergencies, a Bengaluru-based software engineer has developed a mobile app that provides details of these facilities situated close by, from any location in the country.
Krishna Kant Tiwari has designed Android app Ausodhiyatmika that lists the details of all registered blood banks of the country and their location, with contacts that can be accessed through Google Maps. [Read more](#)

AIIMS to launch 'adopt a patient' program
India's premier medical institute, AIIMS, visited by 8,000 to 10,000 patients daily, has decided to seek public donations for poor patients under an 'adopt a patient' policy. This, officials said, will fill the gap between demand and supply in donations for AIIMS patients. [Read more](#)

Smallest Pacemaker Implanted In 92-Year-Old At Medanta Hospital
The world's smallest pacemaker was successfully implanted in a 92-year-old man at Medanta Medicity Hospital in Gurgaon, one of the first hospitals in the country to offer such a heart device, said a doctor. [Read more](#)

IIHMR, Delhi works with a mission of improving standards of health through better management of healthcare and related programmes, prepare students for managerial positions with a focus on national and international healthcare management.

In this Issue:

- [Hospital and Health Insight](#)
- [World At Glance](#)
- [Recent Researches](#)
- [Reflections](#)
- [Review Page](#)
- [Events at IIHMR, Delhi](#)
- [Quick Facts](#)
- [Upcoming Conferences](#)
- [IIHMR Research Findings](#)
- [Articles by IIHMR'ians](#)

Other Activities at IIHMR Delhi

Distinguished Guest Lecture Series

Distinguished Guest Lecture Series is a unique program of inspirational talks by eminent speakers from across the globe to enhance the competitive strength of our management students. The series is committed to seeking out and providing a platform for spreading powerful ideologies relevant to the growing competitive market. The various talks by prominent speakers encourage a thought-provoking conversation and free flow of ideas. The series seeks to represent a diverse set of views and are especially focused on facing the current challenging norms and opportunities. Our students have a great opportunity for interacting with leading think tanks.

This year, we had the privilege of hosting Mr. Jay Sultan, Principal Strategy Advisor for Edifecs, who spoke on “Digitalization of Healthcare Industry – Do’s and Don’ts for India” under the Distinguish Lecture Series. The discussion broadly covered the topic of U.S. healthcare cost burden and technological advancements in disease mapping, U.S. fund allocation status and lessons for Indian healthcare settings. He also discussed linkages between strategic financing and healthcare deliverables for developing countries.



Foundation Day

The 7th Foundation day, "Aadhar", commemorating the foundation day of the Institute was celebrated on 18th August 2015. The Chief Guests were Dr Tong Chol Pak, Regional Adviser, Human Resources for Health and Fellowships (HRH) World Health Organization - South-East Asia Regional Office. The function witnessed a scintillating cultural and musical feat by the students. Awards were presented to the students for their involvement in a variety of extra-curricular activities like Rangoli, Skit Competition, etc. Faculty were also presented with the awards for their distinguishing academic and research publications.



Sports Week

The Institute has historically been celebrating the sports week every year. During the weeklong celebrations, the students, staff and faculty participated enthusiastically in different sports and won many prizes. This event helps to encourage companionship among all the participants. Various sports like races, carom, chess, badminton, cricket, kho-kho and table tennis are organized; these not only provide relaxation in a hectic academic and research schedule but also contribute towards developing team spirit, cooperation, sportsmanship and management skills.



Blood Donation Camp

Our esteemed founder, the Late Shri P.D. Agarwal, founded several eminent groups like TCI, ABC India, GATI and Boruka; besides, he was catalyst in bringing about many noteworthy changes in numerous sectors that even today have a positive impact on the country and our society. He is regarded as the founder of the Indian transport industry. His contribution to our society extends beyond transport, into spheres such as education, health care and women empowerment. One of his early initiatives to deal with the issue of scarcity of blood during the early eighties is one such example. 17th September is the death anniversary of this incredible persona, and in his memory, we observe a Blood Donation Drive on this day every year. In the year 2015, the IIHMR Delhi campus alone succeeded to collect 41+ units of blood during this drive.



Alumni Meet

IIHMR Delhi organized its 5th Alumni Meet on 26th September 2015 and 2nd PAN Alumni Meet of IIHMR on 19th March 2016 at India Habitat Centre, Delhi. Dr. A. K. Khokhar, Officiating Director, IIHMR Delhi addressed the gathering and emphasized upon the importance of alumni coming back to their alma mater. He said that the alumni of the institute are the 'Brand Ambassadors' for the Institute and the existing batch of students can take advantage of their guidance and expertise by developing a good networking with these alumni. Dr. Ashok K Agarwal, Dean, Academics addressed the Alumni and focused on the vision and significance of alumni association. He also expressed his gratitude for the alumni's gracious presence. The event was made entertaining by a series of ice breaking sessions and games conducted by current batch Alumni representatives. The event concluded with a grand network dinner. IIHMR Delhi official alumni networking portal was also launched on this occasion; this is a forward integration platform for alumni to share news, information and jobs relevant to their field. The link to the alumni networking portal is given below:

http://www.valumni.in/institute/profile/30/IIHMR_DELHI?key=c01bEjc%252FO32DErRp4Cvvr0YvTJBqQCJ4qCTb%252FeqbYyE%253D



Recognition to the Institute

Six Sigma Star Healthcare (P) Ltd through its Six Sigma Healthcare Excellence Awards recognizes the special efforts and sustained contributions of those individuals and institutions who have been torchbearers of "excellence, ethics, professionalism, and leadership" in the healthcare sector. For this year, IIHMR Delhi has been awarded the "Six Sigma Healthcare Excellence Awards - 2015" in the category of "Best Healthcare Management Institute of the Year" at the "Six Sigma Healthcare Excellence Awards" function held at The Leela, Ambience, Gurgaon, Delhi, on Saturday, 26th December 2015. Dr. A. K. Khokhar, Officiating Director, and his team attended the event and received the award on behalf of the Institute. The event was covered by several electronic and print media as well.



