

## 8<sup>th</sup> STATE OF INSTITUTE REPORT 2018-19



**International Institute of Health Management Research** 





# B<sup>th</sup> STATE OF INSTITUTE REPORT 2018-19

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## **Message from the Trustee Secretary**



Dr. S. D. Gupta Trustee Secretary, IIHMR

It is a matter of great pleasure that IIHMR Delhi is celebrating its 10th Convocation and releasing – State of Institute Report 2019. I feel delighted to go through the progress made and IIHMR Delhi's contribution in bringing about a sea change in the field of education, research and training in healthcare, hospital administration and healthcare information technology. There has been a paradigm shift in management in the health sector and IIHMR Delhi is among the institutions leading the change in the country.

Since its inception, the Institute has successfully rolled out the batches of management graduates of AICTE approved two-year Postgraduate Diploma in Hospital and Health Management (PGDHM) (MBA Equivalent), accredited by National Board of Accreditation and Association of Indian Universities. Around 830 management graduates from IIHMR Delhi have joined various healthcare organizations and hospitals in different managerial and administrative positions in public and private

sector. The IIHMR is known for its research and capacity development programs, and is committed to improve the standards of health through better management. In its research activities, IIHMR Delhi has been able to contribute to strengthening evidence-based service delivery through its research activities in the area of non-communicable diseases, urban health, climate change apart from conducting various evaluations and operation research studies on different dimensions of health system for Government and non-governmental organizations. A dedicated team of multi-disciplinary Faculty and Research Scholars undertakes health research surveys often in collaboration with IIHMR Jaipur and Bangalore.

As a learning centre for continuing education and training of working staff in various national and international health organisations, IIHMR Delhi is playing a pivotal role. 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 offers a diverse range of trainings and Management Development Programmes. Participants from neighbouring countries like Bhutan, SriLanka, Bangladesh, Myanmar, Afghanistan are regularly involved with IIHMR Delhi on various customized training programs being held at IIHMR Delhi. Amongst the various trainings in the last year, important one to mention are Hospital Management, Human Resource in Health, Supply Chain Management, Climate Change, Health Management Information System, Urban Health, Leadership, Legal issues in healthcare. The feedback of participants reflects that institute's training programs are excellent.

I wish IIHMR Delhi all success in its future endeavours.

Dr. S. D. Gupta Trustee Secretary

## **Message from the Director**



**Director, IIHMR Delhi** 

It is my privilege to write about this reputed institute, which has established itself as one of the best health management institutes in India & beyond within a span of a decade. I humbly acknowledge the contribution of all those involved in taking the IIHMR forward, notably, the Management Trustee, members of Governing Board, faculty and staff in a rapidly changing health scenario.

During the last year, we have successfully trained another batch of management graduates specialized in health, hospital and health informatics to meet the rapidly expanding health sector needs. The impressive placement of our graduates is a testimonial that our students are a good fit for the healthcare industry. The industry leaders where our alumni are working, have given a very positive feedback that IIHMR offers a perfect skills curriculum. We are continuously learning from the health and other sectors to improve the quality of the courses we offer. Our students continue to bring laurels to our institute. Four of them received WHO SEARO awards for their inputs into Sustainable Development Goals.

Our Management Development Programmes have been enriched and our reach has increased beyond India. We had the privilege of training participants from Afghanistan, Bangladesh, Bhutan, Myanmar, Sri Lanka and Nepal on important issues in public health, hospital management, health information technology and leadership in health in addition to participants from within India.

Our research activities have also expanded and we continue to contribute evidence-based direction to management of the health sector from our research inputs.

I take this opportunity to thank our esteemed leadership, health industry partners and Alumni for their exceptional guidance, my colleagues for their hard 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 reach new heights and successes to become leaders in delivering efficient and effective health care through better-trained human resources.

It is a pleasure to submit to you our annual report, State of Institute Report 2018-19.

Dr. Sanjiv Kumar Director

## **About IIHMR**



#### **Our Mission:**

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

#### **Our Core Values:**

- Quality
- Accountability
- Trust
- Transparency
- Sharing knowledge and information

#### **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 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
- Impact 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 18th August 2008, 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 evidence generation that can lead to policy formulation, strategy development and effective implementation of policies and training and capacity development of professionals for the healthcare sector. It undertakes intervention research, evaluation studies and operational research studies. The Institute offers a twoyear 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) and has been accredited by the National Board of Accreditation (NBA). The Institute has obtained approval by the All India University (AIU) that makes the PGDHM course offered, equivalent to a MBA degree. 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, health based research, 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 airconditioned 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 carparking lot. The Institute also has a spacious and well-equipped cafeteria and a questhouse for visiting quests and dignitaries.

## **Management Board**

#### PRESIDENT

**TRUSTEE SECRETARY** 

**MEMBERS** 

Shri Dharam Pal Agarwal

Managing Director Transport Corporation of India Ltd., Gurgaon

**Dr. Shiv Dutt Gupta** Indian Institute of Health Management Research Society, Jaipur

**Mr. Susim Mukul Datta** Former Managing Director, Hindustan Lever Ltd. Director, Peerless General Finance and Investment Co. Ltd., Mumbai

Shri Basantt Khaitan Managing Director, WMW Metal Fabrics Ltd, Jaipur

**Dr. Ashok Agarwal** Trustee, Bhorukha Charitable Trust, Jaipur

**Shri Jayesh Bhai Patel** Managing Trustee, Sabarmati Ashram, Ahmedabad

**Dr. M.K. Bhan** Former Secretary to the Govt. of India, Department of Biotechnology, Ministry of Science and Technology, New Delhi

**Dr. Michael J. Klag** Dean, Johns Hopkins Bloomberg School of Public Health, Baltimore, USA

## **Governing Board**

#### **CHAIRPERSON**

#### **MEMBERS**

#### Dr. M.K. Bhan

Former Secretary to the Government of India, Department of Biotechnology, Ministry of Science and Technology, New Delhi

**Prof. J.K. Das** Director, National Institute of Health and Family Welfare (NIHFW), New Delhi

**Dr. Gita Pillai** Former Director and Chief of Party, Urban Health Initiative (Family Health International), New Delhi

**Mr. Chander Agarwal** Joint Managing Director, Transport Corporation of India Ltd., Gurgaon

**Dr. Bulbul Sood** Country Director, JHPIEGO, New Delhi

**Dr. Naresh Trehan** Chairman & Managing Director, Medanta - The Medicity, Gurgaon

**Dr. Shiv Kumar Sarin** Director, Institute of Liver & Biliary Sciences, New Delhi

**Dr. David Peters** Professor and Edgar Berman Chair in International Health, Johns Hopkins Bloomberg School of Public Health, Baltimore, USA

**Ms. Richa Singh Debgupta** Associate Vice President Operations, Fortis Healthcare Ltd., Gurgaon

Dr. D.K. Sharma Medical Superintendent, AIIMS, New Delhi

Shri Manoj Jhalani

Additional Secretary & MD (NHM), Ministry of Health and Family Welfare, New Delhi

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#### Shri Kameshwar Ojha

Former Additional Registrar General of India Office of Registrar General & Census Commissioner, Government of India

**Dr. Tarun Seem** Secretary, Health and Family Welfare Department of Health and Family Welfare, Delhi Secretariat, Delhi

**Dr. Kamla Singh** DGHS (Rtd.), Department of Health and Family Welfare, Panchkula

**Dr. Sanjay Kapoor** Managing Director, John Snow India Private Limited, New Delhi

**Dr. Dinesh Agarwal** Director - Health, Nutrition and WASH, IPE Global, New Delhi

**Dr. Rohit Kumar** Assistant Professor, IIM, Ranchi

**EX. OFFICIO MEMBERS** 

**Dr. S D Gupta** Trustee Secretary IIHMR Society, Jaipur

**Dr. Sanjiv Kumar** Director IIHMR Delhi

**Dr. Preetha G.S.** Associate Professor IIHMR Delhi

## **Academic Advisory Council**

#### **CHAIRPERSON**

#### **MEMBERS**

#### Dr. D S Rana

Chairman, Sir Ganga Ram Hospital, New Delhi

**Dr. Simrit Kaur** Professor, Faculty of Management Science, University of Delhi, Delhi

**Dr. S B Arora** Professor, School of Health Sciences, IGNOU, New Delhi

**Dr. Sidharth Satpathy** HoD, Hospital Administration, AIIMS, New Delhi

**Dr. Debashish Mohanty** Assistant Vice President, Apollo Munich, New Delhi

**Prof. S R Jha** Professor, School of Sciences, IGNOU, New Delhi

**Dr. Aarti Verma** Senior Vice President (Medical Quality), Max Healthcare, New Delhi

**Dr. Sanjiv Kumar,** Director, IIHMR, New Delhi

**Dr. P.R. Sodani,** Acting President, IIHMR Jaipur

**Dr. Pradeep Panda** Dean, Academic & Student Affairs, IIHMR Delhi **Dr. A K Khokhar** Dean Training, IIHMR Delhi

**Dr. Preetha G S** Associate Professor, IIHMR Delhi

**Dr. S N Sarbadhikari** Dean, Academic & Student Affairs, IIHMR Delhi (till Sept. 2018)

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#### EX. OFFICIO MEMBERS

## **Ethics Committee**

#### **CHAIRPERSON**

MEMBERS

#### Dr. J.P. Narain

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

**Col (Dr). M. Azam** Consultant – Monitoring & Evaluation, World Bank project National Vector Borne Disease Programme, New Delhi

**Ms. Harminder Kaur** Faculty, St. Gregorius School Dwarka, New Delhi

#### Dr. Ravinder Kaur

Principal Scientist and Former Project Director- Water Technology Centre and Director Indian Agricultural Research Institute, New Delhi

#### Dr. Sanghmitra S Acharya

Professor, Centre for Social Medicine and Community Health, Jawaharlal Nehru University Director, Indian Institute of Dalit Studies, New Delhi

Mr. Joy Ganguly Senior International Consultant Public Health Initiatives, New Delhi

**Dr. Anandhi Ramachandran** Associate Professor, IIHMR, Delhi

Dr. Preetha G.S. Associate Professor, IIHMR, Delhi

**Dr. Vinay Tripathi** Assistant Professor, IIHMR, Delhi

**Dr. B. S. Singh** Associate Professor & Associate Dean Research, IIHMR, Delhi

#### **MEMBER SECRETARY**

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## **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 South East Asian 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 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 skills of students in health management, 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 Bloomberg School of Public Health at Johns Hopkins University, and IIHMR have agreed to work together in the area of research, education and training and have signed a Memorandum of Understanding (MoU).



