

**SIR 2023-2024**

13<sup>th</sup> STATE OF INSTITUTE REPORT 2023-2024

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2023-2024

International Institute of Health Management Research Delhi

**(NAAC “A” Accredited)**

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## Contents

Message from the Trustee Secretary	
Message from the Director	
About IIHMR.....	1
About the Institute.....	2
Management Board.....	4
Governing Board.....	5
Academic Advisory Council.....	7
Ethics Committee.....	9
Collaborations.....	10
Educational Programs and Academic Activities.....	11
Postgraduate Program .....	11
Other Academic Programs.....	12
Placement.....	13
Convocation Ceremony .....	14
Guest Lectures by Industry Experts .....	15
Research.....	17
Completed Projects 2023-24.....	17
Ongoing Projects.....	19
MDP and Training Activities.....	23
Publications.....	33
Institute Publications.....	35
Conferences / Seminars / Workshops .....	36
Other Activities at IIHMR Delhi .....	40
Foundation Day.....	40
Blood Donation Camp .....	40
Field Visits.....	41
Extension Activities .....	41
Alumni Meet .....	42
Yoga Day .....	43
Sports Week.....	43
Community Outreach Programme .....	44
Faculty .....	46

Staff.....	55
Facilities at IIHMR Delhi .....	57
I.T. Centre .....	59
Girls Hostel .....	59
Guest House .....	60
Gymnasium and Sports .....	60
IIHMR Group of Institutes.....	61
IIHMR University, Jaipur .....	61
Institute of Health Management Research Bengaluru .....	61
Editorial Team .....	62

## Message from the Trustee Secretary



**Dr. S.D. Gupta**  
Trustee Secretary

It is with great pleasure and enthusiasm to present before you an overview of the remarkable achievements and progress made by IIHMR Delhi in the past year. I feel delighted to witness the Institute's significant contributions to the fields of education, research, and training in healthcare, hospital administration, and healthcare information technology.

IIHMR Delhi has been at the forefront of a paradigm shift in healthcare management in India. As the only standalone private institute in health management with a NAAC 'A' accreditation, the Institute has demonstrated excellence in delivering quality education. Since its inception, IIHMR Delhi has successfully graduated 14 batches of management professionals through the AICTE approved two-year Postgraduate Diploma in Management (Hospital & Health Management). IIHMR Delhi offer AICTE approved, NBA accredited full-time PGDM (Hospital & Health Management) programs, with AIU certification equating our PGDM to an MBA of Indian Universities. The Institute also hosts the Fellow Program in Management and PGCM (Logistics and Supply Chain Management) programs. Over 1250 management graduates from IIHMR Delhi are contributing significantly to healthcare organizations and hospitals across the country, assuming various management and administrative roles in both public and private sectors.

IIHMR-Delhi's commitment to improving health standards through research is evident in its contributions to evidence-based service delivery. The Institute has conducted impactful research in areas such as maternal and child health, non-communicable diseases, urban health, and climate change. This includes various evaluations and operational research studies for government and non-governmental organizations. The dedicated team of multi-disciplinary faculty and research scholars is actively engaged in advancing health research activities. IIHMR-Delhi serves as a learning center for continuing education and training of working staff in various national and international health organizations. The Institute's role in expanding its academic profile, collaborating with government and non-government organizations, and establishing a growing global footprint has earned accolades in recent years.

I extend my sincere congratulations to the entire IIHMR Delhi community for their hard work, dedication, and commitment to excellence. I look forward to witnessing the continued success and global eminence of IIHMR Delhi as it pursues its vision.

Wishing IIHMR-Delhi all the success in the upcoming years.

Dr. S.D. Gupta  
Trustee Secretary

## Message from the Director



**Dr. Sutapa B. Neogi**  
**Director, IIHMR-Delhi**

Welcome to the International Institute of Health Management Research (IIHMR), Delhi!

Professional education is a dynamic field. IIHMR focuses on imparting its core values – Quality, Accountability, Trust, Transparency and Knowledge sharing to its students. As an Institute, we believe that education is the passport to the future, for tomorrow belongs to those who prepare for it today. It is an investment that would pay rich dividends in the years to come.

Healthcare industry is undergoing a rapid change. The changing socio-political scenario, quantum leaps in technology, economic development, changes in epidemiology are some factors which have brought us to new horizons. Keeping this in mind, we have blended analytical insights, quantitative abilities, and real time field experience into various courses. We regularly update our courses to incorporate feedback from our alumni and industry. Our Institute has also been awarded the “Six Sigma Best Healthcare Management Institute of the year 2015” and MBA equivalence by Association of Indian Universities. IIHMR Delhi is the only standalone NAAC “A” accredited Institution in the health management sector. We have started implementing the Academic Bank of Credits (ABC) as mandated by the National Education Policy in our academic programmes. The Institution has also been given approval by AICTE to start 1-year online certificate programs in Hospital Management, Logistics and Supply Chain Management and Public health Financial Management.

The healthcare sector requires technical, managerial, social, and diplomatic skills. Our faculty and students, through their dedicated efforts, have strived towards this goal. Added to this, we have incorporated the dynamism of real world by having linkages to industry, government sector and business houses within and outside India. The students are exposed to the real world through summer internship, dissertation and invited national and international experts. We groom our students to contribute to the healthcare industry effectively and do justice to the profession, however challenging the role may be. Our Institute is guided by renowned experts who are members of its management board, governing board, and various committees.

IIHMR Delhi has a rich research portfolio. The Institute conducts studies which 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 bring excellent combination of research competencies that is critical to successfully carrying out evidence-driven and policy-relevant research. The core research domains include maternal and child health, non-communicable diseases, environmental health, disaster management to name a few.

The faculty members have represented IIHMR as chair/moderator/speaker at more than 30 different national and international conferences.

The training portfolio in IIHMR Delhi is equally vibrant and caters to the training needs of various health professionals related with health sector. The Institute has been engaged in conducting various management development programmes and capacity building programmes for both international and national participants.

Collaborations and networking remain a focus for overall institutional growth and to position IIHMR at the global level. The Institute has MoU with many international and national level institutions, organizations and Universities. It is also empanelled with National Health Systems Resource Centre (NHSRC), State Innovations in Family Planning Services Project Agency (SIFPSA). IIHMR-Delhi is recognized as an academic partner by India Universities and Institution Network for Disaster Risk Reduction (IUIINDRR-NIDM)

It is my pleasure to submit you our annual report, State of Institute Report for the year 2023-24.

Dr. Sutapa B. Neogi  
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
- Evaluation of National Health Programmes



## About the Institute

IIHMR Delhi, a part of the IIHMR Society, was founded on 18<sup>th</sup> August 2008, with a mandate to focus on national and international health priorities of the country and the Asia-Pacific region. The Institute aims to play a major role in promoting academics and conducting research relevant to policy formulation, strategy development and effective implementation of policies and training and capacity development of professionals for the healthcare sector. The Institute offers a two-year full-time Postgraduate Diploma in Management with a specialization in Hospital Management, Health Management and Healthcare Information Technology. The program is approved by the All India Council for Technical Education (AICTE) and accredited by the National Board of Accreditation (NBA). The Institute has obtained approval by the Association of Indian Universities (AIU) that makes the PGDM program, equivalent to a MBA degree. IIHMR Delhi equips its students with a strong managerial and technical foundation for careers in hospital management, health care systems, healthcare quality management, health insurance, healthcare information technology, health research, business analysis and transformation.

The Institute offers another AICTE approved one-year full-time Post Graduate Certificate Management (PGCM) in Logistics & Supply Chain Management program. The Institute also offers Fellow Programme in Management (FPM), which is specially designed for individuals working in healthcare industry, government, social sector and are keen in pursuing research in the health sector. The Institute also has a one-year Executive Program on Hospital Management (EPHM) for working professionals who aspire to enhance their educational knowledge and professional growth in hospital management field. The Institute has another one-year Executive Post Graduate Diploma in Public Health Financial Management (EPGDPHFM) course which is jointly offered by IIHMR Delhi and IIHMR University for NHM Odisha personnel.



The aesthetically designed and magnificently built campus of IIHMR is in Dwarka, New Delhi. The infrastructure and 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 is equipped with the latest books, journals, and magazines of national and international standards for academic and 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. There are provisions for adequate and well-equipped space to host national and international conferences, seminars, and workshops within the Institute. Other facilities include individual rooms for the faculty, gymnasium, tennis court, mini amphitheatre, centralized air-conditioning system and a car parking lot. The Institute also has a spacious and well-equipped cafeteria and a guesthouse for visitors and dignitaries.

## **Management Board**

### **PRESIDENT**

#### **Shri D.P. Agarwal**

Chairman & Managing Director,  
Transport Corporation India Limited,  
Gurugram, Haryana

### **TRUSTEE SECRETARY**

#### **Dr. Shiv Dutt Gupta**

Indian Institute of Health Management Research,  
Jaipur, Rajasthan

### **MEMBERS**

#### **CA S.S. Bhandari**

S.S. Bhandari & Co.,  
Jaipur, Rajasthan

#### **Shri Hemant Kaul**

Former Managing Director,  
Bajaj Allianz General Insurance,  
Jaipur, Rajasthan

#### **Dr. V.M. Katoch**

Former Secretary, Department of Health Research, GoI, &  
Director-General, Indian Council of Medical Research,  
Jaipur, Rajasthan

#### **Dr. Indu Bhushan**

Former Chief Executive Officer,  
National Health Authority and Ayushman Bharat, Govt. of India,  
New Delhi

## **Governing Board**

### **CHAIRMAN**

**Dr. V.M. Katoch**

NASI-ICMR Chair on Public Health Research at  
Rajasthan University of Health Sciences (RUHS), Jaipur  
President, JIPMER, Puducherry,  
Former Secretary, Department of Health Research, Govt. of India,  
and Director-General, Indian Council of Medical Research

### **MEMBERS**

**Dr. Harshad P. Thakur**

Director,  
National Institute of Health & Family Welfare (NIHFW),  
New Delhi

**Dr. Shiv Kumar Sarin**

Director,  
Institute of Liver & Biliary Sciences,  
New Delhi

**Dr. David Peters**

Professor and Chair,  
Edgar Berman Professor and Chair,  
Department of International Health, Johns Hopkins Bloomberg School of Public Health  
Baltimore (USA)

**Dr. D.K. Sharma**

Medical Superintendent  
AIIMS, New Delhi

**Dr. Sanjay Kapur**

Managing Director,  
John Snow India Private Limited,  
New Delhi

**Dr. Rohit Kumar**

Assistant Professor,  
IIM, Ranchi

**Mr. Chander Agarwal**

Joint Managing Director,  
Transport Corporation of India Ltd.,  
Gurugram

**Dr. Amarjit Singh, IAS (Retd.)**

Chairman,  
RERA, Gandhinagar, Gujarat

**Prof. (Dr.) Mahipal S. Sachdev**

Chairman, Medical Director & Senior Consultant Ophthalmology,  
Centre for Sight,  
New Delhi

#### **EX-OFFICIO MEMBERS**

**Dr. S.D. Gupta**

Trustee Secretary,  
IIHMR, Jaipur

**Dr. Sutapa B. Neogi**

Director,  
IIHMR Delhi

**Dr. Pankaj Talreja**

Associate Professor,  
IIHMR Delhi

## **Academic Advisory Council**

### **CHAIRMAN**

**Dr. Y.P. Bhatia**

Chairman & Managing Director, ASTRON and  
Chairman, Advisory Council, Venkateshwar Hospitals,  
New Delhi

### **MEMBERS**

**Dr. Narottam Puri**

Advisor – Medical Operations,  
Chairman, Fortis Medical Council, Escorts Heart Institute & Research Centre,  
New Delhi

**Dr. J.K. Das**

Professor & Head,  
Department of Epidemiology,  
NIHFW, New Delhi

**Dr. Sidhartha Satpathy**

Professor & HOD, Hospital Administration,  
AIIMS, New Delhi

**Dr. S.B. Arora**

Professor, School of Health Sciences,  
IGNOU, New Delhi

**Dr. Arati Verma**

Senior Vice President, Max Healthcare,  
New Delhi

**Dr. Jugal Kishore**

Professor & Director,  
Dept. of Community Medicine, VMCC & Safdarjung Hospital,  
New Delhi

**Dr. Pankaj Kumar Arora**

Director-Convergence,  
National Health Authority (NHA),  
New Delhi

**Dr. P.R. Sodani**

President,  
IIHMR University,  
Rajasthan

## **EX. OFFICIO MEMBERS**

**Dr. Sutapa B. Neogi**

Director,  
IIHMR Delhi

**Dr. Sumesh Kumar**

Associate Professor &  
Associate Dean-Academic & Student Affairs,  
IIHMR Delhi

**Dr. Ekta Saroha**

Associate Professor & Dean – Training,  
IIHMR Delhi

## **Ethics Committee**

### **CHAIRPERSON**

**Dr. Sanghamitra Acharya**

Professor,  
Centre of Social Medicine & Community Health,  
School of Social Sciences, JNU, New Delhi

### **MEMBERS**

**Dr. Rashmi Sharma**

Scientist-E, Department of Science & Technology (DST), New Delhi

**Dr. Malati Tiwari**

Physician, Bhagat Chandra Hospital, New Delhi

**Advocate G.C. Shukla**

Supreme Court of India, New Delhi

**Dr. Joy Ganguly**

Sr. Technical Specialist,  
Public Health Initiatives, New Delhi

**Mrs. Preetinder Kaur Chadha**

Academician (Specific Learning Disabilities), Pune

**Dr. Ajay Kumar Sood**

Professor, Retired  
National Institute of Health & Family Welfare (NIHFW), New Delhi

**Dr. Vinay Tripathi**

Associate Professor, IIHMR Delhi

**Dr. Ratika Samtani**

Assistant Professor, IIHMR Delhi

### **MEMBER SECRETARY**

**Dr. Preetha G.S.**

Dean (Research), IIHMR Delhi



## Collaborations

IIHMR Delhi has signed MoU with different national and international organizations to explore various possible collaborative avenues in academic, research, training, and consultancy portfolio of the Institute. Some of the organizations with which IIHMR Delhi has signed MoU are listed below:

