

“QUALITY ASSURANCE AND REASSURANCE POLICY”

Quality means doing it right when no one is looking...



**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,
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1. PREAMBLE

IIHMR Delhi, a part of the IIHMR Society, was founded on 18th August 2008, with a mandate to focus on national and international health, catering to the growing needs of the country as well as those of the Asia-Pacific region.

1.1 Vision

The vision of IIHMR Delhi is to be a global leader in health administration, research, training and consulting.

1.2 Mission statement

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.

The *core values* guiding IIHMR are:

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

Thrust Areas of IIHMR:

- Primary Health Care
- Health and Hospital Management
- Health Economics and Finance
- Population Health
- Maternal and Reproductive, Newborn, Child Health and Nutrition
- NGO Management and Networking
- HIV / AIDS Program Management and Evaluation

Capabilities:

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

- Health Sector Reforms
- Programme Evaluation
- Health Information Technology

2. POLICY STATEMENT

2.1 Background

Quality assurance is an integral part of the optimum functioning of any organization. A quality assurance policy provides a framework for organizations to maintain and continuously improve standards of services provided in keeping with the organizational mandate. For an accredited academic institution, a quality assurance policy elucidates certain minimum standards for conduct of academic programs which ensure both students and faculty can achieve and maintain the highest level of professional calibre. IIHMR Delhi is committed towards improvement of health systems by creating capable health care management professionals of topmost quality who can assume executive positions in spearheading hospitals and healthcare organizations across the country.

2.2 Quality Assurance & Reassurance Policy mission statement

The Quality Assurance and Reassurance Policy of IIHMR Delhi aims to ensure highest quality of academic programs by

- i. Setting and promoting compliance to guidelines and quality standards,
- ii. Encouraging best practices for effective, efficient and quality teaching and learning, and
- iii. Governing the overall functioning of the institution for continuous advancement towards excellence.

2.3 Objectives of Quality Assurance & Reassurance Policy

- i. To ensure the highest standards of quality in teaching and learning with respect to institutional academic program
- ii. To provide guidelines to ensure compliance to quality standards laid out for teaching and learning with respect to institutional academic program
- iii. To define the roles and responsibilities of the institutional quality assurance team
- iv. To provide a framework for internal quality assurance of institutional academic program
- v. To outline methods and procedures for external quality assessment and quality reassurance for institutional academic program
- vi. To encourage a culture of continuous quality improvement in the institution to strive towards academic excellence

2.4 Intended outcome of Quality Assurance & Reassurance Policy

On successful implementation, this policy intends to achieve the following outcomes

- i. High quality institutional academic program
- ii. Students with academic and professional excellence

- iii. Continued academic and professional development of faculty and support staff
- iv. Culture of sustained quality control and improvement to attain academic excellence

3. INTERNAL QUALITY ASSURANCE CELL

3.1 Background

Internal Quality Assurance Cell (IQAC) is a system which is institutionalized in the accredited institutions imparting higher education with the purpose of ensuring the unremitting existence of quality measures and standards after the accreditation exercise is over. Quality is a continuous process which makes IQAC an integral part of the accredited institution. IQAC ensures that the culture of quality becomes an inseparable part of the different activities performed at the institutions. Thus, IQAC works towards the direction of achieving the goal of sustaining and enhancing the quality standards and measures in the accredited institutions.

3.2 Aims and objectives

The IQAC at IIHMR Delhi is formed with the purpose of planning, guiding and monitoring quality assurance and quality enhancement activities pertaining to the academics. The core aim of the IQAC is to develop a system within the IIHMR Delhi which cognizes the importance of quality in education and consistently facilitates towards improving the academic performance of the institute.