#### 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. 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 STAC for several trainings on leadership and strategic management held in the SAARC region.

#### **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 knowledge and cultural linkages between the institutions in the field of public health.

#### **B.P. KOIRALA INSTITUTE OF HEALTH SCIENCE**



IIHMR 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)



National Health Systems Resource Center



Universidad de Oviedo Universidá d'Uviéu University of Oviedo



# 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 Insitutet 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, NBA Accredited & AlU recognised, full-time Postgraduate Diploma in Hospital & Health Management (equivalent to MBA) program with specialization in Hospital Management, Health Management and Health Information Technology 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 alumnus 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 consisting of faculty members, placement officer 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 Sri Action Balaji Medical Institute, Deloitte India, NHSRC, DCDC Health Services Pvt. Ltd, Help Age India, National Health Mission, IQVIA Consulting and Information Services India Private Limited, ZS Associates, Telered Tech Private Limited, CARE INDIA, Fortis La femme, MAX Hospital, Smart Analyst India Pvt Ltd, BLK Hospital, Nayati Healthcare, Park Hospital, Yatharth Hospital, Apollo Munich Health Insurance, Artemis Hospital, Mediqop Management Services, MaxBupa Health Insurance Corporation, Venkateshwar Hospital, Awadh Hospital, Medanta Hospital, Medimetry, Moolchand Hospital etc.

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 Health IT.

#### **CONVOCATION CEREMONY**

On Saturday, 9th June 2018, the Institute hosted its 9th Annual Convocation for 63 graduating students. The Institute was honoured to have as Chief Guest Dr. Swarup Sarkar, Director, Department of Communicable Diseases, WHO SEARO. The Guests of Honour were Prof. Dinesh Agarwal, Director-Health, Nutrition and Water Sanitation and Hygiene, IPE Global and Dr. S D Gupta, Trustee Secretary IIHMR, Jaipur. Dr. Swarup Sarkar 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 Col. Rajeev Khatri in the hospital stream, Dr. Arpita Agrawal in the health stream, and Dr. Jyotika in the health IT stream. The Best All Round Gold Medal was presented to Ms. Daimee Sethi from the Hospital stream. Dr. Sanjiv Kumar, Director, IIHMR Delhi and Dr. S N Sarbadhikari, 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 of 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 2018-2019, the Institute was privileged to have the following speakers:

- Dr. Avdesh Mehta, Saam Sidus Consultants Pvt. Ltd, New Delhi
- Dr. Pankaj Gupta, Taurus Global Consulting Services Pvt. Ltd, New Delhi
- Dr. V K Tiwari, National Institute of Health and Family Welfare (NIHFW), New Delhi
- Dr. Madhulika Bhattacharya, National Institute of Health and Family Welfare (NIHFW), New Delhi
- Dr. Shyama Nagarajan, H R Biocare Private Limited, New Delhi
- Ms. Kirti Udayai, Bansathali Vidyapith University, Rajasthan
- Dr. Poonam Rajput, Morpheus Healthcare Private Limited, New Delhi
- Mr. Deepak Nagpal, Free Lancer
- Ms. Rakhi Wadhwani, Sita Ram Bhartia Hospital, Delhi
- Dr. Nidhi Tiwari, Indian Council of Medical Research, New Delhi
- Mr. Naveen Vashist, Ross Clinic, Gurugram
- Ms.Praheli Bhowmik, IQVIA, New Delhi
- Dr. Tanu Jasuja, All India Institutes of Medical Sciences, Delhi
- Mr. Kanishak Gautam, IQVIA, New Delhi



### Research

IHMR Delhi has a rich research portfolio. The Institute conducts studies which directly have a bearing to improve the health system, ranging from policy to programme to community. The Institute conducts evaluation studies, intervention studies and operations research for national and state government, non-government organizations as well as UN agencies such as WHO, UNICEF etc. The multi-disciplinary faculty members have an excellent combination of medical as well as non-medical faculty and strong research competencies in successfully carrying out evidence-driven and policy-relevant research by employing appropriate rigorous quantitative, qualitative and mixed-method approaches. The focus areas for research are human resource management, strategic management and leadership, healthcare financing, health economics, healthcare marketing, health policy and health administration, public health management, hospital management and quality assurance, logistic and supply chain management, health information technology, demography / population studies, epidemiology, international health, climate change and environmental health, reproductive, maternal, newborn, child, and adolescent health, communicable and non-communicable diseases, urban and rural health, Ayushman Bharat and health and wellness centre. The Institute offers consultancy to hospitals and healthcare organizations to streamline the workflow and operations by developing Standard Operating Procedures (SOPs), providing technical assistance to government's flagship programme called NHM for making district health action plans and quality assurance etc.

#### **COMPLETED PROJECTS**

Monitoring of Radio Based Health Programme Sunherey Sapne Funding Agency: State Innovations in Family Planning Services Project Agency (SIFPSA), Lucknow Duration: February 2018 – August 2018 Team: B.S.Singh and Madhuri Dutta

SIFPSA developed and aired Radio Drama Series "Sunehre Sapne Sawarti Rahen" through 12 primary channels of All India Radio (AIR). This radio drama series of 26 episodes was based on RMNCH+A components and schemes of NHM. Program involved ASHAs for generating awareness among rural masses. Radio serial was on air since 29th Sep 2017 to 21th March 2018 on weekly basis i.e. every Wednesday from 1:15 PM to 1:45PM. The objective of this study were to be monitored and assessed "New Radio Drama Series – Sunehre Sapne Sawarti Rahen" on a pre-structured schedule and documentation of entire program including Shrota Sanghs. Under this study, two Shrota Sanghs in each district (i.e 75x2=150) was to be monitored and assessed on a pre-structured schedule and two digital



photos of each Shrota Sangh during the performance was taken for the purpose of documentation. Assessment was conducted in month of February and March 2018. Out of 150 villages, the programme was running well in 127 villages (85%) spread over 75 districts. In remaining 23 villages, programme was not running at the time of spot monitoring.

#### Training Needs Assessment (TNA) of Medical Officers on NCDs in Maharashtra

Funding Agency: Project Hope India, Delhi. India Duration: May 2018- September 2018 Team: Sanjiv Kumar, A K Khokhar, Preetha G S, Vinay Tripathi, Sumant Swain & Shikha Bassi

Non-Communicable Diseases (NCDs) contributed to 61.8% of total deaths in India in 2016, compared to 37.9% in 1990. 55% of total disease burden in India measured as Disability Adjusted Life Years (DALYs) in 2016 was caused due to NCDs. This has substantially increased from 30% in 1990. Additionally, individual causes of DALYs in India has shifted substantially, with NCDs like Ischaemic heart diseases rising from sixth position in 1990 to first position in 2016, followed by Chronic Obstructive Pulmonary Disease (COPD, which was previously the eighth cause). The other NCDs that have risen in this list from 1990 to 2016 are Stroke (from 12th to 5th), Sense organ diseases (vision and hearing loss, from 17th to 9th), Diabetes (from 35th to 13th cause), Chronic Kidney Diseases (from 30th to 20th) and Depressive disorders (from 29th to 21st). A similar trend is seen in the state of Maharashtra. NCDs including cancers, COPD, Cardiovascular Diseases, Diabetes constitute 66.8% (age group 40-69 years) and 70% (age group 70 years and above) of causes of deaths. However, most of the above programs



run in parallel and there is a need to synergize them to inform each other. Risk factors such as Tobacco use, alcohol consumption, unhealthy diet and physical inactivity contribute to NCDs. As per the key guidelines for prevention and control of NCDs by the National Health Mission, Government of India, three steps have been envisaged to implement the programs- firstly, through questionnaire based approach at community levels, facilitated by ASHAs; secondly, by screening for NCDs in referred individuals who are at risk by Health Workers; and thirdly, by treatment of those suffering, by Medical Officers (MOs) and Specialists. This project has assessed comprehensively the training needs of Medical Officers in NCD in the state of Maharashtra. The information generated through this project would help to formulate detailed guideline and training materials for MOs related to NCD.

A study on Effectiveness of Hausala Training Centres (HTC)

Funding Agency: State Innovations in Family Planning Services Project Agency (SIFPSA), Lucknow

Duration: April 2018- September 2018

Team: B S. Singh, Dhananjay Srivastava, Manish Priyadarshi, Nitish Dogra and Anandhi Ramachandran

State Innovations in Family Planning Services Project Agency (SIFPSA) has been actively facilitating various clinical trainings for capacity building of doctors and paramedics in various techniques for more than two decades now. Committed to enhancing quality family planning services in the state, SIFPSA, through its 35 Hausala Training Centres (HTCs), aims to create large pool of practicing clinical family planning service providers in the state. The objectives of the evaluation study were: to assess the effectiveness and contribution of HTCs for clinical FP trainings; to assess the challenges faced and scope of improvement at HTC and to document the best practices. Total 761 providers from different districts had been trained by HTCs. 536 out of 761 i.e. 70.4% service providers had been trained only from the districts where HTCs are located. Though the objective of HTCs is to provide training of service providers from all the districts specially those districts which are located in same division but only 29.6% trained providers are from non HTCs districts. However only 65% induction training and 53% refresher training had been conducted for LAP Ligation against targeted. Induction training for Minilap is only 54% and refresher training is 43% against targeted training for Minilap. Percentage increase in female sterilization in Divisional headquarters HTC (1st year: 30.6% and 2nd year: 10.9%) is more as compare to non- Divisional headquarters HTC (1st year: 16.9% and 2nd year: 7.9%). We should train more service provider in non-Divisional headquarters HTC districts to increase the availability of trained service providers in those district.

