



6th STATE OF INSTITUTE REPORT 2016-17



International Institute of Health Management Research





INTERNATIONAL INSTITUTE OF
HEALTH MANAGEMENT RESEARCH

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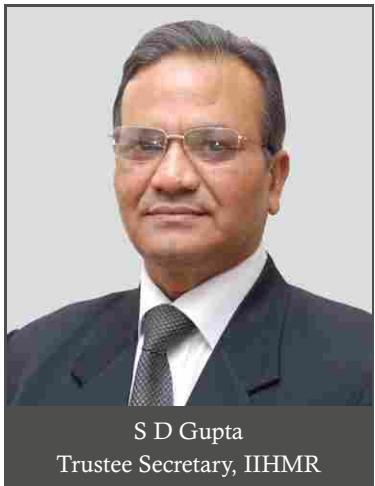
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Message from the Trustee Secretary



S D Gupta
Trustee Secretary, IIHMR

I am delighted that IIHMR Delhi is presenting its 6th State of Institute Report 2017. It is a great source of satisfaction and pleasure that in a short span of nine years, IIHMR Delhi has been able to make a significant contribution in the field of healthcare, hospital administration and healthcare information technology. There has been a paradigm shift in management in the health sector and IIHMR Delhi is among the institutions leading the change to address this shift.

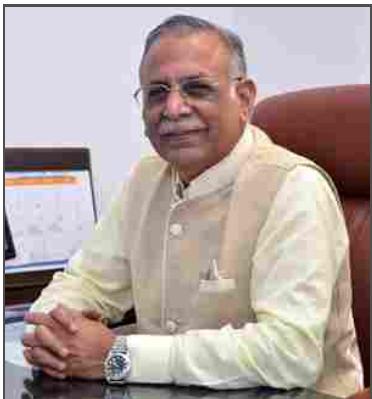
Since its inception, the Institute has successfully rolled out eight batches of management graduates of AICTE approved two-year Postgraduate Diploma in Hospital and Health Management (PGDHM). I compliment IIHMR Delhi for working very hard to get the PGDHM programme accredited by the National Board of Accreditation (NBA). This equates the PGDHM programme with MBA programme by the Association of Indian Universities (AIU). Around 700 management graduates from IIHMR Delhi have joined

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

The Institute has emerged as a major centre for training and capacity building in management of the health sector in India and South East Asia. It was adjudged best health care management institute of the year 2015 by Six Sigma Health Care. It offers a range of Management Development Programmes. It organized several programmes in Leadership in Healthcare for policy makers and programme managers from Bangladesh and Bhutan. The Institute has recently collaborated with International Clinical Epidemiology Network to conduct leadership training for health researchers. The Institute regularly offers training programmes in reproductive, maternal, newborn, child health, nutrition and adolescents, public health management, hospital management, quality assurance, data management and supply chain management with outstanding success. I wish every success in its future endeavours.

*S. D. Gupta
Trustee Secretary*

Message from the Director



Dr. Sanjiv Kumar
Director, IIHMR Delhi

I am honoured to write about this illustrious institute, which has established itself as one of the best health management institutes within a short span of nine years. I humbly acknowledge the contribution of all those involved in taking the IIHMR forward, notably, the Management Trustee and the Corporate Director. Looking at the advancements taking place all over the country, it is inevitable that IIHMR, with its erudite faculty, staff and remarkable knowledge base, is a humble contributor to the improving health indicators of the country.

During the last year, we have successfully trained another batch of management graduates specialized in health, hospital and health informatics to meet the rapidly expanding health sector needs. The impressive placements of our students are a testimonial of the sector's needs and endorse the fact that our students are a good fit for the same. My interaction with industry leaders where our alumni are working, increasingly convinces me that we are getting the right mix of academia and practice into our courses. Being a learning organization, we look forward to continuing our learning from the health sector to supplement our efforts at improving the quality of the courses that we offer.

Our Management Development Programmes have been enriched and our reach has expanded beyond the country. In addition to our in-country trainees, we had the privilege of training participants from Afghanistan, Bangladesh, Bhutan, Myanmar, Sri Lanka and Nepal. Our partnership with the Ministries of Health of neighbouring countries continues to provide us with immense confidence. Additionally, we are now in the process of approaching several State Governments for expanding our partnership.

Our research activities have been strengthened with the addition of expert faculty and I am confident that we will continue to contribute effectively to better management of the health sector by strengthening evidence from our research inputs.

I take this opportunity to thank our esteemed leadership for their exceptional guidance, my colleagues for their hard work, our patrons for their unstinting support in our numerous activities and to our incredible students for bringing laurels to the Institute.

I am confident that, with this solid foundation, the students of IIHMR Delhi will reach new heights and successes to become leaders in delivering efficient and effective health care through better-trained human resources.

*Dr. Sanjiv Kumar
Director*

About the IIHMR



Our Mission

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

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 the following areas:

- ◆ Primary Health Care
- ◆ Health and Hospital Management
- ◆ Health Economics and Finance
- ◆ Population and Reproductive Health
- ◆ NGO Management and Networking
- ◆ HIV / AIDS Program Management and Evaluation

Capabilities

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

About the Institute



IIHMR Delhi, a part of the IIHMR Society, was founded on 18th August 2008, with a mandate to focus on national and international health, catering to the growing needs of the country as well as those of the Asia-Pacific region. The Institute aims to play a major role in promoting and conducting research in evidence generation that can lead to policy formulation, strategy development and effective implementation of policies and training and capacity development of professionals for the healthcare sector. It undertakes intervention research, evaluation studies and operational research studies. The Institute offers a two-year full-time Postgraduate Diploma with specialization in Hospital Management, Health Management and Healthcare Information Technology. The program is approved by the All India Council for Technical Education (AICTE) and has been accredited by the National Board of Accreditation (NBA). The institute has obtained approval by the All India University (AIU) that makes the PGDHM course offered, equivalent to a MBA degree. To meet the educational challenges of the rapidly growing health sector in India, IIHMR Delhi equips its students with a strong managerial and technical foundation for careers in consulting, hospital management, health care systems, healthcare quality management, health insurance and

healthcare information technology, health based research, business analysis and transformation.

The aesthetically designed and magnificently built campus of IIHMR is located in Dwarka, New Delhi. The infrastructure as well as the facilities are at par with international standards and meet all academic and administrative requirements. The well-lit spacious air-conditioned classrooms equipped with audio-visual facilities create an atmosphere conducive to learning. The library of the Institute is equipped with the latest books, journals and magazines of national and international standards that are required for academic as well as research activities. The computer centre of the Institute is a state-of-the-art facility and uses technologies to provide a competitive advantage to both its faculty as well as the students in core areas of education and research. Three large air-conditioned conference halls provide adequate space to host national and international conferences, seminars and workshops within the Institute. Other facilities include individual rooms for the faculty, gymnasium, tennis court, mini-amphitheatre, centralized air-conditioning system and a car-parking lot. The Institute also has a spacious and well-equipped cafeteria and a guesthouse for visiting guests and dignitaries.

Management Board

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Shri D. P. Agarwal
Managing Director
Transport Corporation of India Ltd., Gurgaon

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Dr. S.D. Gupta
Indian Institute of Health Management Research Society, Jaipur

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Department of Biotechnology, Ministry of Science and Technology,
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Director, Peerless General Finance and Investment Co. Ltd., Mumbai

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Trustee
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Former Secretary to the Govt. of India,
Department of Biotechnology, Ministry of Science and Technology,
New Delhi

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Professor and Chair, Department of International Health,
John Hopkins Bloomberg School of Public Health, Baltimore, USA

Dr. Gita Pillai

Director and Chief of Party
Urban Health Initiative (Family Health International), New Delhi

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Additional Secretary & Mission Director,
Ministry of Health and Family Welfare, New Delhi

Dr. D.K. Sharma

Medical Superintendent,
AIIMS, New Delhi

Dr. Bulbul Sood

Country Director,
JHPIEGO, New Delhi

Ms. Richa Singh Debgupta

Associate Vice President Operations,
Fortis Healthcare Ltd., Gurgaon

Shri. Kameshwar Ojha

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Office of Registrar General & Census Commissioner, Government of
India

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Director,
Institute of Liver & Biliary Sciences, New Delhi

Dr. Tarun Seem

Secretary, Health and Family Welfare,
Department of Health and Family Welfare, Delhi Secretariat, Delhi

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DGHS,
Department of Health and Family Welfare, Panchkula

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Managing Director,
John Snow India Private Limited, New Delhi

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IPE Global, New Delhi

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Assistant Professor,
IIM, Ranchi

Dr. S D Gupta

Trustee Secretary
IIHMR Society, Jaipur

Dr. Sanjiv Kumar

Director
IIHMR, New Delhi

Dr. Preetha G.S.

Associate Professor & Faculty Representative
IIHMR, New Delhi

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Chairman,
Sir Ganga Ram Hospital, New Delhi

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University of Delhi, Delhi

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Professor, School of Health Sciences,
IGNOU, New Delhi

Dr. Sidharth Satpathy

HoD, Hospital Administration,
AIIMS, New Delhi

Dr. Debashish Mohanty

Assistant Vice President
Apollo Munich, New Delhi

Prof. S R Jha

Professor, School of Health Sciences,
IGNOU, New Delhi

Dr. Aarti Verma

Senior Vice President (Medical Quality),
Max Healthcare, New Delhi

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President,
IIHMR Jaipur

Dr. A K Khokhar

Dean Training,
IIHMR Delhi

Dr. Sanjiv Kumar,

Director,
IIHMR, New Delhi

Dr. Preetha G S

Associate Professor
IIHMR Delhi

Dr. Ashok K Agarwal

Dean, Academic & Student Affairs,
IIHMR Delhi

Ethics Committee

CHAIRPERSON

Dr. J.P. Narain

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

MEMBERS

Col(Dr). M. Azam

Consultant – Monitoring & Evaluation, World Bank project
National Vector Borne Disease Programme, New Delhi

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Faculty, St. Gregorius School
Dwarka, New Delhi

Dr. Ravinder Kaur

Project Director, Water Technology Centre
Indian Agricultural Research Institute, New Delhi

Dr. Preet Rustagi

Professor, Institute for Human Development, New Delhi

Dr. Sanghmitra S Acharya

Professor, Centre for Social Medicine and Community Health
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Dr. Dhananjay Srivastava

Associate Professor, IIHMR, Delhi

Dr. Vinay Tripathi

Assistant Professor, IIHMR, Delhi

EX-OFFICIO MEMBER & MEMBER SECRETARY

Dr. Pradeep K Panda

Professor & Dean (Research), IIHMR, Delhi

Global Networking (Societal Collaborations)

Over the years, the Institute has been instrumental in building worldwide collaboration and networking with various national and international organizations and universities to promote public health education in this part of the world. We take immense pride in our technical tie-ups with these prestigious institutions and organizations. Some of the collaborations with the IIHMR society are presented below:



World Health Organization (WHO)

IIHMR is designated as a WHO Collaborating Centre for District Health System Based on Primary Health Care owing to its excellence in health management research, training and educational programs. As a collaborating centre, the Institute works in the areas of organization and management of health systems, strengthening the district health system, quality management in health care, operations research and health sector reforms. The Institute operates as a resource centre; organizes intra and inter-country training programs, collaborates with WHO in monitoring and evaluation and provides expertise in health system management and research.



South-East Asia Public Health Education Institution Network (SEAPHEIN)

SEAPHEIN has been created by the WHO South-East Asia Regional Office to promote collaboration and sharing of information and knowledge among the member countries in the Region with respect to strengthening public health education and training. IIHMR is both, the founding member as well as an active partner of the network, and has signed agreements for collaboration with various institutions in SEAR countries to promote capacity building in public health, management and joint collaborative research. This year in February, over 70 participants from 7 different countries, met at the 8th SEAPHEIN conference in Jaipur, India.



India Public Health Education Institution Network (IndiaPHEIN)

To promote public health education in India, IndiaPHEIN has been developed and promoted under the stewardship of WHO-SEARO. The Institute hosts the Secretariat of IndiaPHEIN and plays the lead role in managing the network to strengthen public health education in India.



National Institute of Health and Family Welfare (NIHFW)

IIHMR and NIHFW have agreed to promote cooperation in education, training and research. The areas of cooperation include joint training, research, visits by and exchange of scholars, teachers and other staff, exchange of students for long and short term programs, exchange of research materials (reports, information, published papers etc.); and sharing of information through video conferencing.



The Johns Hopkins Bloomberg School of Public Health, Baltimore, USA

With a focus on building the public health capacity in developing countries, cultivating skills of students in health management, to enhance the effectiveness and efficiency of public health programs and services, and preparing professionals for challenging careers in public health management in the public and private sectors, non-governmental organizations (NGOs) and national and multinational organizations, the Bloomberg School of Public Health at Johns Hopkins University, and IIHMR have agreed to work together in the area of research, education and training and have signed a Memorandum of Understanding (MoU).



Afghan Public Health Institute (APHI), Afghanistan

The APHI, Ministry of Public Health (Afghanistan) and IIHMR have agreed to collaborate to promote management education, research and training in the health sector in Afghanistan.



Afghanistan Centre for Training and Development (ACTD)

ACTD is a registered non-profit, non-political and non-governmental organization working for the development and transformation of the civil society in Afghanistan. ACTD was established in 2007 by a group of Afghan professionals to offer research, training and consultancy services in order to develop practically applicable knowledge. IIHMR has signed a MoU with ACTD to strengthen research, training and consultancy services in the area of health management in Afghanistan.



SAARC Tuberculosis and HIV/AIDS Centre (STAC)

The SAARC TB and HIV/AIDS Centre supports the efforts of National TB and HIV/AIDS Control Programmes through evidence based policy guidance, coordination and technical support to minimize the mortality and morbidity due to TB and HIV/AIDS and also minimize the transmission of infections of TB and HIV/AIDS in the SAARC Region. The IIHMR and the STAC have a technical tie-up for conducting training in the SAARC countries. The Institute has been instrumental in providing technical support to the STAC for several trainings on leadership and strategic management held in the SAARC region.



SUPBIOTECH, Paris

The collaborative arrangement with the SUPBIOTECH, Paris is aimed at the exchange of faculty and students and development of special programs and internships. The collaboration calls for research and degree programs and conferences and workshops to be offered and conducted jointly.



University of Chester

IIHMR and the University of Chester have signed a MoU of cooperation to enhance academic and research opportunities for their staff and students, as well as to develop knowledge and cultural linkages between the institutions in the field of public health.



Khesar Gyalpo University of Medical Sciences, Bhutan

IIHMR University signed an MoU with Khesar Gyalpo University of Medical Sciences of Bhutan, which is the only Medical University of Bhutan and aspires to become a centre of excellence in human resources development in medical and paramedical sciences. The major areas of collaboration include Academic, Research Consultancy and Training in Health Sciences.



B.P. Koirala Institute of Health Science

IIHMR signed a Memorandum of Understanding to establish educational affiliation between IIHMR and B.P. Koirala Institute of Health Sciences (BPKIHS), Nepal. The major areas of agreement include advice and consultancy on structural, academic, policy and procedural matters related to the establishment of a new School of Public Health, partnership to support the development of School of Public Health, support in curriculum development in public health, exchange of faculty and training of faculty and staff in public health, participation and support in teaching training activities, student exchange, collaboration in research activities, collaboration in service and public health policy.



