



HEALTH SECURITY EXECUTIVE LEADERSHIP COURSE



Hosted and Run by IIHMR Delhi and
The Asia Centre for Health Security
(National University of Singapore)

Overall Aim:

The executive course is designed to motivate and prepare health, security and crisis management leaders

- to understand the risks and challenges posed from a potential natural or man-made biological threat and the action management steps required
- to both prepare for and respond to such events.

Rationale for the Course:

There appears to be an important global and country level gap in opportunities to strengthen the critical thinking and decision making skills of those that will be tasked to lead a response to a novel health security threat. Some of these identified health security leaders at the global/regional, national, sub-national, and institutional level have some public health outbreak and crisis training and experience. Yet in a rapidly evolving world in which new health security threats are poorly understood and largely under-appreciated in terms of the risk they potentially pose, these historically well-trained health leaders require further crisis management skills development and information updates. Current opportunities are limited to an occasional health security meeting, roundtable discussion, or one off simulation exercise. None of these are comprehensive and systematic and are unlikely to result in deep learning and skill building.

We also learned a harsh lesson from the COVID-19 pandemic; that decisions were often taken out of the hands of experienced public health and crisis management experts. Or in some places, those experts did not exist. Decision instead were made by senior government leaders, trusted consultants and at times by high level multi-sectoral committees. Most of these individuals had never gone through a complex health security simulation exercise and never attended health security/outbreak response training courses.

In a future health security crisis that could be much more deadly and complicated than COVID-19, history will likely repeat itself both in terms of the people who will be tasked to lead the response and make critical decisions at every step and in terms of the quality of the response decisions and actions. Thus, as part of preparedness planning and activities, training courses designed to reach key future decision makers are required that provide them with our best and latest information updates as well as train them on the practical fundamentals of pandemic preparedness and crisis response. This is the first iteration of course and is structurally based on our collective experience with public health management training and outbreak investigation and response skill building. Future iterations of the course in India and globally can be modified in terms of course duration and content based on participant feedback.

Target Audience:

- 1.National and sub-national health leaders
- 2.National Security personnel
- 3.Disaster management personnel
- 4.Field epidemiologists and personnel in outbreak investigation and response
- 5.Administrative leaders responsible for health security planning and resource allocation.
- 6.National leaders in the media on health and security
- 7.Senior academicians/researchers/NGO representatives

Objectives:

- Understand the fundamentals of health security including understanding and judging the risks associated with various biothreats.
- Understand the strategies to prevent or contain or mitigate a serious new biothreat and how to organize and implement these strategies.
- Strengthen the leadership, communications and critical thinking skills required to effectively address bio threat risk and response, pandemic preparedness and crisis management.
- Understand and apply lessons from past global bio threats to current and future preparedness and response.
- Strengthen interest and focused attention to contribute to health security efforts in India.
- Create collaborative and synergistic partnerships and networking among course participants, faculty, and other health security stakeholders supporting the course.

Course Structure:

Since the target participants for this course are individuals with full time institutional responsibilities, the course needs to be structured in 3 phases, each of which requires realistic time commitments yet maximizes interest, curiosity, and learning.

Phase 1:

Reading assignments and online virtual discussions of the readings (5 weeks; 2 hours of reading each week plus 1.5 hours of online discussions). Total participant time investment of 17.5 hours

Phase 2:

This will involve 3 day in person structured learning with 8 hours of actual learning activities per day. Content will be a combination of outbreak/crisis management fundamentals, crisis communication skills training, classroom exercises and discussions, 1 outbreak after action review, and 1 simulation exercise. Total time: 24 hours/3 full days.

Phase 3:

This will take place approximately 2-3 months after phase 2 and will consist of 3 days of in person structured learning. Content will focus more on skill building and critical decision making. During this phase 2 complex simulation exercises with role playing will be conducted. Time will also be allocated to national pandemic preparedness strategic planning and policy development. Total time: 24 hours/3 full days plus travel time.

A key aspect of the course design will be focused on creating extensive opportunities for networking (creation of new relationships of trust), group problem solving, creative forward thinking, and participant feedback. Participants will explore their individual role and the role of the institution they represent in a country's pandemic preparedness and health security mission.

Course Fees

- Phase 1 & 2 – INR 30,000 / USD 375 (Excluding GST)
- Phase 3 – INR 20,000 / USD 225 (Excluding GST)

- Alumni Discount 15%
- Group Discount 20% on registration of 3 or more

Registration Link

<https://forms.office.com/r/GuH4FyFj4k>

Scan QR to register



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Training Tools/Strategies to be employed:

1. Lecture discussions
2. Group discussions
3. Assignments/Exercises
4. Critical reviews of existing WHO outbreak response guidance documents (with discussions on how to strategically strengthen the guidance)
5. Participation in simulation exercises of varying complexity (with time for post-exercise discussions on group take home points and individual feedback)
6. Participation in 1 or more after action reviews of real outbreaks
7. Leadership communications training/activity including some crisis communications training.
8. National or sub-national assessment of health security/pandemic preparedness (focused on 1 or more indicators within a broader assessment tool)
9. Career mentorship by faculty and peers during and after the course/fellowship

Course Expertise from:

1. Course Director and Creator.

1. Dr. Michael Friedman, CAPT (retired), US Public Health Service and response lead, Asia Center for Health Security
2. Dr Preetha G.S, Professor and Dean Research, IIHMR Delhi