Research & Academia Dialogue

A 'Research & Academia Dialogue: Towards a TB- Free India' was organized at IIHMR Delhi on 15th December 2015 to mark the signing ceremony of partnership between The International Institute of Health Management Research, New Delhi and the International Union against TB and Lung Disease. Representatives from the Union, USAID, State TB Control Society, NGOs, and Universities attended the event. Representatives spoke on current magnitude of the diseases, control measures as adopted under the TB control programme, opportunities and challenges towards a TB Free India. The event witnessed a pro-active participation from students of IIHMR Delhi. The event also provided the opportunity to faculty members for networking with the government officials working in TB programme.

Press Conferences

In order to create awareness about the Institute's Post Graduate programmes, IIHMR Delhi, in collaboration with Adfactor team, has organized press conferences in different Indian cities, such as, Bhopal, Amritsar, Guwahati, Pune, Lucknow and Patna. All these press conferences have received excellent coverage in many regional newspapers. These press conferences, with wide media coverage, have created a lot of awareness among the students from these cities.

Family Club

The Institute has a family club with faculty and staff as its members. The family club undertakes several personalised activities, such as wishing faculty and staff members on their birthdays, collectively celebrating important festivals, and organizing outdoor activities and picnics. The activities organized by the family club provide an avenue for informal interaction among the faculty and staff members.

Udaan Fest

The Institute organized Udaan-2015, an inter-college competition, between 11th to 13th August 2015. Competitions were held in different areas, like solo dance, group dance, graffiti, photography, ad mad, nukkad natak, duet singing, etc. Colleges affiliated with Delhi University and Indraprastha University participated in this fest.

Vigilance Week

With the objective to create awareness amongst the youth of the nation about preventive vigilance and importance of high moral values and strong character, the Central Vigilance Commission (an apex vigilance institution of the country promoting probity and integrity in governance) decided to observe 26th to 31st October, 2015 as Vigilance Awareness Week. With this objective in mind, and in accordance with instructions from AICTE, Dr. A.K. Khokhar, Officiating Director, IIHMR Delhi, and Prof. A.K. Agarwal, Dean, Academics, IIHMR Delhi spoke about the importance of vigilance and its role in good governance. Later, they administered a pledge to all faculty, staff and students.

Constitution Day

To mark the 125th birth anniversary of Dr. B. R. Ambedkar, the National Committee under the Chairmanship of the Hon'ble Prime Minister of India, Shri. Narendra Modi, decided to observe 26th November as 'Constitution Day', as one of the activities which can be undertaken at educational institutes. With this objective, the AICTE requested the technical and management educational institutes to celebrate the birth anniversary of Dr. Ambedkar. Accordingly, IIHMR Delhi celebrated 26th November 2015 as Constitution Day. Dr. A.K Khokhar (Officiating Director) addressed the faculty, staff and students and shared the significance of the day with them. He also read out the preamble of Indian Constitution to the faculty, staff and students.

Stakeholder Meeting on Building India's Health Infrastructure

Center for Health and Development (CHD-India) and International Institute of Health Management Research (IIHMR, New Delhi) in collaboration with Alliance for Adaptation and Disaster Risk Reduction (AADRR) and Yenepoya University as Knowledge Partner and Corporation Bank as Banking Partner has joined hands to mainstream Disaster Health. A stakeholder meeting was held at IIHMR, New Delhi campus under the theme "Building India's Disaster Health Infrastructure." The meeting was well received and representatives from UNICEF, Government of India and Civil Society organizations like Help Age India, SEEDS India, Action Aid and other related networks came together to decode the global frameworks of the Sendai Report, Paris Agreement and Sustainable Development Goals laid down by the United Nations.



Faculty



A K Khokhar
Officiating Director &
Professor and Dean (Training)

A K Khokhar is a medical graduate with three postgraduate degrees in the field of Healthcare Administration and Hospital Administration. Besides working in different positions in ESIC Medical services for 36 years, he has been visiting faculty at the Faculty of Management Studies, University of Delhi, and Institute of Management Studies, YMCA, New Delhi, for 24 years. He has also been visiting faculty at IIHMR, NIHFW, Steel Authority of India and National Thermal Power Corporation. He has organized a number of courses on Hospital Administration for senior doctors during his tenure at ESIC. He has been the Editor for the Journal of Hospital Administration of IHA for ten years. He has conducted a number of studies and surveys on the role of hospitals in primary healthcare and has also written a book on Hospitals and Primary Health Care published by International Hospital Federation, London, UK. He has authored a book on Strategic Management of Hospitals published by Vikas Publications, New Delhi. He has been proactive in developing professional management in hospitals and has developed a number of case studies. He has attended and presented papers on different aspects of Hospital Management in various conferences at the national and international level. In his last assignment as Medical Superintendent of ESIC Model Hospital, Rajajinagar, Bangalore, he was instrumental in developing and starting the Post Graduate Institute of Medical Sciences and Research, and Under Graduate Medical College, under ESIC Ministry of Labour, Government of India. His principal interests are Hospital Operations and Management.