Management and Training International (MTI)

The Institute signed a MoU with Management and Training International (MTI) Ltd., a Bangladesh based organization, to facilitate a relationship between the two organizations for promoting policy making in the areas of health management, health economics, monitoring and evaluation programs and any health related activities in both the countries. The MoU also provides an opportunity to collaborate for capacity building, short and long-term training, study tours, exposure visits, higher study, research and for organising seminars and workshops.



National Health Systems Resource Centre (NHSRC)

NHSRC and IIHMR Delhi signed a MoU to lay the foundation for cooperation and joint action to support health systems development in identified and mutually agreed areas. The MoU will facilitate in developing strategies for collaboration and resource sharing between the two organizations in research, evaluation, teaching, training, capacity building and consultancy.



Universidad de Oviedo, Spain

The Institute signed a MoU with Universidad de Oviedo, Spain and achieved a partner status for the Masters course in Disaster in Public Health, coordinated by the University of Oviedo in collaboration with the Karolinska Institute and Universite Catholique de Louvain (promoting Universities). As a partner, the Institute will co-tutor internships and Master thesis, participate in teaching activities in the first and second period of the Masters program and participate in other collaborative activities concerning teaching and research in the framework of the Masters program and also activities relating to public health and health services.



The Union South East Asia (USEA)

The Institute signed a MoU with USEA to work jointly for the Call to Action for the TB-Free India Campaign. As a part of this Call, the Institute will support USEA-CTB to identify TB Champions, advocate for TB prevention, care, and air borne infection control, develop student papers and other research papers on TB disease, etc.

Educational Programs and Academic Activities

POSTGRADUATE PROGRAM

The Institute offers a two-year, All India Council for Technical Education (AICTE) approved & NBA Accredited, full-time Postgraduate Diploma program with specialization in Hospital Management, Health Management and Health Information Technology with a total annual uptake of 120 students. The program is also AIU approved and equivalent to MBA. The program aims to develop trained professional managers with requisite skills in planning, implementation, operational management, diagnosing and problem solving, consultancy and entrepreneurship, with a view to empower them with all the skills that will enable them to manage hospitals and healthcare institutions in developing countries, both in the public and the private sectors, as well as to meet the mounting demand for quality healthcare management.

Our students have won accolades in many inter-campus and national competitions for both academic as well as co-curricular activities. They have presented papers in many conferences, their papers have been published in notable journals, and they have succeeded in winning numerous prominent international scholarships. The Institute also encourages and supports entrepreneurship skills. An alumnus of the Institute has founded an NGO that has successfully secured funds through competitive bids from varied sources and is earning laurels for his NGOs outstanding work.



PLACEMENT

The Institute has a Placement Cell that works under the aegis of the Placement Committee. The Committee comprises of Dean (Academics and Student Affairs), Assistant Dean (Academic and Student Affairs), Academic Program Officer, Placement & Alumni Relation Officer, faculty members and student representatives. The activities of the Placement Cell primarily focus on securing:

- Placements for summer training in the first year
- Placements for dissertation in the second year
- Campus placements for the outgoing students
- Liasoning with organisations

Large corporate and public sector hospitals, international, bilateral and national health care organizations and health insurance companies approach IIHMR Delhi for qualified and well-groomed healthcare managers. The course offered at the Institute prepares graduates for exciting careers in such organizations. The students of the Institute have secured placements in reputed hospitals, healthcare organizations, consultancies and software companies, both in the government and corporate sectors.

Our students have got placed in prestigious organizations, such as Aakash Health Care, Moolchand Hospital, NTT DATA, Deloitte, NHSRC, Max Health Care, Vipul Medcorp, Medanta the Medicity, National Heart Institute, Seven Hills Hospital, BLK Hospital, iNICU Medical Private Limited, Public Health Foundation India, National Health Mission, Eli India, IHAT, HISP India, HLFPP, Mcura Mobile Health Pvt. Ltd, JP Hospital, etc.

The students from our ongoing batch have been placed in premier organizations for carrying out their summer training in the field of Hospital Management, Health Management and Health IT.

CONVOCATION CEREMONY

On Thursday, 02nd June 2016, the Institute hosted its Seventh Annual Convocation for 69 graduating students. The Institute was honoured to have Dr M C Mishra, Director AIIMS, New Delhi as Chief Guest. The Guests of Honour were Dr Anil Kumar, Director General, Indian Railways Medical Services and Dr. S D Gupta, Trustee Secretary IIHMR, Jaipur. Dr M C Mishra congratulated all the students who received their Post Graduate Diplomas in Hospital and Health Management (PGDHM) and those who were conferred the PD Agarwal Gold Medal for outstanding performance. The awardees were Dr. Mayuri Mehta in the hospital stream, Dr. Mrinalini Dixit in the health stream, and Dr. Nabeela Ilyas in the health IT stream. The Best All Round Gold Medal was presented to Dr. Mayuri Mehta from the hospital management stream. Dr. A K Khokhar, Officiating Director, IIHMR Delhi and Dr. Ashok K Agarwal, 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 excitement of the graduates as they moved into the new phase of their lives.



GUEST LECTURES BY 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 2016-2017, the Institute was privileged to have the following speakers:

- Dr. Ashish Roy, Professional Health Planners, New Delhi
 - Dr. Avdesh Mehta, Saam Sidus Consultants Pvt. Ltd, New Delhi
 - Dr. Dipak Shukla, PSRI Hospital, New Delhi
 - Dr. Jeetu Lal Meena, Department of Health & Family Welfare, New Delhi
 - Dr. Oommen John, The George Institute for Global Health, New Delhi
 - Dr. Pankaj Gupta, Taurus Global Consulting Services Pvt. Ltd, New Delhi
 - Dr. S.B. Arora, School of Health Sciences, IGNOU, New Delhi
 - Dr. Shyama Nagarajan, H R Biocare Private Limited, New Delhi
 - Dr. Sudhir Kumar Agarwal, Indian Society for Applied Behavioural Science, New Delhi
 - Dr. Sunita Chaudhary, ESIC Hospital, Gurgaon
 - Mr. Sankalp Swaroop, Vipul Medcorp, Noida
 - Mr. Piyush Kumar, Frost and Sullivan, New Delhi
 - Ms. Pooja Dubey, Fortis Healthcare, Gurgaon
-

Research

IIHMR has a pulsating research portfolio that primarily focuses on health systems, with a determination to embrace every component of the system into its research and training. The Institute conducts a diverse range of studies that directly or indirectly have a bearing on different levels of the health system, ranging from programme to community to policy level. The Institute conducts original research projects in relevant fields of health, supported by government agencies such as ICMR and DST. The institute also conducts evaluation studies, operational research studies and programme evaluations on different dimensions of the health system for a range of different clients including national and state government organizations, national and international non-government organizations, as well as UN agencies, such as, WHO, UNICEF etc. The key areas of research include reproductive and child health, functioning of health care organizations, non-communicable diseases, health economics, population-based issues and climate change. The details of the on-going and completed research studies carried out in last one year are presented below:

COMPLETED PROJECTS

Climate Change & Malaria in Sub- Himalayan Region & Central India

Funding Agency: DST, India | **Duration:** March, 2013 - February, 2017

Team: Vinay Tripathi, Rais Akhtar, Preetha GS, Nemika Relhan, Sumant Swain, Asghar Abbas, Gaurav Srivastava, Vivek Kumar Pathak

Climate change is a matter of concern and deliberation, both at the national and international level, due to its potential consequences and direct and indirect impacts on human wellbeing. Human health is one of the spheres where the impact of climate change is inevitable. The impacts on human health ranges from events like deaths or diseases to events, such as, wider spread of different vector-borne diseases, which are sensitive to climate change. Malaria is one such vector-borne disease which is most sensitive to long-term environmental change. Three main climatic factors, namely, temperature, precipitation, and relative humidity predict (to a large degree) the natural distribution of malaria. Other environmental variables, such as, land use and land cover change, also affects vector dynamics. Further, the role of socio-economic determinants cannot be undermined in the case of Malaria. All these factors- climatological, environmental and socio-economic factors- can affect Malaria occurrences. Accordingly, in this study, which was funded by the DST, an attempt was made to study the relationship between climate change and Malaria from the holistic perspective. Mixed method approach, which provided the scope of combining both quantitative and qualitative research techniques, was used to achieve the objectives of the study. Out of many findings, few significant ones are mentioned here: Firstly, community at large, could not decipher the meaning of the term climate change (or its literal translation in vernacular language). However, when assisted with probes like changes observed in temperature, rainfall and humidity, many agreed to having experienced such changes mainly on temperature and rainfall variables. Secondly, with respect to the impact of climate change on human health is concerned, it was found that community found it hard to relate climate change to the diseases such as Malaria without any probing assistance. Thirdly, so far as the health related data collection is concerned, the presence of private health facilities and penetration of local unregistered medical practitioners in interior pockets made it difficult to account for Malaria cases treated by them into the national reporting system. Fourthly, in terms of awareness and knowledge related to Malaria transmission, its symptoms, treatments, and prevention strategies, more or less half of the community members had complete and correct knowledge.

Health Warning Labels on Cigarette Packs: Do They Really Work for Smokers?

Funding Agency: IIHMR In-house Grant | **Duration:** March, 2015 – October, 2016

Team: Vivek Kumar Pathak

The research project was an investigation into the effects of cigarette-pack health warning labels (HWLs) on smokers. To effectively address the disease burden and death due to smoking, India introduced the concept of health warning labels on cigarette packs in 2009. HWLs have been found to be effective in increasing awareness about health risks and influencing quitting behavior in various settings all across the globe, but, there is a lack of evidence regarding the same in Indian settings. Investigating the effect of the existing cigarette-pack HWL on smokers can provide evidence for better implementation of HWLs in future and maximize the impact. Method used in this project was entirely qualitative based on IDIs and FGDs and the results stem from the respondents' own words about the existing cigarette-pack HWL. The respondents recruited for this study were all young-smokers and were selected using non-probability purposive sampling from South-West District of Delhi. From a tobacco control perspective, the results of the study are concerning. The key results show that there does not seem to be much reduction in cigarette use as a result of the label. An intention-behavior gap was found. The HWL was able to induce intention to quit but was not strong enough to motivate smokers to translate this intention into action. Smokers were found to be immune to the label and ignored the warning. To assure the possibility that such labels are effective in the country, more stringent labeling policies should be formulated and more emphatic warning labels should be designed.

Life Skills Assessment Data Collection

Funding Agency: Room to Read | **Duration:** March, 2016 – August, 2016

Team: Vanishree, Sumesh Kumar, Anandhi Ramachandran & A K Khokhar (Advisor)

Life Skills Education (LSE) is an important activity which enables children to identify the problems in their lives, think of probable solutions and practice them. The LSE Assessment toolkit ('LSAT') developed by Room to Read (R2R) discusses the various dimensions related to life skills education based on the WHO conceptual framework and was adopted by R2R as a part of the Girls Education Program (GEP) curriculum in all their project countries. Ten dimensions of life skills are assessed through this tool kit that involves various methods like Likert type questions, mind mapping games, mirror drawing, short stories and self assessment questions. Totally nine Government schools from Phalodi and one from Jasola districts were selected from Rajasthan and Delhi. A total of 350 samples of students from various age groups and grades were inducted for the survey. The tool was checked for reliability and effectiveness. The overall reliability of the tool was found to be 0.70. The major observations was that the tool is validated and can be adopted for rapid Life Skill assessment in a scalable way with larger samples. Positive aspects of the tool are the sections related to scenarios, relationship building, short stories and mirror drawing. These extracted quick responses from students invariable of the age. The tool seems to have clearly defined sections that can be administered together or separately. Overall the tool effectively captured all the dimensions mentioned in WHO framework and could be easily adopted by all - social workers, educators, trainers, program mangers etc who are working towards imparting Life Skill Training to the young girls so that they become capacitated to take safe, healthy and own decisions in profession and personal lives.

National Family Health Survey (NFHS)-4 with IIHMR Jaipur – Phase 2 – Odisha State

Funding Agency: IIPS, Mumbai | **Duration:** November, 2015 – July, 2016

Team: Pradeep Panda, Ranjan Prusty, Amiya Mahanta, & Sarthak Mahapatra

The National Family Health Survey 2015-16 (NFHS-4), the fourth in the NFHS series, provides information on population, health and nutrition for India and each State / Union territory. NFHS-4, for the first time, provided district-level estimates for many important indicators. In this round, information on Malaria prevention, migration in the context of HIV, abortion, violence during pregnancy etc. have been added. The scope of clinical, anthropometric, and biochemical testing (CAB) or Biomarker component has been expanded to include measurement of blood pressure and blood glucose levels. NFHS-4 sample has been designed to provide district and higher level estimates of various indicators covered in the survey. However, estimates of indicators of sexual behaviour, husband's background and woman's work, HIV/AIDS knowledge, attitudes and behaviour, and, domestic violence will be available at State and national level only. As in the earlier rounds, the Ministry of Health and Family Welfare, Government of India designated International Institute for Population Sciences, Mumbai as the nodal agency to conduct NFHS-4. The main objective of each successive round of the NFHS has been to provide essential data on health and family welfare and emerging issues in this area. NFHS-4 data will be useful in setting benchmarks and examining the progress in health sector the country has made over time. Besides providing evidence for the effectiveness of the ongoing programmes, the data from NFHS-4 help in identifying need for new programmes with area specific focus. IIHMR, a collaborator with IIPS on the project, gathered information from Odisha (30,242 Households, 33,721 Women, and 4,209 Men).

National Family Health Survey (NFHS)-4 with IIHMR Jaipur – Phase 2 – Rajasthan State

Funding Agency: IIPS, Mumbai | **Duration:** November, 2015 – June, 2016

Team: Anoop Khanna, B S Singh, Kailash Prajapati, Rajendra Rathore

The National Family Health Survey 2015-16 (NFHS-4), the fourth in the NFHS series, provides information on population, health and nutrition for India and each State / Union territory. NFHS-4, for the first time, provided district-level estimates for many important indicators. In this round, information on Malaria prevention, migration in the context of HIV, abortion, violence during pregnancy etc. have been added. The scope of clinical, anthropometric, and biochemical testing (CAB) or Biomarker component has been expanded to include measurement of blood pressure and blood glucose levels. NFHS-4 sample has been designed to provide district and higher level estimates of various indicators covered in the survey. However, estimates of indicators of sexual behaviour, husband's background and woman's work, HIV/AIDS knowledge, attitudes and behaviour, and, domestic violence will be available at State and national level only. As in the earlier rounds, the Ministry of Health and Family Welfare, Government of India designated International Institute for Population Sciences, Mumbai as the nodal agency to conduct NFHS-4. The main objective of each successive round of the NFHS has been to provide essential data on health and family welfare and emerging issues in this area. NFHS-4 data will be useful in setting benchmarks and examining the progress in health sector the country has made over time. Besides providing evidence for the effectiveness of the ongoing programmes, the data from NFHS-4 help in identifying need for new programmes with area specific focus. IIHMR gathered information from Rajasthan (34,915 Households, 41,965 Women, and 5,892 Men).

