

14th STATE OF INSTITUTE REPORT 2024-2025



International Institute of Health
Management Research, New Delhi

(NAAC "A" Accredited)

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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 15 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. More than 1400 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

Between 2008, the year of establishment of IIHMRD and 2024, the Institute has grown manifolds. All this has been possible due to the wisdom of our distinguished faculty members and staff, duly supported by the Management Board, Governing Board, and Academic Advisory Council. With a team of 22 faculty members, 36 non-teaching staffs, and 1200 plus alumni, IIHMR Delhi has made remarkable progress in academics, research, training and consultancies.

The research portfolio of the institute is expanding. The performance has improved in terms of proposals submitted, those awarded and those completed successfully. In the last financial year, 8 projects were completed and currently 9 of them are in different stages of implementation. We are implementing 3 large scale implementation research projects in close collaboration with different state Governments. While one is being supported by Nutrition International, the other two are supported by ICMR as part of their National Health Priority Programme.

IIHMR Delhi is represented in the expert groups specifically constituted by the Ministry to revise and update the guidelines of its flagship programs such as Anemia Mukht Bharat and Home-Based Newborn Care. We are developing the operational guidelines on Comprehensive Lactation Management Centre for MOHFW to be used for the entire country. We are supporting the National Health Authority by generating evidence on digital health adoption with support from NHRSC and Johns Hopkins University. We are also mandated to identify best practices from states of India that have leveraged digital solutions to transform primary health care in the country. These will feed into the Global Health Exemplars report. We have supported WHO SEARO in assessment of postnatal care services across the region that will facilitate the risk stratification strategy for Global newborn action plan. We are also supporting Bangladesh in establishing a learning hub to address zero dose children with support from JSI International and GAVI (Global Alliance for Vaccine Initiative). We are a part of a multi country multicentric clinical trial titled “EMBRACE Trial” in collaboration with Imperial college and funded by Thrasher Foundation.

Our faculty members have represented IIHMR as chair/moderator/speaker in more than 30 different national and international conferences. One of our faculty members was awarded the Global Health Research Short Placement Award by National Institute of Health Research, UK. We have received three awards based on paper presentations. Our faculty members participated in knowledge exchange meetings in ageing research at Lancaster University, UK; on sustainable development in Russia; WHO consultation on anemia in Geneva; Disaster Risk reduction conferences by National Disaster Management Authority and IIT Roorkee; the Technet Conference held in Panama. Two of our young faculty members have been provided scholarships by Columbia University, and Gerontological Society of America, to pursue short term programs. We are providing technical support to documentation of Hospital Disaster Risk Management for Coalition for Disaster Resilience Infrastructure (CDRI) and Govt of Sikkim. We are also represented in the expert group for developing Standards for sustainability of healthcare by NABH. There were 52 publications from the Institute

with 9 student's publications. Our faculty members have 4 patents under the Indian Intellectual property rights. We have delivered six consultancy assignments for national and international organizations. H' index of the Institute based on Web of Science has risen from 14 to 19 in one year time with 12249 citations.

IIHMR Delhi is committed to strengthening its training portfolio. A total of 19 capacity building workshops were conducted in the last financial year training close to 1300 participants. With support from UNICEF and in collaboration with IIT Bombay, we have launched a 10 weeks certificate program on Digital Health Enterprise Planning, which is adapted from a UN Global course on digital health. The first batch was attended by participants from states and from Bangladesh, Sri Lanka and South Africa. We have initiated a certificate course in Health Informatics along with University of Jaffna, Sri Lanka. Through a grant from Pfizer, we have conducted three workshops on research methodology to orient medical graduates pursuing postgraduation on the principles of research methodology. We have trained 100 postgraduates from Army Hospital, Maulana Azad Medical College, Ram Manohar Lohia Hospital. We successfully conducted a workshop on Gender Data Analysis for policy development supported by Vital Strategies and attended by government and non-government officials from 7 countries.

Ayushman Bharat Digital Mission (ABDM) is a flagship program of the Government. We have supported National Health Authority (NHA) to conduct workshops on National Health Claims Exchange. More than 700 participants from hospitals, diagnostic labs and insurance companies have been trained so far. IIHMR Delhi launched a 2 months certificate course in Diabetes Education in collaboration with BEATO, a health tech organization last year. A total of 118 participants have been trained so far. With support from National Institute of Social Defence, Ministry of Social Justice and Empowerment, we successfully organized the ageing perspectives symposium to sensitize more than 150 participants on policies and programs towards healthy ageing. AICTE ATAL provided a grant to organize faculty development program on Telemedicine.

Academics is the core of IIHMR Delhi activities. We have a vision towards inclusiveness and respect diversity at all levels. We have students from varied geographies, social and economic backgrounds and have an excellent students faculty ratio of 12:1. We have students enrolled for on campus MBA equivalent Post Graduate Diploma in Management program, and Fellow in Program Management. Based on our NAAC "A" status, we have been accorded approval by AICTE to start 1 year online certificate programs in Hospital Management, Logistics and Supply Chain Management and Public health Financial Management. Our Executive programs on these subjects have been upgraded to online programs. We have started implementing the Academic Bank of Credits (ABC) as mandated by the National Education Policy. We have also initiated a National level competitive entrance examination to admit students for academic programs. IIHMR Delhi is committed to improving the quality of academic programs. All the academic activities are overseen by Internal Quality Assurance Cell (IQAC), to maintain high standards. Expansion of library resources, providing remote access to students, using a Learning Management System, transformation of IT infrastructure and developing a strong alumni connect are some of the measures undertaken to provide a good learning environment. We are revising the curriculum to meet the global standards. We attended a workshop on Global health teaching organized jointly by Department of Community Medicine, JIPMER Puducherry, and Heidelberg Institute of Global Health, Germany. We have set up the Institute Innovation Council as per the directives of Ministry of Education to encourage budding professionals to think about innovative solutions to health problems. Our field practice area in Goyla Dairy, close to our Institute, is a demonstration site that is unique to our academic program. 75 students have presented papers in different national and international conferences in the last academic year. Our strong network and partnerships have opened up avenues for students to go for practical exposure during summer trainings, internships and dissertation. We are consistent in maintaining a figure of more than 95% placements and 25% paid internship during summer training. 6 students were offered international placements. The number of organizations visiting our Institute has seen an increase. More than 65 organizations visited our campus and 58 offered jobs to our students. The median and the highest salaries have witnessed a rise this year.