Ashok K Agarwal
Professor and Dean
(Academic & Students Affairs)

A K Agarwal has more than four decades of experience as a teacher, trainer, researcher and consultant in public health, hospital administration, distance learning, quality assurance and accreditation. After graduating from the Armed Forces Medical College (AFMC) Pune, he joined the Central Health Service and completed MD (HA) and DNB during his service. In 1980-81, he undertook a one-year Post Graduate Diploma in Health Services Administration from Nuffield Institute, Leeds University, United Kingdom (Colombo Plan Fellowship). Besides, he also studied Post Graduate Certificate Programme in Primary Health Care at Andrija Stampar School of Public Health, Croatia, where he also served as a visiting teacher in 1990. From 1981 to 1996, he worked as Associate Professor/ Head of Department, Hospital Administration at NIHFW. Subsequently, as Professor and Director, School of Health Sciences, Indira Gandhi National Open University (IGNOU), he pioneered the planning, development and launch of about a dozen post-graduate diploma and degree programmes through distance learning for doctors and nurses. He visited around 40 countries on various short and long term assignments from IGNOU, WHO, UNDP and the Government of India. He has forty publications and authorship on three books. Other accomplishments include; Quality Assurance and Accreditation expert in the European Union - GOI project, 2012- 2013; Principal investigator of a multi-centric research study of WHO, SEARO on HCWM

and Hospital Associated Infections (2013-15); member of National Accreditation Board of Hospitals (NABH) Accreditation Committee for three years from 2004 to 2007; Accreditation expert for National Assessment and Accreditation Council (NAAC), NABH and Distance Education Council; Member Faculty of Medicine, Sri Devraj Urs Academy of Higher Education and Research, Kolar; President of Indian Society of Hospital Waste Management (ISHWM); President, Association of Community Health and Hospital Administrators (ACHHA) and Former Vice President of Academy of Hospital Administration (AHA).



Pradeep K Panda
Professor

Pradeep K Panda is a Health Economist as well as a Demographer by training with significant experience in teaching, research and consultancy. At IIHMR, he is currently engaged as the Project Coordinator of the National Family Health Survey-4 (NFHS-4) for the state of Odisha. Prior to joining the IIHMR, he has worked in reputed national and international organizations in various capacities – Director of Research and Implementation (Micro Insurance Academy), Health Economist (Population Council) and Associate Professor (Centre for Development Studies). He has conducted several research projects as a Principal Investigator/Project Director, published several research papers in reputed international journals in development studies and public health, co-edited a book published by the Oxford University Press, and guided thesis/ dissertation of seven researchers (one Ph.D and six M.Phil in Applied Economics) who were awarded degrees by Jawaharlal Nehru University. He was engaged as a research advisor/ consultant to National Commission for Enterprises in the Unorganised Sector, United Nations Development Programme, Centre for Studies in Ethics and Rights, Population Council, Packard Foundation, Futures Group, National Council of Applied Economic Research, Institute for Human Development and International Institute for Population Sciences. He was awarded two visiting research

fellowships to conduct research at International Institute of Social Studies, Erasmus University, The Netherlands (ICSSR and NWO/ WOTRO Science for Global Development fellowship) and at International Centre for Research on Women, Washington DC (Ford Foundation fellowship).



Sanjay Sinho
Professor and Dean
(Policy and Partnerships)

Sanjay Sinho has over 27 years of expansive experience in global health and development, working with non-profits and foundations in senior managerial positions. He is from Bhopal and has obtained most of his education from Bhopal University including MBBS (Gold Medalist), MD (Pediatrics) and MA in Sociology (Gold Medalist). Though early on in his career, he alternated between working as a clinician and development professional, since 1996 he has been exclusively working for the development sector. His work experience includes a long stint with CARE in Bhopal, but he later moved to CARE Delhi and eventually to its corporate Headquarters in Atlanta USA where his last assignment was Director – Health Unit, where he was responsible for programs in 50+ countries in Asia, Africa and Latin America. In 2008, Dr Sinho took up the role of Chief Executive Officer at American India Foundation based at New York. In 2013, he returned to India after spending 14 years in US and joined the Bill & Melinda Gates Foundation as Deputy Director Government Relations, Policy and Advocacy in New Delhi. He has been a regular speaker in various global forums, NGO gatherings, International conferences and UN consultations. He had been involved with various universities - Johns Hopkins, Columbia, Kellogg's, Wharton, New York University, University of Hong Kong and Tropical Institute of Community Health and Development,

Kenya, as adjunct faculty or visiting speaker. He has been an invited speaker to events like the IVth International Conference on Birth Defects and Disabilities in China, State Guest for the “Pravasi Bhartiya Divas” on the invitation of Government of India, besides being a sought after expert on Avian Influenza across the world. He has written for various journals and a book chapter in Springer Publication “Igniting the Power of Community” edited by Paul A. Gaist of John Hopkins Bloomberg School of Public health Baltimore, USA. He has also been active in governance roles for various global bodies and has served on boards, trustee councils and advisory bodies.



Veena Singh
Professor

Veena Singh is a Public Health expert with significant academic and research experience. After her postgraduation in Nutritional Sciences from India, she obtained her Masters in Public Health (MPH) and Ph.D. in International Health from the Johns Hopkins University, Baltimore, USA. She is a recipient of the First International Nutrition/ Dietetics (FIND) scholarship awarded by the American Dietetic Association. She is a long-term member of Indian Public Health Association, American Society for Nutrition and American Public Health Association. She has conducted population-based epidemiologic studies and program evaluations trials in the Indian and the African subcontinent with various organizations; AIIMS-WHO collaborative projects, USAID, CARE and few Indian NGOs, to name a few. Her research focuses on improving health system delivery especially in resource poor settings, and improving health and survival of children and women of reproductive age through improved nutrition. She has published and presented several research papers.