- The University of Edinburgh, Edinburgh, United Kingdom
- The Faculty of Medicine, University of Jaffna, Sri Lanka
- World Health Organization (WHO)
- National Health Systems Resource Centre (NHSRC)
- Association for Transgender Health in India (ATHI), Gurugram, India
- Vital Strategies India Services Private Limited, New Delhi, India
- Nen-AI-Artificial Intelligence Unit of National Entrepreneurship Network, Bangalore, India
- Mahatma Gandhi Institute of Medical Sciences (MGIMS), Sewagram, Maharashtra, India
- Care India Solutions for Sustainable Development (CISSD), New Delhi, India
- Medanta, The Medicity, Gurugram, India
- Health Care at Home India Pvt. Ltd. (HCAH), New Delhi, India
- Reevin Healthcare India Pvt. Ltd. New Delhi, India
- Trios Development Support Pvt. Ltd., New Delhi, India
- Asian Institute of Medical Sciences, Faridabad, India
- Anshu Hospitals Ltd. (AHL) “Sarvodaya Healthcare”, Faridabad, India
- Quality Care India Limited (QCIL), Hyderabad, Telangana, India
- BWell HealthTech Pvt. Ltd., New Delhi, India
- IQVIA-Consulting and Information Services India Private Ltd., Mumbai
- BeatO-Health Arx Technologies Private Limited, New Delhi, India
- Tehran University of Medical Sciences (TUMS), Tehran, Iran
- University of Pretoria, Pretoria, South Africa
- Child in Need Institute (CINI), West Bengal, India
- National Institute of Malaria Research (NIMR), New Delhi, India
- Sattva Media and Consulting Pvt. Ltd.
- Subbaiah Research Centre, Shivamogga, Karnataka, India
- U4RAD Technologies LLP, Gurgaon, Haryana, India
- MITR Trust
- ECHO India
- Lords Education and Health Society (WISH)

## **Educational Programs and Academic Activities**

### **Postgraduate Program**

#### **PGDM (Hospital and Health Management)**

The Institute offers a two-year, All India Council for Technical Education (AICTE) approved, NBA Accredited & AIU recognised, full-time PGDM (Hospital & Health Management) equivalent to MBA program. It offers specialization in Hospital Management, Health Management and Health Information Technology, with a total annual intake of 180 students. The program aims to develop trained professional managers with requisite skills in planning, implementation, operational management, diagnosing and problem-solving, consultancy and entrepreneurship. The flagship program in Health & Hospital Management emphasizes industry-focused, experiential learning through simulations, case studies, internships, and live projects. It also empowers them with the skills required to manage hospitals and healthcare institutions in developing countries, both in public and 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 in academic as well as co-curricular activities. They have presented papers in many conferences, published in notable journals, and have won international scholarships. The Institute also encourages and supports the entrepreneurship skills of the students. The Institute also encourages and supports the entrepreneurship skills of the students. We note with pleasure that many of our alumni have risen to leadership positions of not only programmes and departments but also of organizations.



## **Other Academic Programs**

### **Fellow Program in Management (FPM)**

The Institute offers a three-year Fellow Programme in Management (FPM) for individuals working in healthcare industry, government, social sector and who are keen to pursue research in the health sector. The aim of the program is to impart skills of research and training in healthcare management to the students so that they become highly skilled and innovative researchers and teachers in the field. The FPM programme consists of two phases. The first phase of the programme involves course work, while the second phase is about the actual conduct of research work.

### **Executive Program on Hospital Management**

The one-year Executive Program on Hospital Management (EPHM) is for working professionals who aspire to enhance their educational knowledge and professional growth in hospital management field. The program aims to develop the skills of professionals to carry out different managerial roles and responsibilities in the hospitals. It orients the students towards corporate culture, situational analysis, strategic planning, and decision-making in various domains of hospital management.

### **Certificate Course - Supply Chain Management in Health Institutions in Developing Countries [three-month duration]**

## **Placement**

The Institute has a Placement Cell that works under the aegis of the Placement Committee. The Committee comprises of Associate Dean (Academics & Student Affairs), faculty representative and 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
- Networking 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 at the Institute have secured placements in reputed hospitals, healthcare organizations, consultancies, and software companies, both in the government and the corporate sectors.

Some of the organizations where our students are placed include Deloitte, Ernst & Young, Karexpert, PwC, NHSRC, UNICEF, Thumbay Hospital, IQVAI, Wadhwani AI, Artemis Hospital, ASG Eye Hospital, Yathartha Hospital, Paras Hospital, Fortis Hospital, Fortis Escort, Felix Hospital, Cognitrex Consultants Pvt. Ltd, Doctor's Alliance, Curiodigitaltx, Seva at Home, HDFC Ergo, Jhpiego, TrioTree Technologies Pvt. Ltd. U4RAD, CARPL.ai, Eye Q India, TSI, Karkinos, Max Hospital, Sarvodaya Hospital, Innovaccor Analytics, BLK-Max Super Speciality Hospital, Centre for Sight, My Healthcare Technologies Pvt. Ltd., IPE Global, Wrig Nanosysytems, Intellio Healthcare, Silvergenie, CARE India, Aakash Healthcare Tashkent, Jay Pee Hospital, Cognitio Analytics, Dr. Safehands, Rsystems, Kanvic Consulting, e Expedise and MarketXcel..

The students from the current 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, 05<sup>th</sup> Aug 2023, the Institute hosted its Fourteen Annual Convocation for 128 graduating students. The Institute was honoured to have as Chief Guest Ms. Roli Singh, AS & MD(NHM), Ministry of Health and Family Welfare. The Guests of Honour were Maj Gen (Prof) Atul Kotwal, SM, VSM, Executive Director, National Health Systems Resource Centre and Dr. S D Gupta, Trustee Secretary, IIHMR. Ms Roli Singh congratulated all the students who received their PGDM (Hospital & Health Management) and those who have been conferred the PD Agarwal Gold Medal for outstanding performance. The awardees were Col. Manoj Singh in the hospital stream, Dr. Sheetal S in the health stream, and Dr. Shivam Kalia in the health IT stream. The Best All-Round Gold Medal was presented to Dr. Jaganjeet Kaur Randhawa. Prof. Sutapa B Neogi, Director, IIHMR Delhi and Dr. Sumesh Kumar, Associate 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 2023-2024, the Institute was privileged to have the following speakers:

**Ms. Seema Singh**

(Title of talk: “POSH (Prevention of Sexual Harassment) at the workplace”)

**Shri Suryakant Sharma**

(Title of talk: “Financial Empowerment through Wealth Creation”)

**Dr. Aman Raj Gupta, Mr. Rohit Checker**

(Title of talk: “How to Spend Two Years In IIHMR-Delhi & Develop”)

**Mrs. Seema Singh**

(Title of talk: “Interview Skills”)

**Mr. Aryan Pasha**

(Title of talk: “Transgender Health”)

**Mr. Vishal Goyal**

(Title of talk: “Group counselling on career & competitive exam”)

**Mr John Victor**

(Title of talk: “How to deal with fear, stress and anxiety”)

**Brahma Kumari**

(Title of talk: “Stress Free Living”)

**Dr Sanchita Bhattacharya**

(Title of talk: “Management and Reversal of Chronic Lifestyle diseases through nutrition”)

**Dr. Sandeep Bhalla**

(Title of talk: “Personal and Professional Growth”)

**Ms. Amrita Sarkar**

(Title of talk: “Transgender Health”)

**Dr. Shiv Shankar**

(Title of talk: “Application and relevance of use of technology in health service delivery in current scenario”)

**Brig. Sanjay Baweja**

(Title of talk: “HR Issues and Challenges”)



**LT.CDR Dr. Ruchi Dahiya**

(Title of talk: “Art of Living Meditation Session”)

**Mr. Sameer Kanwar**

(Title of talk: “Global Initiative for Digital Health”)

**Mr. Vishal Goyal**

(Title of talk: “How to make an attractive CV”)



**Following alumni of IIHMR Delhi were also invited to interact with students:**

Mr. Varun

Ms. Monal

Ms. Prerna Sharma

Dr. Rakhi Wadhvani



## Research

The research portfolio of IIHMR Delhi has expanded significantly over the one and a half decade since its inception. It includes a wide range of projects across public health, health systems, programme evaluations, policy analysis and implementation research. The major thrust areas have been maternal and child health, digital health innovations, health system strengthening, climate change, communicable and non-communicable diseases among others. The multi-disciplinary faculty members with strong research competencies have successfully carried out evidence-driven and program-relevant research. The Institute is increasingly shifting its focus to implementation research, whereby challenges in health systems are addressed collectively under the leadership of district health teams to yield solutions to improved processes and outcomes of national health priorities.

### Completed Projects 2023-24

#### **Strengthening the implementation of eSanjeevani Telemedicine Services in the state of Bihar.**

**Funding Agency:** Sattva

**Duration:** Apr. 2023 – Jul. 2023

**Team:** Dr. Ratika Samtani, Dr Sidharth S Mishra, Dr Ekta Saroha, Dr Himanshu Tolani

**Project Description:** eSanjeevani is a national telemedicine service launched by the Ministry of Health and Family Welfare, which aims to provide accessible healthcare services through digital platforms. The study with its primary objective of assessing the implementation and effectiveness of the eSanjeevani evaluated its reach, utilization, and impact on healthcare delivery in the state of Bihar. The state has been actively participating in the eSanjeevani initiative and as of December 2022, the state recorded over 2.6 million teleconsultations, placing it among the top ten states in terms of usage. This indicates a significant adoption of digital health services in the region. However, challenges such as limited digital literacy, especially in rural areas, and infrastructure constraints have been identified as barriers to the widespread adoption of telemedicine services like eSanjeevani. The study provided insights into areas requiring policy attention and infrastructural improvements.

#### **Regional assessment of coverage and quality of postnatal care services**

**Funding Agency:** WHO

**Duration:** Jun. 2023 – Nov. 2023

**Team:** Dr Sutapa B Neogi, Dr Pijush Kanti Khan

**Project Description:** This research initiative aimed at evaluating the accessibility and quality of postnatal care (PNC) services across various regions. The project aligns with WHO's 2022 guidelines on maternal and newborn care, which emphasize the importance of a "positive postnatal experience" ensuring that women, newborns, and their families receive consistent information, reassurance, and support from motivated health workers within a well-resourced and culturally sensitive health system. The assessment focused on both the coverage and the quality of care provided during the postnatal period and utilized the WHO's standardized tools to systematically evaluate the services at health facilities. These tools helped in identifying gaps in service delivery, informing policy decisions, and guiding the development of targeted interventions to improve maternal and newborn health outcomes.



**Social, economic, organizational and ethical factors influencing implementation and adoption of technology and sharing of information in diagnosis and treatment of non-communicable diseases**

**Funding agency:** National Health System Resource Centre (NHSRC)

**Duration:** Jan 2022 – Dec. 2023

**Team:** Dr Anandhi Ramachandran, Dr Rupsa Banerjee, Dr Sharbari Dutta

**Project Description:** The objective of the study was to identify the factors influencing the adoption of digital tools (barriers and motivators) related to non-communicable diseases among healthcare professionals and the community. The study was carried out in Karnataka, Delhi and Chandigarh. Stakeholders at policy, implementation and community levels and industry experts were interviewed. E-health readiness of the health centres was assessed. The acceptance of the community towards the use of digital tools by the healthcare workers was investigated through non communicable disease patient exit interviews.

**Reasons for ambulatory care patients at secondary and tertiary hospitals bypassing primary health centres in rural India**

**Funding Agency:** National Health Systems Resource Centre (NHSRC)

**Duration:** Jan. 2022 – Dec. 2023

**Team:** Dr Sidharth Sekhar Mishra, Dr Sumant Swain, Dr Shama Bhatti, Ms Mimansha, Dr Pooja, Mr Ayushman

**Project Description:** India has established a structured healthcare system that operates hierarchically, ensuring the provision of healthcare services across its wide-ranging populace. Many patients often bypass the nearest government health centre offering free or subsidized services and seek more expensive care in some other distance facilities. Patients tend to visit the secondary or tertiary healthcare facilities directly leading to overcrowding at the higher-level facilities. This study aimed to explore and identify the reasons for females bypassing primary health centres to receive care in secondary and tertiary hospitals for full-term normal vaginal delivery. The study adopted a mixed-method approach and followed a case-control study design. The study was conducted in Fatehpur, Hazaribagh, Vizianagaram, Dahod, Rajnandgaon, and Baksa aspirational districts of India. The study provided a comprehensive and insightful overview of the complex factors influencing the choices of mothers in India to bypass Primary Health Centres (PHCs) and seek delivery services directly at higher-level healthcare facilities.

**Research collaboration with Imperial College, London: Prevention of Epilepsy by reducing Neonatal Encephalopathy**

**Funding Agency:** National Institute of Health Research (UK) under Research and Innovation for Global Health Transformation (RIGHT) Program

**Duration:** Oct 2021- Sep 2024

**Team:** Dr Sutapa B Neogi, Dr Rupsa Banerjee, and Dr Anuj Kumar Pandey

**Project Description:** International Institute of Health Management Research New Delhi is a collaborator in the National Institute of Health Research (UK), Research and Innovation for Global Health Transformation (RIGHT) Program: “Prevention of Epilepsy by reducing Neonatal Encephalopathy” (UK Lead – Prof Sudhin Thayyil, Imperial College London) and is responsible for monitoring and evaluation of project activities and intervention. The research aims to test a pragmatic intrapartum care bundle, implemented in three public sector hospitals in South India, in reducing hypoxic ischemic encephalopathy among neonates. IIHMR’s role was to conduct quality monitoring of the trial in the three study sites

(Vani Vilas Hospital Bangalore, Karnataka Institute of Medical Sciences Hubli and Government Medical College Kozhikode) and to design and deliver research methodology workshops for the project staff.

**Lifestyle intervention to reduce the risk and prevalence of Hypertension among urban poor of Delhi: quasi-experimental study**

**Funding Agency:** ICMR

**Duration:** Jan. 2021 – Jan 2024

**Team:** Dr B. S. Singh, Dr Pankaj Talreja and Dr Anandhi Ramachandran

**Project Description:** Hypertension is a common but dangerous condition. High blood pressure increases risk for heart disease, stroke, kidney disease, cancer, osteoporosis, and dementia. As per National Family Health Survey-4, 2015-16, prevalence of hypertension for men and women are 14.8% and 11% respectively. However, many who are affected by high blood pressure are unaware that they have it because there are no warning signs, which is why it's called the "silent killer". In the study, which is of 2 years duration, an attempt was made to assess whether environmental or lifestyle factors (smoking, excess alcohol, urban living, psychological stress, reduced physical activity, unhealthy diet, excess salt intake, overweight and obesity etc) are associated with high blood pressure in urban poor living. In addition, the study also assessed the effect of lifestyle intervention on hypertension, which was achieved through lifestyle interventions, providing information on hypertension to community through technology and promoting the use of public health facilities existing nearby and coordination with other department/program/ stakeholders working in the area, such as NGOs, etc. In Delhi, since urban primary health centre provides services under National Programme for Prevention and control of Cancer, Diabetes, Cardiovascular diseases & Stroke as per NHM guidelines at facility and in the community (i.e. slum) through ASHAs i.e. community health workers so the study was conducted in collaboration with UPHC covered under National Urban Health Mission. The expected outcomes were reduction in raised blood pressure through changes in lifestyle and with use of technology, awareness of high blood pressure education program on the primary prevention of hypertension and increase in utilization of the public health facility by urban poor.