IIHMR Delhi is sensitive to national and global needs and country's vision to upskill health professionals for delivery of better care. Collaborations and networking remain a focus for overall institutional growth and to position IIHMR at the global level. 9 international Universities- Imperial College, London; University of Edinburgh, Scotland; Mahidol University, Bangkok; Jaffna University, Sri Lanka; University of Pretoria, South Africa; Tehran University, Iran; Manchester Global Foundation, UK; Huddersfield University, UK; icddr, Bangladesh. At the national level, we are empanelled with National Health Systems Resource Centres (NHSRC), GoI: under Knowledge Management Division, Implementation research for Health Systems Strengthening and State Innovations in Family Planning Services Project Agency (SIFPSA), Government of Uttar Pradesh. IIHMR Delhi has participated a key role in **National Family Health Surveys (NFHS)- 6**. IIHMR Delhi has been recognized as a partner by National Health Authority (NHA) to generate awareness about ABHA in general community. A total of 40 volunteers have been trained by NHA. We have disseminated information across more than 15 institutions in Delhi NCR, UP, and Assam. IIHMR Delhi is one of the partners of the UK Ageing Network Global Partnership Award to facilitate knowledge and skill exchange programs. IIHMR Delhi was represented in the esteemed Australia India Youth Dialogue 2023.

IIHMR Delhi successfully conducted the 4th international conference on Transgender healthcare (IPATHCON). The conference that marked the launch of the Foundation course in Transgender health management, the one and only course till date, was attended by more than 100 delegates including representatives from the community. In order to implement the Public health Management cadre, NHSRC spearheaded an initiative on the reform of health workforce cadre in Northeast states. IIHMR Delhi was represented as a technical partner in this endeavor. IIHMR Delhi competitively won the bid and successfully organized the 6th National conference on Tobacco or Health (NCTOH). This prestigious conference was supported by the Ministry of Health and Family Welfare, WHO, Salaam Bombay, ECHO India, Vital Strategies, among others. It was attended by more than 400 delegates including state representatives looking after the National Tobacco Control Program. IIHMR Delhi organized a pre-conference CME at the 68th National conference of Indian Public Health Association.

IIHMR Delhi has supported 6 faculty members through Internal research grants. We have supported 15 faculty members to attend national and international meetings and conferences. The coming year will witness further growth as we swear to keep up the momentum as always.

I take this opportunity to **thank the Management Board, Governing Board, Academic Advisory Council, for their continued support and look forward to guidance from them in our future ventures.** I also take this opportunity to thank my Deans, faculty colleagues, staff and everyone from IIHMR and outside for their wholehearted support in our endeavors.

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 18th 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 other AICTE approved online Post Graduate Certificate Program in Hospital Management, online Post Graduate Certificate Management in Logistics & Supply Chain Management program, online Post Graduate Certificate Program in Health Financial Management, . 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 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

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Indian Institute of Health Management Research,
Jaipur, Rajasthan

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Digital Healthcare Leader,
Advisory, PWC,
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Former Health Secretary, Bihar
Former Joint Secretary MOFFW

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Co-founder & Jt. Managing Director,
Medica Hospitals,
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COO, HCAH India & Chair of QAI Technical Committee,
Home Healthcare Accreditation Standards

Mr. Ashish Agarwal

Managing Director,
ABC India Limited,
Mumbai

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IIHMR, Jaipur

Dr. Sutapa B. Neogi

Director,
IIHMR Delhi

Dr. Punit Yadav

Professor,
IIHMR Delhi

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Director,
IIHMR Delhi

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

Dr. Ekta Saroha

Associate Professor & Dean – Training,
IIHMR Delhi

Ethics Committee

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

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Dr. Malati Tiwari

Physician, Bhagat Chandra Hospital, New Delhi

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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)

- BIGPODIUM(OPC) Pvt. Ltd.
- JHPIEGO - Parivartan-Transforming the Nursing Workforce in BIHAR
- Jindal Urban Waste Management (Epidemiological Study at Bawana Plant)
- Mahatma Gandhi College of Hospital Administration (MGUMST)
- The University of Huddersfield
- TCIL
- Apollo Hospitals Enterprise Ltd. (AHEL)
- Child in Need Institute (CINI)

Educational Programs and Academic Activities

Post Graduate Program

Post Graduate Diploma in Management (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. 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.

Online PG Certificate Program in Hospital Management

The one-year online PG Certificate Program in Hospital Management is for working professionals who aspire to enhance their educational knowledge and professional growth in hospital management field. In collaboration with AICTE, 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.

Online PG Certificate Program in Health Financial Management

The online Post Graduate Certificate Program in Health Financial Management offered by IIHMR Delhi is AICTE accredited and of one year duration. It is tailored for working professionals in healthcare, government, and social sectors like doctors, nurses, finance managers, consultants and students with the purpose to provide specialized skills in healthcare finance management. The purpose of the program is to develop managerial, financial and analytical skills among the participants.

Online PG Certificate Program in Logistics & Supply Chain Management

The Online Postgraduate Certificate Program in Logistics & Supply Chain Management is designed to equip students & professionals with the essential knowledge and practical skills needed for a career in Logistics and Supply Chain Management (with industry relevant specialization). The programme addresses the growing need for specialized professionals who can navigate the complex, regulated, and critical nature of healthcare logistics and supply chain management. The program is vital for timely, efficient, and safe delivery of medical products—pharmaceuticals, vaccines and medical devices to hospitals & health care institutions. The programme's structure combines a foundational knowledge of healthcare supply chain fundamental principles and includes a specialized focus relevant to the healthcare industry's demands for skilled professionals. At the end of the programme, the graduates will be able to contribute in optimizing healthcare operations, reducing costs, and improving patient outcomes.