The specific objectives of the IQAC are as follows:

- To ensure appropriate quality measures and initiatives are in place to enhance and improve the various academic activities
- To ensure these quality measures and initiatives are rigorously implemented and followed in the academic activities
- To ensure institutionalization and internalization of quality enhancement measures and initiatives in the academic activities
- To ensure mechanisms which continuously monitor the quality measure and provide feedback to further improvement in academic activities

3.3 Functions

Following are some of the functions of IQAC of IIHMR Delhi:

- Development and application of quality benchmarks/parameters for various academic activities of the institution
- Facilitation of creating a learner-centric environment conducive to quality education
- Encouraging faculty to adopt the required knowledge and technology for participatory teaching and learning process
- Designing and implementation of measures to collect feedback response from students, parents and other stakeholders on quality-related institutional processes, analyse these feedbacks and take corrective actions

- Documentation of the various programmes/activities leading to quality improvement in academic activities
- Dissemination of information on various quality parameters of academics
- Acting as a nodal agency of the Institution for coordinating, adopting and disseminating quality-related activities related to the academics
- Development and maintenance of institutional database through MIS for the purpose of maintaining /enhancing the academic quality
- Organization of inter and intra institutional workshops, seminars on quality related themes and promotion of quality circles within the academics
- Development of quality culture in the institution
- Preparation of the Annual Quality Assurance Report (AQAR) based on the quality parameters/assessment criteria developed for various academic activities.

3.4 Benefits

The IQAC of IIHMR Delhi will facilitate or contributes to:

- internalization of quality culture in all the academic activities
- enhancement and integration of the various academic activities and institutionalization of many good academic practices
- provide a sound basis for decision-making to improve academic functioning
- act as dynamic system for bringing quality changes in the academic activities

3.5 Composition

The IQAC of IIHMR Delhi will be constituted under the Chairmanship of the Director of the institution with the members representing academic specialization, management, administration, students, alumni, and industry. The IQAC of IIHMR Delhi will consist of following members:

- a. Chairperson [Director of the Institute]
- b. Coordinator [one of the senior faculty member]
- c. Representative of management [one senior member of the management]
- d. Representative of academics [3-6 faculty members from different specializations]
- e. Representative of administration [a senior administrative officer]
- f. Student representative [one each from different specialization]
- g. Alumni representative [one each from different specialization]
- h. Industry representative [one each from different specialization]
- i. Local society representative [one member]

3.6 Membership criteria and tenure

The membership of nominated members will be for a period of two years. It is necessary for the members of the IQAC to share the responsibilities of generating and promoting awareness in the institution and to devote time for working out the procedural details. While selecting these members following aspects will be taken into consideration:

- Persons from various academic backgrounds and who have earned respect for integrity and excellence in their teaching and research.
- Persons known for their commitment to improving the quality of teaching and learning.
- Persons aware of the ground realities of the institutional environment.
- Senior administrator could be the persons in charge of institutional services such as student welfare, administration, academic tasks, examination and planning and development.
- The management representative should be a person who is aware of the institution's objectives, limitations and strengths and is committed to its improvement.
- The local society representatives should be of high social standing and should have made significant contributions to society and in particular to education.

3.7 Governance of the IQAC

The IQAC of IIHMR Delhi will function under the leadership of the Director of the Institute. The IQAC will meet at least once in every quarter. The quorum for the meeting shall be two-third of the total number of members. The agenda, minutes and Action Taken Reports are to be documented with official signatures and will be maintained electronically in a retrievable format.

3.8 Roles and responsibilities of the coordinator

The role of the coordinator of the IQAC is crucial in ensuring the effective functioning of all the members. The coordinator of the IQAC, who can be a senior faculty member or administrator with expertise in quality aspects, entrusted with the IQAC as an additional responsibility. Administration of the Institute can provide the secretarial assistance to the Coordinator for smooth functioning of the cell. Some of the roles and responsibilities of the coordinator of the IQAC are enlisted below:

- To coordinate the implementation and document the various measures and initiatives leading to academic quality improvement
- To coordinate the academic quality-related activities of the institution
- To coordinate the dissemination of information on various academic quality parameters
- To coordinate the timely and efficient execution of the decisions of IQAC committee
- To coordinate in preparation of the Annual Quality Assurance Report (AQAR) based on the parameters highlighting academic activities

4. INTERNAL QUALITY ASSURANCE MECHANISMS

4.1 Quality of student enrolment

Student enrolment for the PGDM (Hospital and Healthcare Management) program at the Institute is done in accordance with the admission policy of the Institute and in accordance with AICTE rules. Students with a bachelor's degree from a recognized university with a minimum prescribed cut-off score in the qualifying examination are eligible to apply for the program. Selection of students for admission is based on score obtained in the management entrance test or years of experience and performance in a group discussion and personal interview held by the faculty at the Institute.