## **Ongoing Projects**

**Erythropoietin Monotherapy for Brain Regeneration in Neonatal Encephalopathy in low and middle income countries (EMBRACE)**

**Funding Agency:** Imperial College, London, UK (consortium) (THRASHER RESEARCH FUND)

**Duration:** Oct. 2022 to Sept. 2025

**Team:** Dr Sutapa B Neogi, Dr Rupsa Banerjee, Dr Anuj k Pandey

**Project Description:** Neonatal encephalopathy, often resulting from perinatal asphyxia, is a leading cause of neonatal mortality and long-term neurological disabilities in LMICs. While therapeutic hypothermia is the standard treatment in high-income countries, its applicability in LMICs is limited due to resource constraints and differing patient profiles. Erythropoietin, known for its neuroprotective and regenerative properties, offers a promising alternative. Previous studies have indicated that EPO monotherapy can reduce the risk of death or neuro-disability in neonates with NE in LMICs. The EMBRACE (Erythropoietin Monotherapy for Brain Regeneration in Neonatal Encephalopathy) project is a significant research initiative funded by the Thrasher Research Fund and led by Imperial College

London. This multicentre trial aims to evaluate the efficacy and safety of erythropoietin (EPO) as a standalone neuroprotective treatment for term neonates with moderate to severe neonatal encephalopathy (NE) in low- and middle-income countries (LMICs), particularly in South Asia. The EMBRACE trial is a large-scale, randomized, double-blind, placebo-controlled study involving over 800 neonates across several secondary and tertiary neonatal units in India, Sri Lanka, and Bangladesh. Eligible neonates ( $\geq 36$  weeks gestation) with moderate or severe NE are randomized to receive either EPO (500 U/kg daily) or a placebo within 6 hours of birth, continued for 9 days. The primary objective is to assess the feasibility, safety, and efficacy of EPO monotherapy in improving neurodevelopmental outcomes at 18 months of age. Secondary objectives include evaluating the incidence of cerebral palsy, brain injury on MRI, and other adverse outcomes.

**Can quality improvement at intrapartum points of care translate to reduction in stillbirths and other adverse pregnancy outcomes in low resource settings? A systematic review and meta-analysis protocol**

**Funding Agency:** ICMR

**Duration:** Jan 2024

**Team:** Dr Preetha GS, Dr Vinay Tripathi, Dr Sumant Swain

**Project Description:** Stillbirths remain a significant global health issue, with half of them occurring during the intrapartum period, predominantly in low and middle-income countries. Evidence suggests that improving the quality of intrapartum care, including timely interventions and better access to skilled healthcare providers, is crucial in reducing these rates and enhancing outcomes for both mothers and newborns. Addressing these issues is vital for meeting global health targets, such as those outlined in Every Newborn Action Plan and Sustainable Development Goals. The study investigates whether quality improvement packages at intrapartum care points can lower the rate of stillbirths and other poor pregnancy outcomes such as maternal deaths and neonatal deaths.

**SANKALP: Strengthening program implementation and monitoring to achieve single-digit neonatal mortality**

**Funding Agency:** ICMR

**Duration:** Mar 2024 to ongoing

**Team:** Dr Sutapa B Neogi, Dr Preetha G. S., Dr Altaf Meer Yousuf, Dr. Anuj K Pandey, Dr Diksha Gautam, Dr Gurkirat Kaur, Dr Prashant, Dr Prasasthi, Dr Sukesh B

**Project Description:** While India has made significant strides in reducing child mortality, nearly 5 lakh newborns continue to die each year, mostly due to preventable causes. This multi-state multi-district Implementation Research (IR) study has been designed to develop effective implementation strategies for a package of evidence-based interventions that are contextualized to different state/regional contexts with the goal of achieving single-digit NMR in each study district. The objectives of the study are to co-develop and optimize context-specific/contextualized implementation strategies for achieving high and equitable coverage and quality of evidence-based practices for reducing neonatal mortality; to evaluate the effect of the optimized and contextualized implementation model on the neonatal mortality rate; and to document the process of evolution (adaptation and fidelity) of the implementation model. It follows a quasi-experimental design, mixed-methods approach (qualitative and quantitative), and interrupted-time series measurements to monitor the primary and secondary outcomes. The IR is being conducted in Unnao district of Uttar Pradesh.

**Implementation research to improve maternal health care interventions around delivery on identification, risk stratification and the occurrence of stillbirth across four distinct demographic & geographic settings in India**

**Funding Agency:** ICMR

**Duration:** Dec 2023 to ongoing

**Team:** Dr Sutapa B Neogi, Dr Ekta Saroha, Dr. Rupsa Banerjee, Dr. Pijush Kanti Khan, Dr. Arun K Agarwal, Dr. Inderdeep Kaur, Dr. Anuj Kumar Pandey, Dr. Diksha Gautam, Dr Suresh B

**Project Description:** The implementation research aims to ascertain the population-based stillbirth burden and develop a comprehensive integrated intervention package with interventions from Indian national programs and international best practices. It plans to document the health system challenges, understand the gaps between National Programs and their on-ground implementation and thus develop and implement context specific strategy to find solutions within the health system in seven distinct geographic regions (rural Haryana, Maharashtra, Karnataka and Punjab, peri-urban Uttar Pradesh, and tribal Meghalaya and Rajasthan) with their unique challenges and opportunities. The objectives of the IR are to estimate the population-based burden, timing, and risk factors associated with stillbirths across seven sites in India; develop a comprehensive package of interventions and effective delivery strategies to improve coverage and process indicators that will have the potential to reduce stillbirths; and to monitor the changes in the Stillbirth rate during the course of the study period. The IR is using mixed method (qualitative and quantitative research) approach and is being conducted in Sangrur district of Punjab.

**Implementation research to situational analysis and recommend an improved program model to improve adherence to IFA and Calcium in selected areas of selected states in India**

**Funding Agency:** Nutrition International

**Duration:** May 2021- Dec 2024

**Team:** Dr Sutapa B Neogi, Dr Sumesh Kumar, Dr Mukesh Ravi Raushan, and Mr Tanuj Kaushik

**Project Description:** The aim of the project is to systematically investigate, through implementation research, the factors that facilitate/ enables or hinders the program pertaining to maternal nutrition, come up with mitigation strategies, and inform scale up. The IR evaluates an Improved Model of Implementation (IM), which will be applied in two districts under two states. The objectives of the study are to understand practices and determinants affecting the consumption of nutrition supplements, particularly during pregnancy and the post-natal period; to demonstrate effective ways to deliver the intervention; to determine whether a model has been implemented as intended in improving adherence to IFA and Calcium supplementation; to provide time-to-time course correction improvement in the implementation of the intervention. The study is being conducted in Damoh district of MP and Vadodra district of Gujarat.

**Global immunization learning partner and support to learning hubs for zero dose vaccination**

**Funding agency:** JSI, GAVI

**Duration:** Jan. 2022 – Jan. 2026

**Team:** Dr Sutapa B Neogi, Dr Preetha GS, Dr Sumant Swain, Dr Mukesh Ravi Roshan, Dr Pijush Kanti Kahn, Dr Sayani Das

**Project Description:** The Global Alliance for Vaccine Initiative (GAVI) has set up a global consortium led by the JSI Research & Training Institute, Inc. (JSI) to set up zero dose immunization learning hubs

(ZDLH) in Sri Lanka, Nigeria, Uganda, and Maldives. The ZDLH is expected to be a global resource to increase access to key measures, tools, and evidence, improve evidence generation and synthesis, dissemination, sharing, and ultimately improve immunization equity. IIHMR Delhi is an academic partner to the JSI for the ZDLH in Bangladesh.

### **National Family Health Survey (NFHS –6)**

**Funding Agency:** MoHFW, Government of India and IIPS, Mumbai

**Duration:** Feb 2023 – ongoing

**Team:** Dr Arindum Das, Dr Mukesh Ravi Raushan, Dr Sukesh Bhardwaj, Dr Pijush Kanti Khan and Mr Sarthak Mohapatra

**Project Description:** NFHS-6 is a national survey designed to provide information on population, family planning, maternal and child health, child survival, HIV/AIDS and sexually transmitted infections (STIs), reproductive health, and nutrition in India. It is coordinated by the International Institute for Population Sciences (IIPS) with the financial support of the Ministry of Health and Family Welfare, Government of India. IIHMR Delhi is responsible for the survey implementation and data collection in Rajasthan and Tripura.

### **Digital health exemplars: evaluating the Indian healthcare landscape to assess the drivers of digital health policy adoption, implementation and impact of healthcare digitization: a mixed methods study in five Indian states**

**Funding Agency:** JHU

**Duration:** 12-01-24 to ongoing

**Team:** Dr Usha Manjunath, Dr Smisha Agarwal, Dr Akash Prabune, Dr Sutapa B Neogi, Dr Anandhi Ramachandran, Dr Indu Bhushan, Dr Ratika Samtani, Suruchi Gupta, Dr Sarbari Dutta, Dr Pratiksha Yadav, Dr Sumesh Kumar

**Project Description:** The study explores the evolving digital health ecosystem in India by assessing the key factors influencing the adoption, implementation, and impact of digital health policies. Using a mixed-methods approach, the research examines five Indian states to identify contextual enablers and barriers to healthcare digitization. The study evaluates policy frameworks, stakeholder perspectives, technological infrastructure, and on-ground implementation challenges to provide evidence-based insights for strengthening digital health initiatives. The findings aim to inform policymakers, healthcare providers, and digital health innovators, contributing to the effective scaling of digital health solutions in India's diverse healthcare landscape.

## MDP and Training Activities

The Indian health sector is evolving rapidly but faces a significant challenge in addressing the scarcity of professional managerial skills required for the efficient management of healthcare institutions. As infrastructure expands and new health challenges arise, building the capacity of healthcare professionals has become more critical than ever. This is essential to enable them to adapt to the evolving healthcare landscape. Recognizing the need for continuous learning, IIHMR Delhi offers a range of programs aimed at developing strong managerial capabilities among healthcare professionals, ensuring they can adapt to new technologies and the ever-changing healthcare environment. The institute conducts regular training programs to equip health professionals with the knowledge and skills necessary to navigate the dynamic healthcare environment and stay updated on advancements in technology. With its state-of-the-art facilities and a diverse faculty comprising individuals with backgrounds in both medical and non-medical fields, IIHMR Delhi delivers high-quality, impactful training. The institute offers a variety of training programs tailored to meet the unique needs of different health institutions. In addition to standard training programs addressing common issues, IIHMR Delhi designs customized trainings tailored to the specific needs of various healthcare organizations. In 2023–24, IIHMR Delhi successfully organized 15 Management Development Programs (MDPs) with 25 unique batches demonstrating its strong commitment to building leadership and management skills across the sector. The details of these initiatives are outlined below, reflecting the institute's dedication to empowering healthcare professionals and contributing to the sector's ongoing growth and improvement.

In 2023–24, IIHMR Delhi successfully organized 15 Management Development Programs (MDPs) with 25 unique batches demonstrating its strong commitment to building leadership and management skills across the sector. The details of these initiatives are outlined below, reflecting the institute's dedication to empowering healthcare professionals and contributing to the sector's ongoing growth and improvement.

### **A TO Z in health economics (basic & advanced)**

*Basic: 1<sup>st</sup> – 4<sup>th</sup> May 2023*

*Advanced: 7<sup>th</sup> – 10<sup>th</sup> August 2023*

*Coordinator: Dr. Sidharth Sekhar Mishra*

*Coordinator: Dr. Sidharth Sekhar Mishra*

The training provided a comprehensive understanding of the fundamentals of economic evaluation in healthcare. Participants gained insights into assessing the economic impact of healthcare interventions, a crucial skill for informed decision-making in the field. The advanced level of the training program focused into sophisticated economic evaluation techniques, further enhancing the technical abilities of the participants towards assessing the economic impact of healthcare interventions.

### **Urban health essentials: improving health outcomes in urban environments**

*Dates: 26<sup>th</sup> – 27<sup>th</sup> June 2023*

*Coordinator: Dr. Rohini Ruhil*

The training program which was designed for academicians, researchers, public health professionals, social scientists, and scholars offered a deep dive into the complex urban health landscape, with a special focus on the impact of global conflicts. Participants explored how urbanization reshapes health profiles, heightens risks of infectious and non-communicable diseases, exacerbates food insecurity, and fuels the spread of vector-borne illnesses like dengue, Zika, and malaria. Through interactive sessions, real-world

case studies, and dynamic discussions, attendees learned practical strategies for vector control, promoting healthy behaviors, and tackling health disparities. It equipped participants with the knowledge and tools needed to drive positive change and build healthier urban communities. This online training program had experts from NIMR-ICMR, University of Jaffna and University of Pretoria.



### **Certificate course in diabetes education**

*Batch 1: 15<sup>th</sup> July – 24<sup>th</sup> Sept. 2023; Batch 2: 22<sup>nd</sup> July – 30<sup>th</sup> Sept. 2023; Batch 3: 26<sup>th</sup> Nov – 28<sup>th</sup> January 2024*  
*Coordinator: Institution*

IIHMR Delhi, in collaboration with BeatO, launched a Certificate Course in Diabetes Education to address the urgent need for trained diabetes care professionals in India. The course was conducted across three batches had attracted 118 participants. The course offered comprehensive training to healthcare professionals, equipping them with the skills and knowledge to deliver personalized diabetes care across the country. Participants emerged ready to meet the growing healthcare needs of people with diabetes and to support a healthier future for India.