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, Karexper, PwC, NHSRC, UNICEF, Thumbay Hospital, IQVIA, Wadhvani 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, Innovaccer Analytics, BLK-Max Super Speciality Hospital, Centre for Sight, My Healthcare Technologies Pvt. Ltd., IPE Global, Wrig Nanosysystems, Intellio Healthcare, Silvergenie, CARE India, Aakash Healthcare Tashkent, Jaypee Hospital, Cognitio Analytics, Dr. Safehands, Rsystems, Kanvic Consulting, eExpedise Healthcare Pvt. Ltd., 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, 3rd Aug 2024, the Institute hosted its 15th Annual Convocation for 145 graduating students. The Guests of Honour was Dr. Sunil Khetarpal, Director, Association of Healthcare Providers (India) AHPI. The distinguished guest, Dr. Rajeev Gautam, Corporate Officer - HORIBA, Ltd., Japan, President HORIBA India, 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 Ms. Sonal Jaiswal in the hospital stream, Ms. Sudiksha Gupta in the health stream, and Dr. Shakshi Gupta in the health IT stream. The Best All-Round Gold Medal was presented to Dr. Purna Soni. 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 2024-2025, the Institute was privileged to have the following speakers:

Dr. Dolly Kumari

(Title of talk: “World Population Day”)

Dr. Monir Islam

(Title of talk: “Politics of Health”)

Dr. Amit Kumar Garg

(Title of talk: “Building Healthcare”)

Ms. Monika Kapoor

(Title of talk: “Hospital Employee Engagement Practices”)

Prof Ivy Ng

(Title of talk: “Singapore Health services”)

Dr. Sanjeev Kumar

(Title of talk: “Session on Corporate Etiquette”)

Dr Deepika

(Title of talk: “Session on Social Media”)

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

Ms. Tammana Sachdeva

Dr. Vaibhav Rastogi

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 (2024-25)

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- 31st Jan 2025

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

Project Description: The aim of the project was 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 evaluated an Improved Model of Implementation (IM), which was applied in two districts under two states. The objectives of the study were 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 was conducted in Damoh district of MP and Vadadora district of Gujarat.

National Family Health Survey (NFHS –6)

Funding Agency: MoHFW, Government of India and IIPS, Mumbai **Duration:** Feb 2023 – 31st Aug 2024

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

Project Description: NFHS is a periodical national survey designed to provide information on population, family planning, maternal and child health, child survival, HIV/AIDS and sexually transmitted infections, reproductive health, and nutrition in India. NFHS 6 was 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 was responsible for the survey implementation and data collection in Rajasthan and Tripura.

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

Funding Agency: ICMR

Duration: Jan 2024- 09th Jan 2025

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 investigated 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, through a systematic review and meta analysis.

Pooled data analysis for anemia in children, women and WRA

Funding Agency: ICMR

Duration: 25th Mar 2024 – 24th Sept 2024

Team: Dr. Sutapa B Neogi, Dr Anuj K Pandey

Project Description: The project aims to undertake an Individual patient data meta-analysis by developing a large pooled data cohort. The cohort would aim to estimate the prevalence of anemia among children under 18 years, non-pregnant and non-lactating (NPNL) women, and pregnant women (by trimester), with further stratification by age group, year, and region of India. Cohort would also help address extended deliberation concerning etiological fraction of iron and other key erythropoietic micronutrient deficiencies contributing to anemia in India. The findings will feed into the Anemia Mukht Bharat program recommendations for pregnant women, NPNL women and children to guide targeted strategies for reduction of anemia and its associated health burdens across vulnerable populations.

Epidemiological study of Bawana region in Northwest District of Delhi

Funding Agency: OP Jindal Pvt. Ltd.

Duration: 13th May 2024 – 31st Aug 2024

Team: Dr. Nidhi Yadav and Dr Ratika Samtani

Project Description: The epidemiological study of the Bawana region in North-West Delhi, was conducted to assess health conditions and disease prevalence within a 5 km radius of a new 30 MW waste-to-electricity plant by the OP Jindal Group. It employed a cross-sectional survey of 474 households selected through cluster random sampling, collecting data on socio-demographics, health status, environmental factors, and disease patterns. The study revealed the current health profile, identified prevalent diseases and risk factors, and analyzed socio-economic and environmental influences on health outcomes.

Comprehensive Lactation Management Centre, Operational guidelines and training package

Funding Agency: JHPIEGO

Duration: 21st Mar 2024 – 20th Oct 2024

Team: Dr. Sutapa B Neogi, Dr Rupsa Banerjee

Project Description: The project entails preparation of training materials and training roadmap for capacity building of staff at the Comprehensive Lactation Management Centres across India.

Pilot testing of Digital IMNCI training package for potential end users and linking to decision support system (DSS) tool for IMNCI implementation

Funding Agency: WHO-India

Duration: 01st Sept 2024 – 15th June 2025

Team: Dr Rupsa Banerjee, Dr Ratika Samtani, Dr. Sutapa B Neogi

Project Description: The project entails testing of effectiveness and feasibility of online models of digital IMNCI training package and Decision Support System tool compared to traditional in-person training among primary care staff (Community Health Officers and Medical Officers). The study was conducted in Orissa and Jammu& Kashmir.

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: 01st Oct. 2022 to 30th 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 (≥ 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.

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

Funding Agency: ICMR

Duration: 03rd Jan 2024 – 31st Mar 2026

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.

SHRISTI: 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: 28th Dec 2023 – 31st Dec 2026

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 Sukesh 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.