Strategy of implementation

Students shall be enrolled in the institutional academic program purely on the basis of merit. This shall be achieved by strict adherence to the institutional admission policy. Any revision or update in the admission policy will also be vetted by members of the IQAC.

Indicators of quality control

- i. Fulfillment of eligibility criteria for short-listing applications (as per admission policy)
- ii. Scores obtained in group discussion and personal interview

Process of monitoring

The IQAC shall ensure that all processes are followed in quality control of the enrollment activity.

- i. The members of the IQAC (representatives from academics/ management/ administration) shall screen 5% of the short-listed applications randomly for each admission batch.
- ii. One faculty member of the IQAC shall be present in 10% of group discussions and 10% of the personal interviews conducted for each admission batch where they will independently assess one student randomly and verify the corresponding score given.

4.2 Quality of program design

The academic program offered at the Institute is PGDM (Hospital and Healthcare Management) which is a two-year program with foundation courses in the first year common for all students, following which the students are offered to choose between three streams for specialization (Health, Hospital and Health IT) in the second year.

Strategy of implementation

- i. The courses offered in the institutional academic program shall be in compliance with the institutional vision and mission.
- ii. All courses shall meet the minimum requirements prescribed by the University curriculum and as per the specifications of All India Council for Technical Education (AICTE).
- iii. The courses will be designed by respective academic faculty with requisite qualification and experience in the subject matter.

- iv. All courses will be reviewed periodically by all faculty members of the institute and revised or updated in accordance with mutual deliberations.
- v. All course contents shall be periodically sent to respective industry experts for review and their suggestions incorporated after mutual discussion with the course coordinator/ faculty in-charge.
- vi. All courses offered in the institutional academic program shall be aligned with the Program Educational Objectives (PEOs) and the Program Outcomes (POs).
- vii. The academic program must be coherently designed to facilitate ease of understanding and optimum learning of the students.

Indicators of quality control

The program design shall be assessed using the following method.

- i. Each course will be reviewed by the respective course coordinator/ faculty in-charge against all the Program Educational Objectives and the Program Outcomes.
- ii. All courses will be ranked by the respective course coordinator/ faculty in-charge according to the degree of Attainment (high, medium, low or insignificant) of each Program Educational Objective and Program Outcome.
- iii. Feedback shall be taken from the students after the end of each course which will be taken up during periodic course review faculty meetings and will form the basis for mid-course modification.

Process of monitoring

The members of the IQAC will review the program design including curriculum structure and course contents once in two years.

- i. All the courses offered should have high correlation/ attainment level with at least one and medium correlation/ attainment level with one or more Program Educational Objectives.
- ii. All the courses offered should have high correlation/ attainment level with at least one Program Outcome.

4.3 Quality of academic activities

Strategy of implementation

- i. All the courses offered shall be structured into three types of Teaching-Learning methods: Lecture, Tutorial and Practical.
- ii. Majority of each course shall be transacted using tutorial and/or practical method.
- iii. As far as possible, the courses shall include field visits to the relevant industry and/or lectures by industry experts.
- iv. In the event of online teaching, appropriate strategies must be adopted with respect to lesson planning, use of T-L aids and delivery of content so as to promote student retention and maximize student satisfaction.

Indicators of quality control

- i. Peer review assessments of teaching method of each faculty (in-house as well as guest faculty) shall be done periodically, the frequency of which shall be decided by the IQAC. Assessment shall be conducted on predefined indicators by a senior faculty member with sufficient institutional experience.
- ii. Feedback shall be taken from the students after the end of each course which will be taken up during periodic course review faculty meetings and will form the basis for mid-course modification.