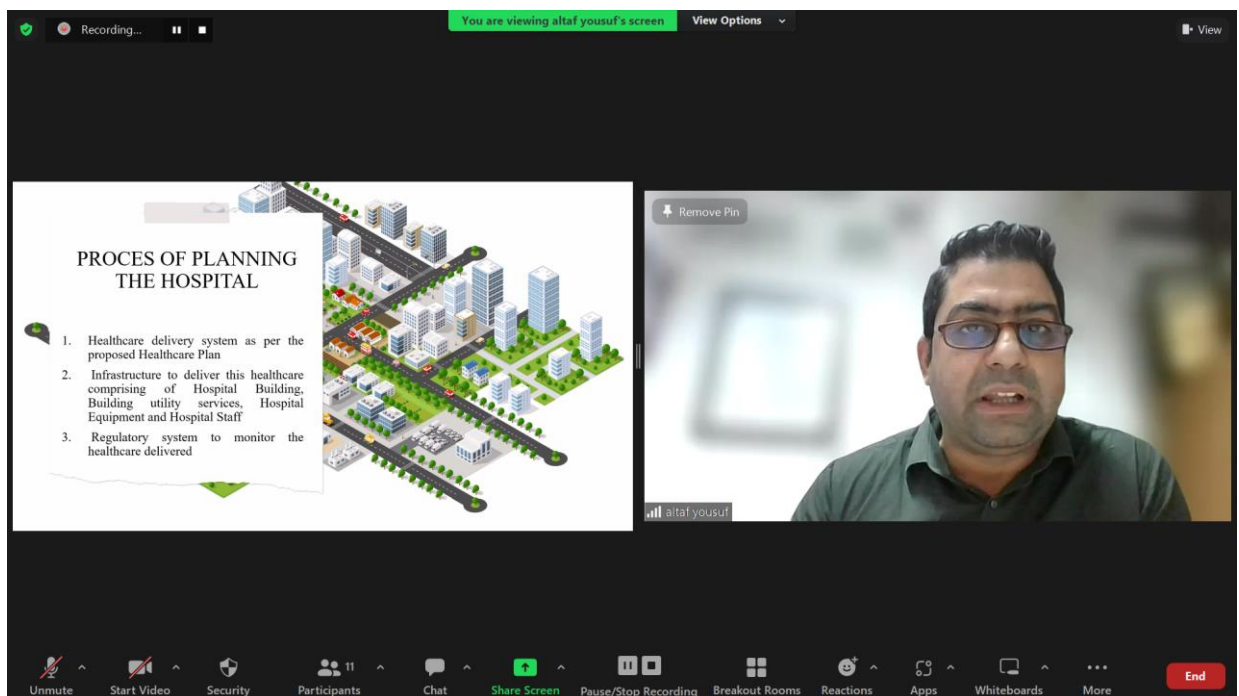


## Hospital planning & design

*Dates: 1<sup>st</sup> – 3<sup>rd</sup> August 2023*

*Coordinators: Dr Altaf Yosuf*

This MDP was crafted to strengthen participants' technical knowledge and practical skills in the critical aspects of hospital development. The program aimed to prepare them for higher leadership roles by providing a deep understanding of hospital planning and infrastructure development. It covered the full spectrum of planning and design right from writing proposals and conducting financial and technical feasibility studies to preparing detailed project reports and master planning. The participants gained insights into functional analysis, architectural and engineering service designs, hospital equipment planning, commissioning strategies, and post-commissioning evaluations. The participants were hospital administrators and leaders such as Medical Superintendents, Directors of Medical Administration, senior clinicians, and aspiring hospital managers.



## Clinical research methodology: from planning to translation

*Batch 1: 21<sup>st</sup> – 24<sup>th</sup> August 2023*

*Batch 2: 20<sup>th</sup> September – 07<sup>th</sup> October 2023*

*Batch 3: 4<sup>th</sup> – 8<sup>th</sup> January 2024*

*Coordinator: Dr. Rupsa Banerjee*

*Coordinator: Dr. Rupsa Banerjee*

*Coordinator: Dr. Rupsa Banerjee*

The training program, which was conducted across three batches, was designed to strengthen participants' research skills, with a special focus on helping them successfully complete their dissertation work. Under the expert guidance of faculty belonging to IIHMR Delhi, participants were taken through every step of developing robust research protocols — from initial planning and study design to translating their findings into meaningful academic contributions. The training provided hands-on exposure to the practical aspects of clinical research methodology, helping participants better understand study formulation, ethical considerations, and data analysis techniques. This program was especially valuable for young researchers and scholars looking to build a strong foundation in research practices and deliver



high-quality dissertations. The program saw participation from reputed medical colleges like AIIMS, VMMC, MAMC, RML etc. in Delhi NCR region. By the end of the course, participants were not only better prepared to complete their research projects but also to contribute more effectively to the scientific and healthcare communities.



### **National health claims exchange (NHCX) workshop in collaboration with NHA**

*Batch 1: Sept 2023; Batch 2: October 2023; Batch 3: November 2023; Batch 4: November 2023; Batch 5: March 2024*  
*Coordinator: Institution*

Conducted across five batches, the workshop was organized to build a strong understanding of the NHCX platform among healthcare professionals and administrators. The workshop was held in collaboration with the National Health Authority (NHA) and focused on simplifying and streamlining the digital claims process under various health insurance schemes. The training emphasized the operational aspects, compliance requirements, and technological framework of NHCX, equipping participants to effectively use the platform for faster and more transparent claims management. Participants gained practical insights into how NHCX facilitates seamless, standardized exchange of health claims information between payers, providers, and regulators.

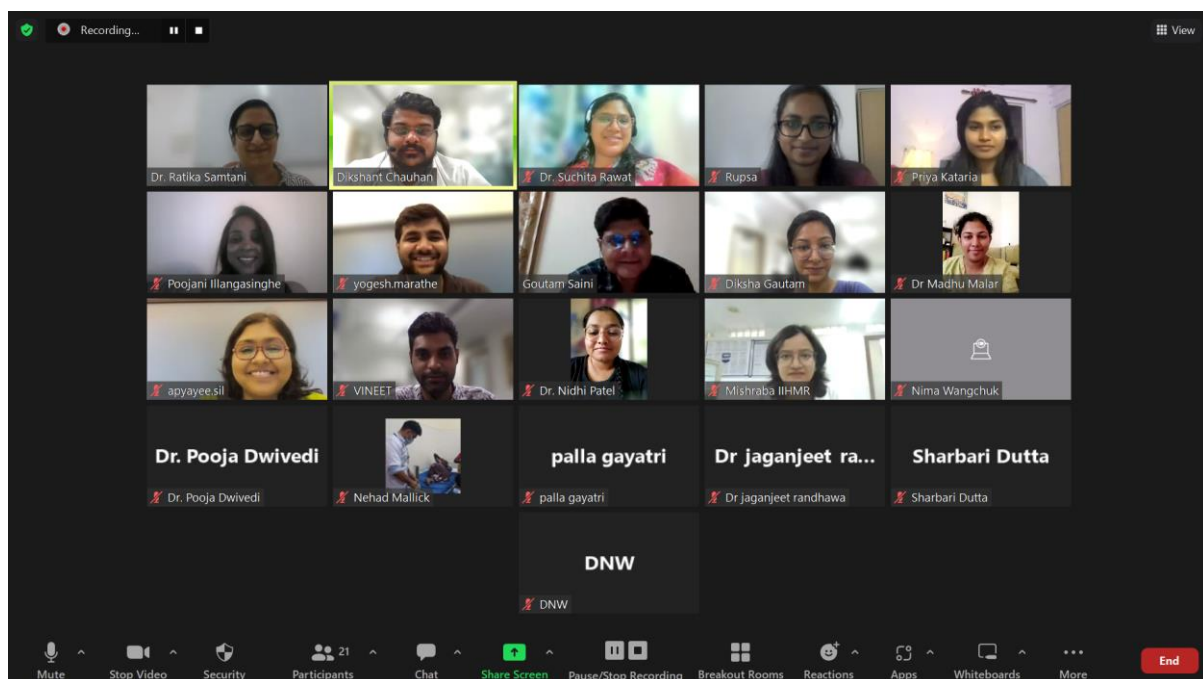


## Introduction to NVivo: qualitative data analysis

Dates: 31<sup>st</sup> August – 2<sup>nd</sup> September 2023

Coordinator: Dr. Ratika Samtani

The three-day national workshop was designed to equip participants with hands-on skills in using NVivo software for qualitative data analysis. The workshop provided a step-by-step learning experience — from understanding qualitative research fundamentals to coding and analyzing complex datasets. Participants learned to navigate NVivo, import diverse data types, create coding structures, and generate meaningful insights. Each session combined presentations, live demonstrations, practical exercises, and interactive Q&A opportunities. Participants practiced real-world applications like word frequency analysis and building data relationships, preparing them to conduct more effective and structured qualitative research. With strong emphasis on practice and personal interaction, the workshop ensured that participants left with both confidence and competence in applying NVivo to their research projects.



## Statistical data analysis using R – basic & advanced online course

Basic: 25<sup>th</sup> – 29<sup>th</sup> September 2023

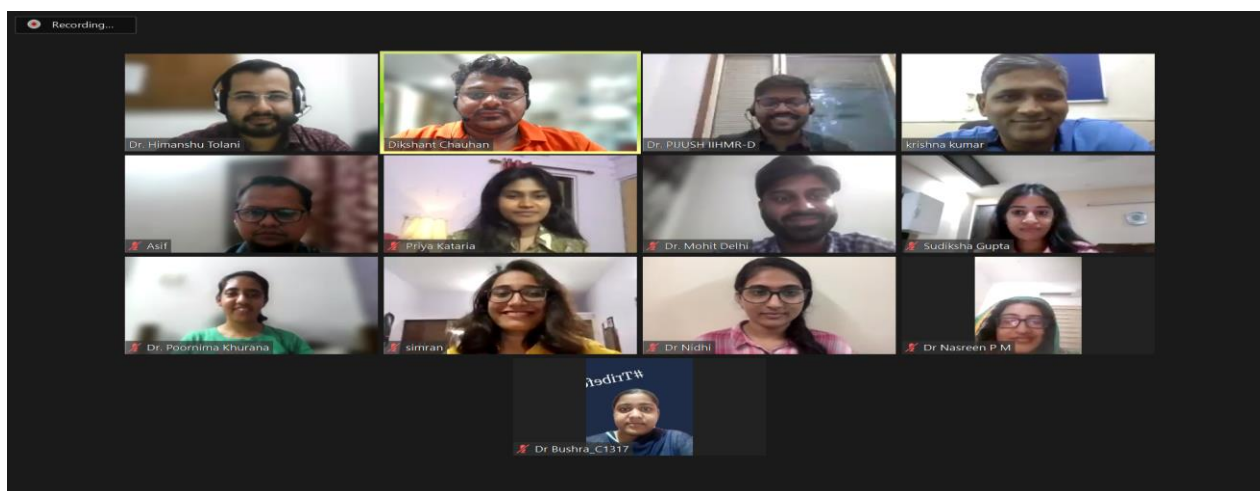
Coordinator: Dr. Himanshu Tolani & Dr Pijush Kanti Khan

Advance: 9<sup>th</sup> – 13<sup>th</sup> October 2023

Coordinator: Dr. Pijush Kanti Khan & Dr Himanshu Tolani

These online courses were designed to introduce participants to the world of data analysis using R. The course provided hands-on training on programming in R, covering essentials like installing R/RStudio, understanding the interface, installing and managing packages, and writing and organizing R functions. Participants learned how to manage data, apply logical functions, and create vectors and matrices. Emphasis was placed on practical applications with working examples, helping participants confidently use R for statistical data analysis. By the end of the course, attendees gained proficiency in the R environment, improved their skills in data management, basic data analysis, and infographics creation. This course was ideal for researchers, analysts, and students aiming to build a strong foundation in statistical programming and advance their data analytics capabilities.





## Gender data analysis for policy development: Asia Pacific program (partnership Vital Strategies & John Hopkins Bloomberg School of Public Health, USA)

Date: 17<sup>th</sup> – 19<sup>th</sup> October 2023

Coordinator: Institution

The workshop, designed by Vital Strategies' Data Impact Program (DIP) in collaboration with the JHU Gender Equity Unit and implemented with the support of IIHMR Delhi, brought together passionate government stakeholders to advance gender equity in public health policy. The program aimed to promote the integration of a gender lens in health data analysis, build analytical skills, and foster peer-to-peer learning among participants. Held over three intensive days, the workshop combined expert-led lectures, interactive sessions, and hands-on activities to deepen participants' understanding of gender-responsive data analysis. Six dynamic teams, comprising three members each from Sri Lanka, the Solomon Islands, Papua New Guinea, the Philippines, and India (Mumbai & Dehi), worked under the mentorship of global experts from Vital Strategies, the UN, Johns Hopkins University, and IIHMR Delhi. The workshop's vibrant exchange of ideas, collaborative spirit, and practical exercises helped participants develop projects that apply gender equity principles to real-world public health challenges. This initiative stands as a testament to the power of international collaboration in building more inclusive and effective health policies across the Asia Pacific region.