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

Funding agency: JSI, GAVI

Duration: 01st July 2022 – 01st June 2025

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.

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: 12th Jan 2024 – 30th Apr 2025

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.

A Longitudinal study on life of truck drivers in India**Funding Agency:** Transport Corporation of India Ltd**Duration:** 01st Sept 2024 – 31st Aug 2027**Team:** Dr Vinay Tripathi, Dr Preetha GS and Dr Sumant Swain

Project Description: Truck drivers are the backbone of India's economic infrastructure. However, their livelihoods are characterized by a range of professional, social, and health-related challenges. This study employs a longitudinal mixed-methods research design involving a sample of 500 long-haul truck drivers across five Indian states-Odisha, Maharashtra, Delhi, Tamil Nadu, and Madhya Pradesh. The primary objective is to examine the extent of their satisfaction with the profession and their willingness for family members to engage in the same occupation. Additionally, the study seeks to explore their perceptions of occupational health and social risks, the evolving dynamics of the trucking ecosystem, and their overall levels of job satisfaction.

Updating state of India newborn (SOIN) report and working on recommendations of the tag committee on INAP implementation**Funding Agency:** WHO-SEARO**Duration:** 01st Oct 2024 – 30th Sept 2025**Team:** Dr. Sutapa B Neogi, Dr Anuj K Pandey and Dr Diksha Gautam

Project Description: The project aims to update and develop the third edition of the *State of India's Newborn (SOIN)* report. This edition will present a comprehensive analysis of the progress made over the past decade in newborn health and programmatic implementation in India. It will document key trends, achievements, and remaining gaps, while also aligning with and incorporating the recommendations of the Technical Advisory Group (TAG) Committee on the implementation of the India Newborn Action Plan (INAP).

Impact study of holistic community-based health interventions: tracking women's and children's health from pre-conception to four years**Funding Agency:** CINI**Duration:** 28th Mar 2025 – 28th Mar 2029**Team:** Dr Rupsa Banerjee, Dr Ratika Samtani, Dr. Sutapa B Neogi, and Dr Preetha GS

Project Description: The Impact Study of Holistic Community-Based Health Interventions funded by CINI aims to track women's and children's health from pre-conception through four years of age across selected districts in West Bengal, Jharkhand, and Odisha. Using an implementation research approach, the study will evaluate the effectiveness of preconception, antenatal and early childhood interventions on improving birth outcomes, reducing childhood illnesses, and addressing malnutrition. Findings will inform evidence-based policies and scalable models to enhance maternal and child health in India.

MDP and Training Activities

IIHMR Delhi, a premier institution known for its commitment to strengthening healthcare through education, research, and training. 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. With modern facilities and a highly experienced faculty from both medical and non-medical backgrounds, IIHMR Delhi delivers high-quality, impactful training. In addition to regular programs, the institute also creates customized training tailored to the specific needs of various healthcare organizations.

In 2024-25, IIHMR Delhi conducted 7 Management Development Programs with 17 Batches training 500+ healthcare professionals. 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.

Digital Health Enterprise Planning – 10 weeks online (In partnership with UNICEF & IIT Bombay)

Dates: 17th April – 21st June 2025

Coordinator: Dr Ekta Saroha

IIHMR Delhi partnered with UNICEF and IIT Bombay to launch the course on Digital Health Enterprise Planning course a 10 week programme built to bridge the gap between healthcare professionals and new digital technologies. Healthcare professionals explored a range of topics, from telemedicine and electronic health records to data analytics and artificial intelligence in healthcare. They learned how to leverage digital health technologies to enhance patient care, improve clinical workflows, and optimize healthcare outcomes. Additionally, professionals delve into regulatory and ethical considerations surrounding digital health implementation, ensuring adherence to standards and patient privacy. The participants were selected based on nominations from state government working in health space or digital health interventions. The criteria encompassed individuals working in the sector with experience of at least 5 years for the test phase. The nominations were also done in Southeast Asia and Africa with participants joining from Bangladesh, Sri Lanka and South Africa which further the development of course in the region. The knowledge and expertise gained from the digital health course empowers healthcare professionals to lead and thrive in a rapidly evolving healthcare landscape, delivering high-quality care and improving health outcomes for patients.



Clinical Research Methodology: From Planning to Translation

Batch 1: 16th – 18th September 2024

Batch 2: 25th – 28th November 2024

Batch 3: 5th – 8th March 2025

Coordinator: Dr. Rupsa Banerjee

Coordinator: Dr. Rupsa Banerjee

Coordinator: Dr. Rupsa Banerjee

The Clinical Research Method programme designed for medical graduates pursuing their masters to strengthen their research skills with focus on helping them successfully complete dissertation work.

This intensive training provided hand-on exposure to trainees on research methods, study designs, data analysis, formulating research questions. The program saw participation from leading medical colleges in Delhi like AIIMS, St Stephens, MAMC etc. 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: May 2024

Held in collaboration with the National Health Authority (NHA), the workshops focused on simplifying and streamlining the digital claims process under various health insurance schemes. Participants gained practical insights into how NHCX facilitates seamless, standardized exchange of health claims information between payers, providers, and regulators. Designed for a wide range of stakeholders in the healthcare ecosystem, 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. By the end of the sessions, participants were better prepared to navigate the evolving digital health ecosystem and contribute to making healthcare services more efficient and accessible.



Conflict Management and Organizational Behavior

Dates: 23-24 September 2024

Coordinator: Dr Divya Aggarwal

The Program is designed to provide insights into group behavior, power structures, and organizational culture, improvise decision making and develop participants' skills in identifying and resolving organizational challenges. The programme was conducted in partnership with NHSRC New Delhi to strengthen the workforce to build trust, learn conflict resolution skills, and foster creativity among the employees. The training conducted across 2 days was attended by teams from NHSRC and their regional center (Guwahati, Assam). By end of program trainees were able to develop skills in the management of differences through constructive resolution of conflicts with a view to fostering collaboration among members of the organization.