Longitudinal Ageing Study in India (Lasi) Wave-1, Punjab and Chandigarh

Funding Agency: IIPS, Mumbai Duration: September 2017- February 2019 Team: B S Singh, Nitish Dogra, Anandhi Ramachandran, Pankaj Talreja, Sumesh Kumar, Sumant Swain and Vidyasagar Trigun

The Longitudinal Ageing Study in India (LASI) is a national survey of scientific investigation of the health, economic, and social, determinants and consequences of population ageing in India. LASI is a nationally representative survey of older adults aged 45 + in all 30 States and 6 Union Territories that will be conducted every 2 years for the period of 25 year. LASI is developed as per the needs of the Indian's elderly population but at the same time it is internationally harmonized enabling not only cross-state analyses within India but cross- country analyses. The main goal of LASI is to collect credible scientific data on burden of disease, mental health, social and economic wellbeing of elderly population in India. LASI is designed to cover six major subject and policy domains of adult and older population of India namely: Demography, Migration and Marital status, and Housing and Environment, Health: Disease Burden & Risk factors (reported and measured), Health Care and Health Care Financing, Social: Family and Social Network, Economic: Income, Wealth, Consumption, Expenditure, Work and Employment, Retirement and Pension and Welfare Programs for Elderly.

Social Diagnosis of Neonatal Deaths in Haryana: The Impact of Contextual Factors on Pathways of Survival of New-borns

Funding Agency: ICMR-ICSSR Duration: April 2017- March 2019 Team: Preetha G S, BS Singh and Sumant Swain

The fall in neonatal mortality has not matched up to the more dramatic fall in infant and child mortality in the last two decades. Most of the neonatal deaths are due to preventable causes of prematurity, birth asphyxia or incidents during child birth and infections. The study will provide critical information as to how the access and utilization of interventions for neonatal survival are guided by social, behavioral and health system factors at the local level. The objective of the study is to delineate the contextual factors which affected access and utilization of interventions for neonatal survival through social autopsy of neonatal deaths. The study is of 2 year duration starting from April 2017 and will be carried out in four districts of Haryanatwo high infant mortality districts and two low infant mortality districts. A total of 350 neonatal deaths of the previous year will be extracted from the records of the district hospital and community health centres (CHC) and primary health centres (PHC) of two blocks. The principal caretaker of the deceased newborn will be the



key informant. The study population will also include the staff of the health facilities as well as members of the community. The technique of data collection

will be social autopsy. The social autopsy tool is semi structured and uses a mix of open ended and closed ended questions to elicit information of the social, behavioural and health system factors which contributed to the death of the newborn. This study intends to use the conceptual framework of 'Pathways to Survival' to capture the non biological factors which acted as contributing factors to the death of the neonates and evolve a framework of action points at different levels - community, care centre and their interfaces, which would improve chances of their survival.

#### **ONGOING PROJECTS**

Climate Variability, Human Health Impact and Economic Burden in Tribal Communities of Selected Geographical Regions in India

Funding Agency: DST Duration: April 2017- March 2020 Team: Vinay Tripathi, Rais Akhtar, Preetha GS, Pradeep Panda and Sumant Swain

There is a wider consensus now, among the scientific community as well as policy makers, that the phenomenon of climate change is happening not only due to natural variability, but mainly due to anthropogenic causes and it is going to impact each and every sphere of human life including health. Indigenous populations or tribal populations are few communities which are most vulnerable to climate change impact. There are limited studies which have examined how these communities perceive climate change, how does it impact their life (including their health) and what are its economic consequences. This study, which is being funded by the DST, attempts to address this gap by (i) studying how tribal communities residing in selected geographic regions comprehend climate variability, their vulnerability to it and perceive its different impacts (including health); (ii) studying how tribal communities respond to vector-borne diseases (mainly malaria), water borne diseases (mainly diarrhoea) and heat stress in different geographies; and (iii) studying the economic burden of vector-borne and water-borne diseases as well as heat stress related health impact in



tribal communities. The three-year long study is adopting mixed method approach to achieve the objectives and is being conducted in five states of India, namely, Orissa, Madhya Pradesh, Jammu & Kashmir, Kerala, and Meghalaya. Currently, the data collection is going on.

Motivational factors for acceptance and continuation of PPIUCD and barriers for non-acceptance and discontinuation of PPIUCD: A cross sectional study Funding Agency: ICMR-ICSSR

Duration: September 2018- August 2019

Team: BS Singh, Dhananjay Srivastava, Vidyasagar Trigun and Masroor Azam

With increasing numbers of women electing to give birth in health institutions, the Government of India decided to strengthen PPFP and to introduce PPIUCD services in a phased manner. In spite of all efforts regarding intensification of PPIUCD coverage we still are far away from satisfactory coverage. We planned in our study to find out why most of the population avoids PPIUCD and motivational factors for acceptance of PPIUCD. We will also explore that why female not continuing the PPIUCD for appropriate period to achieve proper spacing i.e. 2 years between delivery and pregnancy. Our study design is cross sectional and participants will be both beneficiaries i.e. female delivered at institution and service providers i.e. doctors, nursing staff and ASHAs as well. Country-level

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evidence on the post-insertion outcomes will strengthen the effectiveness of IUCD & PPIUCD programs, ultimately contributing to improved health outcomes for women and babies. The study is proposed to be undertaken at district hospitals, Block primary health centres (PHC), sub health centres (SC), villages and urban wards in nine selected districts of Bihar state i.e Patna, Muzaffarpur, Chhapra, Darbhanga, Saharsa, Purnia, Bhagalpur, Munger and Gaya.

#### Health Impact of Metro

Funding Agency: Delhi Metro Rail Corporation Duration: September 2018- April 2019

Team: Nitish Dogra, Preetha GS, Pradeep Panda, Vinay Tripathi, Sumant Swain & Sanjiv Kumar (Adviser)

The Metro project has three main objectives. It aims to assess the change in health status for new Metro resulting from physical activity, air quality in transit and health economics metrics. The study is designed as a 6-month before-after study. It aims to study 100 new metro commuters with respect to the above parameters. A screening questionnaire is planned at one metro station to assess the universe of the study. 100 study subjects meeting the inclusion criteria will be drawn by purposive sampling. Further assessment of physical activity and air quality will be done by simulation of the path involving research assistants. Results will then be modelled for health economics and extrapolated for entire metro system. Results will be validated through additional assessment of physical activity and air quality at selected sites.



Impact of Traffic on Asthma amongst School Children in Delhi Funding Agency: Central Pollution Control Board Duration: January 2019- June 2020 Team: Nitish Dogra and Anandhi Ramachandran

Numerous studies from around the world have established that exposure to traffic causes adverse health effects particularly in children. However, there is limited evidence in the Indian context. This is particularly relevant in Delhi where the problem is compounded by high exposure and multiple sources, traffic being one of them. Thus from scientific, programmatic and policy perspective it is essential to have a large-scale definite study on this subject. The present study involves 6000 schoolchildren in Sarita Vihar ward of South Delhi involving heavy, medium and light traffic sites with schools and residence of children near main road contrasted with schools and residence of children away from main road. Health outcomes of asthma, infections and other allergies will be considered. Assessment will be clinical and physiological with pulmonary function tests. The study will also involve geographic information systems (GIS) in order to systematically delineate exposures and model for impacts at the ward level.

## **MDP** and **Training** Activities

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. With rapid expansion in health infrastructure and continuous emergence of new health needs, the necessity for capacity building amongst the available human resources to enable them to cope with the changing scenario is increasingly being felt. 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 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 organizes a variety of training programs catering to the individual needs of different health institutions. Besides the regular training programs on common issues, customized training are designed according to the needs of the concerned institution.

In 2018-2019, a total of thirteen MDPs / training programs were organized. The details of the training / MDPs are presented below:

Training on Hospital Administration and Management for ONGC Medical officers Duration: February 25- March 2, 2019, March 25- 30, 2019 | Coordinator: A. K. Khokhar

Oil and Natural Gas Corporation Ltd; ONGC Academy Dehradun requested IIHMR Delhi to organize six days Training on Hospital Administration and Management for their Medical officers. The first batch of 16 officials attended the training during the period February 25- March 2, 2019, while the second batch of 17 officials have attended the training from March 25-30, 2019. The important issues related to day to day Issues in Hospital and Health Administration and Management- (Participants prospective), Managing Modern Hospitals, Governing Board and Medical staff organization, Leading and Managing Team, Staff Mentoring, Hospital Management Information System, Bio-Medical Waste Management, Hospital Support Services, Outreach Strategies for Community Health Planning, Hospital Supplies and Equipment Management, Developing SOPs for quality assurance, patient services, medical treatment and other department activities, Legal and Ethical Issues in Hospitals, Emergencies Service and Disaster Preparedness, Quality Assurance and Patient Satisfaction, Budget planning, HRM- Recruitment and training of Doctors, nurses and paramedical staff were discussed with the participants by experienced resources persons. The interactive approach involving case studies discussion, group work was adopted for the learning sessions. The field visits were arranged at AIIMS for the first batch while the second batch visited Venkateshwar Hospital. Each day's session was preceded by recapitulation of previous day's sessions to ensure better retention of information and continuity. Overall feedback of the participants was that it was good experience and they got an opportunity, not only to discuss with our resource persons, but also amongst themselves.