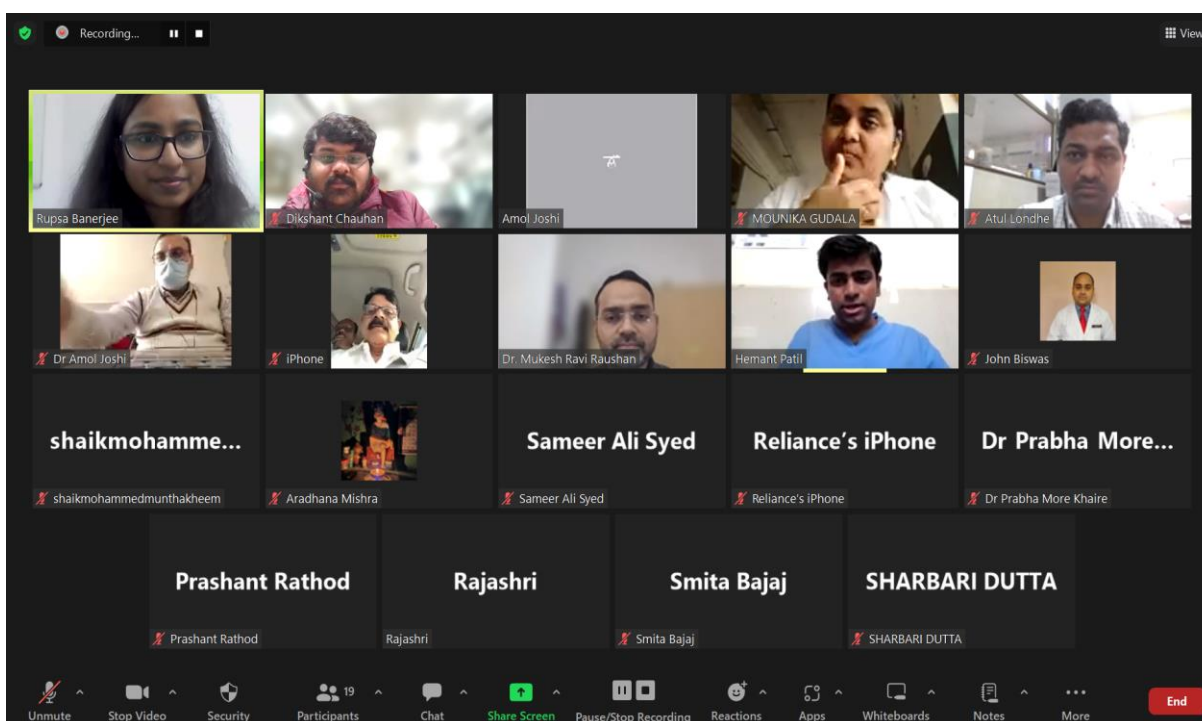


## Excel advanced techniques workshop

**Dates:** 18<sup>th</sup> – 21<sup>st</sup> December 2023

**Coordinator:** Dr. Rupsa Banerjee & Dr Mukesh Ravi Raushan

The workshop, led by a team of experienced faculty members, offered participants a deep dive into mastering Excel for professional data management and analysis. Each day was thoughtfully structured, combining expert-led sessions with hands-on practice. Participants learned key skills such as data validation, data cleaning, using logical and "what-if" functions, lookup functions, and creating pivot tables and charts. As the training progressed, the focus expanded to advanced statistical techniques like univariate, bivariate, and multivariate analysis. Attendees also explored the power of conditional formatting and mastered the creation of advanced charts for better data visualization. The workshop blended theory with practical exercises, ensuring participants could immediately apply their learnings. The interactive sessions, Q&A discussions, and real-time practice made this workshop an engaging and highly valuable learning experience.



## Research methods and data analysis using SPSS

**Dates:** 16<sup>th</sup> – 19<sup>th</sup> January 2024

**Coordinator:** Dr. Vinay Tripathi

The workshop was designed for working professionals who have been working in the health sector and looking to enhance their skills in research methods and data analysis. Blending conceptual clarity with practical application, the participants explored research design, sampling, hypothesis formulation, and data collection, before delving into SPSS for data analysis. Expert faculty guided attendees through engaging sessions and hands-on exercises. Each day offered a balance of learning and doing, ensuring practical takeaways for research and project application. The program concluded with a valedictory session and certificate distribution, marking a meaningful step forward for professionals in healthcare research and data analysis.

## **Telemedicine: a digital solution to achieve universal health coverage (FDP supported by AICTE ATAL Grant)**

**Dates:** 29<sup>th</sup> January – 3<sup>rd</sup> February 2024

**Coordinator:** Dr. Anandhi Ramachandran  
& Dr Divya Aggarwal

The FDP offered an enriching six-day journey to the participants in the evolving world of telehealth. The program fostered collaboration, cross-cultural learning, and critical thinking, empowering participants to drive telehealth initiatives forward. The workshop reinforced telemedicine's vital role in achieving universal health coverage and preparing the future healthcare workforce for a digitally connected world. The program blended expert sessions, practical workshops, industrial visits, and lively discussions, equipping participants with a deep understanding of telemedicine's history, current challenges, and global best practices. Key sessions explored India's telemedicine initiatives like e-Sanjeevani, design components for user-friendly systems, workforce development, and evaluation models. Participants honed practical skills through exercises in empathy mapping, stress management, and innovation sprints. A field visit to Rajiv Gandhi Cancer Hospital offered real-world insights into teleconsultation in cancer care.



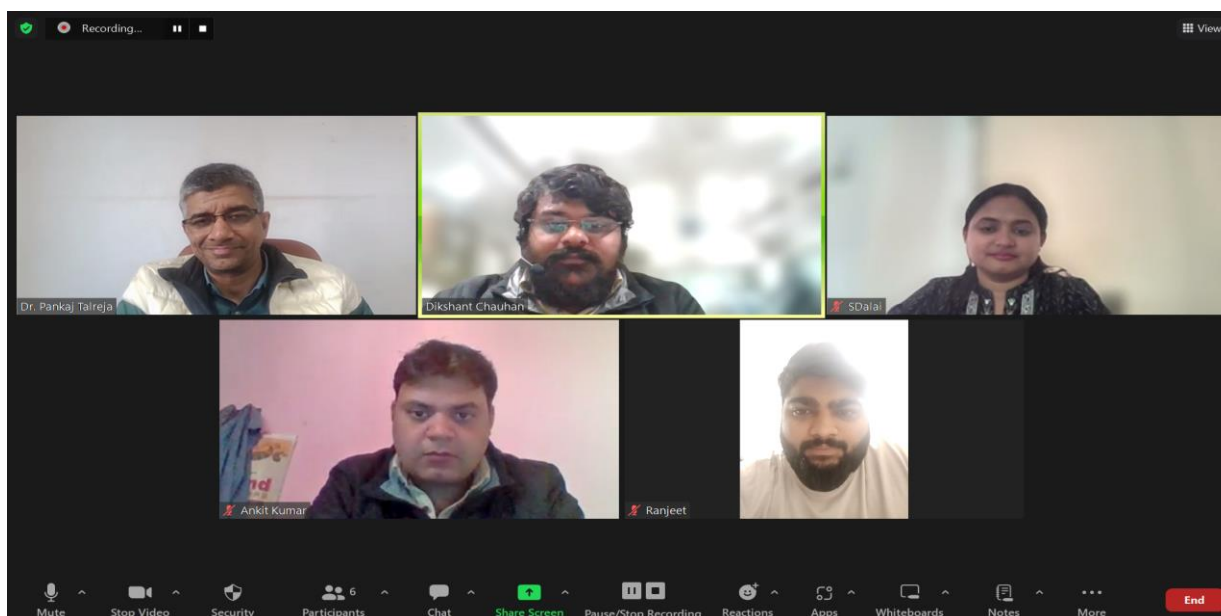
## **Predicting cost in healthcare**

**Dates:** 20<sup>th</sup> – 22<sup>nd</sup> February 2024

**Coordinator:** Dr. Pankaj Talreja

This three-day online training program was designed to equip healthcare and management professionals with essential financial and analytical skills to make data-driven decisions. The program empowered participants to make smarter financial decisions and align business strategy with healthcare goals. With a focus on real-world application, the course encouraged a shift in mindset—helping participants “think finance” and see decision-making through a quantitative lens. The course blended theoretical concepts with practical tools, using exercises, group work, and case discussions to ensure an engaging learning experience. Participants gained a solid understanding of different types of costs, their behavior, and key tools such as CVP analysis, break-even analysis, and profit-planning. Participants also explored critical financial principles—such as cost of capital, budgeting, and capital investment decision-making.



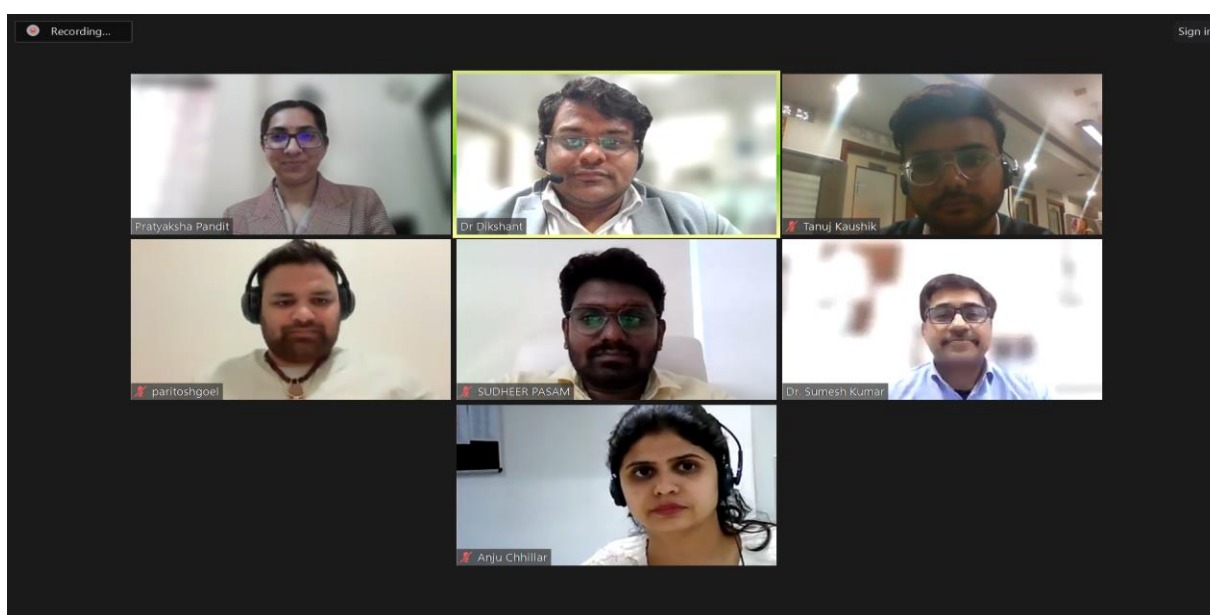


## Micro & macro-Economics of Healthcare

**Dates:** 5<sup>th</sup> – 8<sup>th</sup> March 2024

*Coordinator: Dr. Sumesh Kumar*

Designed for public health professionals, managers, government officials, NGO workers, and students, the training program focused on applying economic principles to address healthcare resource constraints. The course explored key concepts such as demand and supply in healthcare, production and cost analysis, economic evaluation techniques, and healthcare financing mechanisms. Participants gained practical insights into decision-making using tools like cost estimation, breakeven analysis, and quality-adjusted life years. The sessions also examined the role of government and market forces in mitigating inefficiencies within the healthcare system. Delivered through live, outcome-based and experiential learning methods, the program enhanced participants' ability to critically appraise healthcare policies and manage resources more effectively. The training equipped attendees with foundational economic knowledge essential for strategic planning and sustainable healthcare delivery.

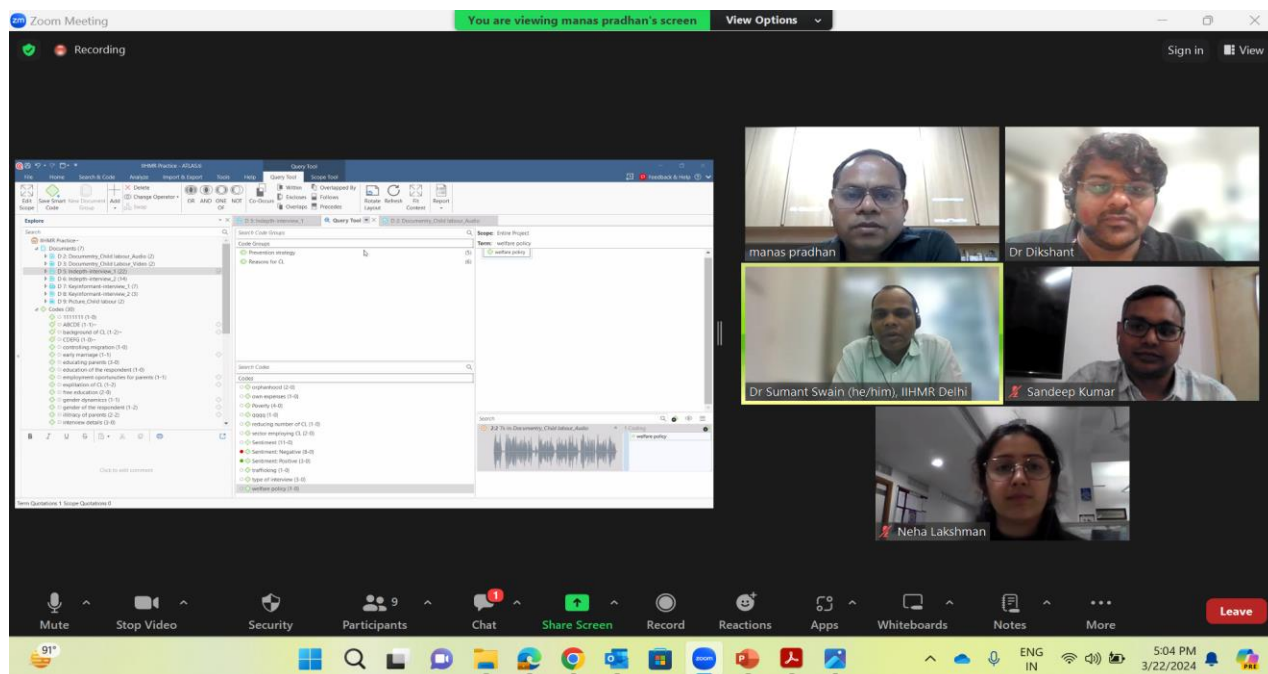


## Qualitative research methods & data analysis through ATLAS.ti

Dates: 21<sup>st</sup> – 24<sup>th</sup> Nov 2022

Coordinator: Dr. Sumant Swain

Designed to strengthen participants' understanding of qualitative research, the program offered practical exposure to the use of ATLAS.ti software for data analysis. The program introduced the fundamentals of qualitative research, including key theories, sampling techniques, and ethical considerations and covered in-depth interviews, focus group discussions, observational methods, and the use of documentary sources along with hands-on training in ATLAS.ti software. The program attracted participants from research, academia, and the healthcare sector, promoting an engaging and interactive learning environment. Through this training, participants developed essential skills in conducting and analyzing qualitative research, enabling them to better explore and interpret complex issues in healthcare and related fields.



These training programs collectively aimed at enhancing the knowledge, skills, and global perspectives of healthcare professionals, contributing to the improvement of healthcare systems and practices.