Geospatial Technology for Infectious Disease Monitoring and Management

Date: 15th October 2024

Coordinator: Dr Nidhi Yadav

The institute in association with the Indian Institute of Remote Sensing (Department of Space) Dehradun organized a One-Day Workshop on "Geospatial Technology for Infectious Disease Monitoring and Management". This Capacity Building workshop, as part of ISRO's DMS programme, aimed at motivating participants to develop innovative methods, tools, data products, and services in the field of disaster management using space technology. By integrating geospatial tools with infectious disease monitoring, the workshop proved to be a key element in shaping strategies for intercepting complex health challenges. Participants from different universities across India such as Jamia Millia Islamia, Jawaharlal Nehru University, University College of Medical Sciences (UCMS), ICMR-National Institute of Malaria Research, University of Delhi, Government Medical College Kota, The Maharaja Sayajirao University of Baroda, VIT Bhopal University, etc attended the workshop.

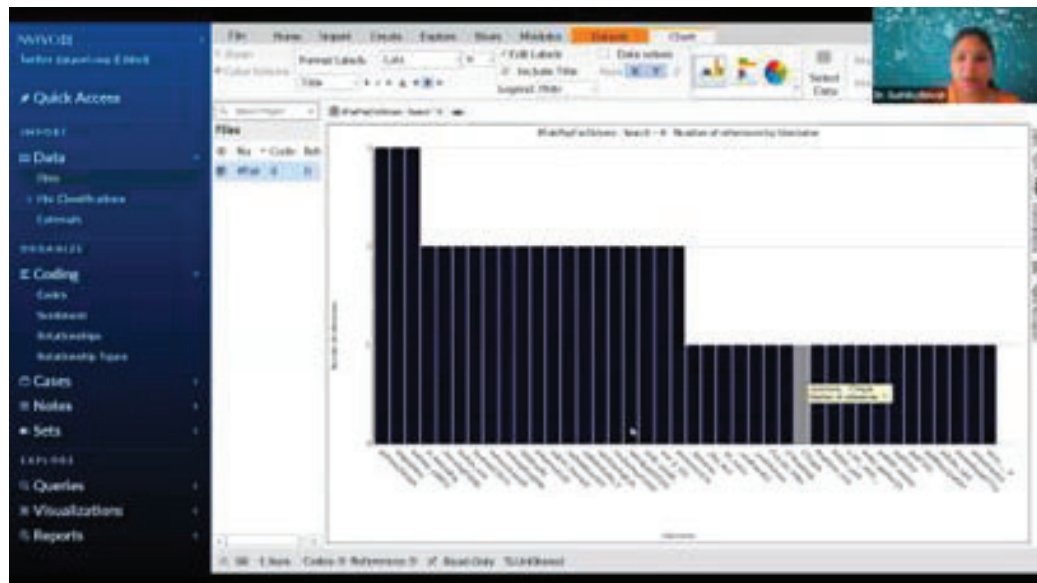


Introduction to NVivo: Qualitative Data Analysis

Dates: 18th – 20th December 2024


Coordinator: Dr. Ratika Samtani

The three-day national workshop on qualitative research 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.



CASE STUDY

- Made Famous by the Harvard Business School, even mainly quantitative researchers can relate to the value of case study in explaining an organization, entity, company, or event.
- A case study by Dr. Harlow involved a deep understanding through multiple types of Data sources (23 textbooks)
- Case study can be explanatory, exploratory, or describing an event.



The bottom right of the slide features two side-by-side images. The left image is a portrait of a man in a dark suit and white shirt, holding a violin and bow. The right image is a black and white illustration of a human skull with a crosshair over the eye sockets.

Public Health Financial Management

Batch 1: 16th – 20th December 2024

Batch 3: 13th – 17th January 2025

Batch 5: 27th – 31st January 2025

Batch 7: 10th – 14th February 2025

Batch 9: 24th – 28th February 2025

Batch 2: 6th – 10th January 2025

Batch 4: 20th – 24th January 2025

Batch 6: 3rd – 7th February 2025

Batch 8: 17th – 21st February 2025

Coordinators: Dr Ekta Saroha, Dr Divya Aggarwal, Dr Anandhi Ramachandran and Dr Shikha Bassi

Enhanced understanding and knowledge of financial management and its approaches are pivotal for efficient and effective utilization of resources. To achieve this objective, an MDP in public health financial management with an overall goal to provide a fundamental understanding of key issues in financial management, health economics, public health for informed decision making and implementation was designed. IIMR Delhi conducted the program for 350+ Block and District Account Managers from state of Odisha. The Programmes was support by NHM Odisha who nominated the participants from across the state. Each batch followed a five-day format, blending interactive lectures, group exercises, case-based discussions, and a field visit. The program adopted a hands-on approach where participants were encouraged to share experiences and work collaboratively to solve real-world challenges. Sessions were led by a diverse team of expert faculty, including senior academics, public health consultants, financial specialists, and digital finance practitioners. The programme helped Improve financial literacy among mid- and senior-level finance & account professionals, support in greater confidence in planning, reporting, and managing public health budgets and strengthened peer networks and collaboration across districts and states.