ONGOING PROJECTS

Social Diagnosis of Neonatal Deaths in Haryana: The Impact of Contextual Factors on Pathways of Survival of Newborns

Funding Agency: ICMR-ICSSR | **Duration:** March, 2017 – February, 2019

Team: Preetha GS and BS Singh

The fall in neonatal mortality has not matched up to the more dramatic fall in infant and child mortality in the last two decades. Most of the neonatal deaths are due to preventable causes of prematurity, birth asphyxia or incidents during child birth and infections. This study will provide critical information as to how the access and utilization of interventions for neonatal survival are guided by social, behavioral and health system factors at the local level. The objective of the study is to delineate the contextual factors which affected access and utilization of interventions for neonatal survival through social autopsy of neonatal deaths. The study is of 2 year duration starting from April 2017 and will be carried out in four districts of Haryana- two high infant mortality districts and two low infant mortality districts. A total of 350 neonatal deaths of the previous year will be extracted from the records of the district hospital and community health centres (CHC) and primary health centres (PHC) of two blocks. The principal caretaker of the deceased newborn will be the key informant. The study population will also include the staff of the health facilities as well as members of the community. The technique of data collection will be social autopsy. The social autopsy tool is semi structured and uses a mix of open ended and closed ended questions to elicit information of the social, behavioural and health system factors which contributed to the death of the newborn. This study intends to use the conceptual framework of ‘Pathways to Survival’ to capture the non biological factors which acted as contributing factors to the death of the neonates and evolve a framework of action points at different levels - community, care centre and their interfaces, which would improve chances of their survival.

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

Funding Agency: DST | **Duration:** March, 2017- March, 2020

Team: Vinay Tripathi, Rais Akhtar, Preetha GS and Pradeep Panda

There is a wider consensus now, among the scientific community as well as policy makers, that the phenomenon of climate change is happening not only due to natural variability, but mainly due to anthropogenic causes and it is going to impact each and every sphere of human life including health. Indigenous populations or tribal populations are few communities which are most vulnerable to climate change impact. There are limited studies which have examined how climate change is perceived by these communities, how does it impact their life (including their health) and what are its economic consequences. This study, which is being funded by the DST, attempts to address this gap by (i) studying how tribal communities residing in selected geographic regions comprehend climate variability, their vulnerability to it and perceive its different impacts (including health); (ii) studying how tribal communities respond to vector-borne diseases (mainly Malaria), water borne diseases (mainly diarrhoea) and heat stress in different geographies; and (iii) studying the economic burden of vector-borne and water-borne diseases as well as heat stress related health impact in tribal communities. The three-year long study has just been started (April 2017) and will adopt mixed method approach to achieve the objectives. Participatory tools and techniques will be an integral part of the study. The study will be conducted in five states of India, namely, Orissa, Madhya Pradesh, Jammu & Kashmir, Kerala, and Meghalaya. Currently, the literature review is being prepared for the study.

Study on Rotavirus Vaccine in Uttar Pradesh

Funding Agency: Save the Children | **Duration:** March, 2017-April, 2017

Team: B.S. Singh and Dhananjay Srivastava

Diarrheal diseases are a major cause of hospitalizations and child deaths globally and together they account for approximately one in six deaths among children younger than five years. Rotavirus is the leading cause of severe diarrhoea in children in India, and if severe diarrhoea is not treated properly, it can lead to severe dehydration, hospitalization or even death. Additionally, this leads to complications such as malnutrition and delay in physical and cognitive development. The objectives of this study were to understand demand and usage of Rotavirus vaccine by parents, frequency of administration (daily, weekly, monthly) of the Rotavirus vaccine by paediatricians, profile of the clients with demand of Rotavirus vaccine for their children, adverse experience on side effects, reoccurrence of the Diarrhoea to the vaccinated children, challenges related to demand and acceptance of Rotavirus vaccine at parents level and suggestions of paediatricians for higher usage of Rotavirus vaccine. This study had been conducted in Lucknow city and 4 Stop Diarrhoea Initiative (SDI) districts i.e. Bahraich, Balrampur, Pilibhit and Shravasti. Some randomly selected clients were approached for detailed profile of the children receiving or refusing Rotavirus vaccine and experience on side effects and details related to reoccurrence or occurrence of diarrhoea based on details available with paediatricians or doctors. Paediatricians or Doctors were selected randomly with the help of SDI project team members of the Save the Children. Respondent were interviewed with the help of semi – structured questionnaire and separate questionnaire has been used for the each type of respondents. It was observed that Rotavirus vaccine is available mainly at Private Nursing Homes, Private Clinics, and Medical Shops of district headquarters, and because of limited availability and affordability demand the usage of Rotavirus vaccine was limited to private nursing homes and private clinics. In most of the cases doctor suggested to parent to give Rotavirus vaccine to child as most of the parents were not aware about benefit and side effect of Rotavirus vaccine. Gender preference was also observed among parents in regard to vaccination and they were keen to vaccinate their male child in comparison to female child. Since Rotavirus vaccines were available only at nursing home/clinic and they cost too much, economically poor people were unable to get the vaccine. Development of an action plan is recommended to map the government health facility/provider and increasing awareness regarding use of Rotavirus vaccine in the community through IEC and BCC. Detailed study and dissemination of need, benefit and timing receiving rotavirus vaccine through Print and Mass media is also required. The study highly recommend to address WASH issue i.e. Safe drinking water, hygiene and open defecation in the community.

Pretesting of IEC Materials (Training Videos, Awareness Videos and Print Materials) on Maternal Infant and Young Child Nutrition (MIYCN) for Front-line Workers and Community Mobilization

Funding Agency: Alive & Thrive | **Duration:** February, 2017 – August, 2017

Team: R. Sarala, Pradeep Panda and Veena Nair

At the 65th World Health Assembly, May 2012 as a WHO member state, India has endorsed the comprehensive implementation plan for Maternal Infant and Young Child Nutrition (MIYCN) and reaffirmed commitment for achieving the set targets. Despite India achieving, substantial gains in the health and nutrition front, 39% of India's under 5 year children are stunted and 15% are wasted. In order to support behavior change strategy for MYICN, we wish to know the effectiveness of the communication materials in reaching out to the target audiences. The objective is to pretest the developed communication materials with the intention of understanding whether they have the capability to convey the intended message and motivate the audiences to change behaviour.

The specific questions of the study are: (a) Can the audiences comprehend the material? (b) Is the material persuasive enough to induce change in audiences and nudge them towards the desired behaviour? and (c) Is there any negative reaction/feeling generated by the material and how to fine tune the material to replace the negative elements and make them positive? The pre-testing of print materials and videos will be conducted in rural and urban areas of Barabanki district in UP and Nalanda district in Bihar. In total, 18 Focused Group Discussions (FGDs) and 38 In-depth Interviews (IDIs) will be conducted to pre-test 6 types of print materials such as family calendar on diet, flip chart on MIYCN, Job aid- reminder card and flyer on MYICN. In addition, 8 small group discussion (4 Small group discussion* 2 state) and 16 IDIs (8 IDIs * 2 states) will be conducted to pre-test 6 type of videos on maternal nutrition, complementary feeding and diet. The key target audiences to be considered are mother-in-laws, husbands, pregnant women, community leaders, Auxiliary-nurse Midwives, Anganwadi Workers, self-help group members and private doctors/chemists. We will conduct content analysis of the responses from the FGDs and IDIs, determining the categories for the relevant variables specific to the objectives.

Masters' Fellowship: Research Capacity Building Program within India Research Initiative on Peri-Urban Human-Animal-Environment Interface

Funding Agency: ILRI and PHFI | **Duration:** January, 2017 – June, 2017

Team: Study Supervisors: Dr. Dipanjan Roy (till 17th Feb 2017), Dr. Sanjiv Kumar, Ms. Divya Aggarwal, Dr. Dhananjay Srivastava; Masters' Fellow : Ms. Akshita Singh, Dr. Purnima Rai, Dr. Priya Chinchwadkar, Dr. Sonam Barak, Ms. Shruti Pahwa, Ms. Mansi Jatwani, Dr. Vaibhavi Khadayata, Dr. Navita Yadav, Ms. Ikra Ahmed

The Public Health Foundation of India/Roadmap to Combat Zoonoses in India (RZCI) Initiative in collaboration with the International Livestock Research Institute (ILRI) announced a Research Capacity Building Programme for Masters candidates under the India Research Initiative on Peri-Urban Human-Animal Environment Interface (PERIMILK study) with funding support from the International Development Research Centre (IDRC, Canada). The Initiative aims to generate a stronger evidence-based cross-sector policy and local capacity for integrating public health, animal/livestock health, urban planning, local food production and social development in select peri-urban sites in India. Establishing a policy-relevant research platform and creating sustainable multidisciplinary and multi-actor partnerships would be the eventual outcomes of the study. Selected Researchers explored the EcoHealth approach to research, applied it to local healthy food production, healthy livestock, and prevention and control of zoonotic diseases in peri urban settings. The research findings will help develop and improve the understanding of interactions between livestock rearing practices and epidemiology of diseases associated with these practices, transmission dynamics and its implications on human health and environment with a view to promote health, livelihood and sustainable development across the country's different peri-urban settings. Nine students were shortlisted by PHFI-ILRI team and were awarded fellowship for duration of 06 months. The students have worked rigorously in their chosen area of interest in the peri-urban settings of India under the faculty supervisors and experts from PHFI. Out of nine, seven studies were conducted in the peri-urban areas of Delhi and other two were conducted in the states of Rajasthan and Gujarat. Two fellows have done qualitative study and others have carried out quantitative study and they presented interesting findings in the form of a report to the funding agency.

Review and Evaluation of m-Tobacco Cessation program in India

Funding Agency: WHO | **Duration:** December, 2016 - May 2017

Team: Preetha GS, Pradeep Panda, Suman Swain, Vivek Pathak

Nearly 35% of Indians over the age of 15, or some 275 million people, use tobacco. The current cost of tobacco use in India includes 1 million deaths per year (approximately 1/6 of all tobacco-related deaths worldwide), and billions of dollars of direct attributable health cost. The World Health Organization (WHO) and the International Telecommunications Union (ITU) have formed a partnership called the ‘Be He@lthy, Be Mobile’ Initiative to use mobile technology – in particular text messaging and apps – to help combat non communicable diseases. In 2015, the Ministry of Health and Family Welfare and the Ministry of Communication and Information Technology of Government of India partnered with BeHe@lthy, Be Mobile to create a mHealth programme to help those who want to quit tobacco use. This evaluation is being conducted with the expectation that information on quitting experiences of the registered users as well as their perceptions and experiences related to the programme would provide key inputs to further improving the programme. The objectives of the evaluation were to determine the quit rates, 6 months after enrolment and to understand the user experiences. Telephonic interviews of mCessation subscribers were conducted to assess quit rates. The sample size determined for this estimation was 4500, with the assumption that this sample should provide good precision for an estimate of the prevalence of quitting at 3% in the overall population of 1.7 million registered mCessation programme users. Accordingly, a sampling frame was constructed, of the registered subscribers of mCessation programme between 21 June and 20 September 2016, who numbered to 453990. Telephonic interviews were conducted of 228 subscribers who had not responded after enrolment to assess user experiences. The study findings were presented as one month quit rates, 6 months after enrolment, frequency and patterns of tobacco use, quit attempts among current tobacco users, opinions of the subscribers regarding the programme as well as recommendations for improvement.

Assessment of Urban Primary Health Centres in NCT Delhi NHSRC

Funding Agency: NHSRC | **Duration:** December, 2016 – April, 2017

Team: Pradeep Panda, Kirti Udayai, and Shikha Bassi

IIHMR Delhi, with financial support from The National Health Systems Resource Centre (NHSRC) carried out a study to assess the selected 131 Urban Primary Health Centres (U-PHCs) in NCT of Delhi (50% of all U-PHCs) using thematic checklists of U-PHCs defined under the National Quality Assurance Standards, Ministry of Health and Family Welfare, Government of India. The study generated scorecards based on the assessment, and prepared baseline assessment reports for assessed facilities and provided recommendations for improvement in the quality of services at the facilities. In order to strengthen the public health research capacity, IIHMR facilitated the students to have a bird’s eye view of public health systems and functioning of the facilities. IIHMR and NHSRC jointly provided the necessary training to the students on the evaluation methodology and use of quality assurance standard to assess the facilities. The students collected and analyzed the data as per guidelines and quality parameters, and identified the gaps of each U-PHC. This study presents a successful example of engaging the students in research projects to generate insights and find solutions by applying their knowledge and analytical skills in the urban community health settings.

Geospatial Mapping of Diabetes, CVD and Cancer Risk Hotspots and Study of Risk Assessment

Funding Agency: DST, India | **Duration:** April, 2015 - April, 2017

Team: Anandhi Ramachandran, Sumant Swain, Vivek Kumar Pathak, Ashgar Abbas & Iyyanki V MuraliKrishna

Non-communicable diseases (NCDs) are a major cause of morbidity and mortality in India. People of all ages are affected and it is gaining prominence among rural population also. All this necessitates seeking best practices to raise awareness; education and prevention around NCDs. Geographical Information System (GIS) are being extensively used to map the epidemiological information of chronic diseases with reference to space and time. Its applicability to NCDs, especially in tracking individual context is less. The current study has been carried out in the rural areas of North East Delhi (Delhi) and Jhajjar (Haryana). The main focus is to explore the possibility of using GIS to develop maps based on modifiable risk factors. Using the WHO stepwise approach, a cross-sectional study was carried out among a total of 3200 rural people of 15-64 years age-group in the districts covering nearly 18 villages. Information on common modifiable risk factors of diabetes, cardiovascular disease and cancer was obtained through standardized protocol though household survey. Trends related to smoking, use of smokeless tobacco, alcohol drinking, average consumption of fruits and vegetables, salt and fat consumption between males and females and different age group have been calculated. Prevalence of overweight and obesity was calculated among men and women in all age-groups. In addition presence of second hand smoking, family history related to NCD occurrence, awareness to risk factors and health seeking behaviour have also been examined. In addition categorization of the risk groups into high, moderate, low is expected based on the identified risk factor for developing thematic maps using GIS. It is hoped that the results will provide an insight of utilizing GIS as a best practice to map NCD risk factors that can be further used for a targeted approach of community based health promotion and monitoring of NCDs.

Training Activities

One of the biggest challenges faced by the Indian health sector today is the dearth of professional managerial skills for efficient and effective management of healthcare institutions. With rapid expansion in health infrastructure and continuous emergence of new health needs, the necessity for capacity building amongst the available human resources to enable them to cope with the changing scenario is increasingly being felt. Continuing education and training are an important prerequisite for the development of health professionals holding responsible managerial positions.

In order to equip health professionals and keep them abreast with developments in requisite knowledge base and technology, IIHMR Delhi conducts training programs on a regular basis. IIHMR is a premier institution dedicated to transforming healthcare through research, training and education, with its state-of-the-art facilities and excellent combination of faculty with different backgrounds, both medical and non-medical. The Institute organizes a variety of training programs catering to the individual needs of different health institutions. Besides the regular training programs on common issues, customised training are designed according to the needs of the concerned institution.

In 2016-2017, a total of 14 Management Development Programs (MDPs) / training program were organized, out of which 6 were for neighbouring countries. The details of the training / MDPs are presented below:

Training on Hospital Management for Hospital Administrators from Jigme Dorji Wangchuck National Referral Hospital, Bhutan

Duration: March 29, 2016- April 4, 2017 | **Coordinator:** A. K. Khokhar

Training on Hospital Management organized from March 28, 201- April 4, 2017 at IIHMR Delhi was attended by 24 participants. The participants remarked that the course was well planned and was relevant to their day to day functioning. They appreciated the teaching faculty and their overall impression was that each session had good participation from the participants and thus has helped them in their individual development. All the participants felt that case studies were relevant with regard to hospital functioning. Keeping in view the digitalization of hospital functioning to upgrade the Hospital Information System, a field visit was arranged to Max Hospital where the individual trainee got a chance to see functioning of computerized Information System in Registration, Inpatient areas and support services. Since the participants are working at the Apex Hospital of Bhutan, the group work (four groups) was related to functioning and upgradation of their own hospital. Each group made the presentation in the last session. An interesting debate on Medical vs. Non- Medical Administrators was organized. As per normal practice the participants were also given a pre- test and post-test, the post test showed the significant improvement in their knowledge. Besides studies, the participants were taken to Jaipur and Agra for two days on a sightseeing tour. A networking dinner was arranged for participants, resource persons and the faculty members of IIHMR. Overall impression of the participants was, that it was good experience and they got an opportunity, not only to discuss with our resource persons, but also amongst themselves.