2. IIHMR Faculty

3. Senior staff at the Asia Center for Health Security (National University of Singapore)

4. WHO technical staff and leaders (from WHO India, WHO SEARO, and perhaps WHO Geneva)

5. US CDC technical experts

6. Government of India leadership with experience with health crises in India



Addendum 1: Draft Executive Leadership Training Agenda:

DAY 1 :

- A. Individual Introductions followed by discussion on risk perception and response
- B. Short lecture on Pandemics throughout history
- C. Case studies on COVID-19 in India and SE/East Asia
- D. Fundamentals of outbreak response
- E. Fundamentals of crisis management
- F. Fundamentals of crisis communications including communications skills training
- G. Leadership exercises and discussions

DAY 2:

- A. Preventing Future biothreats and pandemics - Part 1. Natural pathogens
- B. Preventing future biothreats and pandemics - Part 2. Man-made (human manipulated) pathogens and toxins
- C. Half day simulation exercise on a new biological threat
- D. Feedback and evaluation of the simulation exercise
- E. Early Detection of a potential bio threat - what surveillance, laboratory and field investigation systems and capacities are required
- F. How to assess a new outbreak or new pathogen/toxin in terms of its potential security risk/population impact.

DAY 3:

- A. Long term containment and mitigation strategies for different bio threat situations
- B. Health care delivery in a bio threat crisis
- C. The role of advanced biotech in a bio threat response - Vaccine and therapeutics development, testing and deployment; advanced PPE; advanced health software; rapid diagnostics; etc.
- D. Data for Action during a bio threat crisis - surveillance priorities, research priorities and research ethics.
- E. Half day simulation exercise on a complex prolonged biological threat
- F. Feedback and evaluation of the simulation exercise

Group Discussion: What should we do differently in our current and future role
Group Discussion: Actions to be taken back home
Course Evaluation and feedback

Resource persons



Dr Michael Friedman

Dr Michael Friedman is a senior medical epidemiologist and global public health leader and a US board certified pediatrician and internal medicine specialist. He worked 25 years with the US CDC as a program director, country director, chief medical officer, and field epidemiologist. He lived and served in India (5 years), Bangladesh (4 years), Indonesia (3 years), Sierra Leone African (2 years), and the Zuni tribal reservation in New Mexico (2 years).

During his career with CDC and WHO, he led responses to Ebola in West Africa, HIV in India and Africa, Diphtheria in East Java, the Rohingya refugee crisis in Bangladesh, COVID-19 in Bangladesh and the US, and numerous other emergencies and outbreaks. Dr Friedman has created numerous advanced field-based fellowship training programs including a NACO-endorsed HIV fellowship in Chennai and public health management fellowships in India, Sierra Leone, and Bangladesh.

He helped establish or grow field epidemiology training programs in India, Indonesia, Sierra Leone and Bangladesh. Dr Friedman retired from the US Public Health Service as a Naval CAPTAIN in October 2021 and now is the response lead for the Asia Center for Health Security based out of the National University of Singapore. He is also a senior consultant for the World Bank Group on public health systems and pandemic preparedness.



Dr. Preetha GS

Dr. Preetha GS is a senior public health professional with over two decades of experience in promoting health systems strengthening across academia, policy and practice. She is Professor and Dean (Research) in International Institute of Health Management Research, New Delhi and provides strategic leadership in research and research ethics governance in the institute.

Her experience spans national health programme implementation, pandemic preparedness, multi-agency coordination, training and health systems research. A key feature of her professional journey is her work experience with the United Nations Development Programme, India, where she served as Pandemic Influenza Coordinator. She was instrumental in developing a UN Business Continuity Plan for the 2009 pandemic in collaboration with 24 UN agencies and led capacity building initiatives on pandemic preparedness and response for the UN personnel – an experience which directly aligns with global health security priorities and multi sectoral coordination.

Dr. Preetha has led or contributed to multiple health system research projects in varied areas of public health and has a strong portfolio of peer reviewed publications. She promotes systems thinking to building resilient, equitable and responsive health systems.



Dr. Divya Aggarwal

Dr. Divya is currently Associate Dean- Training and Capacity Building & Associate Professor with IIMR Delhi. She has more than a decade association with IIMR Delhi and has served in various capacities, viz., Associate Dean- Academics & Student Affairs, Associate Dean- Admissions & Accreditations and Assistant Dean- Research.

She did her Ph.D in Management from prestigious Amity University, Noida. She did her M.B.A specializing in Human Resources and Finance from Guru Gobind Singh Indraprastha University, Delhi. She has more than 20 years of Academic, training and research experience and has diverse knowledge of the health systems. Dr. Aggarwal has made notable contributions to the One Health discourse in India, particularly at the intersection of human health, animal health, and the environment. Under her supervision, 9 post graduate students carried out research work for the project on Roadmap to combat Zoonoses in India under Masters Fellowship programme offered by International Livestock Research Institute (Kenya) and PHFI. She has guided and co-authored research on specific zoonotic disease risks in peri-urban settings, including studies on risk factors of Brucellosis among dairy farmers in southwest Delhi, knowledge and hygiene practices among livestock keepers in Gujarat, hygienic milk production practices among dairy farmworkers, and zoonotic tuberculosis risks among cattle holders in Sonipat. She has trained more than 700 health professionals in various capacities.

LET'S WORK **TOGETHER**



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