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(April 2023- March 2024)

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#### PAPERS / CHAPTERS IN BOOKS

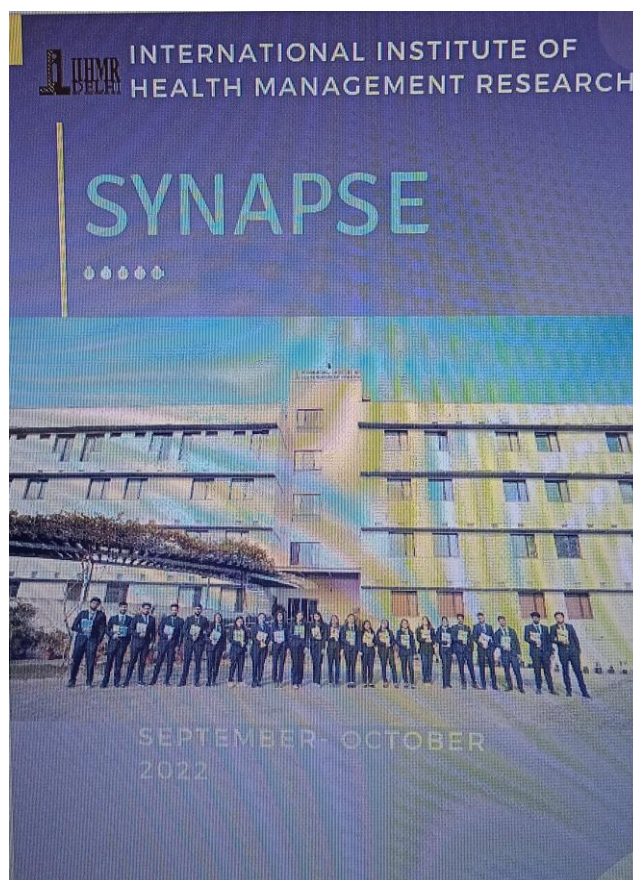
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## Institute Publications

### SYNAPSE NEWSLETTER

Synapse is a monthly health e-newsletter to disseminate 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 7<sup>th</sup> February 2009 with the efforts and expertise of students and 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 research, review articles, and a snapshot of the activities at IIHMR Delhi campus. 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 massive demand from them to continue Synapse in its newsletter form, it was re-launched on 7<sup>th</sup> November 2015 in the readable format. SYNAPSE is now also available on the following link:

<https://www.iihmrdelhi.edu.in/research/synapse-newsletters>



## Conferences / Seminars / Workshops

During 2023-2024, faculty members attended different conferences/ seminars/ workshops/ meetings. The same is presented below:

### Dr. Sutapa B Neogi

- As a speaker at the ICSSR sponsored two week capacity building programme at GGSIPU; March 12, 2024
- As a panelist for the session Inspiring Women as Change Makers in Public Health; JSI India; March 8, 2024
- As a moderator for a session on management of anemia in pregnancy in a State level Anemia Mukh Bharat Technical Consultation workshop, Madhya Pradesh; National Health Mission, MP; Feb 22, 2024.
- As a Moderator at the 8th National Health Writers' & Influencers' Convention organized by Heal Foundation. Session Moderated: Turning the Tide on Tuberculosis: Innovations, Challenges and Collaborative Solutions; Feb. 21, 2024
- As a panelist in the session on Universal Health Coverage: A Digital Perspective; 3rd Digital health summit; Integrated Health and Wellbeing Council: Jan 18th, 2024.
- As a panelist in the session on “PM-JAY AB to ABHA Card : Democratizing DPG for Patients Care and Healthcare Sustainability” during “Healthcare Infrastructure Planning Conference Expo & Awards 2023”(HPIE3.0) conducted by Medgate Today; New Delhi; Dec 19, 2023.
- Participated in the 17th TechNet Conference; Panama City, Panama; 16-19 October 2023
- As a key resource person at MSF Asia Scientific Days 2023 conference jointly organised by Bangabandhu Sheikh Mujib Medical University (BSMMU) and Médecins Sans Frontières (MSF)/Doctors Without Borders on “Scientific writing”; Dhaka, Bangladesh; Oct 10<sup>th</sup>, 2023.
- As a panelist for the session “Moving Needle on Anemia: improving access to Anemia through innovative preventive, diagnostic, and Treatment Strategy”; IV Annual National Conference of Epidemiology Foundation of India (EFICON 2023)- Goa; Sep 30- Oct 1, 2023.
- As a panelist for the session “Private sector engagement in ABDM adoption”; Aarogya Manthan 2023, organized by National Health Authority (NHA); New Delhi; Sep 25<sup>th</sup>-26<sup>th</sup>, 2023.
- In a technical meeting: WHO consultation “Technical and practical considerations for the implementation of pregnancy and postpartum intravenous iron in middle- and low-income countries,” WHO headquarters, Geneva; 14-15 September 2023.
- As a resource person at Regional Level Technical Consultation on “Reform of Health Workforce Cadre in the North-Eastern States”, organized by Regional Resource Centre, North east, (under National Health Systems Resource Centre); Guwahati; 29<sup>th</sup>-30<sup>th</sup> August, 2023.
- As a speaker in a workshop on “Strengthening nutrition outcomes for mothers, infants and children”; organized by Nutrition International; 20<sup>th</sup> April 2023.

### Dr. Nidhi Yadav

- Presented paper in 6th World Congress on Disaster Management from 28th Nov – 1st Dec 2023 at Graphics Era University, Dehradun. Paper title “Promotion of the Disaster Risk Assessment tool for hospitals in India”
- Presented paper in 13th International Conference of the International society for Integrated Disaster Risk management (IDRiM 2023) from 28th – 30th September 2023 in IIT Roorkee. Paper title “Two parallel roads impacting the functional preparedness of accredited hospitals: The

Indian healthcare quality standards and disaster management Act 2005”

- Attended National conference on Tobacco or Health on 16th – 18th February 2024 at IHC, New Delhi
- Attended 4th CII Public Health Summit 2023: “The One Health Paradigm: Unifying Health for a Sustainable Future” on 26th October 2023 at IHC, New Delhi
- Attended Seismic resilient infra in Health Care Facility by Sesimic Academy on 31st August 2023 at IHC, New Delhi
- Attended MSF, Health and Humanity Summit on August 17, 2023, in New Delhi.
- Attended as coordinator the workshop titled: Inequality to Empowerment for Disaster Resilience” on 13th October 2023 in NIDM, Delhi
- As moderator in workshop titled: Samatva: Transcending inequality for a resilient future on 6th October 2023 in IIHMR, Delhi
- As moderator in workshop titled: Unfolding challenges of Humanitarian Crisis during disasters on 16th August 2023 in IIHMR Delhi
- As resource person in international workshop title: Refugees Health, organized by Tehran University of Medical Sciences, talk given on topic “Men's Health & Gender Equality” on 20th June 2023.

#### **Dr. Sumant Swain**

- Presented a paper on “Climate change impact on Indian economy and health: Policies, programmes and sustainable action in a technical session at the International Conference titled "Society, Environment and Sustainable Development: Emerging Issues and Alternatives” from 20<sup>th</sup> to 22<sup>nd</sup> March 2024 as a part of 3rd Chandigarh Climate Meet organized by Centre for Research in Rural and Industrial Development (CRRID), Chandigarh with the support from the Indian Council of Social Science Research (ICSSR), New Delhi.
- Presented a paper on "Global warming to global boiling's impact on urban population health: Policies, programmes and sustainable action" at South East Asia HSR2024 pre-conference on 30<sup>th</sup>-31<sup>st</sup> January 2024.
- Presented a paper on “Global Warming to Global Boiling Impact on Himalayan Ecosystem: Policies, Programme and Sustainable Action” on 12th December 2023 at the Contemporary Urban Issues in the Context of Mountainous Region symposium is being organized as part of the 3rd SSHP International Conference by SSHP, RC19, RC11, RC21 of ISS- National Council of Regional Associations and WG05 of International Sociological Association.
- Presented a paper on “Coverage, equity, and green innovations in the Indian Immunization Programme” at KLIC2023 on December 7th, 2023 organized by GaneshAID in Hanoi, Vietnam.
- Presented a policy paper on Unveiling the Compounded Violence Against Women: Integration of Gender-Based Violence Surveillance into Health Sector Response in Maharashtra, India on 30<sup>th</sup> November 2023 organized by Vital Strategies.
- Presented a paper on “Global warming to global boiling: Prospects for Russia and India cooperation” in Unique Ecology: A Factor and Constraint of Sustainable Development in Eurasian Practices: The Experience of India and Russia organized jointly with the VEB Institute, the St. Petersburg Dialogue Forum, The Roscongress Foundation, Government of the Republic of

Altai and Development Centre of the Republic of Altai, Russia on 29–30 September 2023 in part of The Eco Altai: Thread of Nature International Forum conference.

- Attended faculty development programme (FDP) on The Success Symphony organized by IIHMR, Delhi from December 2 to 3, 2023.
- Completed the flagship course on “Gender Transformative Evaluation for Senior Professionals” from 7th August to 4th November 2023 organized by the Institute of Social Studies Trust (ISST), New Delhi, India.
- Attended workshop on “Gender Data Analysis for Policy Development: Asia-Pacific Program” on 17th -19th October 2023 organized by Vital Strategies, International Institute of Health Management Research (IIHMR), Delhi, and the Gender Equity Unit at Johns Hopkins Bloomberg School of Public Health, USA.

#### **Dr. Rupsa Banerjee**

- Delivered a session on “Overview of the National Mental Health Programme and Mental Health Services in India” at the online webinar on Mental Health and Wellness organized by University of Pretoria on 25.07.2023.
- Delivered a session on “Causal Inference” in the online course on Introduction to Epidemiology for Global Health by University of Washington on 19.02.2024.
- Attended a workshop on 8th Global Mental Health Research Capacity and Capability Building Programme held at the University of Manchester (23 October - 2 November 2023)
- Attended a workshop on "Global Health Teaching: Defining the Scope" held at JIPMER Puducherry (27-29 November 2023)
- NIHR Global Health Research Short Placement Award for Research Collaborations at Imperial College London and University of Manchester (2 October - 17 November 2023)

#### **Dr. Ratika Samtani**

- Invited as a Panelist/Oral Presentation at the Leprosy Mission Trust India Climates Hidden Impact : Unveiling the Links on February 22nd 2024
- Invited as a Panelist/Oral Presentation at the Med Society Consortium Meeting from February 11-13, 2024.
- Invited as a Panelist at the inaugural Climate & Health 2023 conference on 21st October 2023 and presented a talk on “Embracing Millets for a More Sustainable Tomorrow”.
- Invited to present the case study on “Millets: A step towards a sustainable future” under the theme-Strengthening Healthcare Systems under the National Programme on Climate Change and Human Health on 13th July 2023 at the National Centre for Disease Control, New Delhi.
- Awarded the Certificate in conducting Post Disaster Need Assessment (PDNA) for the health sector by the Ministry of Home Affairs, Government of India from 3rd – 7th July 2023
- Trained Graduate students on Survey Based Research conducted by Department of Botany, Gargi College, University of Delhi on 24th February 2024
- Trained District officials “Introduction to Safe Healthcare Facilities from Disasters” in the Five-Day Training of Trainers programme Course in Health, Nutrition, and WASH during Emergencies from 18th to 22nd March 2024
- Training Program on Research Methods and Data Analysis using SPSS 16th – 19th Jan. 2024

- Invited as a Moderator for the session on “Shifting Terrains of Anthropological Fieldwork” on 3rd August 2023 at the 19th IUAES-WAU World Anthropology Pre-Congress 2023 organized by School of Social Sciences, IGNOU
- Invited as a Resource person for delivering a session on Social and Environmental Determinants of Health for TDR MPH Implementation Science funded by WHO on 22<sup>nd</sup>-23<sup>rd</sup> Feb 2023 at IIHMR University. Participants from 8 countries shared the knowledge exchange during the program.

**Dr. Shikha Bassi**

- Attended Institutional’ s Innovation Council (IIC) Regional Meet reorganised by Amity NOIDA on November 23, 2023.

## Other Activities at IIHMR Delhi

### Foundation Day

The Foundation Day, “Aadhar”, commemorating the foundation of the Institute was celebrated on 19<sup>th</sup> August 2023. Dr Rana J Singh, Deputy Regional Director, The Union South-East Asia graced the occasion as Chief Guest. 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 extracurricular activities like rangoli, skit competition, etc. Faculty members were also felicitated with awards for their distinguishing academic and research publications.



### Blood Donation Camp

Our esteemed founder, Late Shri P.D. Agarwal, founded several eminent groups like TCI, ABC India, GATI and Bhoruka. 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 18 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 2023, IIHMR Delhi campus alone accomplished collecting 50+ units of blood during this drive.





### Field Visits

As part of the academic activity, field visits were organized for the students. During 2023-2024, students visited different organizations, such as, Manipal Hospital, Dwarka; Akash Hospital, Dwarka; RGCI, Rohini; RHTC, Najafgarh; Help Age India, Janakpuri; Mahajan Imaging, Hauz Khas; U4RAD, Gurgaon; Vigyan Bhawan; Indira Gandhi Hospital, Dwarka; and Indian Spinal Injuries Centre, Vasant Kunj, Delhi.

### Extension Activities

During 2023-2024, the following health days were observed at IIHMR Delhi:

- Independence Day
- International Women's Day
- World Health Day
- No Tobacco Day
- World Environment Day
- World Population Day
- World Mental Health Day
- Diwali Celebration
- Holi Celebration
- Teacher Day

As part of these health days, webinars, quizzes, street plays, etc. were organized. Students, faculty, and staff members actively participated in these activities.



## Alumni Meet

IIHMR Delhi organized an alumni meet on 17<sup>th</sup> February 2024 at India Habitat Centre, Delhi. Dr. Sutapa B. Neogi, Director, IIHMR Delhi addressed the gathering and emphasized upon the importance of alumni coming back to their alma mater. Students of the ongoing batch had organized a cultural event. The meeting concluded with a grand network dinner.



## Yoga Day

IIHMR Delhi organized a Yoga Day on 21<sup>st</sup> June 2023. On this significant day, the Director, Faculty, Staff and Students of IIHMR Delhi were guided through a Yoga practice session at the IIHMR campus to nurture their body and mind.

## 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. Like every year, a health run was also organized on 03<sup>rd</sup> November 2023. Faculty members, staff and students enthusiastically participated in the event.