Workshop on Crossroads of GIS and Public Health Sponsored by DST

Duration: March 21-23, 2017 | **Coordinator:** Anandhi Ramachandran

The Government of India, under Department of Science and Technology has launched a multi-disciplinary programme, Natural Resources Database Management System (NRDMS) aimed at developing and demonstrating the use of spatial decision support tools for integrated planning and management of resources at district and sub-district levels in diverse areas including health sector. In view of this, the current training program has been designed using Open Source Software QuantumGIS (QGIS). The participants were introduced to GIS and its applications in public health and epidemiology research. The course contents included integrating spatial and non-spatial data; geographic scale and spatial precision; decoding; visualization; thematic mapping; and understanding spatial relationships. Besides active interaction, the course was a mixture of lectures, demonstration and hand on exercise in Q- GIS. The participant's feedback was good.



Training on Implementation of NABH Standards for Healthcare Organization

Duration: March 8-10, 2017 | **Coordinator:** A. K. Khokhar

In view of the need and importance of accreditation, all the healthcare organizations are striving for NABH Accreditations. IIHMR Delhi along with Quality Health Care Initiative conducted three days Training Programme on Implementation of NABH Standards for Healthcare Organizations' from March 8- 10, 2017. The objectives of the training was to impart understanding of background , structure of NABH and enhance the ability of the participant to develop methodology for the implementation of these standards and to perform internal assessment of the various processes within respective healthcare organizations leading to gap analysis. The course was attended by twenty three participants from private and corporate hospitals. The course was highly interactive and participants were appreciative of delivery of course contents. All participants desired that such courses should be frequently organized.



Training on Project Management for Health Programmes

Duration: February 13- 16, 2017 | **Coordinators:** Preetha G. S and A. K. Khokhar

A four-day customized training on project management for Health Programmes was organised for five health program officers from The Tibet Fund, Himachal Pradesh. The main objective of the training was to provide participants a good understanding of the concepts as well as components of project management, and to demonstrate tools and techniques used in effective project management at different stages. The course covered the important topics like concepts of project management, situation analysis/context for the project, project design- log frame approach, project management cycle, project management functions and project close out. The main focus was on lectures, case studies and practical exercises, individual and group work besides the lecture. The participants were extremely satisfied with the course delivery and desired that their colleagues may trained in Public Health Management for which they would send a proposal.

International Training Program on Economic Evaluation of Public Health Interventions for Ministry of Public Health (MOPH), Afghanistan

Duration: February 7-15, 2017 | **Coordinators:** Pradeep Panda and A. K. Khokhar

The Ministry of Public Health (MOPH) Afghanistan requested the IIHMR, New Delhi, to conduct an international training program on economic evaluation of health interventions for a batch of 10 participants from the Health Economics and Financing Directorate (HEFD). The specific objectives of the training were to introduce the basic and fundamental aspects of the main methods used in the economic evaluation of public health interventions; to familiarize the participants with some recent advances in the use of methods for the economic evaluation of public health interventions, and apply them in their day today work. The course included a number of case studies to provide practical skills on decision analysis and modeling techniques of decision analysis and Markov models that compare healthcare. The concepts of critical appraisal and research protocol of economic evaluation studies, including interpreting results were deliberated. Besides the teaching faculty of IIHMR, reputed faculty from other educational institutions was also involved in the course. After the course, the faculty continued to provide remote advice on important issues on the subject.



Capacity building Research Officers at IIHMR in Research Skills

Duration: January 30-January 31 | **Coordinator:** Madhuri Dutta

A two day capacity building workshop was conducted with support from the Wellcome Trust/DBT India Alliance. The programme focused on training Research Officers from all the campuses of IIHMR and early career researchers from AIIMS, Shroffs Charitable Eye Foundation and the George Institute in research skills such as grants writing, manuscript writing, ethics in research, research translation to policies and research dissemination. The faculty included Dr Dipanjan Roy, Dr Shefalika Goenka, Dr Anita Kotwani, Dr Vinay Tripathi, Dr Indranil Mukhopadhyay and Ms Kimberly Noronha from IIHMR Delhi, PHFI, VP Chest Institute and Center for Policy Research.

Legal Issues in Health and Hospital Management

Duration: December 7-9, 2016 | **Coordinator:** A. K. Khokhar

In view of the felt need of hospital administrators in this matter, a three-day program on “Legal Issues in Hospital and Management of Medico legal Cases” was organized at IIHMR Delhi. Doctors from different government institutions attended this program. The course contents focused on various Acts applicable to hospitals in India, Consumer Rights and Consumer Protection Act, Acts of Omission and Commission in day to day working in hospitals, Right to Information Act and Sexual offences at workplace etc. Various rules, regulations and legislations related to individual department administration were deliberated upon with the participants. Special sessions were held on handling and management of medico legal cases, legal requirements and record keeping. In view of the mismatch between the magnitude of medico legal problems in hospitals and the insufficient knowledge of the health functionaries in dealing with such matters, the attending participants suggested the need for such courses to be organized more frequently, ideally, within the hospital itself. A number of case studies were discussed. The course was highly appreciated by all the participants.

Training on Supply Chain Management for Healthcare Institutions

Duration: November 15- 18, 2016 | **Coordinator:** A. K. Khokhar

Four days training on Supply chain Management in Health Institutions was held at Pragathi Green Meadows and Resorts, Hyderabad from November 15-18, 2016. The primary objective of the course was to enhance understanding of procurement of the right quality and adequate quantity of material to optimize the use of resources through scientific inventory control as well as the purchase and maintenance of medical equipment. The course covered important issues related to supply chain, i.e. procurement, tendering procedures, transport and warehousing, inventory management, quality issues in material management, Equipment planning and maintenance. The subject matters also included codification, standardization, value analysis, information system and measurement of materials

management performance. The participants were familiarized with all aspects of materials, right from planning to auditing and disposal. The participants being practising managers in different capacities from government institutions had active participation through case studies, interactions and group discussions. Besides the Dr. A. K. Khokhar, Course Director, Dr. A. K. Agarwal, Dean – Academics, Dr. P. Satyanarayana, Professor Emeritus, Nizam Institute of Medical Sciences, Hyderabad (NIMS) and Dr. P. Srinivas Rao, Director, Institute of Global Supply Chain Management, Bangalore were the resource persons. The written feedback from participants shows high appreciation for the course contents as well as logistic arrangements.



Quality Assurance and Accreditation of Health Care Organization

Duration: November 15- 18, 2016 | **Coordinator:** A. K. Agarwal

A three days MDP on Quality Assurance and Accreditation of Healthcare Organization was organized at IIHMR Delhi from September 5-7, 2016. It was attended by the participants from Government institution. Important contents covered were Overview of Quality Assurance in Hospitals, Consumer rights and Quality Assurance, Medical Audit, Patient Safety, NABH Accreditation. Besides the in-house faculty, faculty from reputed corporate hospitals was also invited. Besides lectures, case studies, group work and experience sharing was also discussed. The pre test and post test showed significant difference in knowledge of participants. The course was appreciated by all participants.



Urban Health Management

Duration: June 20- 24, 2016 | **Coordinator:** B. S. Singh

Five-day programme on Urban Health Management was organized from June 20- 24, 2016 at IIHMR, Delhi. The main objectives of programme were to build leadership and management competency for professional working in urban health to develop, implement and strategies urban health programme. The pedagogy adopted across the sessions included discussion by domain experts, experience sharing on different urban health models, field visits to Urban Dispensary and Mohalla clinic in Urban slum of Dwarka, New Delhi to see the real work situation of Urban Health. The participants had discussions with the main functionaries working in these centre and found very useful to understand issues and challenges in Urban Health.

Training Program on Management and Quality in Primary Healthcare for Urban Primary Health Care Service Delivery Project, Ministry of Local Government, Bangladesh

Duration: June 14- 20, 2016 | **Coordinator:** A. K. Khokhar

Seven participants from Urban Primary Health Care Service Delivery Project, Ministry of Local Government, Rural Development & Cooperatives, Bangladesh participated in the training. The main objective of the training was to familiarize the participants with the management of Primary Healthcare and Quality considerations at every step right from policy formulation to delivery, monitoring and evaluation of Primary Healthcare services being delivered / need to be delivered specially in developing countries. The pedagogy adopted across the sessions included discussion by domain experts and group work. Field visits to National Health System Resource Centre was organized wherein the presentation were given by respective divisional heads of NHSRC, highlighting the various activities, work being done throughout India. Each participant contributed and participated with an equal level of enthusiasm during the sessions and were appreciative of the course contents and conduction of course.

Training on Health Systems Planning on Management for Ministry of Health and Family Welfare Bangladesh

Duration: May 30- June 8, 2016 | **Coordinator:** A. K. Khokhar

A ten-day customized training programme was organized for ten participants from the Ministry of Health and Family Welfare, Bangladesh. The course contents were designed in consultation with the concerned Ministry. The course aimed to apprise the participants on health systems management, health policy, health Planning, making optimum use of resource and, community mobilization, Innovative HR policies to overcome challenges and monitoring and evaluation of Health Services were also discussed. The main emphasis of the training was information sharing among experienced participants and the faculty members. Case studies, group work, group discussions and field visit to NHSRC and Planning Commission (NITI Aayog) ensured active engagement of the participants. All participants were extremely satisfied with the content and design of the programme.

Fellowship Programme on Project Implementation and Management Skills

Duration: May 23-25, 2016 | **Coordinator:** Vinay Tripathi

Fellowship Programme on Project Implementation and Management Skills was organized from May 23- 25, 2016 at IIHMR Delhi. Amongst the course contents discussed with different faculty members emphasis was laid on hospital project management, quality assurance in healthcare, project planning and implementation through LFA, project management techniques, project financing with regard to sources of finance, capital budgeting, economic and social costs, cost benefit/ cost effectiveness analysis. The respective faculties on the subject shared their experience as well as case studies with the fellow. The feedback given by the fellow was satisfactory.

Emergency Preparedness and Disaster Management in Health Institutions

Duration: May 16- 18, 2016 | **Coordinator:** A. K. Khokhar

A three-day programme on Preparedness and Disaster Management in Health Institutions was organized at IIHMR Delhi. The programme participants were mainly doctors from the government institutions. The training programme highlighted different types of disasters, natural and man-made. The emphasis of the programme was to think of disasters in a holistic manner and ensure disaster preparedness, mitigation, dealing with the disaster situations and the aftermaths thereof. The role of the various agencies at the national, state and district level was discussed with the participants.

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Importance of inter-sectoral coordination to deal with the various types of disasters was also discussed. Besides the IIHMR faculty and other experts on the subject, faculty from Management Disaster Institute was invited to share their experiences and lessons learnt for handling disasters. The participants highly appreciated the course contents and the learning experience gained within the three days.



Training Programme on Hospital Architecture & Structure Design for Ministry of Health and Family Welfare, Bangladesh

Duration: March 29th - April 4, 2016 | **Coordinator:** A. K. Khokhar

The Ministry of Health and Family Welfare, Bangladesh requested IIHMR Delhi to organize a course on Hospital Architecture & Structure Design and desired that working professional team of Architects, Engineers and Medical Professionals be brought together to better understand hospital planning from different aspects. Accordingly, the course contents were finalized in consultation with Ministry. These included an overview of hospital system planning, various considerations for setting up of hospital including regulatory aspects. Construction, maintenance, use of different materials and related issues were discussed by eminent guest faculties as well as IIHMR faculty. Individual department planning in important and critical areas was also discussed. The programme basic intent of knowing the interest of different stakeholders including visitors to the hospitals was deliberated in details. The field visits were appreciated wherein the participants got a chance to interact with functionaries at different levels and also observed the activities within intra and extramural areas. The participants were highly appreciative about the course contents as well as their visit to different places.



Publications and Paper Presentations

PAPERS PUBLISHED

- Agarwal, A.K., & Bhagotia, K.S. (2016). Study of impacts of sound healthcare waste management on hospital associated infections in a teaching hospital, Bangalore. *Journal of Indian Society of Hospital Waste Management*, 15 & 16, 1--7
- Aggarwal, D., Akshita, & Ray, A. (2016). Implementation and impact of e- Health care, *Trinity Journal of Management, IT and Media*, 7, 47-48.
- Dror, D. M., Hossain, S.A.S., Majumdar, A., Pérez Koehlmoos, T.L., John, D., Panda, P.K. (2016). What factors affect voluntary uptake of community-based health insurance schemes in low- and middle-income countries? A systematic review and meta-analysis. *PLOS ONE* 11(8): e0160479. doi:10.1371/journal.pone.0160479.
- Dror, D. M., Chakraborty, A., Majumdar, A., Panda, P. and Koren, R. (2016). Impact of community-based health insurance in rural india on self-medication and financial protection of the insured'. *Indian Journal of Medical Research*. 143(6), 809-820. DOI:10.4103/0971-5916.192075.
- Panigrahi, P.K., & Bele, N. (2016). A review of recent advances in text mining of Indian languages, *International Journal of Business Information System*, 23 (2),175-193 DOI: 10.1504/IJBIS.2016.10000214
- Panda, P., Chakraborty, A., Raza, W., & Bedi, A. S. (2016). Renewing membership in three community-based health insurance schemes in rural India. *Health Policy and Planning*. 31 (10), 1433-1444 doi: 10.1093/heapol/czw090.
- Panda, P., Dror, I. H., Perez Koehlmoos, T., Hossain, S.A.S, John, D., Khan, J.A.M., & Dror, D.M. (2016). Factors affecting uptake of voluntary and community-based health insurance schemes in low- and middle- income countries: a systematic review, 3ie Systematic Review 27. London: International Initiative for Impact Evaluation (3ie).
- Panda, P., Iddo Dror, Tracey Perez Koehlmoos, S.A. Shahed Hossain, Denny John, Jahangir A.M. Khan and David Dror (2016). What factors affect uptake of voluntary and community-based health insurance schemes in low- and middle- income countries? A systematic review. EPPI-Centre, Social Science Research Unit, Institute of Education, University of London.
- Ranga, V. and Pradeep Panda (2016). 'Private Non-degree Practitioners and Spatial Access to Out-patient Care in rural India'. *GeoJournal*, 81(2): 267-280.
- Raza, Wameq A, Ellen Van de Poel and Pradeep Panda (2016). Analyses of Enrolment, Dropout and Effectiveness of RSBY in northern rural India'. Munich Personal RePEc Archive (MPRA) Paper No. 70081.. DOI: 10.13140/RG.2.1.1671.0804.
- Tyagi, S., & Ramachandran, A. (2017). Remote medical alert monitoring system – providing telehealth by integrating Ayurveda with sensors and mobile computing. *International Journal of Medical and Health Sciences*, 6(1), 53- 63.