Preetha G S
Associate Professor &
Associate Dean (Research)

Dr. Preetha G S is a medical and public health professional with about two decades of work experience in health sector including clinical experience. She did her MBBS from Government Medical College, Thiruvananthapuram and MD in Community Health Administration from National Institute of Health and Family Welfare (NIHFW), New Delhi. In IIHMR, she has led research projects in different disciplines of public health. She was the Health Coordinator for the state of Uttarakhand in National Family Health Survey-4 conducted by Government of India. Prior to joining IIHMR, she has worked with Ministry of Health and Family Welfare, Government of India; NIHFW and United Nations Development Programme in diverse programmes as Maternal and Child Health, Non communicable diseases and Emerging infectious diseases in various capacities.



B S Singh
Associate Professor

B S Singh is a demographer with specialization in monitoring and evaluation. He obtained his Ph.D in Population Studies and a Certificate Course in Population Studies from the International Institute for Population Sciences, Mumbai. He has a Certificate in Planning and Management Information Systems from Management Sciences for Health (MSH), Boston, Massachusetts, United States of America. He has worked in several large-scale projects supported by the Ministry of Health and Family Welfare-GOI, USAID-India, related to Maternal, New Born, Child Health, Family Planning and Urban Health during the period 1995 to 2015. Prior to joining IIHMR, Delhi, he worked as Project Director in 'Health of the Urban Poor' project implemented by IIHMR, Jaipur, Deputy General Manager (Research & Evaluation) at State Innovations in Family Planning Services Project Agency (SIFPSA), Lucknow, Assistant Director in MAMTA-Health Institute for Mother and Child, New Delhi and as Head-Management Information System in Deepak Foundation, Vadodara. His areas of interest are program planning, monitoring and evaluation, health survey research and project management. In addition to several research publications, he has also published a book titled 'Methods For Estimating Demographic Parameters At Sub-National Level'.



Anandhi Ramachandran
Associate Professor

Anandhi has a cross-disciplinary PhD from the Department of Physical Chemistry, University of Madras and a rich research experience from the department of Civil Engineering, Indian Institute of Technology, Madras and the Laboratory of Membrane Biophysics & Biochemistry, NIAAA, NIH, Rockville, USA. She has a good experience of working in the areas of Information Technology, Bioinformatics, Public Health Informatics and management domains with various degrees like Postgraduate Diploma in Business Management (IS), Postgraduate Diploma in Computer Management, Postgraduate Diploma in Bio-Informatics, Postgraduate Diploma in Public Health Informatics to extend support. She was also nominated and trained in "South East Asian Training Workshop on Bioinformatics Applied to Tropical Diseases" sponsored by WHO-TDR. She has been certified and skilled in various areas related to information technology like oracle/ D2K (USA), Rational Rose and Cache. Prior to joining IIHMR she worked with DOEACC, an autonomous body of the Department of Information Technology, Government of India for imparting Information Technology and Bioinformatics courses (6 years). She also has professional experience in the IT Industry for nearly five years where she was involved in designing, developing and implementing biomedical and commercial softwares. She was one of the

founder members of the start-up company AASMAM. She is also member of professional bodies like AIIMA, Computer Society of India and Indian Association of Medical Informatics. Her research interest includes health analytics, health seeking behaviour, health promotion using m-Health, occupational health and neglected diseases. She has worked extensively on use of information technology in the form of GIS, social networking analysis and social media as a pillar for health system strengthening.



Dhananjay Srivastava
Associate Professor

Dhananjay Srivastava is a Public Health specialist with more than 9 years of experience in research and public health programs in India and abroad. He obtained his MBBS from SN Medical College, Agra and MPH (Field Epidemiology) from National Centre for Disease Control, Ministry of Health and Family Welfare, Delhi. Dhananjay worked with WHO - India, Jhpiego - an affiliate of Johns Hopkins University and Ministry of Health - Kingdom of Saudi Arabia. He has academic experience as 'Demonstrator' in the Community Medicine Department of Government Medical College, Haldwani, Uttarakhand. Prior to joining IIHMR he served the Ministry of Health - Saudi Arabia as an 'Advisor' and led numerous research activities of the National AIDS Program at the national level. He has also participated in implementation of South Eastern Regional Office (SERO) Prevalence Study and Mucosal Immunity Study (Randomized Controlled Trial) that was conducted by WHO - India. Dhananjay published several scientific papers in journal of repute and one manuscript named 'Physical Disability in Rural India'.



Nishikant Bele
Associate Professor

Nishikant Bele is an Associate Professor in the area of Information Systems. He has received his MCA from Amravati University Amravati, Maharashtra and Doctorate in Computer Science from Utkal University, Bhubaneswar, Orissa. Dr. Nishikant has over 16 years of experience in teaching, training, administration and research with prominent organizations. He is a SAP certified ERP Solution consultant. He had published research papers in various journals of international repute and has attended and presented papers in many international and national conferences. Nishikant has conducted MDP for Uttar Pradesh Police on Computer Competency. His areas of interest are: Business Intelligence, ERP, Data Modeling & Database Designing, Data Analysis through MS-Excel, Web and Text Mining.



Manish Priyadarshi
Associate Professor

Manish has a M. Phil and PhD in Urban Health from Jawaharlal Nehru University, India. Manish is a passionate and result oriented health professional with more than 10 years of experience in health and health policy, advocacy, integrated program planning, research, documentation, programme implementation, partnership management, technical assistance to national and state governments and resource mobilisation. Manish started his career in health as Programme Coordinator in 2007 and has worked at every level of providing solutions and leadership in the health sector. As his career progressed, he worked as Consultant (Research and Evaluation), Research Head and Director (Research and Projects) with Government, Corporate and Research Organizations respectively. Manish Priyadarshi has presented papers at national and international conferences on health and allied sectors and is a member of Young Demographer (Rostock) and Institute of Social Research (Hamburg). Currently, Manish Priyadarshi is working as Associate Professor Public Health at IIHMR, New Delhi. He teaches the courses on public health, health survey and research methods and health policy and healthcare delivery system.