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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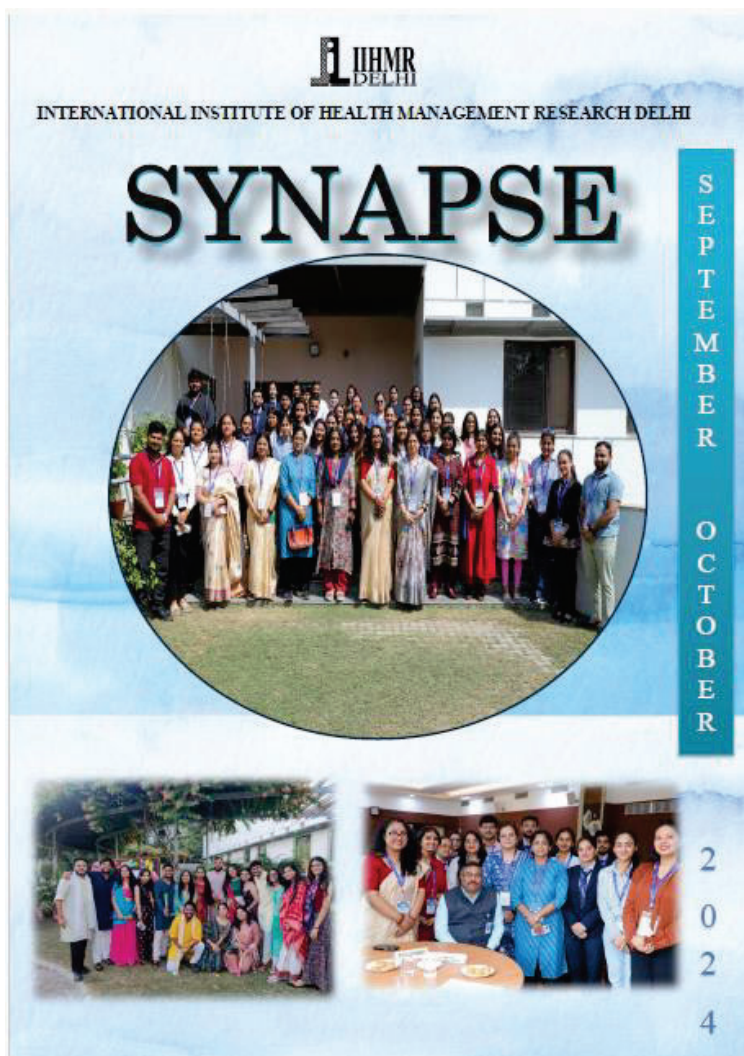
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Institute Publications

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 7th 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 7th 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 2024-2025, faculty members attended different conferences/ seminars/ workshops/ meetings. The same is presented below:

Dr. Sutapa B Neogi

- As a panelist: Harnessing Technology for Healthcare Transformation: AI, IoT, Robotics, and Smart Medical Devices; Economic Times Health care Conclave; Lucknow; Mar 7, 2025
- As a speaker: Women leadership in healthcare (management and research); Annual Day, Manipal Institute of Virology, Manipal Academy of Higher Education; Feb 26, 2025.
- As a speaker: Traditional cultural practices and its impact on patient safety- How can academia help?; 12th International Patient Safety Conference (IPSC) 2025; Apollo Hospitals group; February 21-22, 2025.
- As a speaker: Scan and share to register outpatients, India; Prince Mahidol Annual Conference; Jan 28th, 2025.
- As a Chair, for a session on “Increasing accessibility to Maternal Health and Nutrition services for the most vulnerable pockets” in a conference “Leaving No one behind: navigating population dynamics and sustainable development in India; Indian Association for the Study of Population (IASP); Dec 12-14, 2024.
- As a Moderator, for the session “Driving Health Reform: Community-Led Action, Evidence, and Advocacy for Equitable Health Outcomes’ on MSF Scientific Day, Asia; Oct 25, 2024.
- As a panelist for a session titled “Digital Health Revolution: Connecting Technology To Last-Mile” in a conference on Digital Public Infrastructure; PHDCCI: 5th Oct 2024; New Delhi.
- As a panelist in a Mini symposium: The India Story: Fostering Partnerships Redefining Holistic Transgender Healthcare Delivery; WPATH Scientific Symposium (World Professional Association of Transgender Health); Sep 25-30, 2024; Lisbon, Portugal.
- As a panelist for a session on Bottlenecks in Implementation and Monitoring of newborn care interventions: Lessons from Uttar Pradesh” ; Population Council, UNICEF ; Aug 13 2024.
- As a panelist for the session “Bridging the gap between Evidence and Research”; NIHR Academy Global Health Research (GHR) Member event; July 23, 2024
- As a speaker at Grandmaster session Healthcare Women Leadership; Healthcare Continuum, Bigpodium and IIHMR; July 6, 2024.
- As an Expert in the Two-day Stakeholders’ meeting for review of the Educational materials of the six Distance Learning Courses organized by NIHFW, Delhi; May 21-22, 2024
- Participated in Eighth meeting of the Regional Technical Advisory Group (SEAR-TAG) on Newborn Health; WHO SEARO; May 13-15, 2024.

Dr. Preetha GS

- Speaker: “Viksit Bharat 2047 Pathways to a sustainable, inclusive and innovative future” in International Conference(hybrid) – Global goals and local actions: Achieving health equity and universal health coverage by 2047, 22-23 January 2025, organized by School of Public Health, SRM University, Chennai

- Chair: “Innovations in Patient Safety”, at the 3rd International Conference on Healthcare Quality and Patient Safety organized by Nationwide Quality of Care Network (NQOCN) India, 8 September 2024 in Lady Harding Medical College, New Delhi.
- Chair: “Non Communicable Diseases and Tobacco”, Co-chair: Plenary -“Implementation of Article 15 protocol to eliminate illicit Trade on tobacco products”, National Conference on Tobacco or Health, organized by IIMR Delhi with Ministry of Health and Family Welfare, WHO India.
- Speaker: “The TCV Campaign's Efficacy in Identifying and Reaching Zero-Dose Children – A Nepal Case study”, in Zero Dose Learning Hub Webinar on Pro-equity strategies to reach zero dose children organized by GAVI and JSI International on 29 February, 2024