Process of monitoring

- i. Each course should have not more than 30-40% of its contents transacted in Lecture method. This will be assessed during course review held once in two years.
- ii. Peer review outcomes should meet the minimum indicators set by the IQAC.

4.4 Quality of student assessment and attendance

Students are assessed for academic performance in (i) Mid Term examinations, conducted for each course by the course coordinator during or after completion of course by means of assignment, practical, group work, presentation, etc., and (ii) Term End examinations, conducted at the completion of the course at the end of first and second years respectively.

Strategy of implementation

- i. Assessment of students for academic performance shall be conducted in strict compliance with the Examination rules and regulations mandated by the institution.
- ii. Questions used for both mid-term and term end examinations for each course shall be compiled into a question bank which will be vetted by a separate faculty member of the respective subject expertise.
- iii. Examinations shall be conducted in accordance with the regulations laid down with respect to procedures, invigilation and prevention of unfair means.
- iv. All online examination shall be conducted in accordance with online examination and proctoring guidelines.
- v. Evaluation and re-checking of answer sheets shall be objectively conducted as per checklist/clues for checking provided by the faculty in-charge of the respective course.
- vi. Attendance of students and eligibility for taking examinations shall comply with the leave policy and examination regulations of the institution.

Indicators of quality control and process of monitoring

- i. Periodic update of question banks for all courses will be done by the faculty in-charge of the respective course. The availability of question banks for each course offered by the institute will be reviewed by the IQAC once a year.
- ii. Checklist/ clues for checking will be made available for all term-end examinations conducted in the institute. The availability of these will be reviewed by the IQAC randomly for 5% of term end examinations every year.
- iii. Feedback shall be taken from the students at the end of each year.

4.5 Quality of summer internship

Strategy of implementation

Summer internship is a part of the academic program in the first year where the students are posted at different organizations by the institute to enable them to acquire a practical understanding of organizational framework and functioning as well as get hands-on experience in working in the industry. All students shall be required to complete summer internship for the prescribed period in the respective organizations allocated to them by the institute.

- i. The summer internship shall be for duration of two months. Timeline shall be provided to the students in advance.
- ii. During the summer internship, the students shall adhere to the provisions mentioned in the summer internship guidelines.
- iii. Students shall be in regular communication with their respective Mentors during the entire period of the internship.
- iv. Students shall report to the organization supervisor and stay in regular communication as instructed to them.
- v. Students shall utilize the internship to gain hands on industry experience and understanding of the departmental activities and functioning where they have been posted.
- vi. Students shall prepare a report based on their observational learning at their respective organizations for submission to the institute.
- vii. Students shall also undertake a research project during their summer internship and present the same to the faculty at the end of the internship period.

Indicators of quality control

- i. Communication with Mentor: Students posted for summer internship will communicate with their respective Mentor before reporting to the organization and at least once a week thereafter.
- ii. Communication with Supervisor: Students posted for summer internship shall report to organization supervisor and adhere to instructions given to them.
- iii. Adherence to timeline: Students will strictly adhere to the time frame provided for the summer internship.
- iv. Submission of internship report: Students will submit a copy of the internship report, duly signed by respective Mentor and organization Supervisor, to the institute before the deadline.
- v. Poster presentation: Students will present a poster describing their research findings to the institutional faculty members at the end of the summer internship period.
- vi. Feedback: The organization Supervisor and the respective Mentor will provide feedback to the students at the end of the summer internship.

Process of monitoring

- i. Frequency of communication with institute mentor: Once a week

- ii. Frequency of meetings with organization supervisor: Alternate days (at least three meetings per week) or as instructed.
- iii. Feedback from organization Supervisor and Mentor should be satisfactory for at least 80% of the students.
- iv. Timely completion of internship and submission of project by all students.
- v. A score greater than or equal to 50% in the poster presentation should be obtained by at least 80% of the students.