Kirti Udayai
Assistant Professor and Assistant
Dean (Academic and Student Affairs)

Kirti has completed her Post Graduation in Hospital and Health Management from Institute of Health Management Research, Jaipur. She has worked with key organizations, such as Fortis Healthcare, Max Healthcare and Kokilaben Dhirubhai Ambani Hospital, in the area of healthcare marketing, health insurance and hospital operations. She has more than eight years of industry experience in management based training programs viz. capacity building of health care professionals and medical officers. She is a member of the Health Economics Association of India and has published papers in national and international journals. She is currently pursuing her PhD in Social Marketing from Banasthali Vidyapith, Rajasthan.



Vinay Tripathi
Assistant Professor

Vinay has received his academic training in Anthropology and obtained Masters, MPhil and PhD from the University of Hyderabad. Before joining IIHMR Delhi, he worked with IIHMR-Bangalore and was involved in teaching courses on Demography, Research Methodology, and Health Survey. With more than five years of experience in the field of research and development, he has coordinated and evaluated diverse projects related to the health, water and sanitation, education and rural development domain. With a sound understanding of both qualitative and quantitative research methods, he has been instrumental in developing various research grants and proposals. He has presented papers in national conferences and also published a paper in a book of international repute.



Vanishree MR
Assistant Professor

Vanishree M. R. has completed her Masters in Commerce in 2004 from University of Mysore and Master in Administration from Karnataka State Open University, Mysore. She is currently registered for her Doctoral Program from University of Mysore, her research being in the area of 'Pension for the Unorganized Sector'. She has around 10+ years of experience in academics, teaching management students Finance, Investment and Accounting at all levels. Apart from academics, she also worked as freelance trainer and recruiter for Elgiva Business Solutions (International placements), Bangalore. She was awarded with the medal of honour and a certificate of merit for her contribution to teaching from National Foundation for Entrepreneurship Development, Chennai in 2012 and 2014. She has more than 10 years of experience in academics, teaching Finance, Investment and Accounting to all levels of management students. She has presented research papers at the NAAC sponsored National conference on 'Feedback and Feed Forward Mechanism in Higher Education' and 'New trends in Merchant Banking operations in India'. She has a special interest in aging and unorganized sector, pension system, healthcare costing and public finance. She was Event Manager at the Centre for Excellence, where her focus was on overall development of and support to students. She has the ability to blend corporate etiquette with academic work.



Divya Aggarwal
Assistant Professor

Divya Aggarwal has graduated from Delhi University in the field of Instrumentation. She is also an M.B.A, with specialisation in Human Resources from Guru Gobind Singh College of Commerce, Indraprastha University, Delhi. She has more than 7 years of academic experience coupled with diverse knowledge gained from the corporate world. She qualified her UGC (NET) exam in the year 2004. She has taught in various reputed institutions like Institute of Chartered Financial Analysts of India, Institute of Business Management and Research, Jagan Institute of Management Studies, etc. She has conducted various workshops in the area of Organizational Behaviour in various B-schools. Besides this, she has written various research papers in the journal of national and international repute. She is currently pursuing her PhD in Competency Mapping from Banasthali Vidyapith, Rajasthan. She has written a research paper on Impact of Various Financial Determinants on Return of Assets on the Prediction of Bank Performance, for the Fifth National Conference IIC 2010, Jaipuria Institute of Management, Lucknow. She has also written a research paper on An Empirical Analysis of Impact of Working Capital Management on Firm Productivity, for paper contribution at the Fifth National Conference IIC 2010, Jaipuria Institute of Management, Lucknow.



Sumesh Kumar
Assistant Professor

Sumesh Kumar works as an Assistant Professor in Health Economics. He holds M.A., M. Phil and Ph. D degrees in Economics and an MBA degree in Finance. During over 14 years of his work experience, he has had the rich experience of working with different organizations and is well versed in industry projects, practical implications of economic theories, methods of data collection and analysis, designing of curriculum, Institute/ University administration and analyzing government policies for economics and industry. He has published various articles and research papers in Economics and Management. He has been a key speaker for soft skills programs and attended many MDPs/ Faculty Development Programmes (FDPs). He has also presented research papers at various international conferences.



Pankaj Talreja
Assistant Professor

Pankaj Talreja is an Assistant Professor of Healthcare Finance at the International Institute of Health Management Research, New Delhi. He received his Post Graduate Diploma in Hospital Administration from Institute of Management Studies, YMCA, New Delhi in 2001. Since then he has been in various supervisory roles and was also part of National Oral Health Programme. After an illustrious 10 year career, Pankaj decided to pursue his passion for Healthcare Finance, which earned him a Master of Business Administration from UPTU, Lucknow. He has also been recognised as a “Master Teacher” by Indian School of Business (ISB), Hyderabad, in 2015. His key area of interest is Healthcare Finance.



Surendra Tyagi
Assistant Professor

Surendra did his BE in Information Technology from MITS Gwalior and M. Tech from Delhi Technological University in Computer Science. He has teaching experience of 8 years in various prominent engineering colleges like DCE Delhi, MITS Gwalior, AIACTR and GBPEC Delhi.