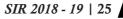
Training on Urban Health Planning and Management for Ministry of Health and Local Government Institution, Bangladesh Duration: February 4-15, 2019, March 4-15, 2019 | Coordinator: Sanjiv Kumar and A. K. Khokhar

Two batches of two weeks Training on Urban Health Planning and Management was organized for the 40 officials from Ministry of Health and Local Government Institution, Bangladesh. The important issues related to Urban Health, the challenges in urban health, disease burden and health needs in urban areas, developing health plan for urban health, waste management in cities, program implementation, monitoring and evaluation techniques, procurement process, public private partnership, health insurances, emergency preparedness, community mobilization etc. were discussed and explained to the participants by experienced resources persons. The interactive approach involving group work was adopted for the learning sessions coupled with field visits to Urban Health Centers at Delhi and Urban Health Resources Center Agra to give the real-life situation feel to the participants. Based on the above, the

participant developed urban health plan in group work. Each day's session was preceded by recapitulation of previous day's sessions to ensure better retention of information and continuity. Pre and post training tests were planned to assess the overall capacity development of the participants. The feedback regarding resource persons and facilities was excellent.







## Training on Hospital Management, Structural & Architecture Design for Ministry of Health and Family Welfare, Bangladesh Duration: December 7-15, 2018 | Coordinator: A. K. Khokhar

Training on Hospital Management, Structural & Architecture Design for Ministry of Health and Family Welfare, Bangladesh was attended by 10 participants from Ministry of Health and Family Welfare, Bangladesh. The objectives of the course were to familiarize participants with hospital management and it's structural and architectural design in India; to comprehend the interrelation of hospital management and it's structural and architectural design for ensuring effective health services; to understand safe hospital designing for resilient to all emergency disasters and to get the specific structural and architectural designs ensures environment sustainability hospital buildings. The course content covered important issues related to managing modern hospitals, evidence based hospital design, planning of operation theatres, ICU and other important patient care areas, design teams functioning for finalization of buildings, consumer focus and regulatory aspects, designing hospitals resilient to emergency disasters, HUAC, Manifold Gas System and various architecture and engineering issues. Case Studies and Group Work were appreciated by the participants. The resource persons from IIHMR, Consultancy firms, Corporate hospital and discussed engineering and maintenance issues with the stakeholders. Besides the training course, the participants enjoyed excursion tour to Jaipur, Agra and Delhi, which was also included in the training program. The course was highly appreciated by all participants.



#### Two Weeks Course on Health in Emergencies in Large Populations Duration: December 3-14, 2018 | Coordinator: A. K. Khokhar

Two Weeks Course on Health in Emergencies in Large Populations in collaboration with the Indian Red Cross Society (IRCS), the ICRC, World Health Organization (WHO - Country office), the National Institute of Disaster Management was organized from December 3, 2018 to December 14, 2018. The course had been designed to train participants to develop knowledge, skills and humanitarian approach to take decision in large scale emergencies and act accordingly. The course emphasis was on raising technical and ethical standards for humanitarian work and to foster collaboration between academic and humanitarian organs through problem solving and participative learning, decision making, group work, simulations, case studies and lectures by experts. The course was attended by 25 participants from Nepal, Bhutan, Myanmar and India having diverse background ranging from medical, operational managers, technicians, policy maker and leader in humanitarian organizations.



#### Training on Health Information Management System for Ministry of Health, Sri Lanka Duration: November 12-16, 2018 & November 19-23, 2018 | Coordinator: Anandhi R. & A. K. Khokhar

In pursuance of the approval from Presidential Secretariat and communication from Provincial Director of Health Services, two training programs on Health Information Management System were organized at International Institute of Health Management Research, New Delhi for two batches i.e first batch with 13 participants from November 12- 16, 2018 and second batch with 12 participants from November 19- 23, 2018. Both batches had high profile senior officers from Civil Services, Medical services, Engineering and Finance. The course covered important issues related to Technology for Health system strengthening, Health Data Interchange & Interoperability, Decision Making in Health Care, Role of Artificial Intelligence, Decision Making in Healthcare – Role of Evidence based medicine & CDSS in public Health, From Data to Patient Care – Use of Analytics, Health Information Communication through mhealth and Social Media, Health Technology Assessment, Preventive and Curative Care through Telemedicine, Information Management through Electronic Record- Barriers and Challenges and Role of IT in Supply Chain and Logistics. Besides the resource persons from IIHMR Delhi, reputed industry experts from IBM India, National Health System Resource Centre, George Institute for Global Health, Taurus Global Consulting, Bhattacharyya Clinical Records Research & Informatics LLP, SidekickEDGE Management Consulting Services were invited to share their experience with the participants

The participants were highly appreciative of the course. They remarked that the course structure was well planned, the course material was very useful for them and relevant for their functioning. The participants were highly appreciative of the teaching faculty, hospitality and services provided by the IIHMR staff. In their feedback the participants have highly rated the field visit (excellent) and the group work.



Training program on Laparoscopic Tubal ligation from Ministry of Health and Family Welfare, Bangladesh Duration: August 8 - 17, 2018 | Coordinator: A. K. Khokhar

Training program on Laparoscopic Tubal ligation in India was organized by IIHMR Delhi from August 8- 17, 2018. Ten participants from Ministry of Health and Family Welfare, Bangladesh attended the training. The basic objective of the course was that participants learn laparoscopic tubal ligation and share their experiences on laparoscopic surgical techniques with surgeons and gynecologists in India. The participants were given a brief about the history of laparoscopic surgery and were introduced to the laparoscopic tubal ligation program of India. They were also given classroom demonstration on laparoscopic instruments and use of laprocator. Besides the classroom teaching, the participants visited three major hospitals i.e. Max Saket, Venkateshwara and Aakash Hospital. In each hospital the participants had an extended interaction with surgeons



and shared their experiences. They were also taken to Operation theaters to show them live surgeries. The participants appreciated the course and also expressed satisfaction with stay and other arrangements.

Workshop on Climate Resilient Health Systems Duration: August 1-3, 2018 | Coordinator: Nitish Dogra

The Workshop on Climate Resilient Health Systems (CRHS) took place from August 1-3 2018. The workshop was supported by the National Institutes of Health, United States, the World Health Organization, Country Office for India and IPE Global. The Indian Meteorological Society served as a knowledge partner for the event. The objective of the workshop was to build leadership and management capacity for professionals working in the health sector in order to develop and implement climate resilient health systems. Ten individuals were trained through the workshop including professionals working in Maharashtra, Himachal Pradesh and West Bengal. Two Epidemic Intelligence Service (EIS) Officers from National Centre for Disease Control (NCDC) also attended. Resource persons included experts in various areas including leadership, health policy,



vulnerability assessment, resilience and disease management. The highlight of the workshop was a visit to the Centre of Excellence for Climate Change & Vector Borne Diseases which included an orientation to the lab facilities also.

## Training on Human Resource in Health for Ministry of Health and Family Welfare, Bangladesh Duration: June 19-26, 2018 | Coordinator: A. K. Khokhar

On a request received form Additional Sectary, Ministry of Health and Family Welfare, Bangladesh, a customized training program on Huma Resource in Health was held from June 19- 26, 2018 at IIHMR Delhi. Eleven Senior Level Civil Servants, Civil Surgeon, DGHS officials and a Nursing officer attended the training. The training programme focused on issues related to HRH mentioned by participants in the preliminary discussions. Besides discussion on Health System and Community health services in India, the program was focused on all issues write from planning manpower, recruitment, working procedures, performance appraisal, clinical negligence and regulatory issues related health services administration. Sessions were also held on leadership, e-governance plan of India and importance of training programs. Being senior officers, the course was mainly interactive and the issues raised by the participants formed the focal points for discussions. Participants were very happy with the field visit to ESI Model Hospital Gurgaon and National Health System Resource Centre, where in they will able to interact with the field functionaries. Participants were also given group work in three groups and they made excellent presentation on the concluding day. The feedback of the participants was very good and they desired that more functionaries from their department should be sent to attend such trainings. They also wanted that their staff working with hospitals should undergo training on Hospital Management in this reputed institution. Pre and Post-test were conducting and there was an improvement of 180 % in the post score. Besides the training course, participants also enjoyed excursion tour to Delhi, Agra, Jaipur and Ajmer which was included in the training program.



#### Training program on Hospital Administration and Stores Management Duration: June 4-15, 2018 | Coordinator: A. K. Khokhar

Ministry of Health, Government of Bhutan approached the training division to organize a customized program on Hospital Administration and Store Management for 16 non- medical officers. The training covered important day to day Issues in hospital and store management, role of hospital administrator, role of secondary & tertiary care hospitals in primary healthcare, patient care services, hospital support services, hospital utility services, managing human resource in hospitals, communication and team building, developing future leaders, role of materials in hospitals, purchase procedures and tendering system, storage and preservation, inventory control, disaster management in hospitals, managing medico legal cases, equipment management, quality management, grievance handling and complaints management in hospitals, cost containment in hospitals, role of it in hospitals and hospital statistics – performance indicators etc. were discussed by learned faculty from IIHMR Delhi as well as external resource



persons from industry. Daily feedback from participants, recapitulations of previous days learning, case studies discussion and hospital visit was a part of the training.

Training Program on Quality Assurance and Accreditation of Healthcare Organization for officials from Bhutan Medical and Health Council Duration: April 23- 27, 2018 | Coordinator: A. K. Khokhar

Bhutan Medical and Health Council approached the training division to organize a customized program on Quality Assurance and Accreditation of Healthcare Organization. Their basic objective was to interact about the different aspect of quality healthcare and learn how to prepare their health institutions in Bhutan for accreditation on the pattern of NABH in India. Five participants were sponsored to attend the training. The training program discussed about overall view of quality and accreditation of institutions at National and International level. The various issues related to Access, Assessment and Continuity of care, Care of Patient, Continuous Quality Improvement, Management of Medication, Hospital Infection Control, Information Management System, Leadership in Quality Human Resource Management, Patient Rights and Education, and Tools for quality improvement were discussed by learned faculty from IIHMR Delhi, AIIMS, Corporate hospitals and Quality Consultants. Daily feedback from participants,



recapitulations of previous days learning, and a field visit to Venkateshwar hospital was a part of the training. Case studies and participant's presentations provided a good platform to discuss and formulate the desired draft action plan for quality improvements and introduction of accreditation in Bhutan's health system. The participants were highly appreciative about resource persons and their teaching, the interaction with stakeholders at IIHMR, they had all appreciation for physical facilities and desired that such program should be continued and imparted to more health officials from Bhutan.

