- Udayai, K., I. Nabeela, N. Gyanika, S. Mishra (2016). Role of cultured centered approach in corporate social responsibility In Bhaskar Chatteerjee, et. al. (ed.) Corporate Social Responsibility Social Sustainability and Inclusive Growth, Bloomsbury Publication: 250-264
-

BOOKS PUBLISHED

- Kumar, S. (2016). Indian Automobile Industry: A Comparative Analysis of Growth and Performance of Selected Firms (1st ed.). Germany, Deutschland: Lambert Academic Publishing.
-

PAPERS PRESENTED

- Kirti Udayai: “Menstruation hygiene – celebrating veracity or practicing bigotry” in Second International Conference of Public Health at Colombo Srilanka , 27th -29th July 2016.
 - Pankaj Talreja: “Pharmaceutical cost analysis of dental drugs” in Adwitya 2016, International Conference on “Engendering Health”, organized by IIHMR Bangalore in association with IIM Ahmedabad at Bangalore, 18th & 19th November 2016.
 - Pankaj Talreja: “Finally medicines are affordable: success story of innovative public procurement model” in International Conference on “Impact of Emerging Trends in Entrepreneurship: Focus on Digital India, Start up India Stand up India Initiative” at Amity College of Commerce and Finance, 7th March, 2017.
 - Sumesh Kumar: “Demonetization: way ahead for Indian economy” in the conference on “Technological Revolution for International Business and Economic Sustainability” organized by Asian Business School, Noida, 14th January, 2017.
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Conferences / Seminars / Workshops

During 2016-2017, the faculty members attended different conferences/ seminars/ workshops/ meetings. The same is presented below:

A.K. Agarwal

- Chaired Session on “Bio-medical Waste Management” organized by the PHD Chamber of Commerce, New Delhi on 17th March 2017
 - Keynote Speaker at the ‘Medallion Conference-2017’ organized by Department of Medical Education, M.G. University, Kottayam on 17th -18th February 2017.
 - Invited as Guest Faculty at XAVIER Institute of Management, Bhubaneshwar (XIMB) on 2nd – 4th January 2017
 - Invited as Expert in the Selection Committee by NIHFW for appointment of Consultant in Distance Learning Cell, on 15th December 2016
 - Delivered Keynote address at the International Conference on “Infection Control and Healthcare Waste Management” at KMC Manipal on December 1st & 2nd December 2016
 - Chaired a session on “Healthcare Technology” in Pradanya, 30th September 2016
 - Attended, as a member, the meeting on review of “UGC regulation” for IIHMR Jaipur on 27th June 2016
 - Attended, as a member, and contributed in the meeting of Bio-Medical Waste Management Guidelines review committee of NSHRC on 24th June 2016
 - Attended conference on Patient Safety, organized by Max Healthcare from 30th May 2016 – 1st June 2016 in Delhi
 - Chaired the meeting of Academic Audit Committee of IIHMR University Jaipur on 20th May 2016 and submitted the Academic Audit Committee report to IIHMR University Jaipur in June 2016
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A.K. Khokhar

- Attended OCCUCON-2017, 67th Annual National Conference of Indian Association of Occupational Health, International Conference of Indian Association of Occupational Health (IAOH) held at Indian Habitat Centre, Delhi during February 8- 11, 2017 (Member of Scientific Committee)
- Attended Conference of Medical Fitness Society, 18th December 2016 on Diabetes Updates at IIC Annexe, New Delhi
- Attended Conference on “Rural Health and Sustainable Development in India” on 10 September 2016 at Hotel Le Meridian, New Delhi.
- Attended FICCI US-“India Innovation Forum” on 29th August 2016 at FICCI Federation House, New Delhi.
- Attended OPPI Fifth Healthcare Access Summit- ACT on NCDs on August 19, 2016 at Convention Centre, Hotel Ashok, New Delhi
- Attended conclave on Clean Air Action organized by the Centre of Science and Environment (CSE) on April 19-20, 2016 at India Habitat Centre, New Delhi

- Attended OCCUCON-2016, International Conference of Indian Association of Occupational Health (IAOH) held at NIMHANS, Bangalore during 18th -20th Feb. 2016
 - Attended CME Programme on “Approach to anaemia and thrombocytopenia and Role of BMT in thalassemia” from December 11-12-15, 2015 organized by IAOH Delhi Branch
 - Attended “Workshop on Rheumatology Update” Sunday, November 29, 2015 at 9:30am held at India International Centre
 - Attended 2nd Central Council Meeting as a National Executive Member and CME on “Achieving Occupational Health Through Workplace “ held at Pune on 1st November 2015
-

Anandhi Ramachandran

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi.
 - Attended a Workshop on FOSS & Public Health Information Systems conducted by ORF & HISP India, 27th– 28th February 2017
 - Attended a workshop on Healthcare Analytics conducted by IIM Ahmedabad on 25th – 26th February 2017
 - Participated in the Consensus Conference on Technology Enabled Healthcare, conducted by The George Institute for Global Health on 8th December 2016
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B. S. Singh

- Attended “Workshop on effect of Rotavirus on children and its Implication on Diarrhea” organised by Save the Children, UP and Lucknow Academy of Pediatrics on March 19, 2017 at Hotel Silvete, Lucknow
 - Attended Conference on “Rural Health and Sustainable Development in India” organised by IMA in collaboration with IIHMR University, Jaipur and Bharat NITI on September 10, 2016 at Le Meridien, New Delhi
-

Divya Aggarwal

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi.
- Attended a conference on “India Health & wellness Summit and Awards” on December 15, 2016, at the Taj Palace Hotel, New Delhi.
- Attended 2- day Faculty Development Programme on Business Simulations in collaboration with BIZWIZ at Lal Bahadur Shastri Institute of Management Dwarka on December 2-3, 2016.
- Attended OPPI Fifth Healthcare Access Summit- ACT on NCDs on August 19, 2016 at Convention Centre, Hotel Ashok, New Delhi

Kirti Udayai

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi
 - Attended a conference on “India Health & Wellness Summit and Awards” on December 15, 2016, at the Taj Palace Hotel, New Delhi
 - Attended a conference on “Rural Health and Sustainable Development in India” organised by IMA in collaboration with IIHMR University, Jaipur and Bharat NITI on September 10, 2016 at Le Meridien, New Delhi
 - Chaired session, in Second International Conference of Public Health (2016) at Colombo Sri Lanka , 27-29 July 2016
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Manish Priyadarshi

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi
 - Attended a talk on "Micro Pension Provisions in India: Coverage, Perspectives for Cost Effectiveness and Sustainability" on 25th February 2017 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
 - Attended a talk on "Homeless and the Labor Process: Exploring through Visual Sociology" on 27th January 2017 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
 - Attended a talk on "Neoliberal Urbanism and Its Contradictions in India" on 30th December 2007 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
 - Attended a talk on "Urbanization: A Solution to Poverty?" on 26th November 2016 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi-110001
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Nishikant Bele

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi.
- Attended a talk on "Micro Pension Provisions in India: Coverage, Perspectives for Cost Effectiveness and Sustainability" on 25th February 2017 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi.
- Attended a talk on "Neoliberal Urbanism and Its Contradictions in India" on 30th December 2016 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
- Attended a talk on "Urbanization: A Solution to Poverty?" on 26th November 2016 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi-110001.
- Attended LEAD-2 workshop organized by Ortho Lab Diagnostics, 14th and 15th May, 2016

Pankaj Talreja

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi
 - Attended “Research and Communication Skills Workshop” for Early Career Public Health Researchers organized in association with welcome trust DBT India Alliance on 30th & 31st January 2017 at IIHMR Delhi
 - Attended a talk on "Homeless and the Labor Process: Exploring through Visual Sociology" on 27th January 2017 at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
 - Attended a talk on "Micro Pension Provisions in India: Coverage, Perspectives for Cost Effectiveness and Sustainability" on 25th February at A-101, Gauri Sadan, 5-Hailey Road, New Delhi
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Pradeep Panda

- Attended a conference on “The Future of Healthcare Improvements and Innovation in India”, organized jointly by IIHMR University, Monash Business School, Newcastle University and IIM Ranchi on 3rd March 2017 at India Habitat Centre, New Delhi
- Attended a conference on ‘Future of Universal Health Coverage in Asia’, organized jointly by Observer Research Foundation and Ministry of External Affairs, Government of India during January 17-19, 2017 at Taj Palace Hotel, New Delhi
- As a Visiting Faculty, delivered eight lectures on Health Care Management for the students of MBA (Rural Management) at XIMB, Xavier University, Bhubaneswar during January 22 – February 3, 2017
- Chaired two sessions (one on Health Management and Healthcare IT, and the other on Patient Safety) at the ADWITYA international conference “Engendering Health”, organized jointly by IIHMR Bangalore and IIM Ahmedabad during November 18-19, 2016 at Hotel Aloft, Bengaluru
- Attended a conference on “Rural Health and Sustainable Development in India”, organized jointly by IMA and IIHMR University and held at the Hotel Le Meridian, New Delhi, 10th September 2016
- Attended “FICCI US-India Innovation Forum”, organized jointly by FICCI and CSIS and held at the FICCI Federation House, New Delhi, 29th August 2016
- Attended “National Public Policy Consultation on Leveraging Agriculture for Nutrition”, organized jointly by the Coalition for Food and Nutrition Security and the M.S. Swaminathan Research Foundation, and held at the India Habitat Centre, New Delhi, 29th July 2016
- Attended a seminar on “Better Data for Better World”, organized by the Observer Research Foundation and held at the Taj Mahal Hotel, New Delhi, 25th July 2016
- Attended a seminar on “Sustainable Food and Nutrition Security”, organized jointly by the Coalition for Food and Nutrition Security and the Odisha State Food Corporation, and held at the Regional Medical Research Centre, ICMR, Bhubaneswar, 29th June 2016

- Invited to act as a Discussant for the session on ‘Building Healthy Lives’ at the Global Conference on “Prosperity, Equality and Sustainability: Perspectives and Policies for a Better World”, organized jointly by Institute for Human Development and the World Bank and held at the India International Centre, New Delhi, June 1-3, 2016.
 - Attended a seminar on “Taking Health Insurance to the People: Civil Society Support in Implementing RSBY”, organized by the GIZ and held at the India Habitat Centre, New Delhi, 9th April 2016.
-

Preetha GS

- Attended, as Speaker, ‘Medallion Conference-2017’ organized by Department of Medical Education, M.G. University, Kottayam on February 17-18, 2017
 - Attended OPPI Fifth Healthcare Access Summit - Act on NCDs- on 19 August 2017 in New Delhi
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Shikha Bassi

- Participated in Research & Communication Skills Workshop for Early Carrer Public Health Researchers , January 30- 31, 2017 organized by Welcome Trust/ DBT India Alliance and IIHMR Delhi
 - Attended a conference on “India Health & wellness Summit and Awards” on December 15, 2016, at the Taj Palace Hotel, New Delhi
 - Attended five-day “3rd National External Assessor Training 2016”, July 12-16, 2016 at National Health Systems Resource Centre, New Delhi
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Sumanth Swain

- Attended training workshop on Crossroads of GIS and Public Health on 21st to 23rd March, 2017 supported by Natural Resource Data Management System (NRDMS), Department of Science and Technology, Govt. of India at International Institute of Health Management Research, New Delhi
- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi.
- Attended training workshop on Research Communication Skills for early Healthcare Professionals on 30-31 January 2017 supported by Wellcome Trust DBT India Alliance and International Institute of Health Management Research, New Delhi.
- Attended the second edition of The Raisina Dialogue on January 17th to 19th, 2017 at Taj Palace Hotel, Delhi hosted in collaboration with the Ministry of External Affairs, Government of India.
- Attended seminar on The Economic Times – Food Strategy And Health Summit 2016 organised by Times Group at Le-Meridien, New Delhi, India on 24th November 2016

- Attended national methodological workshop on “Roadmap for Heat Wave Management in India” organised by TARU Leading Edge in collaboration with Indian Institute of Public Health, Gandhinagar (IIPH-G), Indian Meteorological Society(IMS), Understanding Climate and Health Associations in India (UCHAI) initiative, Climate Development and Knowledge Network (CDKN) and Asian Cities Climate Change Resilience Network (ACCCRN) of The Rockefeller Foundation on 21st September, 2016 at The Park Hotel, New Delhi
 - Attended training workshop on “Innovation in Tobacco Harm Reduction” conducted by Reason Foundation, a US based non-profit policy research think tank on 18th August 2016 at TAPTI, Hotel Shangri La, Ashoka Road, New Delhi.
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Sumesh Kumar

- Attended two day forum on Future of Healthcare Improvement and Innovation in India in collaboration with New Castle University and Monash Business School on March 3-4, 2017 at Casuarina Hall, India Habitat Centre, and IIHMR Delhi.
 - Attended workshop on “Research and Communication Skills Workshop for Early Career Public Health Researchers” organized by Welcome Trust/DBT India Alliance and IIHMR, New Delhi on 30-31 Jan 2017 at IIHMR New Delhi.
 - Attended workshop on “Data Analysis & Research for Publication”, at IIT Roorkee in Dec. 2016.
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Vinay Tripathi

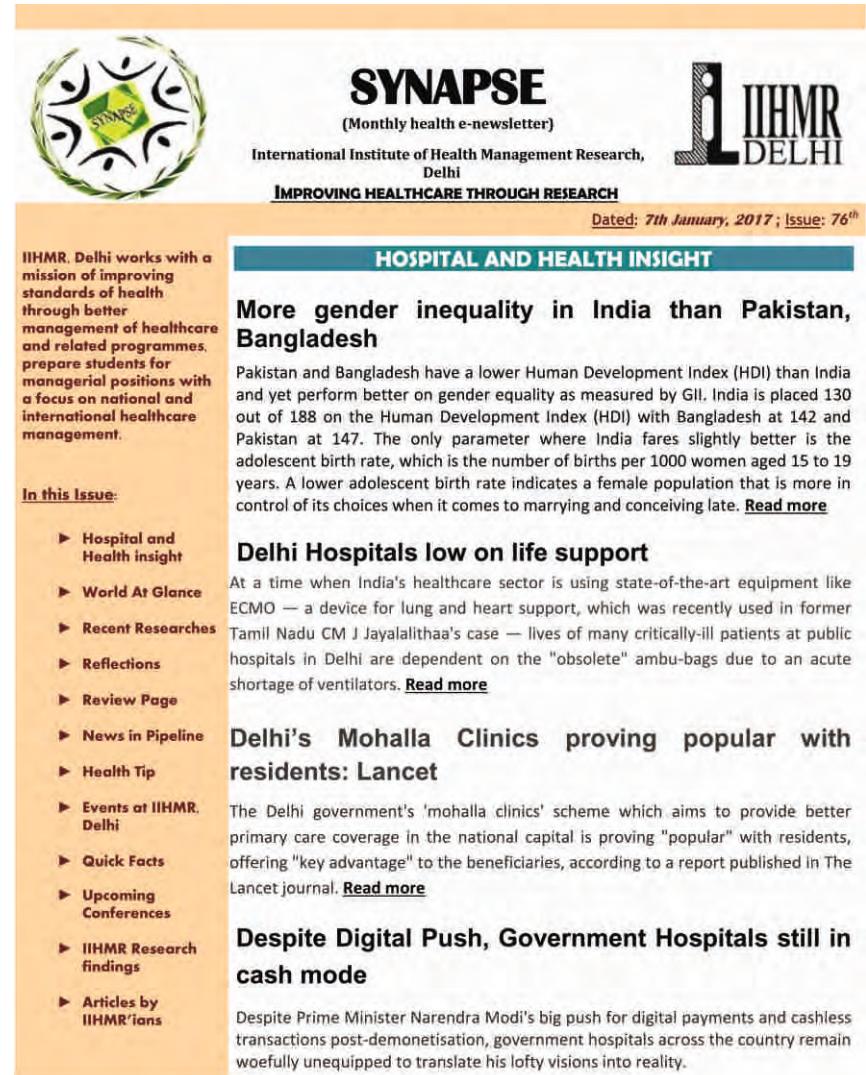
- Attended a conference on “Rural Health and Sustainable Development in India”, organized jointly by IMA and IIHMR University and held at the Hotel Le Meridian, New Delhi, 10th September 2016.
 - Attended a MDP on “Qualitative Data Analysis in Healthcare Services” from November 23-27, 2016, organized by IIHMR University, Jaipur
 - Attended a seminar on “The Future of Healthcare Improvement and Innovation In India” on 3rd – 4th March 2017 at Casuarina Hall, India Habitat Centre, New Delhi and IIHMR Delhi respectively
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Institute Publications