Ash Pachauri
Assistant Professor

Ash is a behavioural scientist and knowledge mobilisation expert. He has contributed extensively to developing knowledge-based mobilisation processes in India to strengthen leadership and empowerment of in-and out-of-school youth and communities at-risk of HIV. A strong advocate for public health and human rights issues, Ash has spearheaded processes to build the first national platform for community-led knowledge sharing in India and is now expanding the platform for mobilisation and empowerment of youth and communities within the Asia and the Pacific region. With a PhD in Decision Behaviour and Master's degree in International Management, Ash worked with McKinsey & Company before pursuing a career in the social development arena. Ash's experience in the field of public health, including sexual and reproductive health and rights and HIV prevention among youth and at-risk communities, emerges from a range of initiatives including those of PATH, UNDP, International Planned Parenthood Federation, Avahan (the India AIDS initiative of the Bill & Melinda Gates Foundation) and Centre for Disease Control and Prevention (CDC)-funded interventions in the US. Ash has been engaged in research, implementation and capacity building of communities in social mobilisation, knowledge exchange and behaviour change communication. With a passion for Internet technologies, Ash also developed the first

electronic platform to support programmatic and community-based knowledge exchange among Avahan funded projects located in the six HIV high prevalence states of India. Widely published, winner of the prestigious Overseas Research Scholarship, awarded for advanced studies in the U.K. and recognised for his academic achievements, Ash pursues interests in research and teaching through ongoing collaboration with academic institutions in India and the USA. He currently holds an assistant professorship position at the IIMR in New Delhi. He is also on the Board of several organizations, including AIESEC IIT Kharagpur and Connecting Youth Organizations Nationwide (CYON) of Swechha.

Adjunct Faculty



Rais Akthar

Rais Akthar is a former national fellow and an emeritus scientist of Council for Scientific and Industrial Research (CSIR) and Centre for the Study of Regional Development (CSR), Jawaharlal Nehru University (JNU), New Delhi. He has been a visiting Professor at Department of Geology, Aligarh Muslim University, Aligarh. He has taught at the JNU, University of Zambia, Lusaka and the University of Kashmir, Srinagar. He is a recipient of a number of international fellowships including Leverhulme Fellowship (University of Liverpool), Henry Chapman Fellowship (University of London), Visiting Fellowship (University of Sussex), Royal Society Fellowship (University of Oxford) and Visiting Professorship (University of Paris). He was the Lead Author (1999-2007), on the Intergovernmental Panel on Climate Change, which is the joint winner of Nobel Peace Prize for 2007. He has published widely and has 91 research papers and 16 books published from India, United Kingdom, United States and the Netherlands to his credit. His latest book entitled: Environmental Degradation and Human Health, was published in 2014 by Springer (with A. Malik and E. Grohmann). His research interests are in the areas of environmental change and health, Medical Geography, Medical Geology, Geoecology of malaria, Geocancerology and healthcare planning.

Staff

RESEARCH

Senior Research Officer

Sumant Swain, PhD

Nemika Relhan, PhD

Research Officer

Vivek Kumar Pathak, MBA

Project Associate

Gaurav Srivastava, MPH

Trainee Research Officer

Asghar Abbas, M.Sc.

ADMINISTRATION

Manager (A&P)

Suja Ram Jat, MBA

Admin. Assistant

Raj Kumar Sharma, BBA

Mr. Deepak Kumar, BA

Admin. Executive

Mr. Deepankar Bisht, PGDM

Marketing Executive

Shiv Gopal Singh, PGDM

Personal Secretary

Kamalpreet Kaur, B.A. (Hons.)

TRAINING

Training Officer

Shikha Bassi, MBA

ACADEMICS

Academic Officer
Ashish Tiwari, MBA

Academic Executive
Tarun Nagpal, MCA

Academic Assistant
Atul Gupta, MBA

Tele-Caller
Shashee Sharma, MBA

FINANCE & ACCOUNTING

Senior Accounts Officer
Krishan Kumar Garg, CA

Accounts Officer
Rajat Mohan, B.Com

Accounts Assistant
Amit Kumar Sah, B.Com

INFORMATION TECHNOLOGY

Network Administrator
Sukesh Bhardwaj, MCA

Hardware and Networking Supervisor
Vinod Kumar, B.Sc.

IT Assistant
Bablu Kumar (Diploma in Networking)

LIBRARY

Librarian
Kambiakmuan Guite, MLISc.
Deepak Shukla, MLISc.

Library Assistant
Ashok Kumar, M.Lib
Meenakshi Sharma, B.Lib

Team IHMR



Facilities at IIHMR Delhi

Library

Libraries are the backbone of any civilized society and heart of any academic institution. The library at International Institute of Health Management and Research, New Delhi also acquires a prominent place among the students and faculty. Located at the first floor of the four storey centralized air-conditioned building, it is a central place for academic and research activities and the heart of the Institute.

The objective of the library is to provide its users the current information on research carried out in the areas of healthcare and other related areas. Also other resources of general and academic interest are available thus enabling the Institute to achieve excellence in teaching, learning, research and community services. The library has a seating capacity of more than sixty.

The library has a unique collection of 7027 books, having 5293 unique titles in various fields such as Health Management, Hospital Administration, Health Economics and Finance, Public Health, Healthcare IT, General Management, Management Information Systems, Population Studies, Demography, Research Methodology, Sociology, Economics, Computer Science and other general management areas from where the users can borrow the required books as per rules. The Library has a well-balanced collection and provides user-friendly services and easy access to facilities.



The library services at International Institute of Health Management and Research, New Delhi are provided to students, staff and faculty members for updating their knowledge and supporting the research and teaching/ learning activities.

The library receives over 100 periodicals (National and International) of professional and research nature, in addition to a few periodicals of general interest, as well as 6 newspapers published around the globe. The library collection also includes 350 CD-Rom and databases, from India and abroad, like Pro Quest Health Management, Indiastat and J Gate Database.

Thesis & Dissertations

A total of 482 thesis and dissertations in both hard and soft copy form are available in the Library.