## **Publications and Paper Presentations**

#### PAPERS PUBLISHED

- Ritika & A. Ramachandran (2019). Wearable sensors: a step towards smart monitoring of high risk pregnancies. International Journal of Scientific & Technology Research, 8 (2), pp. 4-9
- Talreja, P. (2018). Finally medicines are affordable: success story of innovative public procurement model. Indian Journal of Economics & Business, 17 (3), pp. 93-104
- Preetha Gopinathan, Jagdish Kaur, Surabhi Joshi, Vinayak Mohan Prasad, Sameer Pujari, Pradeep Panda, Pratima Murthy (2018). Self-reported quit rates and quit attempts among subscribers of a mobile text messaging-based tobacco cessation programme in India. BMJ Innovations; 4:147-154.
- Bedi, Arjun S, Anagaw Derseh Mebratie, Getnet Alemu, Robert Sparrow, Pradeep Panda, Wameq Raza, Arpita Chakraborty, Zemzem Shigute (2019). 'Community-based Health Insurance Schemes: A Review, experiences in Ethiopia and India and lessons for other initiatives', in India Public Finance and Policy Report: Health Matters, Edited by Jyotsna Jalan, Sugata Marjit and Sattwik Santra, Oxford University Press, in press.
- Dogra N, Kakde V, Taneja P. Decision tool for climate disasters and infectious disease at sub-national level in India: Ensuring a paradigm shift in health planning from prevalence to vulnerability. Acta Tropica. 2019;191:60-68.

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#### PAPERS PRESENTED

• Divya Aggarwal: Future of ICT in Human Resources for Health in India at Infinity 2018 Amity Business School on 11th – 12th October 2018 at Noida.

### **Conferences / Seminars / Workshops**

During 2018-2019, the faculty members attended different conferences/ seminars/ workshops/ meetings. The same is presented below:

#### A.K. Khokhar

- Attended Health Emergencies in Large Populations (HELP) course coordinators meeting organized by the International Committee of the Red Cross in Geneva, 28th Feb – 1st March 2019
- Attended dissemination workshop Multi-state formative assessment findings on NCDs organized by Project HOPE on 20th December, 2018 at India Habitat Centre, New Delhi
- Attended CME on Head and Neck Cancer organized by IAOH Delhi, 8th August 2018, New Delhi
- Attended Importance of Professional Indemnity for Medical Professionals, 13th August 2018 organized by DMA, New Delhi
- Attended Promoting Safe and Healthy Workplace for Sustainable Business- 6th Annual Conference of AEOHD, 23rd and 24th November 2018 (attended on 24th November 2018), New Delhi

#### Anandhi Ramachandran

- Attended Lecture, on Advancing Public Health Efforts through New Technologies, organize by PHFI Foundation on March 28, 2019 at New Delhi.
- Attended CDAC NRCeS workshop, organized by MG University, on March 2nd 2019 at Jaipur.
- Attended International Digital Health Symposium hosted by the Ministry of Health and Family, Government of India in collaboration with World Health Organization (WHO). Panellist on Health Data for Research on 27th February, 2019 at New Delhi.
- Attended Johns Hopkin Alumni Meet Lecture organized by IHC on 22nd Feb 2019 at Delhi.
- Attended 2019 HIT LAB Innovators Summit organized by IIT Delhi on 15th Feb 2019 at Delhi.
- Attended National Health Resource Repository Stakeholder Workshop organized by NHR on 20th November 2018 at Leela Residency, Gurgaon.
- Attended 11th Medical Technology Conference organized by Medical Technology Division on 28th September 2018 at Le Meridian Delhi.
- Attended Stakeholder Meet on "Role of technology & Innovation in healthcare", organized by IHC Uniworldcare.com on 19th August 2018 at IHC New Delhi.
- Attended One-day workshop of Technological Innovations for Healthcare Start Ups, organized by InnovatioCuris, on 4th August 2018 at Delhi University.

#### B.S. Singh

- Attended National Dissemination Workshop on Anemia Mukt Bharat- Home Based Care for Young Child, Organized by Ministry of Health & Family Welfare, Government of India, 18th-19th September, 2018 at New Delhi.
- Attended Panel discussion on "Centers of Excellence How will they benefit States" under Nutrition Network Meeting, Organized by UNICEF India, 29th November, 2018 at India Hyatt, New Delhi.
- Attended Regional Health Emergency for Large Population (H.E.L.P) course organized by International Committee of the Red Cross (ICRC) and International Institute of Health Management Research (IIHMR), 3rd 14th December 2018 at New Delhi.
- Attended Technical Workshop on Equitable strategies to save lives- EQUIST, jointly organized by UNICEF and Community Systems Foundation, 28th January to 1st February 2019 in New Delhi.

#### **Divya Aggarwal**

- Attended AIMA 45th National Management Convention on India @2030: Creating a USD 10 Trillion Economy organized by All India Management Association on 26th – 27th September 2018 at New Delhi.
- Attended INFINITY 2018 Conference on Digitization and Digitalization: Present, Past and Future organized by Amity Business School on 11th 12th October 2018 at Noida.
- Attended, Patient Advocacy Workshop, jointly organized by the Indian Alliance of Patient Groups (IAPG) and the Global Alliance for Patient Access (GAFPA) on 12th March 2019 at The Lalit, New Delhi.

#### Manish Priyadarshi

- Attended 46th Poverty Discourse on Food Technology, Nutrition and Sustainability in India organized by Chetanya Kasyap Foundation (CKF), Prof. R.B. Singh, Secretary General-IGU; Chair-Research Council, CSIR-CFTRI, Mysore Professor, Department of Geography, Delhi School of Economics, University of Delhi. Friday, 28th December 2018 at New Delhi
- Attended 44th Poverty Discourse on Overcoming Impact from Health Shocks: Current Initiatives and Options, Chetanya Kasyap Foundation (CKF), Prof. Indrani Gupta, Institute of Economic Growth, New Delhi, 3.00 PM at A-101, Gauri Sadan, 5-Hailey Road, New Delhi.
- Attended "National External Assessors' Training 2018 organized by NHSRC under NHM on July Batch" 02nd-6Th July 2018, IDSA, 1 Development Enclave (near USI), Rao Tula Ram Marg, New Delhi
- Attended work-shop "Accelerating Transformation to High Quality Health Systems" organized by NHSRC under NHM on 20th November 2018 at 'Prawasi Bharatiya Kendra', 15-A, Rizal Marg, Chankyapuri, New Delhi
- Attended Research and Innovation Summit, on 21st December, 2018 at IIC, New Delhi
- Attended ERASMUS + Workshop\_Interdisciplinary Applications of GIScience and Systems- certificate, CSRD JNU, on 11th Feb to 15 Feb 2019 New Delhi.

#### **Nitish Dogra**

- Speaker on Vulnerability Assessment at Workshop on Climate and Health U.S.-India Partnership for Climate Resilience from Oct 23-24, 2018 at TERI, India Habitat Centre, New Delhi
- Attended Interdisciplinary Global Environmental Health Collaborations on 29th and 30th October 2018, at the University of Chicago Center in Delhi
- Invited as Speaker at 4th International Conference on Occupational & Environmental Health at Lady Hardinge Medical College on 15-17 February, 2019
- Attended Climate Change and Health Review committee, as grant reviewer, for Wellcome Trust. London, UK 21st and 22nd Feb., 2019
- Discussant at knowledge event on "Megacities and Toxic Air: Air Pollution and Health" by National Institute of Urban Affairs (NIUA) on Tuesday 5th March 2019.

#### Nishikant Bele

- Attended National Conclave on Long Term Care for the Elderly organized by Help Age India on 18th March 2019 at New Delhi.
- Attended IC Innovator CLUB Eight meeting on Medical IoT: Future of Connected health Organized by InnovatioCuris on 02 March 2019 at New Delhi
- Attended EQUIST Technical Workshop organized by UNICEF on 28th Jan to 1st Feb, 2019 at Grand Hotel, New Delhi.

#### Pankaj Talreja

- Attended One Day National Workshop on National Datasets: Applications & Challenges (NDSWS 2018), organized by DMS, IIT Delhi on 18th April 2018 at IIT Delhi.
- Attended Panel Discussion on Patient Safety in Universal Health Care, jointly organized by IIHMR Delhi & IAPG (Indian Alliance of Patient Groups on 11th July 2018 at New Delhi.
- Attended One-Day conference on 'Accelerating the Quality Agenda in India', on Lancet Global Health Commission organized by NHSRC on 20th November 2018 at 'Prawasi Bharatiya Kendra, New Delhi.
- Attended, Patient Advocacy Workshop, jointly organized by, The Indian Alliance of Patient Groups (IAPG) and the Global Alliance for Patient Access (GAFPA) on March 12th, 2019 at The Lalit, New Delhi.
- Attended the meeting on "Mitigating Security Challenges for Health Sector: Present and Future", As part of the IC Innovator CLUB, under not for profit initiative Organized by InnovatioCuris Foundation of Healthcare & Excellence (ICFHE), on April 06, 2019.