### **Community Outreach Programme**

IIHMR Delhi Community Outreach Programme started in Goyla Dairy, South-west District, New Delhi after obtaining approval from the Directorate General of Health Services, Govt. of NCT of Delhi on 04<sup>th</sup> February 2022. The community outreach programme aims to develop a connect between future health management professionals and the community. It intends to enable students to identify and manage key individual and community health needs. The programme not only facilitates imparting hands-on experience to the students but also facilitates learning of skills beyond the four walls of an institute and serves as a platform to hone the skills of students. The Goyla Dairy area is a peri urban area covered an approximate population of 55000. The health care needs are catered by two Aam Aadmi Mohalla Clinics (one in Goyla Khurd and other in Qutub Vihar), one urban PHC, one TB clinic and one leprosy clinic. A group of 21 ASHA workers act as an interface between the community and health services, catering to needs related to comprehensive primary healthcare of the populace. There are two medical officers in UPHC and two in each Mohalla clinic. The TB clinic and leprosy clinic are managed by Damien Foundation India Trust (DFIT) in Qutub Vihar. The students who are enrolled in the PGDM course are getting good exposure to field-based practicum training and is strengthening student's skills in terms of following skillsets:

- establishing communication with various stakeholders including medical officers, health care functionaries and community;
- orientation on different national and state health programs;
- eliciting information from beneficiaries through formal and informal interactions and interviews on a particular topic;
- use of technology to collect, manage and analyze data;
- organizing events at community level for a specific purpose such as general health checkup, screening of diseases, dissemination of health related messages;
- liaising with care providers, beneficiaries, management team and decision makers; and
- conducting periodic reviews of specific health programs with reference to health, hospital and health IT management to understand the process of health management information system.

During 2023-2024, eight visits were organized for students of IIHMR Delhi.



## **6<sup>th</sup> National Conference on Tobacco or Health: Towards a Tobacco-Free India**

IIHMR Delhi, with support from the Ministry of Health & Family Welfare, Government of India, and World Health Organization, organized the 6<sup>th</sup> National Conference on Tobacco or Health (NCTOH) from 16<sup>th</sup> to 18<sup>th</sup> Feb. 2024 at the India Habitat Center, New Delhi. The theme of the conference was "Towards Tobacco-Free India: An Audacious Race Against Time". The Conference saw active participation of various organizations and institutions working towards addressing the pressing issue of tobacco use and its impact on public health in India. The conference provided a platform for professionals, researchers, and policymakers to exchange knowledge and best practices in tobacco control. The first day of the conference featured an inaugural session, key orientation session, best practices in tobacco control, open paper presentations, voices from the field, and cultural events. These sessions provided valuable insights into the current state of tobacco control in India and the challenges ahead. Dr. Sutapa B Neogi, Director of IIHMR Delhi and President of the conference, in her inaugural address, highlighted the stark reality of tobacco use in India, where more than 1 million people die each year from tobacco-related illnesses. This underscored the urgent need for effective tobacco control measures and strategies. Days 2 and 3 of the conference included a series of plenary sessions and panel discussions on various aspects of tobacco control, such as policy and advocacy, cessation interventions, and tobacco industry tactics. Open paper presentations and poster presentations allowed researchers and practitioners to share their work and findings with a wider audience. Overall, the conference was a comprehensive and insightful event that highlighted the importance of tobacco control in India. Dr. Punit Yadav, organizing secretary of the Conference, acknowledged, and thanked different stakeholders who contributed towards the successful organization of the conference and highlighted that the conference provided a platform for stakeholders to come together, share knowledge, and collaborate towards a tobacco-free future for the country.





## Transgender conference (IPATHCON)

IIHMR Delhi in collaboration with Association for Transgender Health in India (ATHI), World Professional Association for Transgender Health (WPATH), All India Institute of Medical Sciences (AIIMS), United Nations Development Program (UNDP), and the National Network of Transgender Persons (NNTP), held IPATHCON 2023 during 26<sup>th</sup> – 29<sup>th</sup> November 2023 setting the stage for imparting training and capacity building of 'Care providers' for the delivery of holistic Transgender Healthcare. It also featured the motivational Laxmi Narayan Tripathi. The conference provided an opportunity to delve into the realms of gender diversity and inclusiveness, shedding light on both the achievements and challenges faced. The rich dialogue during the event, driven by the expertise of the GEI faculty, played a significant role in shaping a more inclusive social landscape.



## Faculty

### **Dr. Sutapa Bandyopadhyay Neogi**

**Director**



Dr. Sutapa B. Neogi is a dynamic public health specialist and presently the Director of International Institute of Health Management Research (IIHMR), Delhi. She is an MBBS from Nil Ratan Sircar Medical College, Kolkata; MD in Community Medicine from Post Graduate Institute of Medical Education and Research (PGIMER), Chandigarh and Diplomate of National Board (DNB) in Maternal and Child Health. Her academic credentials made her the recipient of the prestigious Kataria Memorial Gold medal as the best outgoing student of PGIMER Chandigarh in 2001. She has a rich experience in public health and is particularly interested in implementation of epidemiological and clinical research based projects centered around Maternal and Child health, and those with great relevance to national policies and programmes. She has authored several research papers and is a reviewer of many national and international journals. She is an associate Editor of BMC Pregnancy and Childbirth. She offers her technical services to various academic and research bodies in the country including WHO SEARO, Ministry of Health and Family Welfare, Save the Children, Jhpiego, Nutrition International, Norwegian Indian Partnership Initiative (NIPI), to name a few. Her goal is to mentor students and young professionals who can be the change agents in future; those who can see through problems- directly or indirectly impacting health, explore them scientifically, and engage in advocacy. She seeks to nurture researchers and bring people together who could be effective linkages between disciplines (e.g. engineering and medicine, social science and medicine), generate synergy between research and programs and promote interdisciplinary research in the country by leading and being a part of an able team.

### **Dr. Preetha GS**

**Professor & Dean Research**



Dr. Preetha G S is an Associate Professor in IIHMR. She did her MBBS from Government Medical College, Trivandrum and MD in Community Health Administration from the National Institute of Health and Family Welfare, New Delhi. She has more than two decades of experience in the health sector across clinical, programme management, training and research domains. She has led many research projects in public health – quantitative and qualitative, funded by national and international agencies. She has also published articles in national and international journals. In her earlier assignments, she has worked with Ministry of Health and Family Welfare (MoHFW) Government of India; NIHFW and United Nations Development Programme in various capacities.

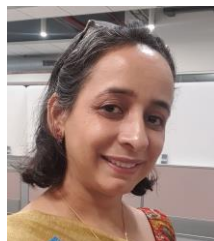
### **Dr. Sumesh Kumar**

**Associate Professor and Associate Dean (Academic & Student Affairs)**



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 has 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. Ekta Saroha****Associate Professor & Dean Training**

Ekta Saroha is a Doctor of Public Health from the University of Alabama at Birmingham with over 20 years of experience in implementing public health programs in India. As a seasoned Epidemiologist and Social Scientist, she is passionate about applying quantitative research methods to address health disparities. Dr Ekta has extensive experience in teaching and training health professionals in study designs, hypothesis testing, statistical methods, data analysis, and scientific writing. Her publications in international and national peer-reviewed journals focus on infectious diseases epidemiology and health disparities. Ekta is a keen learner; she completed her master's in Social Work from Jamia Millia Islamia and bachelor's in Geography from Miranda House. She has basic competence in creative writing and basic fluency in Spanish. Ekta is now on a journey to master data science and artificial intelligence to maximize her impact in public health. Ekta is a fitness enthusiast who has spotted many hidden gems while trekking in India and abroad.

**Ms. Divya Aggarwal****Associate Professor & Associate Dean- Admissions & Accreditations**

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 15 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. Under her supervision, nine post graduate students carried out research work in the area of Zoonoses which was funded by international organization. She had carried out research project on workload assessment of ANMs funded by UNICEF and 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.

**Dr. Pankaj Talreja****Associate 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.

**Dr. Anandhi Ramachandran**  
**Professor**



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 nutrigenomics, implementation of health information technology in public hospitals and Mobile E-health Surveys.

**Dr. Punit Yadav**  
**Professor**



Dr Punit Yadav MBBS, MD Hospital Administration has been a healthcare professional with an extensive experience of over 35 years' in Healthcare management & academics. He has provided strategic direction in hospital operations & quality systems for a 449 bedded hospital & a group of hospitals/health establishments. He has participated in quality assurance activities within the department and institutional team for audit by NABH. He has been associated with Academia for post-graduates, graduates and paramedical staff in health and hospital administration. He conceptualized, developed and managed research initiatives designed to improve health care systems. He has provided governance & health leadership for medical, nursing and paramedical staff in his span of career in varied institutions. He led implementation of various projects/ assignments in different verticals within the healthcare segment, including disaster management, CBRN response, hospital project management, pharmaceuticals/medical devices supply chain. He has a strong work ethic & values imbibed from his Armed Forces experience.



**Dr. Nishikant Bele**  
**Associate Professor**



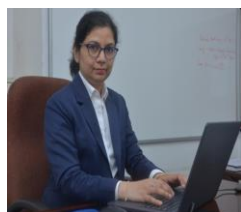
Dr. Nishikant Bele is an Associate Professor in the area of Information System. He has received his MCA from Amravati University Amravati, Maharashtra and Doctorate in Computer Science from Utkal University, Bhubaneswar, Orissa. Dr. Nishikant has over 16 years of experience in teaching, training, administration 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**  
**Associate Professor**



Dr. Vinay 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. With more than fifteen years of experience in the field of research and development, he has coordinated and evaluated different projects in health, climate change, 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 papers.

**Dr. Nidhi Yadav**  
**Associate Professor**



Dr. Nidhi Yadav is a doctorate in Hospital Management with specialization in Disaster Management. She holds her Masters in Hospital Management with specialization in Quality Management from the prestigious Indian Institute for Health Management and Research, Jaipur along with a dual Masters in Business Administration from the Punjab Technical University. She is external assessor for the National Quality Assurance Standards by the Ministry of Health and Family welfare, Government of India. She is currently working with International Institute of Health Management Research, New Delhi as Associate Professor. Dr. Nidhi has experience of thirteen plus years in hospital operations and Quality management. She is a seasoned academician, researcher and medical quality administrator with the zeal to bring tangible changes in the way quality and disaster management is perceived and practiced in the health care industry.

**Dr. Sumant Kumar Swain**  
**Assistant Professor**



Dr. Sumant Kumar Swain has a background in social sciences and awarded M Phil and Ph.D from Jawaharlal Nehru University (JNU), New Delhi, India. Before joining IIHMR-Delhi, he has worked with NCERT, New Delhi, India. Dr. Swain has more than twelve years of experience in national health programme evaluations, operational and formative research projects using both qualitative and quantitative methods in various health and social programmes. He was a visiting scholar at the Institute of Oriental Studies under Russian Academy of Sciences, Moscow, Russia in different assignments under Indo-Russian Cultural Exchange Program by Indian Council for Social Science Research (ICSSR), Government of India. He has published one book, seven edited books and many research papers in different disciplines. His areas of interest are health survey research, implementation research, programme evaluation, project management, monitoring & evaluation, health system research, health governance and health security.

**Dr. Rupsa Banerjee**  
**Assistant Professor**



Dr. Rupsa Banerjee has done her MBBS and MD in Community Medicine from Rajiv Gandhi University of Health Sciences, Karnataka, following which she completed DNB in Community Medicine. She also received PG Diploma in Mental Health from IGNOU and Diploma in Community Mental Health from NIMHANS. Rupsa is a public health specialist with over 9 years of diverse experience in the fields of medical education, clinical and patient care, public health research, health systems strengthening, providing technical support to public health programmes and capacity building. She has contributed to the operationalization of Ayushman Bharat Health & Wellness Centres (AB-HWCs) across the country and has conducted 13 national level training programmes for the delivery of Comprehensive Primary Health Care through AB-HWCs. She was actively engaged in research priority setting for states under the implementation research for health systems strengthening (IR-HSS) platform under the National Health Mission to support research for health systems strengthening. She has been part of quality monitoring and evaluation of multicentric research projects and health programmes. Rupsa has published over 20 scientific papers in renowned national and international academic journals, authored chapters in medical textbooks and has contributed to developing several policy documents, programme operational guidelines and training modules for the Ministry of Health and Family Welfare.

**Dr. Mukesh Ravi Raushan**  
**Assistant Professor**



Dr. Mukesh Ravi Raushan is Assistant Professor at International Institute of Health Management Research, Delhi. Dr. Raushan is a demographer by training and having interest in empirical methods like causal analysis, simultaneous equation modelling and inferential statistics other than sampling design and survey research methods. His work focuses on, but not limited to, technical demography, nutrition, population and development, intervention research, process evaluation, violence, gender, adolescent, ageing and mental health. In recent years, he has written extensively on adolescent health, ageing, and survey research methods in developing countries and its linkages with critical indicators of population, health and development. Dr. Raushan has published over 18 articles, chapters and scientific reports. His expertise in monitoring, learning and evaluation; survey design and sampling; data collection techniques, data management, and data analysis is an asset. In recent years, Dr. Raushan largely worked on health & mortality, disease burden, abortion, reproductive health, high-risk group, medical anthropology, ageing, adolescent health, gender and development, and global health. For monitoring, learning and supervision, other than research, he remained resourceful on research methodology, survey research methods, data structure, management, analysis, statistical and projection software. His area of interest are statistics, applied and technical demography, survey research, monitoring, learning and evaluation (MLE), data quality assurance, public health and policy, programme evaluations and intervention studies. Before joining IIHMR-Delhi, he was associated with Longitudinal Ageing Study in India (LASI), International Institute for Population Sciences (IIPS); Situation of Adolescent, Dasra, Impact Foundation; Evidence Action, and Sigma Research. Dr. Raushan is interested in applying his research and technical expertise to provide evidence-based support to explore an unexplored area of research other than teaching and capacity building. He completed his Master and PhD in Population Study from International Institute for Population Sciences (IIPS). His doctoral work was on human capital and intra-familial relationships.

**Dr. Sukesh Bhardwaj**  
**Assistant Professor**



Dr. Sukesh Bhardwaj is an IT professional with 9+ years of work experience in Information technology domain. By qualification, he is a Ph.D. in Cloud Computing, MCA, Cisco Certified Network Associate. He has also done Global Net Plus Diploma in Systems and Networking from NIIT. He has worked at IIHMR Delhi as a Senior System Analyst-IT Deptt. Head more than 7 years. He worked as an IT Coordinator in National Family Health Survey (NFHS-5) Odisha State and (NFHS-4) Chhattisgarh State under Ministry of Health and Family Welfare. He has an extensive experience in Technical Trainings, SOP Development, Systems Planning & Designing, Integration and development. He has expertise on several types of ERPs for Real-Estate, and Education industry. CRM's, Payroll and biometric Systems, Security Surveillance systems, He is also engaged in Academic Teaching and other trainings within the organization.