On-Line Journals

E-journals are being subscribed on-line to facilitate the ongoing research activities and to expand the areas of future research activities. The online journals being subscribed include Pro Quest Health Management, Indiatat and J-Gate Database.

Reprography Section

Facilities like photocopy, printing, scanning, etc. are provided to the students on payment basis within the premises of the library.

Automation of Library & Services

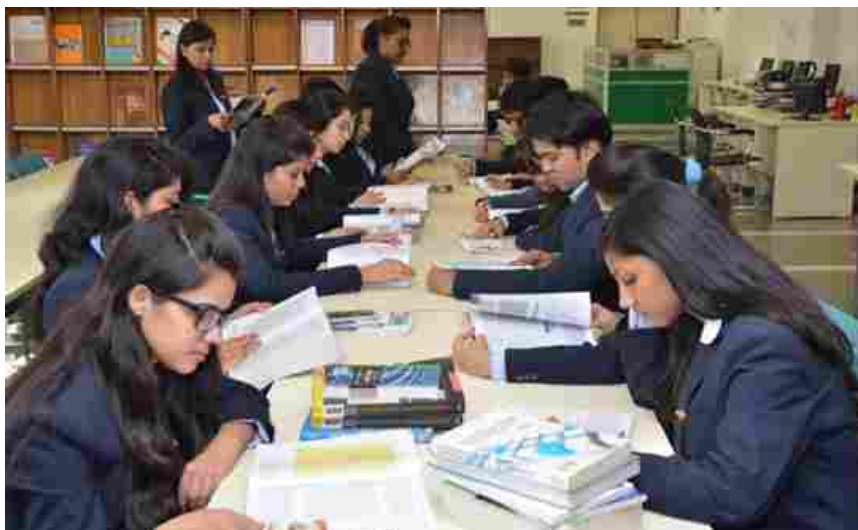
To keep pace with ongoing technological changes, library records have been computerized for making them accessible to the faculty and students at their work places. This not only saves time, but also makes possible simultaneous multiple access of information, which otherwise is not possible in the case of print formats. A well-known library management software namely Libsys-4 is being used for the automation of library services. Online Public Access Catalogue (OPAC) of books, journals, CDs and Videos available in the library is accessible to the users on intranet.

Electronic Resource Centre

The library, being the member of Developing Library Network (DELNET), offers various facilities to member institutions through resource sharing. A continuous Internet search is done for identification of new resources, which are subsequently made accessible through the library's home page.

The Library is open throughout the year from 9.30 am to 8.00 pm on all working days and 9.30 a.m. to 5.00 p.m. on 2nd and 4th Saturdays and Sundays. For more details you can also log on to:

<http://delhi.iihmr.org/open-library> or visit our IIHMR Delhi Website and click on the link to 'Library'.



I.T. Centre

The Computer Centre is well equipped with modern infrastructure connecting more than 171 nodes across the Institute's premises. The Computer Centre is connected with a dedicated Internet Lease Line (ILL) providing 24*7 support for research, training, teaching and consultancy activities. The IT centre also has a network framework of more than 171 desktops, 09 LCD projectors and 35 printers. For students, faculty and staff members, facilities like Wi-Fi Campus, Wi-Fi rest house along with Wi-Fi Hostel are maintained by the IT centre. All the computers in the Institute are connected with the Campus Wide Network. The Computer Centre is actively engaged in teaching and training in IT (Information Technology) by means of conducting various MDP programs related to IT. The IIHMR New Delhi Computer Centre is also undertaking training related to data analysis skills.



Girls Hostel

The Institute has a hostel close to its premises consisting of 20 spacious and well-ventilated rooms. All the hostel rooms are fully furnished with beds, study tables, chairs and inbuilt cupboards and are equipped with ceiling fans, lights and coolers. The hostel also has a common dining hall with hygienic dining facilities, equipped with a television set for student entertainment. For the safety of the students, a fully trained guard keeps vigil at the main entrance.



Guest House

The Institute has a state-of-the-art guesthouse with facilities like air-conditioned rooms, cable television, hot-water showers, kitchen services, wi-fi and parking facility.

Gymnasium and Sports

The Institute has a well-run gymnasium equipped with treadmill, multi gym, cycle and cross trainer. With the aim of promoting good health for all, the Institute constantly strives to improve the amenities related to the gymnasium and sports.



Guest House



Gymnasium

IIHMR Group of Institutes

Institute of Health Management Research (IIHMR), Jaipur

The IIHMR University is a specialized and exclusive research university for management research, postgraduate education and training. The University aims to generate new knowledge and technologies to provide evidence and inputs for developing effective policies, health interventions and strategies. The origin of the IIHMR University has its roots in the significant pioneering contribution of Institute of Health Management Research, (IIHMR) Jaipur over the last three decades, towards policy and program management research, capacity development in health and hospital management in India and South East Asia.

The IIHMR University has a mission to improve the standards of health through better management of health care and related programs through management research, education, training and institutional networking with a national and global perspective. The World Health Organization designated IIHMR as a WHO Collaborating Centre for District Health Systems based on Primary Health Care, for its significant contribution in strengthening health systems, by promoting and conducting health policy and program management research and capacity building. The Ministry of Health and Family Welfare, Government of India identified it as an Institute of Excellence for training and capacity building. A critical mass of professionally trained health care, hospital, rural and pharmaceutical managers has been produced by IIHMR to better manage health systems. The University has been instrumental in a paradigm shift in management of health care programs and hospitals in India.

For its significant contributions towards health, hospital, rural and pharmaceutical management education, the Institute has been awarded several Leadership and Best sectoral B-school awards. In addition, IIHMR has become a major destination for training and capacity development in leadership and strategic management, hospital management, disaster management, quality management, project management, health management information systems, health economics and finance.