#### Pradeep Panda

- Participated at the Indian Patient Access Advocacy Workshop, jointly organised by IAPG and IIHMR Delhi on, March 17, 2019 and held at Hotel Lalit, New Delhi.
- Delivered a Key Note address on "Ayushman Bharat and Universal Health Coverage in India" at the national conference on "Issues and Challenges of Social Sector for Sustainable Development", jointly organised by Government College of Arts, Science and Commerce, Goa and Directorate of Higher Education, Government of Goa, on March 2, 2019 and held in Goa.
- Participated at the EQUIST Technical Workshop organised by UNICEF New York, on January 28 and February 1, 2019 at Grand Hotel, New Delhi
- Served as a Discussant for the session on Health in SDGs (SDG-3) at the Workshop on Delhi Vision Document 2030, organized by the Institute for Human Development and Government of Delhi, on September 27, 2018, and held at Delhi Secretariat New Delhi.
- Delivered lectures on Economic Evaluation, Health Financing and Estimating Costs at the Vaccines Economics Training Programme, jointly organised by IIHMR University and Johns Hopkins University, USA, on Delhi (September), Bangalore (October) and Jaipur (November), 2018 at New Delhi.
- Participated at the 2nd National Convention on Quality in Public Health organised by NHSRC, on April 20-21, 2018, and held at Dr. RML Hospital New Delhi.

#### Preetha GS

• Attended National Conclave on the Long term care for the Elderly Organized by Help Age India on 18 March 2019 in New Delhi.

#### Sanjiv Kumar

- + Attended a workshop on "Data Driven Strategies to Combat Antimicrobial Resistance" on June 13, 2018 at Harvard University, Boston, USA
- Attended a seminar on "Technology to scale up access to health care in India and other countries" on June 25, 2018 at Harvard University, Boston, USA
- + Attended Workshop on "Precision Medicine" on June 27, 2018 at Harvard University, Boston, USA
- Attended and taken eClassroom : Role of Technology in Achieving Universal Health Coverage on September 7, 2018 organized by IAPSM on IIHMR Campus, New Delhi
- Speaker at the session on "Procurement, Supply Chain Management: Issues and Solutions and Sharing of experiences by States" by Anemia Mukt

Bharat: National Roll-out Action Plan by National Health Mission on September 18, 2018 at Le Meridien, New Delhi

- Panelist at the Session "Role of investors and Medical Technology industry in Ayushman Bharat's success" Organized by Medical Technology Association of India on September 20, 2018 at Shangri-La's-Eros Hotel, New Delhi
- Panelist at the 11th Medical Technology Conference on the session "Role of Government, Medtech Industry and Healthcare Providers in Skill Development" Organized by CII on September 28, 2018 at Le Meridien, New Delhi
- Speaker on "Understanding Indian Health System" Organized by Department of Community Medicine and School of Public Health, PGIMER, Chandigarh on October 1, 2018 at Chandigarh
- Resource Person on 'Leadership and Universal Health Coverage' at the 4th NEZCON 2018 Organized by Tripura Medical College on October 3-5, 2018 at Agartala
- Roundtable : Modicare: India's National Health Insurance Scheme Organized by GLG Mumbai on October 11, 2018 at Mumbai
- Speaker in the Certificate Course in Healthcare Quality in the Inaugural Session Organized by PHFI on October 22, 2018 at IIHMR-Delhi
- Speaker in the Certificate Course in Healthcare Quality on "Leadership, Team Building and Motivation" Organized by PHFI on October 23, 2018 at IIHMR-Delhi
- Chaired the Session on "Role of Health System in Building Resilience" in the Workshop on "Climate and Health" Organized by TERI on October 23, 2018
- Panel discussion "Course on Nutrition" Organized by Lady Irwin on October 25, 2018 at New Delhi
- Attended and chaired a session on "Public Health Management Emerging Issues" at the Second Alumni Scientific Conference Organized by IIHMR-Delhi on November 3, 2018 at New Delhi
- ICRC HELP Course Addressed on Health and Disasters on December 3, 2018 at IIHMR-Delhi
- Resource person for INCLEN, Mumbai during December 4-5, 2018 at Mumbai
- Attended and gave opening remarks and introduction to the theme on "Patient Solidarity Day" Organized by IIHRM & IAPG on December 7, 2018 at IIHMR-Delhi
- Chaired the panel discussion during the Dissemination Workshop Multi-state formative assessment findings on NCDs Organized by project HOPE on December 20, 2018 at Lodi Road, New Delhi
- Guest Speaker on "Role of technology in achieving Universal Health Coverage" Organized by IAPSM/IPHA on January 3-5, 2019 at Ahmedabad
- Chaired the plenary session on "Early Childhood Development" at 63rd Annual National Conference of IPHA on January 31, 2019 at Andhra Pradesh
- Speaker on "Leadership and Management Working Together" at 6th International Public Health Management Development Program (IPHMDP) of PGIMER in Chandigarh
- Speaker in Panel discussion: Partnership, Advocacy and Leadership in NCDs on "Public health leadership for NCDs" Organized by PGI Chandigarh on March 6, 2019 in Chandigarh
- Speaker on Human Aspects of Quality Management -Leadership, Team Building and Motivation at the Certificate Course in Healthcare Quality by PHFI on March 11, 2019 at IIHMR, New Delhi
- Attended Consultation on Right to Health Care in Rajasthan Organised by SIHFW, Jaipur on March 14, 2019 in Rajasthan
- Panelist at "LTC & The Private Sector: How does it fit in to the overall agenda of Corporates and their Social Responsibility in India at National Conclave on Long Term Care for the Elderly organized by the HelpAge on March 18, 2019 India at IIC, New Delhi

### **Institute Publications**

#### 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 with 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 in the readable format. Additionally, SYNAPSE is now also available on the Medium portal which is an online publishing platform.

You can access the recent issues on the following link :

https://medium.com/@synapseiihmrdelhi



News from the IIHMR Delhi Campus

#### anagement Development Program (MDP) on Hospital Administration & Store Management from June 4<sup>th</sup> to June 15<sup>th</sup>

A customized training programme on Hospital Administration and Stores Management was organized for 16 participants from Ministry of Health, Government of Bhutan. The faculty of IIHMR well as external resource persons from the industry interacted with the participants and shared their experiences. The course was highly appreciated by each one of the participants.



Management Development Program (MDP) on Human Resource Management from June 19<sup>th</sup> to June 26<sup>th</sup>

Medical innovation is growing at a fast pace thus requiring ongoing learning and change management. Healthcare HR has to address workforce shortages and keep up with the skill gaps. IIHMR organised a 8-day training programme for 12 senior administrators of Ministry of Health and Family Welfare to address the need for developing human resource. The course covered the changing paradigm of health and the need for human resource development and retention strategies in future. Here are few highlights from the program.



## **Other Activities at IIHMR Delhi**

### TALKS BY DISTINGUISHED EXPERTS :-

In 2018-2019, the Institute had the privilege of hosting following distinguish guests:

#### • Dr. Anand Krishnan

Professor, Centre for Community Medicine, AIIMS, New Delhi

- Dr. Santosh Jain Passi
  Public Health Nutrition Consultant
- Dr. Bhagat Chandra Director, Bhagat Chandra Hospital, New Delhi

#### • Dr. R Kesavan

Consultant Community Physician and Provincial Public Health Lead, Northern Province, Ministry of Health Sri Lanka

#### • Dr. John Balbus

Senior Advisor to the Director, National Institutes of Health (NIH), United States Government

- **Professor David Peters** Edgar Berman Chair in International Health, Johns Hopkins Bloomberg School of Public Health, Baltimore, U.S.A
- Dr. Ellen Mackenzie

Dean, Johns Hopkins Bloomberg School of Public Health, Baltimore, U.S.



#### **FOUNDATION DAY**

The 10th Foundation day, "Aadhar", commemorating the foundation day of the Institute was celebrated on 18th August 2018. The Chief Guest was Shri Manoj Jhalani, Additional Secretary & MD, Ministry of Health and Family Welfare. 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.



#### **ALUMNI CONFERENCE**

IIHMR Delhi organized its second Alumni Conference Reconnect on 3rd November, 2018. The event brought together 30 Alumni from IIHMR Delhi as well as Jaipur in addition to the current batch students. The chief guest of the event was Dr. Indu Bhushan, CEO, PMJAY and National Health Agency and the Guest of Honour was Dr. Pankaj Gupta, President IIHMR University, Jaipur. Three panel discussions were held in the area of public health management, hospital management and health- IT management. The themes for the respective areas were: Public Health Management –Emerging Issues, Hospital Management-Emerging Issues and Emerging Trends in Healthcare Information Technology. Four alumni were felicitated by the Chief Guest for receiving awards from WHO South East Asia Regional Office for their concept notes on "Health in Sustainable Development Goal". The session was concluded with a vote of thanks by IIHMR Alumni Committee.



#### **RESEARCH DAY**

IIHMR Delhi organized its 2nd Research Day on 7th June 2018. Dr. Sanjiv Kumar, Director IIHMR Delhi, delivered the welcome address and outlined the goals of organizing the Research Day. Chief Guest, Dr. Vinod Paul, Member NITI Aayog, Govt. of India, inaugurated the event by ribbon cutting and lamp lighting. "Anusandhan-2018" was released. It is a booklet and contains the abstract of different research projects which are being carried out by the faculties. It also contains the abstracts of dissertation and research work which students had carried out in their respective streams of research. At the end of session, Dr. B.S. Singh, Dean Research IIHMR Delhi, gave the vote of thanks. The session was followed by evaluation of posters which were presented by the faculty and students. Selected students presented the poster. The poster was based on their dissertation work which was carried out by them in their respective streams. Posters covered different areas of health management, hospital management and health IT management. Faculties also presented their research work. Best poster have been awarded to student and 3 cash prizes have been given to student. Prof. N. K. Arora, Executive Director, Inclen graced the occasion and addressed the student and faculty and highlighted the importance of research in policy and programme implementation.





#### **SPORTS WEEK**

The Institute has historically been celebrating the sports week every year. During the weeklong celebrations, the students, staff and faculty participate 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 Bhoruka; 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 to 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. September 17 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 2018, the IIHMR Delhi campus alone accomplished to collect 45 units of blood during this drive.