4.6 Quality in internship cum dissertation work

Strategy of implementation

The internship cum dissertation work towards the end of second year of the program is the final step and pre-requisite for awarding post-graduate diploma/degree. It is an integral part of Postgraduate Program in Hospital and Health Management (PGDHM) and provides an opportunity to the students for gaining the practical and necessary managerial skills and knowledge as well as scope to carry out their dissertation work.

- i. After the completion of classroom instructions for all the courses in the Institute, the students shall be placed in various hospitals, health care and health-IT organizations for their internship and dissertation. These organizations can either be located within the country or abroad.
- ii. The duration of internship cum dissertation shall be for 12 weeks (3 months).
- iii. Students shall carry out both internship and dissertation work together and simultaneously and in accordance with the guidelines issued by the Institute.
- iv. Each student shall submit internship report and dissertation, separately.
- v. The students, who do not submit dissertation in the stipulated time, shall not be considered for awarding the diploma/degree during the convocation.

Indicators of quality control

One of the aims of internship is to provide students opportunities of gaining practical knowledge and skills to handle managerial issues related to the major departments of the organization wherein he/she is placed. This is achieved by students offering their assistance to the administrator/manager in day-to-day operations of the organization. Accordingly, following indicators shall be considered:

- i. Frequency of meetings with the industry supervisor [*alternative days and three meetings per week*]
- ii. Number of departments/verticals wherein the student is posted as part of internship [*a minimum of three different departments*]
- iii. Number and nature of assignments given to the student by the industry supervisor [*two assignments per department/vertical*]
- iv. Timely submission of the assignments given by the industry supervisor
- v. Frequency of meeting with the head or in-charge of the department/vertical [*once in a month*]
- vi. Frequency of meeting with the Institute mentor [*once in week with weekly updates*]

- vii. Preparation of internship report as per the reporting format as provided with internship cum dissertation guidelines
- viii. Timely submission of internship report to the Institute mentor
- ix. Sharing and presentation of internship report with examiners

Another aim of the summer cum dissertation work is to provide dissertation opportunity to the students with the aim of using research knowledge obtained during the course and applying data management and critical analysis skills while working on identified problem as part of dissertation. Accordingly, following indicators shall be taken into consideration:

- i. Frequency of meetings with the industry supervisor [*once/week*]
- ii. Frequency of meeting with the Institute mentor [*once in week with weekly updates*]
- iii. Preparation of dissertation report as per the reporting format [*which shall be provided with internship cum dissertation guidelines*]
- iv. Timely submission of dissertation report to the Institute mentor
- v. Sharing and presentation of internship report with examiners

Process of monitoring

- i. Assessment of practical and managerial skills obtain via undergoing internship by adopting appropriate level of assessment tools (*which shall be developed by a team of expert and be the part of internship cum dissertation guidelines*)
- ii. Assessment of student internship report by the respective mentor of the students.
- iii. Assessment based on the student presentation on their internship and dissertation report. The presentation shall be assessed by a panel of the examiners. The panel should include one external faculty or industry person and should be devoid of the mentor of the student. The dissertation could be assessed on following indicators:
 - a. Relevance of the problem identified in the context of organization functional profile
 - b. Process of identification of problem
 - c. Consistency of objectives in relation to the problem
 - d. Relevance of methodology to achieve objectives
 - e. Kind of analysis performed on data
 - f. Results obtained in line with the objectives
 - g. Solutions or recommendation, if any
- iv. A score greater than or equal to 50% separately in the internship cum dissertation presentation should be obtained by at least 80% of the students.
- v. Assessment report by the industry mentor [*a detailed assessment report format shall be developed by the academic office and shall be shared with the organization before the internship*].
- vi. Assessment report by the industry mentor should be satisfactory for at least 80% of the students.