Organization Structure and Culture

The IIHMR University has a unique organizational culture that enshrines core values and ethos of autonomy, accountability, openness and transparency. The interdisciplinary teams of the faculty and research staff constitute an enabling environment for learning and professional growth and development. The faculty is multidisciplinary, representing public health, management, economics, statistics, demography, social and behavioural sciences, rural development and pharmaceuticals. The IIHMR University comprises of the following four main institutions/ schools that work in coordination, sharing academic experience and learning:

- ♦ Institute of Health Management Research
- ♦ Institute of Social and Behavioural Sciences
- ♦ School of Pharmaceutical Management
- ♦ School of Rural Management

Institute of Health Management Research (IIHMR), Bengaluru

Institute of Health Management Research (IIHMR), Bengaluru was established in 2004. The Institute is a premier institution focussing on Health Management, Hospital Management Research and Training in South India. The major thrust areas of the Institute are Hospital Management, Primary Health Care, Reproductive and Child Health, Population Sciences, Health Economics, Health Finance, and NGO Management and Networking.

The Institute runs Postgraduate Programmes in Hospital and Health Management, conducts training programmes for healthcare professionals, provides technical assistance for institutional capacity development, and undertakes research. The All India Council for Technical Education (AICTE), Ministry of Human Resource Development (HRD), New Delhi has approved the Postgraduate Programme in Hospital and Health Management. Since its inception, the Institute has been actively involved in carrying out research activities. Over the last decade, the Institute has also seen a significant increase in the number of research project and studies that it undertakes.



Institute of Health Management Research (IIHMR), Kolkata

IIHMR Kolkata is an upcoming centre of IIHMR Society and takes forward the organizational mission of professionalising healthcare by responding to research, training and consultancy needs in eastern and north-eastern India. Like its counterparts in Jaipur, Bangalore and Delhi, IIHMR Kolkata provides the professional expertise and rigour that has become synonymous with IIHMR in India and abroad, expanding the frontiers of knowledge and strengthening programme management and capacities to secure people's health in the region. The engagement of IIHMR Kolkata with various stakeholders

in eastern and north-eastern states of India dates back several years. The Institute has played a central role in evidence generation, systems strengthening and program evaluation in the region. Different states in the region have been the exclusive focus of various studies undertaken by the Institute. To cite a few examples, IIHMR has imparted management training to officials of the Department of Health, Government of West Bengal. In 2008, the Institute undertook the midterm review of West Bengal Health Systems Development Initiative. Some other projects in the recent past include: HIV/ AIDS Prevention And Care Programme For Rural And Tribal Youth (Orissa), Taskforce Study Of Cardiovascular Disease Related Lifestyles And Their Behavioural Determinants

Among Different Population Groups In India (West Bengal), Mapping Of Private Health Facilities In Ranchi (Jharkhand), Study On Accessibility And Utilization Of RNTCP Services By Scheduled Castes And Scheduled Tribes (Orissa, Manipur), Rapid Assessment Survey Of Blindness (Sikkim), Cost Effectiveness Of Gender Sensitisation Strategies In Revised National TB - Control Program (RNTCP) (Orissa), Evaluation Of NGOs Under National Programme For Control Of Blindness (Orissa), A Study On Organizational Structure And Development Of Human Resource Development Policy (Jharkhand), Drug Policy (Jharkhand), Appraisal And Evaluation Of Mother NGOs under The World Bank Assisted Reproductive And Child Health (RCH) Programme (Sikkim, Tripura, Bihar), etc. IIHMR Kolkata takes forward the association by concentrating on health and healthcare issues in eastern and north-eastern India.




Editorial Team



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Route Map - IIHMR Delhi



Training Calendar (2016 - 2017)

PROGRAM TITLE	DATE	PROG. COORDINATOR
Costing and Cost Containment in Healthcare Sector	April 18-20, 2016	Ms. Vanishree
Disaster Management	May 16-18, 2016	Dr. A K Khokhar
Capacity Building Workshop on Project Implementation and Management Skills	May 23-25, 2016	Dr. Vinay Tripathi
Finance for Non-Finance Medical Professionals	June 17-18, 2016	Dr. Sumesh Kumar & Dr. Vanishree M.R.
Urban Health Management	June 20-24, 2016	Dr. B. S Singh
Managing Conflict and Teamwork for Healthy Work Environment	July 11-15, 2016	Ms. Divya Aggarwal
Field Epidemiology training programme in Maternal and Child Health	July 25- 29, 2016	Dr. Preetha G. S
Essential Management Competencies for Better Patient Care	August 22-24, 2016	Ms. Kirti Udayai
Quality Assurance and Accreditation of Health Care Organizations	September 5-7, 2016	Dr. A K Agarwal
Workshop on E-Health- Capacity Building for Healthcare Professionals	September 12-15, 2016	Dr. Anandhi Ramachandran, Dr Nishikant & Mr Surendra Tyagi
Research Methods in Gender Issues in Health	October 6-8, 2016	Dr. Manish Priyadarshi
Legal Issues in Hospital and Management of Medico Legal Cases	November 21-23, 2016	Dr. A K Khokhar
Epidemic Preparedness and Response	December 5- 7, 2016	Dr. Dhananjay Srivastava
Economic and Cost Optimization Strategies in Healthcare	January 16-18, 2017	Dr. Sumesh Kumar & Dr. Vanishree M.R.
From Data to Actionable Knowledge for Enhanced Healthcare Using Data Analytics	February 1-4, 2017	Dr. Anandhi Ramachandran, Dr Nishikant & Mr Surendra Tyagi



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