#### **FAMILY CLUB**

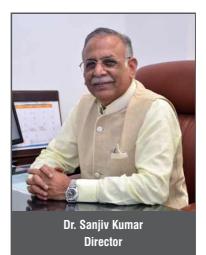
The Institute has a family club with faculty and staff as its members. The family club undertakes several personalised activities, such as wishing faculty and staff members on their birthdays, collectively celebrating important festivals, and organizing outdoor activities and picnics. The activities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

#### HEALTH RUN

Keeping in importance wellness of the staff as well as students, IIHMR Delhi has been organizing health run one day before the foundation day since its inception. The information for health run is sent to all residential societies in Dwarka and any resident can join the health race. To encourage this activity, IIHMR Delhi also awards medals to the winning staff and students. This year, the health run was organized on 15th Sep 2018.



### Faculty



Dr Sanjiv Kumar did his MBBS and MD from AIIMS, New Delhi, DNB in MCH and MBA in Strategic Management. He has 41 years of experience in public health across 29 countries. The public health work took him to Deserts of Rajasthan, Masai villages of Kenya, former Soviet countries in transition, conflict torn areas of Iraq, Somalia, Tajikistan and Uganda. He started as Medical Officer in Indian Army and then worked at grass root level at Primary Health Centres in Haryana and urban slums in Delhi. He taught Preventive and Social Medicine as Lecture in University College of Medical Sciences, New Delhi. He then joined UNICEF and worked for 22 years as health specialist in India and as Chief of Child Survival & Development and Senior Advisor in Iraq, Kenya, Uganda and Somalia and Regional Advisor for 22 countries in Central Asia, Central and Eastern Europe and Baltic States. His work covered strategic program reviews, planning, implementation, monitoring and evaluation, capacity building of semi-literate village volunteers, health workers, program managers, senior faculty of medical, nursing and paramedic colleges, strategic planning and managing of health programs. He came back to academics as Dean (Research, Training and Publications) where in addition to teaching post graduate students, he developed and facilitated courses for government officials and NGOs in leadership and strategic management for health officials from India, Bangladesh and Afghanistan and supervised research projects. He is an Adjunct Professor (Leadership, Global Health & Strategic

Management) at INCLEN Institute of Global Health As Executive Director at National Health Systems Resource Centre, he led a team of 120 staff to provide technical support to Ministry of Health and Family Welfare and 36 state and UTs governments in India for health system strengthening. Dr Sanjiv Kumar has published more than 100 papers in scientific and popular magazines and chapters in books. His current focus is on leadership and strategic management in health and health research. He has received many international and national awards in recognition of his contribution to public health in India and abroad, He has been conferred one international and three national fellowships in honor of his professional contribution. Dr Sanjiv Kumar is a committed teacher always keen to teach enriching his classes with his rich national and international experience. He is excited to be back to teaching as Director, International Institute of Health Management and Research in New Delhi.d international experience and is currently Director, International Institute of Health Management and Research in New Delhi.



A K Khokhar Professor and Dean (Training)

Dr A K Khokhar is a Medical graduated with 3 post graduations in the field of Health Care Administration and Hospital Administration. Besides working in different positions in ESIC Medical services for 36 years, he has been teaching as visiting faculty at FMS, University of Delhi, and Institute of Management Studies, YMCA, New Delhi, for 24 years. He has also been a visiting faculty of IIHMR, NIHFW, SAIL and NTPC. He has organized a number of courses on Hospital Administration for Senior Doctors during his tenure at ESIC. He has been the Editor of Journal of Hospital Administration of IHA for ten years. He has carried out a number of studies and surveys on the role of hospitals in primary health care and has also written a book on Hospitals and Primary Health Care published by International Hospital Federation, London, UK. 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 national and international levels. In his last assignment as Medical Superintendent at ESIC Model Hospital, Rajajinagar, Bangalore, he was instrumental in developing and starting Post Graduate Institute of Medical Sciences and Research, and Under Graduate Medical College, under ESIC. His main interests are in Hospital Operations and Management.



Dr. Pradeep Panda Professor and Dean (Academics & Student Affairs)

Dr. Pradeep K Panda is a Health Economist as well as a Demographer by training with significant experience in teaching, research and consultancy. Dr. Panda is a Professor of Health Economics at International Institute of Health Management Research (IIHMR) Delhi. He was the Project Coordinator for the implementation of 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), Director of Rural Research (Institute of Rural Research and Development), Health Economist (Population Council), and Associate Professor (Centre for Development Studies). He has conducted several research projects in the health sector as a Principal Investigator / Project Director, published several research papers in reputed international journals on 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 has a strong background in mixed-method research, impact evaluation, and systematic reviews. 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). Dr. Panda is also a Visiting Professor at Institute for Human Development, New Delhi,

and a Visiting Faculty at XSRM, Xavier University Bhubaneswar.



Suptendra Nath Sarbadhikari Professor and Dean (Academics & Student Affairs till September 2018)

Dr. Supten Sarbadhikari is a physician and health informatics educationist, who is regarded as a pioneer in spreading awareness of health informatics in India. Currently he is Dean (Academics and Student Affairs) and Professor (Health Informatics) in International Institute of Health Management Research (IIHMR), Delhi. From January 2013 till August 2017, he had been the Project Director, Centre for Health Informatics, National Health Portal, Ministry of Health and Family Welfare (MoHFW), Government of India. Prior to that, he had a wide and varied experience in both healthcare and technology academia, in India and abroad. He has numerous international scholarly publications, including books. Presently, he is an Expert Advisor in the e-Learning Advisory Group (ELAG) of SNOMED-CT (2015-18). He is an expert member of various committees of DBT-BIRAC, ICMR and MoHFW. He is also a member of the Bureau of Indian Standards (BIS) for various committees like Health Informatics and Active Assisted Living. He is a distinguished Fellow of the HITLAB Community. He is a founder member of the FHIR Foundation of HL7. He has been nominated as IMA Honorary Professor [2017-20] by the Indian Medical Association. He has received the Ashoka Changemakers Certificate of Distinction in 2017. He is a former Chairman [2013-2015] for Health Level Seven (HL7) India and a former President of the Indian Association for Medical Informatics (IAMI) [2016]. He has been a Faculty and Fellow (2007-2009) of PSG-FAIMER RI, Coimbatore. He is also the recipient of the prestigious SSLSM Award (2000-01) from the National Academy of Medical Sciences, India.



B S Singh Associate Professor & Associate Dean Research

Dr B. S. Singh is a demographer and monitoring & evaluation specialist. He obtained Ph.D in Population Studies and Certificate Course in Population Studies (CPS) from the International Institute for Population Sciences, Mumbai. He has completed Certificate Course 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 project supported by USAID-India in the area of Maternal, New Born, Child Health, Family Planning and Urban Health during the period of 1995-2013. He has carried out more than 200 research project, including National Family Health Survey-4 of Madhya Pradesh and Rajasthan, LASI Chandigarh and Punjab supported by Ministry of Health & Family Welfare, GOI, New Delhi. Prior to joining IIHMR, New Delhi, he worked as Project Director in Health of the Urban Poor project implemented by IIHMR, Jaipur, Deputy General Manager (Research & Evaluation) in State Innovations in Family Planning Services Project Agency (SIFPSA), Lucknow, Assistant Director in MAMTA- Health Institute for Mother & Child, New Delhi and Head-MIS & System in Deepak Foundation, Vadodara. His areas of interest are program planning, monitoring & evaluation, health survey research and project management. In addition to several research publication, he has also published a book "Methods for estimating demographic parameters at sub-national level".



Dr. Preetha GS Associate Professor

Dr. Preetha GS has done her MBBS from Government Medical College, Trivandrum and MD in Community Health Administration [MD (CHA)] from the National Institute of Health and Family Welfare (NIHFW), New Delhi. She has a rich and diverse work experience across private & public sector as well as international agencies with assignments in NGO and private hospitals, NIHFW, Ministry of Health and Family Welfare, Government of India and the United Nations. Her professional experience of more than fourteen years in the health sector has given her immense exposure to training, research and project/programme management.



Dr. Anandhi graduated from Dept. of Physical Chemistry, University of Madras and has post doctoral research experiences in Dept. of Civil Eng. IIT, Madras and in Lab of Membrane Biophysics & Biochemistry, NIAAA, NIH, Rockville, USA. She has various other degrees like PGDBM (Par MBA) degree with Information System Specialization, PGDCM and currently pursuing DOEACC IT 'B' level (Par MCA) in addition to holding various other certificates in oracle/ D2K (USA), Visual C + + (ICS, Scranton USA), Adv Java , UML through Rational Rose, Software Testing etc. She has been involved in many projects related to Information technology and diseases like TB and Malaria using bioinformatics techniques and guiding students for their postgraduate and MPhil degrees. Prior to joining IIHMR she was working with DOEACC, an autonomous body of DIT, govt. of India for imparting IT and bioinformatics courses for 6 years. She was involved in imparting academic training to both students as well as corporate officials as a senior faculty and course coordinator. She also has professional experience in IT Industry for nearly 5 years at various levels from a developer to product manager and was involved in developing biomedical and commercial softwares and was one of the founder member of the start-up company AASMAM. She is also a graduate member of AIMA, Lifetime member of Surface Society

of India and CSI and a member of HIT Forum. She has the distinction of being invited as special guest speaker at Whitehouse Biotech Carnival 2009, Kathmandu, Nepal and trained at ICGEB in "South East Asian Training course on Bioinformatics Applied to Tropical Diseases" sponsored by WHO-TDR. Her current research interest includes development of HIMS; open source database development & data mining related to health, Geriatric Health Survey, Utilization of bioinformatics tools in the area of nutrition survey and nutri-genomics, implementation of health information technology in public hospitals and Mobile E-health Surveys.