SYNAPSE NEWSLETTER

Synapse is a monthly health e-newsletter with the objective of disseminating concise and comprehensive information on multiple aspects of healthcare. It deals with the various domains of the healthcare sector and shares its nuggets of wisdom among more than 8000 health professionals. Synapse was launched on 7th February 2009 combining the efforts and expertise of both the students as well as the faculty members. The term "synapse" as it depicts is a point of connection between two nerve cells and symbolizes intersection with a network of information and professionals of healthcare. Synapse includes monthly health news, global news, recent researches, review articles, upcoming events, a snapshot of the activities at the IIHMR Delhi campus, IIHMR research findings and most importantly articles written by IIHMR faculties, staff and alumni. Considering the growing acceptability and popularity of social media for information sharing, the Synapse team decided to transform the newsletter into a blog that captures real time industry updates for our readers. But because of the reader's hectic work schedule and huge demand from them to continue Synapse in its newsletter form, it has been re-launched on 7th November 2015 in the readable format. Additionally, SYNAPSE is now also available on the Medium portal which is an online publishing platform. You can access the recent issues on the following link :

<https://medium.com/@synapseiihmrdelhi>



The image shows the header of the Synapse newsletter. At the top left is the Synapse logo, which features a circular design with stylized human figures and the word 'SYNAPSE' in the center. To the right of the logo is the title 'SYNAPSE' in large bold letters, followed by '(Monthly health e-newsletter)' in smaller text. Below this is the text 'International Institute of Health Management Research, Delhi'. Underneath that is the tagline 'IMPROVING HEALTHCARE THROUGH RESEARCH'. In the top right corner is the IIHMR Delhi logo, which consists of a stylized 'i' icon followed by the text 'IIHMR DELHI'. At the bottom right of the header is the date 'Dated: 7th January, 2017; Issue: 76th'.

HOSPITAL AND HEALTH INSIGHT

More gender inequality in India than Pakistan, Bangladesh

Pakistan and Bangladesh have a lower Human Development Index (HDI) than India and yet perform better on gender equality as measured by GII. India is placed 130 out of 188 on the Human Development Index (HDI) with Bangladesh at 142 and Pakistan at 147. The only parameter where India fares slightly better is the adolescent birth rate, which is the number of births per 1000 women aged 15 to 19 years. A lower adolescent birth rate indicates a female population that is more in control of its choices when it comes to marrying and conceiving late. [Read more](#)

Delhi Hospitals low on life support

At a time when India's healthcare sector is using state-of-the-art equipment like ECMO — a device for lung and heart support, which was recently used in former Tamil Nadu CM J Jayalalithaa's case — lives of many critically-ill patients at public hospitals in Delhi are dependent on the "obsolete" ambu-bags due to an acute shortage of ventilators. [Read more](#)

Delhi's Mohalla Clinics proving popular with residents: Lancet

The Delhi government's 'mohalla clinics' scheme which aims to provide better primary care coverage in the national capital is proving "popular" with residents, offering "key advantage" to the beneficiaries, according to a report published in The Lancet journal. [Read more](#)

Despite Digital Push, Government Hospitals still in cash mode

Despite Prime Minister Narendra Modi's big push for digital payments and cashless transactions post-demonetisation, government hospitals across the country remain woefully unequipped to translate his lofty visions into reality.

Other Activities at IIHMR Delhi

DISTINGUISHED GUEST LECTURE SERIES

Distinguished Guest Lecture Series is a unique program of inspirational talks by eminent speakers from across the globe to enhance the competitive strength of our management students. The series is committed to seeking out and providing a platform for spreading powerful ideologies relevant to the growing competitive market. The various talks by prominent speakers encourage a thought-provoking conversation and free flow of ideas. The series seeks to represent a diverse set of views and are especially focused on facing the current challenging norms and opportunities. Our students have a great opportunity for interacting with leading think tanks. This year, we had the privilege of hosting following guests:

- Dr Konstantinos Farsalinos, Research Fellow in Department of Cardiology, Onassis Cardiac Surgery Center and Clinical Observer and Researcher, Department of Cardiovascular Diseases, Medical Imaging Research Center, University Hospital Gathuisberg, Leuven-Belgium. He delivered a lecture on Tobacco Harm Reduction on 5th October, 2016
- Dr Rajesh Sharan from Department of Biochemistry, North-Eastern Hill University, Shillong & Dr Konstantinos Farsalinos. They delivered a lecture on “Electronic Nicotine Delivery System (Ends) as a Substitute to Conventional Cigarette: An Evidence-Based Audit”, 9th Nov 2016

FOUNDATION DAY

The 8th Foundation day, “Aadhar”, commemorating the foundation day of the Institute was celebrated on 26th August 2016. The Chief Guests was Dr. A.C. Dhariwal, Director, NVBDCP. The function witnessed a scintillating cultural and musical feat by the students. Awards were presented to the students for their involvement in a variety of extra-curricular activities like Rangoli, Skit Competition, etc. Faculty were also presented with the awards for their distinguishing academic and research publications.



SPORTS WEEK

The Institute has historically been celebrating the sports week every year. During the weeklong celebrations, the students, staff and faculty participate enthusiastically in different sports and won many prizes. This event helps to encourage companionship among all the participants. Various sports like races, carom, chess, badminton, cricket, kho-kho and table tennis are organized; these not only provide relaxation in a hectic academic and research schedule but also contribute towards developing team spirit, cooperation, sportsmanship and management skills.





BLOOD DONATION CAMP

Our esteemed founder, the Late Shri P.D. Agarwal, founded several eminent groups like TCI, ABC India, GATI and Bhoruka; besides, he was catalyst in bringing about many noteworthy changes in numerous sectors that even today have a positive impact on the country and our society. He is regarded as the founder of the Indian transport industry. His contribution to our society extends beyond transport to spheres such as education, health care and women empowerment. One of his early initiatives to deal with the issue of scarcity of blood during the early eighties is one such example. September 17 is the death anniversary of this incredible persona, and in his memory, we observe a Blood Donation Drive on this day every year. In the year 2016, the IIHMR Delhi campus alone accomplished to collect 31 units of blood during this drive.



ALUMNI MEET

The 6th Alumni Meet of IIHMR Delhi was organized on 22nd October 2016 at IIHMR, Delhi campus. Ms. Divya Aggarwal, Alumni Relations Incharge welcomed the attendees. Further, she stressed on the campus experiences that alumni undergo contributed immensely to take on the future roles and responsibilities. Dr. Ashok K Agarwal, Dean- Academics then spoke on the importance of alumni. Dr. Dipanjan Roy, Director- IIHMR Delhi shared his experience with the Alumni.

This was followed by a fun & frolic program for alumni by the current batch of students. The event concluded with a grand dinner and pre Deepawali celebrations.



PRESS CONFERENCES

In order to create awareness about the Institute's activities, IIHMR Delhi organized press conferences at Hisar, Guwahati, and Chandigarh and highlighted the importance of professional management in health services. The academic courses, Management Development Programmes, health management/public health research, and role of the IIHMR Delhi in providing consultancy services were highlighted. All these press conferences have received excellent coverage in many regional newspapers. Development Programmes, health management/public health research, and role of the IIHMR Delhi in providing consultancy services were highlighted. All these press conferences have received excellent coverage in many regional newspapers.

FAMILY CLUB

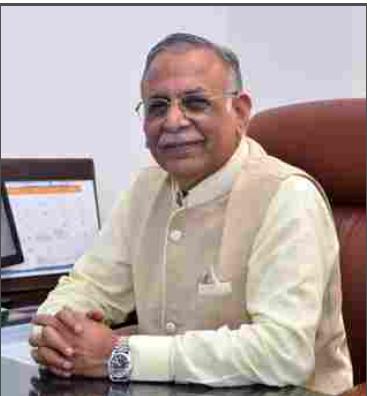
The Institute has a family club with faculty and staff as its members. The family club undertakes several personalised activities, such as wishing faculty and staff members on their birthdays, collectively celebrating important festivals, and organizing outdoor activities and picnics. The activities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

CONSTITUTION DAY

IIHMR Delhi Celebrated Constitution Day on 26th November 2016. Dr. A.K Agarwal addressed the faculty & staff and shared the significance of the day. He also read out the preamble of Indian Constitution to the Faculty and Staff.



Faculty



Sanjiv Kumar
Director

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

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



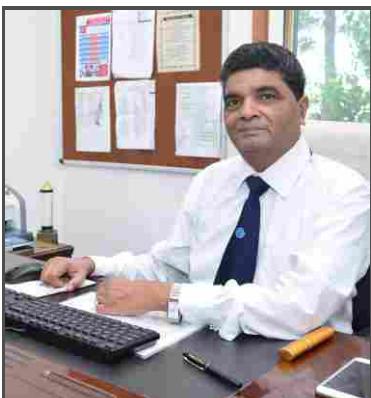
Dipanjan Sujit Roy
Director (till 17th Feb. 2017)

Dipanjan Sujit Roy is a senior public health professional with a wide experience in many countries and organizations. He is a medical graduate from AFMC, Pune and MD in Social and Prev. Med from All India Institute of Hygiene and Public Health Kolkata. He is also a Dip. NB in Public Health and Medicine. He is an acclaimed expert in infectious diseases especially HIV and TB. After an initial short stint in Indian Armed Forces, he carried out the experience to work for WHO, The Global Fund, and U.S. CDC for many years. He has contributed to policy and programs, designed curricula and implemented training and operational research in many countries across the globe. He has many publications, guidelines and manuals to his credit and is member of IAPSM, IPHA and AIDS Society of India. He is also a member of IAPAC, USA and contributes regularly to their training programs. Dr. Roy is the recipient of "Global Health Achievement Award" given by U.S.CDC for his outstanding contributions to the field of public health in developing countries in 2009.



Ashok K Agarwal
Professor and Dean
(Academic & Students Affairs)

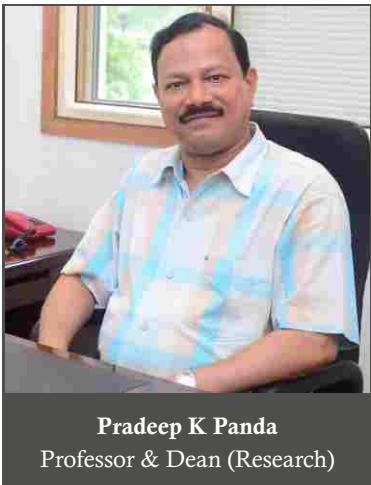
A K Agarwal has more than four decades of experience as a teacher, trainer, researcher and consultant in public health, hospital administration, distance learning, quality assurance and accreditation. After graduating from the Armed Forces Medical College (AFMC) Pune, he joined the Central Health Service and completed MD (HA) and DNB during his service. In 1980-81, he undertook a one-year Post Graduate Diploma in Health Services Administration from Nuffield Institute, Leeds University, United Kingdom (Colombo Plan Fellowship). Besides, he also studied Post Graduate Certificate Programme in Primary Health Care at Andrija Stampfer School of Public Health, Croatia, where he also served as a visiting teacher in 1990. From 1981 to 1996, he worked as Associate Professor/ Head of Department, Hospital Administration at NIHFW. Subsequently, as Professor and Director, School of Health Sciences, Indira Gandhi National Open University (IGNOU), he pioneered the planning, development and launch of about a dozen post-graduate diploma and degree programmes through distance learning for doctors and nurses. He visited around 40 countries on various short and long term assignments from IGNOU, WHO, UNDP and the Government of India. He has forty publications and authorship on three books. Other accomplishments include; Quality Assurance and Accreditation expert in the European Union – GOI project, 2012- 2013; Principal investigator of a multi-centric research study of WHO, SEARO on HCWM and Hospital Associated Infections (2013-15); member of National Accreditation Board of Hospitals (NABH) Accreditation Committee for three years from 2004 to 2007; Accreditation expert for National Assessment and Accreditation Council (NAAC), NABH and Distance Education Council; Member Faculty of Medicine, Sri Devraj Urs Academy of Higher Education and Research, Kolar; President of Indian Society of Hospital Waste Management (ISHWM); President, Association of Community Health and Hospital Administrators (ACHHA) and Former Vice President of Academy of Hospital Administration (AHA).



A K Khokhar
Professor and Dean (Training)

Dr. A. K. Khokhar, Dean Training, IIHMR Delhi. He is a Medical graduate with 3 post graduations in the field of Health Care Administration and Hospital Administration. Besides working in different positions in ESIC Medical services for 36 years, he has been teaching as visiting faculty at FMS, University of Delhi, and Institute of Management Studies, YMCA, New Delhi, for 24 years. He has also been a visiting faculty of IIHMR, NIHFW, SAIL and NTPC. He has organized a number of courses on Hospital Administration for Senior Doctors during his tenure at ESIC. He has been the Editor of Journal of Hospital Administration of IHA for ten years. He has carried out a number of studies and surveys on the role of hospitals in primary health care and has also written a book on Hospitals and Primary Health Care published by International Hospital Federation, London, UK. Last year he has published a Book on "Strategic Management of Hospitals" published by Vikas Publisher. He has been proactive in developing professional management in hospitals and has developed a number of Case Studies. He has attended and presented papers on different aspects of Hospital Management in various conferences at national and international levels.

In his last assignment as Medical Superintendent at ESIC Model Hospital, Rajajinagar, Bangalore, he was instrumental in developing and starting Post Graduate Institute of Medical Sciences and Research, and Under Graduate Medical College, under ESIC. His main interests are in Hospital Operations and Management.