Dr. Anandhi Ramachandran

- 13th Biennial Conference of the Asia Pacific Association for Medical Informatics or APAMI2024, Manila Philippines October 1 - 2, 2024. 1) “Is WhatsApp® Appropriate for Informal Evidence Based Learning and sharing among Medical Professionals: A Retrospective Content Based Analysis 2) Creating a Digital Health Enabled Workforce
- Appointed as Fellow, International Academy of Health Science Informatics (IAMI) (From 2023)
- Jury Member: AEGIS Graham Bell Award for Innovation in Healthcare 2024
- Patent granted: Patent Design no. 441181-001 on Multimedia Interactive Human Resource Payroll Management Kiosk accepted and published Journal No is 10/2025 and Journal Date is 07/03/2025

Dr. Divya Aggarwal

- Received Wegrow India Best Research Excellence Award 2024 for excellent research contribution on December 28,2024 at International Innovation Research Conclave 2024.
- Appointed as President of Bhaskaracharya College of Applied Sciences Alumni Society (University of Delhi) w.e.f Jan 21, 2025
- Patent granted: Patent Design no. 441181-001 on Multimedia Interactive Human Resource Payroll Management Kiosk accepted and published Journal No is 10/2025 and Journal Date is 07/03/2025
- Patent granted: Patent Design no. 390906-001 on Personalized Medicine Organizer accepted and published Journal number is 40/2024 and journal date is 04/10/2024
- Presented a paper titled “The Healthcare HR of tomorrow: A blend of human expertise and AI-Driven Insight” presented at 10th Global Leadership Research Conference (GLRC) 2025 held at Amity Business School, Noida from 19-21 March 2025.

Dr. Rupsa Banerjee

- Faculty at the Summer Bioethics Program by Manchester Global Foundation and Pakistan Institute of Living and Learning and delivered a session on “*Ethics in Clinical Trials*” from 05.08.2024 to 09.08.2024.
- Delivered a session on “*Introduction to Epidemiologic Methods and Quantitative Research*” in the online course on Introduction to Epidemiology for Global Health by University of Washington on 25.01.2025.
- Delivered a session on “*Interpretation of Epidemiologic Studies and Decision Making*” in the online course on Introduction to Epidemiology for Global Health by University of Washington on 08.03.2025.

- Delivered trainings as National Trainer under National Health Mission in National Training for State Nodal Officers on *"Care of ENT disorders at Primary Care level"* at NHSRC Delhi on 28 August 2024, and 10 September 2024,
- Delivered trainings as National Trainer under National Health Mission in Training of State Trainers (ToT) on *"Elderly and Palliative Care at Primary Care level"* in NHM Ladakh (17-20 March 2025)
- Judge for 'YLC Cinematics' competition at the 5th IAPSM Young Leaders' National Conclave at AIIMS New Delhi (9-10 November 2024)
- Attended session on *"Instrument development and validation in socio-behavioural and public health research"* at the 5th IAPSM Young Leaders' National Conclave at AIIMS New Delhi (8 November 2024)

Dr. Sumant Swain

- Attended the One-Week Capacity Building Programme (offline mode) on Indian Knowledge System being organised by Mahatma Hansraj Malaviya Mission Teacher Training Centre (MH-MMTTC), Hansraj College on behalf of the UGC, Ministry of Education, Government of India from 17th February to 22nd February, 2025.
- Completed the *"NEP-Orientation and Sensitization Online Programme under the UGC Malviya Mission-Teacher Training Programme (MM-TTP)"*, Organized by the National Institute of Educational Planning and Administration (NIEPA), New Delhi from 14-24 October 2024.
- Completed the *NEP 2020 Orientation & Sensitization Programme* under Malaviya Mission Teacher Training Programme (MM-TTP) of University Grants Commission (UGC) Organized by Malaviya Mission Teacher Training Centre (IGNOU-MMTTC), Staff Training and Research Institute of Distance Education (STRIDE), Indira Gandhi National Open University (IGNOU), Maidan Garhi, New Delhi-110068 from 28th May to 06th June 2024.

Dr. Ratika Samtani

- Guest Speaker, Faculty of Management Studies (FMS), University of Delhi — Climate Change and Its Effect on Health, February 7, 2025.
- Panelist / Oral Presentation, The Leprosy Mission Trust India — Climate's Hidden Impact: Unveiling the Links, April 22, 2024.
- Panelist / Oral Presentation, Medical Society Consortium Meeting, April 11–13, 2024.
- Resource Person / Trainer, Training session on Survey-Based Research, Department of Botany, Gargi College, University of Delhi, April 24, 2024.

Other Activities at IIHMR Delhi

Foundation Day

The Foundation Day, “Aadhar”, commemorating the foundation of the Institute was celebrated on 28th August 2024. 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.



Fresher Party

The Fresher Party, “Rubaroo’24”, was organized on 24th September 2024 to welcome our new batch. The fresher’s party lights up the campus with colourful decorations, upbeat music, and the excitement of fresh faces eager to make memories. It was a perfect blend of celebration and a warm invitation to everyone to start their college journey together.



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 17 is the death anniversary of this incredible persona, and in his memory, we observe a Blood Donation Drive on this day every year. In the year 2024, 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 2024-2025, student visited different organizations, such as Akash Hospital, Dwarka; RHTC, Najafgarh; Indira Gandhi Hospital, Dwarka.

Extension Activities

During 2024-2025, 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

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

Yoga Day

IIHMR Delhi organized a Yoga Day on 21st June 2024. 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 05th September 2024. 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 04th 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 2024-2025, eight visits were organized for students of IIHMR Delhi.

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

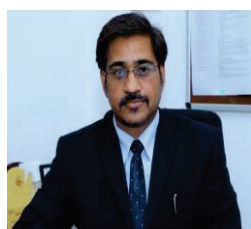
Professor & Dean Research



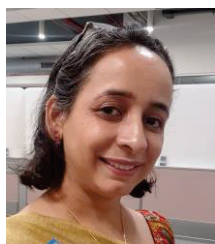
Dr. Preetha G S is an Associate Professor in IIHMR. She did her MBBS from Government Medical College, Trivandrum and MD in Community Health Administration from the National Institute of Health and Family Welfare, New Delhi. She has more than two decades of experience in the health sector across clinical, 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.