Dr. Manish Priyadarshi Associate Professor

Dr. Manish Priyadarshi has a M. Phil and PhD in urban health from Jawaharlal Nehru University, India; Manish Priyadarshi is a Passionate and Result oriented health professional with more than decade of experience in Health and Health policy, Advocacy, Integrated Program Planning, Research, Documentation, Programme Implementation, Partnership Management, Technical Assistance to National and State Government and Resource Mobilisation. Dr Manish started his career in health as Programme coordinator in 2007 and has worked in every level of providing solutions and leadership in 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. Dr Manish Priyadarshi, presented papers at National and International conferences on health and allied sectors and member of Young Demographer (Rostock) and Institute of Social Research (Hamburg). Currently, Dr Manish Priyadarshi working as Associate Professor Public health at IIHMR, New Delhi. He teaches the courses- Public health, Health Economics and Organizations Management.



Dr. Nitish Dogra Associate Professor

Dr. Nitish Dogra has done his MBBS and MD from University of Delhi. He has also received a Master of Public Health degree from the world renowned Johns Hopkins University (JHU), United States. Subsequently he has worked in several coveted institutions including JHU, INCLEN and TERI. He had earlier served as Assistant Professor at IIHMR, Delhi from 2009-2014. In addition he was selected for a Fulbright-Nehru Environmental Leadership Program Fellowship for 2013-14 by the United States Department of State and the Government of India. During this period he was based at JHU as a Visiting Faculty. He convened the Understanding Climate and Health Associations in India (UCHAI) training workshop in 2015 which was partially supported by the National Institutes of Health (NIH), US Government. He has brought out the edited volume Climate Change and Disease Dynamics in India, the first such book on the topic with 28 authors across India, United States, Belgium and New Zealand. Dr. Dogra has also worked with the World Health Organization (WHO) as consultant, temporary adviser and project principal investigator at different points of time. In August 2014, he delivered on request, an invited commentary at the Conference on Health & Climate at WHO Headquarters, Geneva. This was the first global ministerial level meeting on the subject where he was one of three delegates

from India. Besides, his innovation linking a community based air quality monitoring system with social media has been featured on BBC and Times of India, amongst other places.



Dr. Dhananjay Srivastava Associate Professor (Till July 2018)

Dr. Dhananjay Srivastava is a Public Health specialist with more than 10 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 initiated numerous research activities of the National AIDS Program at the national level. He has also participated in implementation of Sero - Prevalence Study and Mucosal Immunity Study (Randomized Controlled Trial) that was conducted by WHO – India. Dr. Dhananjay published several scientific papers in journal of repute and one manuscript named 'Physical Disability in Rural India'.



Divya Aggarwal Assistant Professor & Assistant Dean (Academics and Student Affairs)

Divya has graduated from Delhi University in the field of Instrumentation. After that, she did her M.B.A specializing in Human Resources and Finance from Guru Gobind Singh Indraprastha University, Delhi. She has more than 12 years of Academic and consultancy experience and has diverse knowledge of the corporate world. Divya is an expert on long-term success. For the past decade she devoted her energy to the investigation of long-living corporations - how they grow, adapt, and consistently beat their competitors. She has carried out various projects related to strategy and HR viz., strategy evaluation, workforce planning, competency mapping, talent retention strategies at the corporate level. She conducted Attitude Survey of Employees of Hongkong & Shanghai Banking Corporation (HSBC Bank Ltd) on 16 parameters on All India Basis and made Action Plan. She has conducted various trainings and workshops on areas related to Organizational behavior in various organizations and b-schools. Besides this, she has written various research papers in the journal of national and international repute. She is also pursuing her PhD from Amity University in the area of Talent management.



Dr. Nishikant Bele Assistant Professor

Dr. Nishikant Bele is an Associate Professor in the area of Information System. 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. Dr. Nishikant Bele 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.



Dr. Vinay Tripathi Assistant Professor

Dr. Vinay Tripathi has received his academic training in the discipline of Anthropology and obtained Masters, M.Phil. and Ph.D from University of Hyderabad. Before joining IHMR-Delhi, he was working with IHMR-Bangalore and was involved in teaching courses on Demography, Research Methodology, Health Survey and MIS in Healthcare. With more than five years of rich experience in the field of research and development, he has coordinated and evaluated different projects related to health, water and sanitation, education and rural development domain. With 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 published paper in a book of international repute.



Dr. Sumesh Kumar Assistant Professor

Dr. Sumesh Kumar is working as assistant professor in health economics. He holds M.A., M. Phil and Ph. D degrees in economics and MBA degree in finance. During over 14 years of working experience, he worked 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 as published various articles and research papers in economics and management. He has been a key speaker in the soft skills programs and attended many MDPs/FDPs. He has also presented research papers in various international conferences.



Dr. Pankaj Talreja Assistant Professor & Controller of Examinations

Dr. 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 his ten year illustrious career, Dr. 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.



Kirti Udayai Assistant Professor (till June 2018)

Kirti has been associated with International Institute of Health Management Research, New Delhi since 2011. Prior to which she has served in Fortis Healthcare, Max Healthcare and Kokilaben Dhirubhai Ambani Hospital. She has more than ten years of teaching and industry experience. She has done her PGDHM in Hospital and Health Management from IHMR, Jaipur and pursuing her PhD in the area of Social Marketing. She has been involved with teaching Hospital Marketing, Health Communication, Social Marketing and Health Insurance at Postgraduate level to the management students. She has attended a number of National and International Conferences where she has presented research papers in the area of Public Health and Management. She has published papers in national and international journals of repute. Her research focuses on health communication, social and behaviour change and health education. She is a member of the Health Economics Association of India and Research Foundation of Hospital and Healthcare Administration.

### Staff

#### ADMINISTRATION

**Sr. Manager (A&P)** Suja Ram Jat, MBA

Admin. Executive Surya Prakash Sharma, B.Tech., MBA

**Steno Typist** Sunil Kumar, B.Com

Front Office Assistant Suman Lata, BA

Assistant Manager (F & A) Jaipal Singh, CA

Account Officer Rajat Mohan, MBA, B.Com

Account Assistant Amit Kumar Sah, B.Com

**Academic Officer** Tarun Nagpal, MCA

**Placement & Alumni Relations Officer** Ashish Tiwari, MBA

Academic Assistant Shashee Sharma, MBA

Senior Research Officer Sumant Swain, PhD

### FINANCE & ACCOUNTING

ACADEMICS

#### RESEARCH

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#### **Research Officer**

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Assistant Manager (Training) Shikha Bassi, MBA, PGDHM

**Training cum Research Assistant** Inder Pal Singh, BA

**Sr. Marketing & Communication Officer** Vikram Burman, BA & MBA

Marketing Executive Ms. Shalini Yadav, PGDHM

**Sr. System Analyst** Sukesh Bhardwaj, MCA

Hardworking and Networking Supervisor Vinod Kumar, B.Sc.

Librarian Jagdish Prasad, MLIS, (Ph.D. Pursuing )

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

### TRAINING

#### MARKETING

#### **INFORMATION TECHNOLOGY**

#### LIBRARY

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# Team IIHMR



### **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, 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 state-of-the-art collection of 7714 books, having 5950 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 provides user-friendly services and easy open access facilities to the readers.

Library receive over 100 national and international periodicals and magazines related to professional management and research, in addition to few periodicals of general interest, as well as six newspapers published around the globe. The library collection includes 410 CD-ROM and databases, from India and overseas, like Pro Quest Health Management, Indiastat and J-Gate Database, EBSCO host e-books and Ebrary.

**E-Books:** IIHMR Library has subscribed EBSCOhost – **eBooks academic subscription collection** for all IIHMR campus libraries. There are more than **180,039 eBooks** in this package, including titles from leading university presses and coverage with all academic subject from leading university presses such as Oxford University Press, MIT Press, State University of New York Press, Cambridge University Press, University of California Press, McGill-Queen's University Press, Harvard University Press and many others. Additional academic publishers include Elsevier Ltd.; Ash Gate Publishing Ltd; Taylor & Francis Ltd; Sage Publications, Ltd. and John Wiley & Sons, Inc. etc. The subject includes: Organizational Behaviour, Human Resource Management, International Management, Research Methodology, Supply Chain Management, Operations Research, Strategic Management, Management Information System, Consumer Behaviour & Marketing Communication, Business & Economics, Language Arts & Discipline, Literary Criticism, Performing Arts, Political Science, Social Science, Technology & Engineering, and other academic fields. All titles are available with unlimited user access, and titles are regularly added & updated.

**E-Database & Online Journals:** E-journal are being subscribe online to facilitate the ongoing research activities and to expand the areas of future research activities. The online journals being subscribed includes:

- ProQuest Heath Management with Hoovers Company (Full-text) online database
- J-Gate Social & Management Science (JSMS)
- Indiastat Database
- DELNET open access database
- Digital Library
- EBSCOhost eBooks academic
- Ebrary ProQuest

**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.

Thesis & Dissertations: A total of 806 thesis and dissertations in both hard and soft copy form are available in the Library.

**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 information technological changes, library records have been computerised 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. The worldwide well-known library management software namely Koha fully- featured open source ILS software 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.

**Opening Time:** The Library is open throughout the year from 8.30 AM to 7.30 PM on all working days and 9.00 AM to 5.00 PM on 2nd and 4th Saturdays and Sundays.

For more details, you can also log on to http://182.74.47.251/ or visit our IIHMR Delhi Website http://delhi.iihmr.org/open-library and click on the link to `Access on Inside and Outside campus'.



#### I.T. CENTRE

The Computer Centre is well equipped with modern infrastructure connecting more than 171 nodes across the Institute premises. The Computer Centre is connected with a dedicated Internet Lease Line (ILL) providing 24\*7 supports for research, training, teaching and consultancy activities. The IT centre also has a network framework of more than 171 desktops, 12 LCD projectors and 38 printers. For students, faculty and staff members, facilities like Wi-Fi Campus, Wi-Fi rest house along with Wi-Fi Hostel is 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**

#### IIHMR UNIVERSITY, 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.



#### 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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