Pradeep K Panda
Professor & Dean (Research)

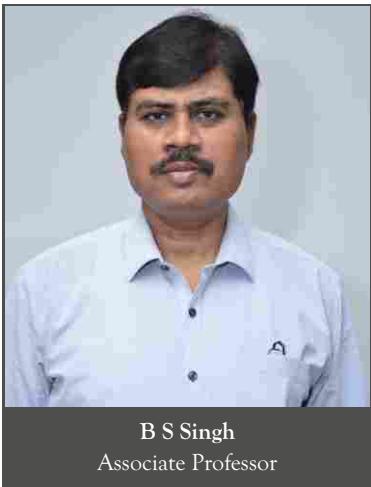
Prof. Pradeep K Panda is a Health Economist as well as a Demographer by training with significant experience in teaching, research and consultancy. Dr. Panda is a Professor of Health Economics and Dean (Research) at IIHMR Delhi. Prior to joining the IIHMR, he has worked in reputed national and international organizations in various capacities – Director of Research and Implementation (Micro Insurance Academy), Health Economist (Population Council), and Associate Professor (Centre for Development Studies). He has conducted several research projects as a Principal Investigator / Project Director, published several research papers in reputed international journals on development studies and public health, co-edited a book published by the Oxford University Press, and guided thesis/dissertation of seven researchers (one Ph.D and six M.Phil in Applied Economics) who were awarded degrees by Jawaharlal Nehru University. He was engaged as a research advisor/consultant to National Commission for Enterprises in the Unorganised Sector, United Nations Development Programme, Centre for Studies in Ethics and Rights, Population Council, Packard Foundation, Futures Group, National Council of Applied

Economic Research, Institute for Human Development and International Institute for Population Sciences. He was awarded two visiting research fellowships to conduct research at International Institute of Social Studies, Erasmus University, The Netherlands (ICSSR and NWO/WOTRO Science for Global Development fellowship) and at International Centre for Research on Women, Washington DC (Ford Foundation fellowship). Dr. Panda is a Visiting Professor at Institute for Human Development, and a Visiting Faculty at XIMB, Xavier University Bhubaneswar.



Preetha GS
Associate Professor

Dr. Preetha G S is a medical and public health professional with about two decades of work experience in health sector including clinical experience. She did her MBBS from Government Medical College, Thiruvananthapuram and MD in Community Health Administration from National Institute of Health and Family Welfare (NIHFW), New Delhi. In IIHMR, she has led research projects in different areas of public health for national and international organizations. Prior to joining IIHMR, she has worked with Ministry of Health and Family Welfare, Government of India; NIHFW and United Nations Development Programme in diverse programmes as Maternal and Child Health, Non communicable diseases and Emerging infectious diseases in various capacities.



B S Singh
Associate Professor

B S Singh is a demographer with specialization in monitoring and evaluation. He obtained his Ph.D in Population Studies and a Certificate Course in Population Studies from the International Institute for Population Sciences, Mumbai. He has a Certificate in Planning and Management Information Systems from Management Sciences for Health (MSH), Boston, Massachusetts, United States of America. He has worked in several large-scale projects such as NFHS-4 supported by the Ministry of Health and Family Welfare-GOI, USAID-India, related to Maternal, New Born, Child Health, Family Planning and Urban Health during the period 1995 to 2015. Prior to joining IIHMR, Delhi, he worked as Project Director in 'Health of the Urban Poor' project implemented by IIHMR, Jaipur, Deputy General Manager (Research & Evaluation) at State Innovations in Family Planning Services Project Agency (SIFPSA), Lucknow, Assistant Director in MAMTA-Health Institute for Mother and Child, New Delhi and as Head-Management Information System in Deepak Foundation, Vadodara. His areas of interest are program planning, monitoring and evaluation, health survey research and project management. In addition to several research publications, he has also published a book titled 'Methods For Estimating Demographic Parameters At Sub-National Level'.



Anandhi Ramachandran
Associate Professor

Anandhi has a cross-disciplinary PhD from the Department of Physical Chemistry, University of Madras and a rich research experience from the department of Civil Engineering, Indian Institute of Technology, Madras and the Laboratory of Membrane Biophysics & Biochemistry, NIAAA, NIH, Rockville, USA. She has a good experience of working in the areas of Information Technology, Bioinformatics, Public Health Informatics and management domains with various degrees like Postgraduate Diploma in Business Management (IS), Postgraduate Diploma in Computer Management, Postgraduate Diploma in Bio-Informatics, Postgraduate Diploma in Public Health Informatics to extend support. She was also nominated and trained in "South East Asian Training Workshop on Bioinformatics Applied to Tropical Diseases" sponsored by WHO-TDR. She has been certified and skilled in various areas related to information technology like oracle/ D2K (USA), Rational Rose and Cache. Prior to joining IIHMR she worked with DOEACC, an autonomous body of the Department of Information Technology, Government of India for imparting Information Technology and Bioinformatics courses (6 years). She also has

professional experience in the IT Industry for nearly five years where she was involved in designing, developing and implementing biomedical and commercial softwares. She was one of the founder members of the start-up company AASMAM. She is also member of professional bodies like AIIMA, Computer Society of India and Indian Association of Medical Informatics. Her research interest includes health analytics, health seeking behaviour, health promotion using m-Health, occupational health and neglected diseases. She has worked extensively on use of information technology in the form of GIS, social networking analysis and social media as a pillar for health system strengthening.



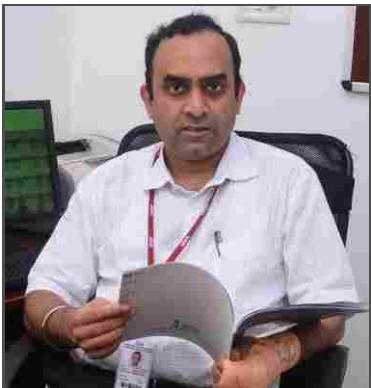
Dhananjay Srivastava
Associate Professor

Dhananjay Srivastava is a Public Health specialist with more than 9 years of experience in research and public health programs in India and abroad. He obtained his MBBS from SN Medical College, Agra and MPH (Field Epidemiology) from National Centre for Disease Control, Ministry of Health and Family Welfare, Delhi. Dhananjay worked with WHO – India, Jhpiego – an affiliate of Johns Hopkins University and Ministry of Health – Kingdom of Saudi Arabia. He has academic experience as ‘Demonstrator’ in the Community Medicine Department of Government Medical College, Haldwani, Uttarakhand. Prior to joining IIHMR he served the Ministry of Health – Saudi Arabia as an ‘Advisor’ and led numerous research activities of the National AIDS Program at the national level. He has also participated in implementation of Sero-Prevalence Study and Mucosal Immunity Study (Randomized Controlled Trial) that were conducted by WHO – India. Dhananjay published several scientific papers in journal of repute and one manuscript named ‘Physical Disability in Rural India’.



Manish Priyadarshi
Associate Professor

Manish has a M. Phil and PhD in Urban Health from Jawaharlal Nehru University, India. Manish is a passionate and result oriented health professional with more than 10 years of experience in health and health policy, advocacy, integrated program planning, research, documentation, programme implementation, partnership management, technical assistance to national and state governments and resource mobilisation. Manish started his career in health as Programme Coordinator in 2007 and has worked at every level of providing solutions and leadership in the health sector. As his career progressed, he worked as Consultant (Research and Evaluation), Research Head and Director (Research and Projects) with Government, Corporate and Research Organizations respectively. Manish Priyadarshi has presented papers at national and international conferences on health and allied sectors and is a member of Young Demographer (Rostock) and Institute of Social Research (Hamburg). Currently, Manish Priyadarshi is working as Associate Professor Public Health at IIHMR, New Delhi. He teaches the courses on public health, health survey and research methods and health policy and healthcare delivery system.



Nitish Dogra
Associate Professor

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



Nishikant Bele
Assistant Professor

Nishikant Bele is an Assistant Professor in the area of Information Systems. 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. Nishikant 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.



Kirti Udayai
Assistant Professor and
Assistant Dean
(Academic and Student Affairs)

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



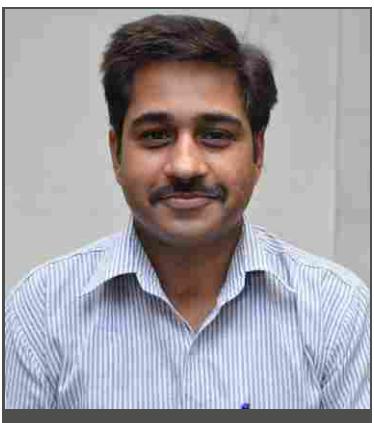
Vinay Tripathi
Assistant Professor

Vinay has received his academic training in Anthropology and obtained Masters, MPhil and PhD from the University of Hyderabad. Before joining IIHMR Delhi, he worked with IIHMR-Bangalore and was involved in teaching courses on Demography, Research Methodology, and Health Survey. With more than five years of experience in the field of research and development, he has coordinated and evaluated diverse projects related to the health, water and sanitation, education and rural development domain. With a 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 also published a paper in a book of international repute.



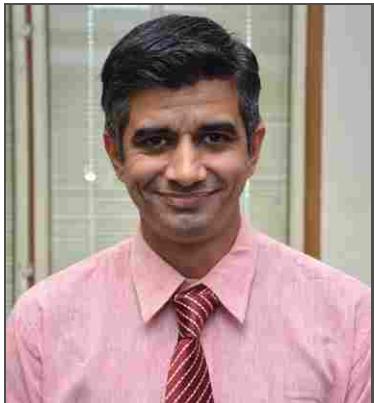
Divya Aggarwal
Assistant Professor

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



Sumesh Kumar
Assistant Professor

Sumesh Kumar works as an Assistant Professor in Health Economics. He holds M.A., M. Phil and Ph. D degrees in Economics and an MBA degree in Finance. During over 14 years of his work experience, he has had the rich experience of working 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 for soft skills programs and attended many MDPs/ Faculty Development Programmes (FDPs). He has also presented research papers at various international conferences.



Pankaj Talreja
Assistant Professor

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 an illustrious 10 year career, Pankaj decided to pursue his passion for Healthcare Finance, which earned him a Master of Business Administration from UPTU, Lucknow. He has also been recognized as a “Master Teacher” by Indian School of Business (ISB), Hyderabad, in 2015. His key area of interest is Healthcare Finance.



Vanishree MR
Assistant Professor

Vanishree M. R. has completed her Masters in Commerce in 2004 from University of Mysore and Master in Administration from Karnataka State Open University, Mysore. She is currently registered for her Doctoral Program from University of Mysore, her research being in the area of ‘Pension for the Unorganized Sector’. She has around 10+ years of experience in academics, teaching management students Finance, Investment and Accounting at all levels. Apart from academics, she also worked as freelance trainer and recruiter for Elgiva Business Solutions (International placements), Bangalore. She was awarded with the medal of honour and a certificate of merit for her contribution to teaching from National Foundation for Entrepreneurship Development, Chennai in 2012 and 2014. She has more than 10 years of experience in academics, teaching Finance, Investment and Accounting to all levels of management students. She has presented research papers at the NAAC sponsored National conference on ‘Feedback and Feed Forward Mechanism in Higher Education’ and ‘New trends in Merchant Banking operations in India’. She has a special interest in aging and unorganized sector, pension system, healthcare costing and public finance. She was Event Manager at the Centre for Excellence, where her focus was on overall development of and support to students. She has the ability to blend corporate etiquette with academic work.

Excellence, where her focus was on overall development of and support to students. She has the ability to blend corporate etiquette with academic work.



Surendra Tyagi
Assistant Professor

Surendra did his BE in Information Technology from MITS Gwalior and M. Tech from Delhi Technological University in Computer Science. He has teaching experience of 8 years in various prominent engineering colleges like DCE Delhi, MITS Gwalior, AIACTR and GBPEC Delhi.

Staff

RESEARCH

Senior Research Officer

Suman Swain, PhD

Nemika Relhan, PhD

Research Officer

Vivek Kumar Pathak, MBA

Project Associate

Gaurav Srivastava, MPH

Trainee Research Officer

Asghar Abbas, M.Sc.

ADMINISTRATION

Sr. Manager (A&P)

Suja Ram Jat, MBA

Admin. Assistant

Shashee Sharma, MBA

Admin. Executive

Surya Prakash Sharma, B.Tech

Sr. Marketing & Communication Officer

Vikram Burman, BA & MBA

Steno Typist

Sunil Kumar, B.Com

Front Office Assistant

Sushila Sherawat, MA

TRAINING

Training Officer

Shikha Bassi, MBA, PGDHM

ACADEMICS

Academic Executive
Tarun Nagpal , MCA

Placement & Alumni Relation Officer
Ashish Tiwari, MBA

Academic Assistant
Atul Gupta, MBA

FINANCE & ACCOUNTING

Assistant Manager
Krishan Kumar Garg, CA

Account Officer
Rajat Mohan, MBA, B.Com

Account Assistant
Amit Kumar Sah, B.Com

INFORMATION TECHNOLOGY

System Analyst
Sukesh Bhardwaj, MCA

Hardworking and Networking Supervisor
Vinod Kumar, B.Sc.

IT Assistant
Satyendra, BA, CCNA

LIBRARY

Librarian
Jagdish Prasad, B.Sc., MLIS

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

Team IIHMR



Facilities at IIHMR Delhi

LIBRARY

“Library Here is where people, one frequently finds,
Lower their voices and raise their minds.”

- Light Armour. McGraw-Hill, 1954

Library is the essential constituent of a nation. It is a place for acquiring of knowledge of any civilized society and it's called heart of any academic institution. The Library of IIHMR Delhi is a state-of-the-art facility among the students and faculty includes alumni.

It is located at the first floor of the four storey is a centralized air-conditioned building. It is a central place for intellectual, academics and research activities. The main objective of the Library is to acquire, process, and disseminate the recent development & information to the readers on work carried out in the field of healthcare and other related subjects.

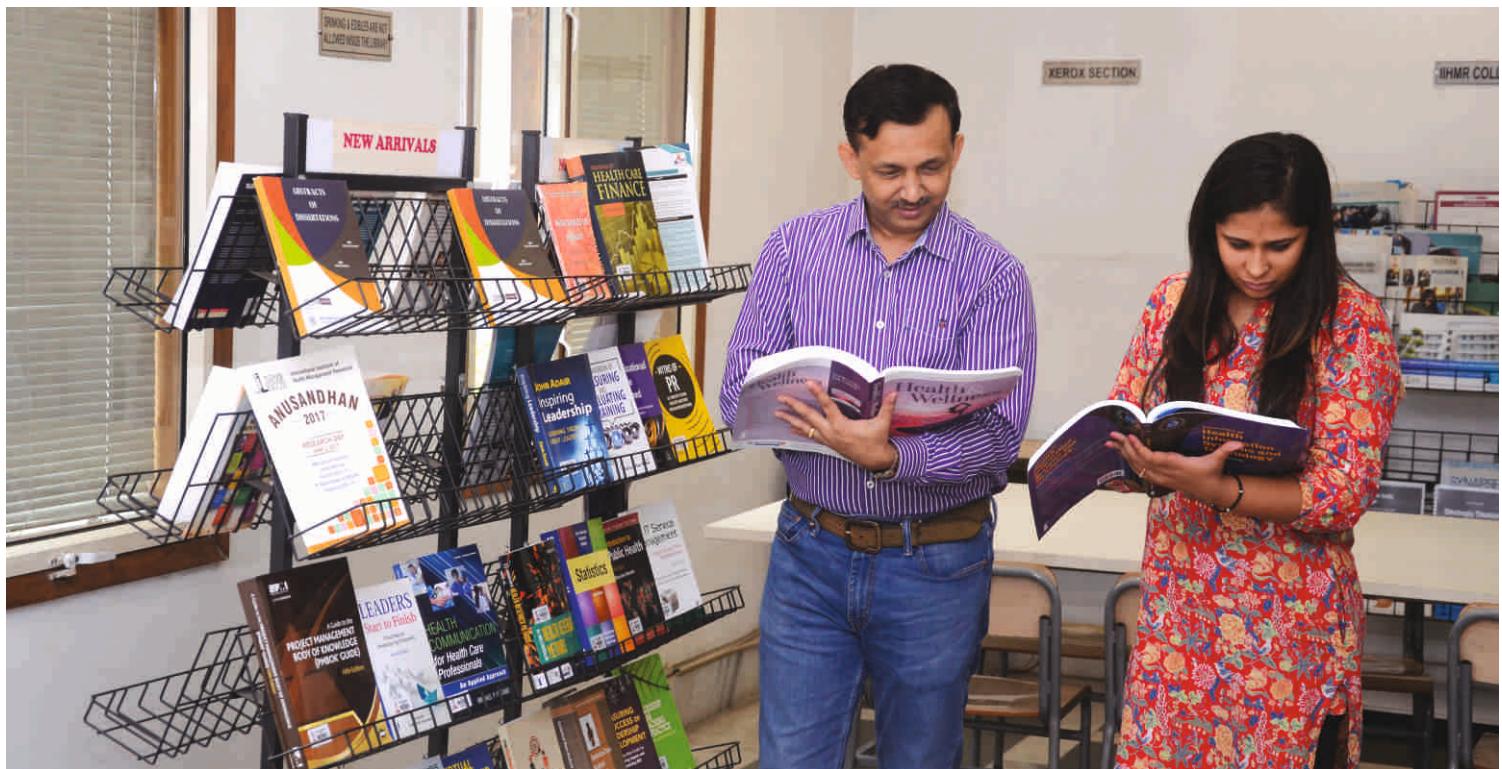
The library has a seating capacity of more than sixty. The library has a state-of-the-art collection of 7503 books, having 5950 unique titles in various fields such as Health Management, Hospital Administration, Health Economics and Finance, Public Health, Healthcare IT, General Management, Management Information Systems, Population Studies, Demography, Research Methodology, Sociology, Economics, Computer Science and other general management areas from where the users can borrow the required books as per rules.