**Dr. Pijush Kanti Khan**  
**Assistant Professor**



Dr. Pijush Kanti Khan is an Assistant Professor at the International Institute of Health Management Research, Delhi. He is a trained demographer and health economist with a keen interest in empirical research. Previously, Dr. Pijush worked as a Senior Research Officer at the International Institute for Population Sciences (IIPS) in Mumbai. His primary areas of interest include Applied Demography, Economic Aspects of Healthcare, Maternal and Child Health, Quantitative Data Analysis, Model Specification, and Multilevel Modelling. Dr. Pijush has authored several publications in esteemed international journals such as The Milbank Quarterly, Social Science & Medicine, Tropical Medicine & International Health, American Journal of Preventive Medicine, BMC Series, and Royal Society for Public Health. These publications reflect his dedication to conducting rigorous research that addresses crucial healthcare challenges. He has extensive experience in working with Indian sample survey datasets- National Family Health Survey (NFHS), National Sample Survey (NSS), and District Level Household Survey (DLHS). Dr. Pijush obtained his M.Sc. and Ph.D. degrees from the International Institute for Population Sciences (IIPS), Mumbai. His doctoral research focused on 'Health Insurance, Healthcare Utilization, and Health Spending in India'. His commitment to empirical research, data-driven analysis, and the exploration of key healthcare issues positions him as a valuable asset in the pursuit of evidence-based solutions to enhance population health and well-being.

**Dr. Altaf Yousuf Mir**  
**Assistant Professor**



A Medical Graduate & Postgraduate in Hospital Management from Jamia Hamdard University, New Delhi, and a Ph.D. in Hospital Management/ Management from Mahaveer Academy of Technology and Science University, MATS University, Raipur, Chhattisgarh & one-year Advance Diploma in Computer Software from IICE, New Delhi. Life member of the Academy of Hospital Administration. Editorial Review Board Member of Academy of Marketing Studies Journal. Co-Editor of the Journal of Autonomous Intelligence. More than 14 years of industry and academic experience the field of Hospital Administration / Management, Hospital Operations, Medical Administration, Clinical and Non-clinical operations, Strategic Planning and implementation, Purchase, Supply chain Management, Finance, Business Development, Cost Rationalization, P&L management, and Revenue, Consultant/Doctors Engagement, Accounting, Internal Quality Management & Audit, Inventory Management, Legal aspects, MRD, HAI's, O.T & CSSD Management, BMW, Legal aspects, Medical Equipment, and Drugs- Budgeting and Planning, Grievance Handling, Hospital Manpower Planning, HMIS system, MIS, Quality Accreditation- JCI, NABH, NQAS & NABL, Patient Safety, Risk

Management, formulation of policy & procedures - SOPs. Worked for the Apollo Hospitals Group for four years. Worked as Asst. Medical Superintendent in a Hospital / Institute for more than eight years with a total bed capacity of 1400 Beds. a tertiary care multi-specialty hospital and Regional Cancer Institute attached with PT. Jawahar Lal Nehru Memorial Medical College, Raipur, Chhattisgarh, India. Besides this have attended various National & International conferences, seminars, training programs, and workshops and have presented various papers at National & International Conferences/seminars. Have written various papers in National and International Journals of repute. Have been Awarded under the GOLD and SILVER category by Skoch Foundation at the 47th Skoch Summit, held at Constitution Club of India, Rafi Marg, New Delhi. Awarded by the Honorable Health Minister of State of Chhattisgarh, Mr. T.S. Singdeoiji & Chairman of Chhattisgarh Women's Commission Ms. Kiran Mai Nayak for exemplary work in the Medical College Hospital in fighting the COVID pandemic on 23rd Dec 2021 held at Raipur, Chhattisgarh.

**Dr. Ratika Samtani**  
Assistant Professor



Ratika Samtani is a Ph.D. in Anthropology from University of Delhi and was awarded the Teaching Fellowship by University of Delhi while pursuing her research. She has also cleared UGC-NET. Ratika worked as an Assistant Professor at Amity University, Noida for a span of ten years. She was also awarded the Young Investigators award by the Department of Biotechnology for her project proposal in the field of Cancer Biology. Under this, she was the Principal Investigator of the DBT funded project, “Screening and Epigenetic Profiling of Ovarian Cancer in Malwa region of Punjab” for a span of four years. She has supervised and mentored a number of doctoral students’ scholars in their research endeavors. Ratika has carried out a number of research projects and published articles in the area of environmental health, pesticide toxicity, cancer epigenetics, infectious diseases, bio-social determinants of health, genetics of complex disorders, beta thalassemia, sickle cell anemia etc. She has published more than 25 research articles in national and international journals of repute and has presented papers in various National and International Conferences. She has also developed e-content modules for online learning platforms like e-pg pathshala and e-gyan kosha. Ratika also held the position of Manager-Learning and Development at NatureNurture Eduserv, where she created curriculum using a variety of pedagogical approaches (such as Bloom's taxonomy, the Theory of Cognitive Development by Jean Piaget, Howard Gardner's Model of Multiple Intelligences, and 21st century skills).

**Dr. Himanshu Tolani**  
Assistant Professor



Dr. Himanshu Tolani has done Ph.D. in Statistics, titled “Assessment of Event Dynamics through Bayesian Models” from the Department of Statistics, University of Delhi and prior to that he has done M.Phil. and Masters in Statistics. In the past, Himanshu has worked in the domain of Statistics as an academician and a researcher in universities and research institutes. Dr. Himanshu’s specialization lies in Data Visualization, Bayesian Inference, Applied Bayesian Modelling, Spatial-Temporal Modelling, and related statistical analysis. Dr. Himanshu has published his research on applications of Bayesian models in various aspects like Crime, Pollution, Cricket, Covid-19 and Malnutrition in indexed journals. Dr. Himanshu is a Biostatistics faculty at IIHMR, Delhi and handling various research projects and preparing research manuscripts for public health using advanced statistical methods.



**Dr. Sidharth Sekhar Mishra****Assistant Professor**

Dr. Sidharth Sekhar Mishra is a medical doctor with post-graduation in public health from All India Institute of Medical Sciences (AIIMS) New Delhi and then pursued his senior residenship from Post Graduate Institute of Medical Education and Research (PGIMER, Chandigarh). He is a double post graduate degree holder with MD and DNB from National Board of Examination. He has been a part of the development of the National Health portal development. He was working as the consultant for COVID control pandemic at national level in Ministry of Health and Family Welfare, Nirman Bhawan, New Delhi. He has almost 7 years' experience of training almost 3 lakh MBBS doctors for their post graduate examination. He is a social media academic influencer with a combined following of almost 50 k students. He has more than 10 publications in indexed journals; 5 books and part of UN research projects. He has visited more than 25 countries globally and brings in rich global public health experience on the table.

**Dr. Rohini Ruhil****Assistant Professor**

Dr. Rohini Ruhil is PhD in Social Medicine and Community Health from Jawaharlal Nehru University (JNU), New Delhi. Her other qualifications include BDS, PGDHHM and MA (Rural Development). She secured a Gold Medal at the university level in her master's from IGNOU. She is also an alumna of IIHMR Delhi and secured a Gold Medal for best all round performance in PGDHHM. She qualified UGC-NET-JRF and got a scholarship to pursue her PhD as JRF and SRF. Her experiences include teaching, research, tobacco cessation and industry. She has also worked as a consultant in the Ministry of Health & Family Welfare. She has 19 publications in journals of national and international repute including Elsevier and Sage. She is also a reviewer in several national and international journals including BMC Public Health, BMJ Open, Sage Open and Tobacco Induced Diseases (TID). She has also authored a chapter in a book. She has worked on several manuals of MOHFW including national tobacco cessation guidelines. Further, she has drafted a few manuals for WHO-SEARO Tobacco Free Initiatives. She has done the Global Tobacco Control Certificate Program from Johns Hopkins University, Baltimore, USA, for which she received a scholarship. She has presented papers in several national and international conferences, workshops and seminars and secured a few awards including Best Poster Prize and a Prize in Slogan competition in public health. She has also done national training of trainers (TOT) program in the TB-Tobacco integration Project. Overall, she has a passion for research and academics.

## **Staff\***

### **RESEARCH**

#### **Senior Research Officer**

Anuj Kumar Pandey, MPH

#### **Research Officer**

Vineet Kumar Balyan , PGDHM

Jaswinder Kaur, PGDHM

Neha Saharawat,

### **ADMINISTRATION**

#### **Sr.Manager (A&P)**

Suja Ram Jat, MBA

#### **HR Officer**

Ms. Harshita Sharma, MBA

#### **Admin. Officer**

Surya Prakash Sharma, MBA

#### **Manger Marketing (Marketing & Admission)**

Rinku Singh, PGDJMC

#### **Business Development Officer**

Shalini Yadav, PGDHM

#### **Front Office Assistant**

Suman Lata, BA

### **TRAINING**

#### **Assistant. Manager (Training)**

Shikha Bassi, MBA

#### **Training cum Research Assistant**

Sunil Kumar, B.com

### **ACADEMICS**

#### **Academic Officer**

Tarun Nagpal, MCA

#### **Academic Executive**

Sushila Sherawat, MA

#### **Admission Counselor**

Anshu, MBA

#### **Placement & Alumni relations officer**

Anju, MBA

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\* as in 2021-2022

## **FINANCE & ACCOUNTING**

### **Assistant Manager (F & A)**

Jaipal Singh, CA

### **Accountant**

Jagdish Prasad Sahu , B.com

### **Account Assistant**

Amit Kumar Sah, B.Com

## **INFORMATION TECHNOLOGY**

### **Sr. System Analyst**

Sukesh Bhardwaj, MCA

### **Hardworking and Networking Supervisor**

Vinod Kumar, B.Sc

### **IT Assistant**

Mukesh Kumar Saini, B.Com

## **LIBRARY**

### **Librarian**

Jagdish Prasad, MLIS

### **Assistant Librarian**

Ashok Kumar, MLIS

### **Library Assistant**

Meenakshi Sharma, MLIS

## Facilities at IIHMR Delhi

The library is the backbone of any academic institution. The IIHMR, New Delhi library also acquired a prominent place among the students and faculty. Located on the first floor, it is a central place for academic and research activities and the heart of the Institute. The library has a seating capacity of more than 100. The library has a state-of-the-art collection of **8627** books and a special collection, having **6210** unique titles in various fields such as Health Management, Hospital Administration, Health Economics and Finance, Public Health, Healthcare IT, General Management, Management Information Systems, Population Studies, Demography, Research Methodology, Sociology, Economics, Computer Science, and other general management areas, from where the users can borrow the required books as per rules. The library has a well-balanced collection and provides user-friendly services and easy-open access facilities to the readers. To focus on quality information, we receive over **60** National and International periodicals and magazines related to professional management and research. In addition to a few periodicals of general interest, as well as six newspapers published around the globe, the library collection includes 410 CD-ROMs and databases, from India and overseas, **Web of Science (WOS), Pro-Quest Health Management, Health Business Elite, Indiastat, and J-Gate Database, and EBSCOhost e-books.**

**E-Books:** IIHMR Library has subscribed to EBSCOhost – **eBooks academic subscription collection** for all IIHMR campus libraries. There are more than **249,789 eBooks** in this package, including titles from leading university presses and coverage with all Academic subjects 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; and Sage Publications Ltd. John Wiley & Sons, Inc., etc. The Subject coverage includes Organizational Behavior, Human Resource Management, International Management, Research Methodology, Supply Chain Management, Operations Research, Strategic Management, Management Information Systems, Consumer Behavior and Marketing Communication, Business and economics, Language Arts and 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 is being subscribed online to facilitate ongoing research activities and expand future research areas. The online journals subscribed include:

- Web of Science by Clarivate
- Health Business Elite by EBSCO
- ProQuest Health Management with Hoovers Company (Full text) online database
- J-Gate Social & Management Science (JSMS)
- Indiastat Database
- DELNET open access database
- British Library Institutional Membership
- NDL Member Library
- Shodhganga Institution Membership
- IRINS/VIDWAN Member





- **Electronic Resource Centre:** The library, being a member of the Developing Library Network (DELNET), offers various facilities to member institutions through resource sharing. A continuous Internet search is done for the identification of new resources, which are subsequently made accessible through the library's home page.
- **Thesis & Dissertations:** A total of 1169 dissertations in both hard and soft copy forms are available in the library.
- **Reprography Section:** Facilities like photocopy, printing, scanning, etc. are provided to the students on a payment basis within the premises of the library.
- **Kindle E-book Reader:** The IIHMR Library has been introduced to promote and support digital & paperless reading through this facility. Presently five Kindle paperwhite with unlimited eBook packages provided by Amazon are available for 07 days Loan.
- **Automation of Library & Services:** To keep pace with ongoing information technological changes, library records have been computerized to make them accessible to the faculty and students at their workplaces. 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 the intranet.
- **Remote Access:** IIHMR Delhi Library provides a Remote Access Service with the federated search of most of the online resources subscribed/purchased by the library. The Knimbus Remote Access tool allows library users to search and access online resources from any remote location with an internet connection outside the Institute Campus. The URL of this remote access is <https://iihmrdelhi.knimbus.com/user#/home>
- **Digitalization Service:** The library is equipped with top-notch digitization equipment, such as a high-speed feeder-type document scanner that can process pages up to A3. The digitization section also has a top-of-the-line server for hosting digital materials including, summer training reports, dissertations/ theses, previous year question papers, in-house publications other things. The **Digital Repository** is a platform for teachers, researchers, scholars, students, and staff to share their scholarly work with the larger community.
- **Digital Library (DSpace Institutional Digital Repository) (IDR)**  
URL Link: <http://182.74.47.252:8080/jspui>

**Opening Time:** The library is open throughout the year from 09.00 AM to 08.00 PM on all working days and 10.00 AM to 05.00 PM on 2<sup>nd</sup> and 4<sup>th</sup> Saturdays and Sundays.

For more details, you can also log on to <http://library.iihmrdelhi.edu.in:8001/> and visit our IIHMR Delhi Website <https://www.iihmrdelhi.edu.in/about-us/facilities/iihmr-library> 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. Due care and attention is paid to the comfort and security of students who avail hostel facilities.



### **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.



## **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. 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 Bengaluru**

Institute of Health Management Research (IIHMR), Bengaluru was established in 2004. The Institute is a premier institution focusing 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.

## **Editorial Team**



## IIHMR DELHI MAP



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**LAST PAGE**