Dr. 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**

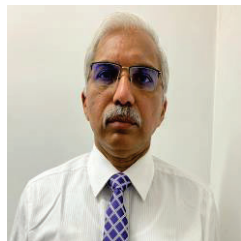
Dr. Pankaj Talreja is an Assistant Professor of Healthcare Finance at the International Institute of Health Management Research, New Delhi. He received his Post Graduate Diploma in Hospital Administration from Institute of Management Studies, YMCA, New Delhi in 2001. Since then, he has been in various 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 ICGB 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



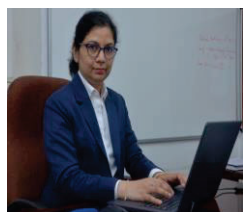
Dr. Nishikant Bele is an Associate Professor in the area of Information System. He has received his MCA from Amravati University Amravati, Maharashtra and Doctorate in Computer Science from Utkal University, Bhubaneswar, Orissa. Dr. Nishikant has over 16 years of experience in teaching, training, administration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

Associate 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. Archana Thakur

Associate Professor



Dr. Archana Thakur has done her MBBS from Maulana Azad Medical College, Delhi, MD in Community Medicine from Lady Hardinge Medical College Delhi, DNB, PGD in Health Economics, Health Financing & Policy from Public Health Foundation of India. She is trained in economic analyses in healthcare, public health and research methodology. She has a 6-month certification in "Advanced Course in Economic Evaluation" from PGI Chandigarh and a 9-week online certification in "Modelling Cost-Effectiveness in Healthcare" from the London School of Economics. She has contributed to various projects as investigators including randomised controlled trials, observational cohort study, surveillance study, systematic reviews and meta-analysis for the World Health Organization. Her key interest's areas are in epidemiology, research methodology, biostatistics, evidence synthesis, economic evaluation.

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. 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. 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 endeavours. 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 Nature Nurture 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. Anuj Kumar Pandey

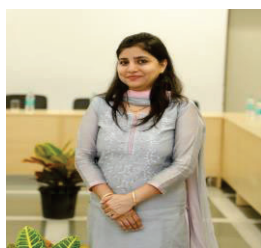
Assistant Professor



Dr. Anuj Kumar Pandey is a public health researcher with over seven years of experience in designing, implementing, and evaluating community- and facility-based interventions to strengthen health systems. His professional journey reflects a deep commitment to understanding the architecture and functioning of health systems. An MPH graduate specializing in Health Systems (Monitoring & Evaluation) and currently pursuing a Ph.D. at Mahidol University, Dr. Pandey has co-led five funded projects in maternal and child health, including the nationally recognized SANKALP and SHRISTI national health research priority projects aimed at reducing neonatal mortality and stillbirths. He has also contributed to international research supported by the NIHR (UK) and the Thrasher Research Fund (USA). Previously with the Ministry of Health and Family Welfare, Government of India, he supported states in managing public health emergencies and developing technical guidelines and SOPs. Dr. Pandey serves as a Visiting Research Fellow at the University of Huddersfield (UK) and is on the Editorial Board of BMC Women's Health. His scholarly contributions include publications in leading journals such as The Lancet Regional Health, two book chapters, and an edited Springer book titled "Designing and Evaluating Public Health Interventions: Unwrapping Key Concepts using case studies from India"

Dr. Shikha Bassi

Assistant Professor



Dr. Shikha Bassi is currently working as an Assistant Professor at the International Institute of Health Management Research (IIHMR), Delhi. Prior to this, she held important roles, including Manager (Executive and FPM Programs) and Assistant Manager – Training at IIHMR Delhi. She has an experience of around 20 years in the field of healthcare, including her tenure at The Leprosy Mission Trust India. Dr. Bassi holds a PhD, MBA and a Post Graduate Diploma in Health and Hospital Management. She has also completed the Innovation Ambassador Training (Foundation Level and Advanced Level) conducted by the Ministry of Education's Innovation Cell and AICTE during 2022–23. Also participated in IIC Regional Meet organised by Amity NOIDA on November 23, 2023. In addition, she has obtained the Green Lean Awareness Certification and Bronze Certification in Lean Healthcare from Simpler, Quality Council of India, and Cardiff University, UK. Dr. Bassi has been actively involved in coordinating the Executive and Fellow Program in Management at IIHMR Delhi. She has played a pivotal role in developing and managing training and capacity-building initiatives, with a focus on hospital management, healthcare management, and webinars related to innovation and entrepreneurship. These initiatives were conducted in collaboration with various sponsoring agencies across countries such as Bangladesh, Sri Lanka, Afghanistan, Myanmar, and Tanzania. She has been actively engaged in research activities and has contributed to several significant projects. In addition, she has co-authored a chapter in a

book and published research papers in national journals. Her areas of interest include Hospital Management, Logistics and Supply Chain Management in Healthcare, Legal and Ethical Issues in Healthcare, and Innovation in Healthcare.

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. 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.

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

* 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 **8672** books and a special collection, having **6193** 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-to-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 worldwide, the library collection includes 410 CD-ROMs and databases from India and overseas, including Web of Science (WOS), ProQuest Health Management, Health Business Elite, Indiatat, 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 **256,420+ 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, 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: The e-journal is being subscribed to online to facilitate ongoing research activities and expand future research areas. The online journals subscribed to 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.

Dissertations: A total of 1300 dissertations in both hard and soft copy forms are available in the library.

Reprography Section: Facilities like photocopying, 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 Paperwhites with unlimited eBook packages provided by Amazon are available for a 7-day 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 it possible to simultaneously access multiple pieces of information, which otherwise would not be 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. The online Public Access Catalogue (OPAC) of books, journals, CDs, and Videos available in the library is accessible to 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)

Digital Library -URL Link: <http://182.74.47.252:8080/jspui/>

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 2nd and 4th 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 relates to 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 relate to 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 are 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.



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