The Library has a well-balanced collection and provides user-friendly services and easy open access facilities to the readers. In order to focus on quality information we receive over 100 National and International periodicals and magazines related to professional management and research. In addition to a few periodicals of general interest, as well as six newspapers published around the globe, the library collection includes 410 CD-ROM and databases, from India and overseas, like Pro Quest Health Management, Indiastat and J-Gate Database.

E-Books: IIHMR Library has subscribed EBSCOhost – eBooks academic subscription collection for all IIHMR campus libraries. There are more than 135,000 eBooks in this package, including titles from leading university presses and coverage with all Academic Subject from leading university presses such as Oxford University Press, MIT Press, State University of New York Press, Cambridge University Press, University of California Press, McGill-Queen's University Press, Harvard University Press and many others. Additional academic publishers include Elsevier Ltd.; Ash gate publishing Ltd; Taylor & Francis Ltd; Sage Publications, Ltd. and John Wiley & Sons, Inc. etc. The Subject coverage includes: Organizational Behaviour, Human Resource Management, International Management, Research Methodology, Supply Chain Management, Operations Research, Strategic Management, Management Information System, Consumer Behaviour & Marketing Communication, Business & Economics, Language Arts & Discipline, Literary Criticism, Performing Arts, Political Science, Social Science, Technology & Engineering, and other academic fields.

All titles are available with unlimited user access, and titles are regularly added & updated (presently 1, 52,326 titles includes).



E-Database & Online Journals: E-journals are being subscribed on-line to facilitate the ongoing research activities and to expand the areas of future research activities. The online journals being subscribed include:

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

Electronic Resource Centre: The library, being the member of Developing Library Network (DELNET), offers various facilities to member institutions through resource sharing. A continuous Internet search is done for identification of new resources, which are subsequently made accessible through the library's home page.

Thesis & Dissertations: A total of 482 thesis and dissertations in both hard and soft copy form are available in the Library.

Reprography Section: Facilities like photocopy, printing, scanning, etc. are provided to the students on payment basis within the premises of the library.

Automation of Library & Services: To keep pace with ongoing technological changes, library records have been computerized for making them accessible to the faculty and students at their work places. This not only saves time, but also makes possible simultaneous multiple access of information, which otherwise is not possible in the case of print formats. Well-known library management software namely Libsys-4 is being used for the automation of library services. Online Public Access Catalogue (OPAC) of books, journals, CDs and Videos available in the library is accessible to the users on intranet.

Opening Time: The Library is open throughout the year from 9.30 am to 8.00 pm on all working days and 9.30 a.m. to 5.00 p.m. on 2nd and 3rd Saturdays and Sundays.

For more details you can also log on to: <http://delhi.iihmr.org/open-library> or visit our IIHMR Delhi Website and click on the link to 'Library'.

I.T. CENTRE

The Computer Centre is well equipped with modern infrastructure connecting more than 171 nodes across the Institute premises. The Computer Centre is connected with a dedicated Internet Lease Line (ILL) providing 24*7 supports for research, training, teaching and consultancy activities. The IT centre also has a secured network framework of more than 171 desktops, 12 LCD projectors and 38 printers. For students, faculty and staff members, facilities like secured Wi-Fi Campus, Wi-Fi rest house along with Wi-Fi Hostel is maintained by the IT centre. All the computers in the Institute are connected with the Campus Wide Network on a secured network. The Computer Centre is actively engaged in teaching and training in IT (Information Technology) by means of conducting various MDP programs related to IT. The IIHMR New Delhi Computer Centre is also undertaking training related to data analysis skills.



GIRLS HOSTEL

The Institute has a hostel close to its premises consisting of 20 spacious and well-ventilated rooms. All the hostel rooms are fully furnished with beds, study tables, chairs and inbuilt cupboards and are equipped with ceiling fans, lights and coolers. The hostel also has a common dining hall with hygienic dining facilities, equipped with a television set for student entertainment. For the safety of the students, a fully trained guard keeps vigil at the main entrance

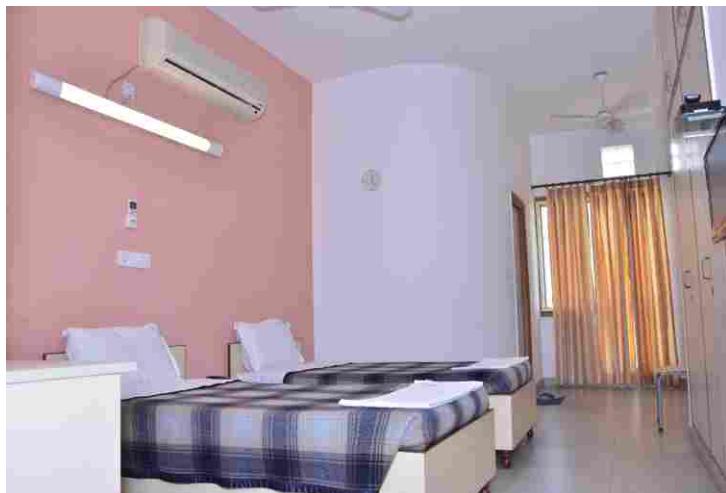


GUEST HOUSE

The Institute has a state-of-the-art guesthouse with facilities like air-conditioned rooms, cable television, hot-water showers, kitchen services, wi-fi and parking facility.

GYMNASIUM AND SPORTS

The Institute has a well-run gymnasium equipped with treadmill, multi gym, cycle and cross trainer. With the aim of promoting good health for all, the Institute constantly strives to improve the amenities related to the gymnasium and sports.



GUEST HOUSE



GYMNASIUM

IIHMR Group of Institutes

IIHMR UNIVERSITY, JAIPUR

The IIHMR University is a specialized and exclusive research university for management research, postgraduate education and training. The University aims to generate new knowledge and technologies to provide evidence and inputs for developing effective policies, health interventions and strategies. The origin of the IIHMR University has its roots in the significant pioneering contribution of Institute of Health Management Research, (IIHMR) Jaipur over the last three decades, towards policy and program management research, capacity development in health and hospital management in India and South East Asia.

The IIHMR University has a mission to improve the standards of health through better management of health care and related programs through management research, education, training and institutional networking with a national and global perspective. The World Health Organization designated IIHMR as a WHO Collaborating Centre for District Health Systems based on Primary Health Care, for its significant contribution in strengthening health systems, by promoting and conducting health policy and program management research and capacity building. The Ministry of Health and Family Welfare, Government of India identified it as an Institute of Excellence for training and capacity building. A critical mass of professionally trained health care, hospital, rural and pharmaceutical managers has been produced by IIHMR to better manage health systems. The University has been instrumental in a paradigm shift in management of health care programs and hospitals in India.

For its significant contributions towards health, hospital, rural and pharmaceutical management education, the Institute has been awarded several Leadership and Best sectoral B-school awards. In addition, IIHMR has become a major destination for training and capacity development in leadership and strategic management, hospital management, disaster management, quality management, project management, health management information systems, health economics and finance.



INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR), BENGALURU

Institute of Health Management Research (IIHMR), Bengaluru was established in 2004. The Institute is a premier institution focussing on Health Management, Hospital Management Research and Training in South India. The major thrust areas of the Institute are Hospital Management, Primary Health Care, Reproductive and Child Health, Population Sciences, Health Economics, Health Finance, and NGO Management and Networking.

The Institute runs Postgraduate Programmes in Hospital and Health Management, conducts training programmes for healthcare professionals, provides technical assistance for institutional capacity development, and undertakes research. The All India Council for Technical Education (AICTE), Ministry of Human Resource Development (HRD), New Delhi has approved the Postgraduate Programme in Hospital and Health Management. Since its inception, the Institute has been actively involved in carrying out research activities. Over the last decade, the Institute has also seen a significant increase in the number of research project and studies that it undertakes.



INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR), KOLKATA

IIHMR Kolkata is an upcoming centre of IIHMR Society and takes forward the organizational mission of professionalising healthcare by responding to research, training and consultancy needs in eastern and north-eastern India. Like its counterparts in Jaipur, Bangalore and Delhi, IIHMR Kolkata provides the professional expertise and rigour that has become synonymous with IIHMR in India and abroad, expanding the frontiers of knowledge and strengthening programme management and capacities to secure people's health in the region. The engagement of IIHMR Kolkata with various stakeholders in eastern and north-eastern states of India dates back several years. The Institute has played a central role in evidence generation, systems strengthening and program evaluation in the region. Different states in the region have been the exclusive focus of various studies undertaken by the Institute. To cite a few examples, IIHMR has imparted management training to officials of the Department of Health, Government of West Bengal. In 2008, the Institute undertook the midterm review of West Bengal Health Systems Development Initiative. Some other projects in the recent past include: HIV/ AIDS Prevention and Care Programme for Rural and Tribal Youth (Orissa), Taskforce Study of Cardiovascular Disease Related Lifestyles and their Behavioural Determinants among Different Population Groups in India (West Bengal), Mapping of Private Health Facilities in Ranchi (Jharkhand), Study on Accessibility and Utilization of RNTCP Services by Scheduled Castes and Scheduled Tribes (Orissa, Manipur), Rapid Assessment Survey of Blindness (Sikkim), Cost Effectiveness of Gender Sensitisation Strategies in Revised National TB - Control Program (RNTCP) (Orissa), Evaluation of NGOs Under National Programme for Control of Blindness (Orissa), A Study on Organizational Structure and Development of Human Resource Development Policy (Jharkhand), Drug Policy (Jharkhand), Appraisal and Evaluation of Mother NGOs under The World Bank Assisted Reproductive and Child Health (RCH) Programme (Sikkim, Tripura, Bihar), etc. IIHMR Kolkata takes forward the association by concentrating on health and healthcare issues in eastern and north-eastern India.

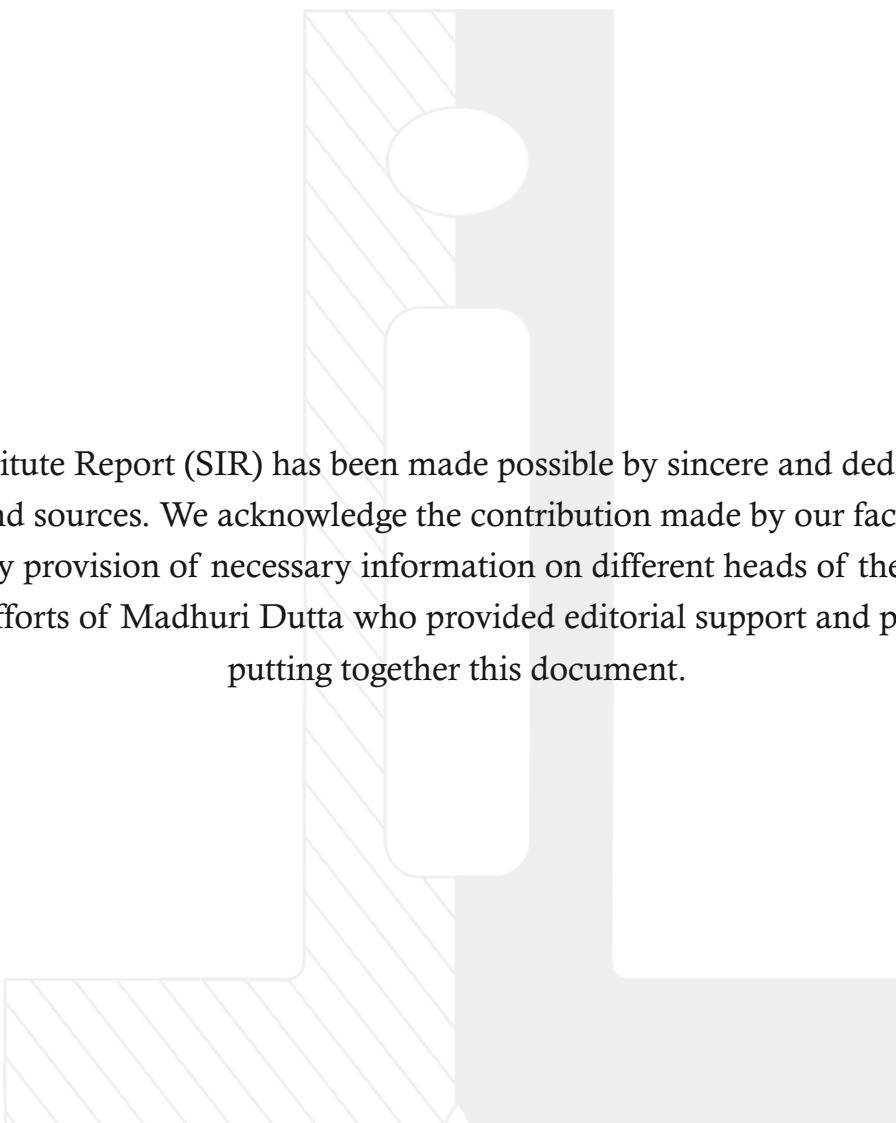


Editorial Team



L to R : Tarun Nagpal, Jagdish Prasad, Sukesh Bhardwaj, Ashish Tiwari, Shikha Bassi, A K Khokhar, Sanjiv Kumar, Kirti Udayai, Suja Ram Jat, Sunil Kumar, and Vinay Tripathi

Acknowledgements



The State of Institute Report (SIR) has been made possible by sincere and dedicated inputs from several people and sources. We acknowledge the contribution made by our faculty members and staff in timely provision of necessary information on different heads of the SIR. We also acknowledge the efforts of Madhuri Dutta who provided editorial support and precious inputs while putting together this document.

Route Map - IIHMR Delhi



IIMR Delhi Social Media Sites



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International Institute of Health Management Research

Plot No. 3, Sector 18A, Dwarka, New Delhi - 110075 | Ph.: 011-30418900 | Mob: +91 9313346882 | Fax: 011-30418909

Toll Free No. 1800 102 9120 | E: info.delhi@iihmr.org | W: www.delhi.iihmr.org

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