4.7 Quality in student placements

Strategy of implementation

Placement is one of the exciting activities which the student community awaits eagerly in any academic institution and is culmination of all the hard work which student puts in throughout the course. Therefore, the placement shall be carried out without any bias and in line with the placement policy of the Institute. The Institute shall prepare and share the placement policy with both students as well as the recruiting organization. All the placement related activities at the IIHMR Delhi shall be undertaken by the Placement Committee. The Committee shall comprise of Dean, Assistant Dean (Academics and Student Affairs), Academic Program Officer, faculty members and student representatives. The activities of placement cell shall primarily revolved around following:

- liasoning with organizations (related to the health, hospital and IT sector)
- informing students about the various opportunities
- facilitating the organizations to hold campus interviews
- securing campus placement for the outgoing students

Quality indicators

Following indicators can be taken into consideration:

- i. No. of opportunities offered to the students [*a maximum of four opportunities can be offered to the students*]
- ii. Percentage of students who were placed in their first opportunity of placement itself
- iii. Percentage of students who could not get placed [*after exhausting number of maximum opportunities offered to the students*]. This percentage shall not exceed more than 20% for any academic batch.
- iv. Percentage of students who receive offer letter only for internship cum dissertation but not placement
- v. No. of organizations who consistently come to the Institute to recruit the students
- vi. No. of complaints received by the placement committee from the students with regard to the deviation, if any, from the placement policy [This percentage shall not exceed more than 5% for any academic batch]
- vii. Percentage of negative feedback received from the recruiter [This percentage shall not exceed more than 5% for any academic batch]
- viii. Percentage of students receiving more than the average salary of the previous academic year [this percentage shall not be less than the previous year]

Process of monitoring

- i. Review of student feedback form [placement Committee shall develop a feedback form for the students. No more than 10% of these feedback form should be negative]
- ii. Review of placement records which shall provide the following details:
 - a. No. of organizations approached by the placement committee
 - b. No. of organizations visited the campus for recruiting

- c. No. of opportunities offered by each of the organizations [both government and private]
- d. Salary component details [both during internship and post-internship duration]
- e. No. of organizations requested for off-campus placement and no. of opportunities provided by them
- f. No. of students offered internship cum dissertation and placement letter
- g. No. of students offered only internship cum dissertation opportunity
- iii. Review of feedback form shared by the recruiting organizations
- iv. No. of students who did not accept the offer letter

4.8 Academic and support staff

Strategy of implementation

The quality of academic staff constitutes an important element in any academic institutions and particularly the one which imparts higher education. Thereby it is important that the Institute shall follow the recruitment policy in letter and spirit while recruiting the academic staff. The Institute shall design recruitment policy in lieu with its recognition. The recruitment, performance assessment, promotion and remuneration, which are all important elements in ensuring the quality of academic staff, shall be carried out in line with the Institution policy. The Institute shall have a faculty performance, appraisal and development policy in place. The same shall also be circulated to all the academic staff during their joining.

Quality indicators

Following indicators shall be taken into consideration:

- i. No. of faculty in regular position
- ii. No. of faculty in contractual position
- iii. No. of faculty as per the regulator prescribed qualifications and experience (AICTE)
- iv. No. of faculty who have been working in the Institute from last two-year
- v. No. of faculty who have left the Institute in last two-year
- vi. No. of faculty having international publications in last two-year
- vii. No. of faculty having national publication in last two-year
- viii. No. of faculty guiding PhD students
- ix. No. of faculty receiving research funding from government organization in last two-year
- x. No. of faculty receiving research funding from international organization in last two-year
- xi. No. of faculty receiving promotion in last two-year
- xii. No. of faculty nominated for the capacity development programme

Process of monitoring

Following indicators shall be taken into consideration:

- i. Assessment of student faculty ratio as per the requirement of regulatory authorities
- ii. Assessment of faculty retention [percentage of faculty retained during the past two year shall be more than 50%]
- iii. Assessment of faculty publications [percentage of faculty having international and national publications shall be not less than 50%]
- iv. Assessment of faculty research [percentage of faculty having international and national funding shall be not less than 40%]
- v. Assessment of the nominations made for capacity development programme for the faculty [percentage of faculty having international and national funding shall be not less than 50%]