



Vol. 02, Issue No. 01

July - August 2023

Pages: 18

Ensuring safety for our most vulnerable patients: Lessons from the 2023 British NICU serial murders case



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A 33 year old female British nurse was convicted on the 18th of August this year for the murder of 7 newborn babies and the attempted murder of 6 more babies.(1) The nurse shall remain unnamed in the text of this article, lest the limelight shift from the suffering of her victims and their families, and the soul-searching the health management profession is called upon to exercise, to the sensationalization of her crimes.

The nurse carried out these horrifying deeds during an approximately one-year period spanning 2015 to 2016 at the Countess of Chester Hospital (CoCH) in Cheshire, located in Northwest England. This is a major hospital with over 500 beds, and is the primary National Health Service (NHS) hospital serving a population of nearly 400,000 people living in the city of Chester and surrounding rural areas.(2)

A cursory search of the internet will reveal the multiple opportunities for detection and mitigation that were disregarded by hospital administrators in the CoCH NHS Foundation Trust. Alarms were raised as early as June 2015 (after the initial four deaths) and thereafter repeatedly, by more than one pediatrician caring for premature newborns in the Neonatal Intensive Care Unit (NICU), as babies began to collapse and die for inexplicable reasons and as NICU mortality figures increased to more than could be attributed to the natural vulnerability of premature newborns. Hospital executives, however, refused to take cognisance. They failed to institute accurate reporting and review mechanisms and did not conduct impartial and detailed root cause analyses. Instead, senior hospital managers went to the extent of insinuating that the doctors had pointed fingers at the nurse for vested interests including covering up their own incompetence and deficiency in providing standards-appropriate care to the babies.(3–6)

The rightly concerned doctors had detected early on the odd association of the nurse's presence with each incident



Image credit: <https://www.dreamstime.com/image-premature-baby-incubator-image123548172>

of a baby collapsing or dying. They called for a further detailed probe with forensic investigation. The nurse however, brought counter allegations of bullying against the doctors. Hospital bosses unilaterally sided with the nurse. They warned the pediatricians that the parents of the killer nurse had threatened to report them to the General Medical Council (GMC, i.e, the British doctors' regulatory authority). They painted a grim picture of loss of reputation if the neonatal ward were cordoned off for a police investigation or if a complaint were raised to the GMC. The doctors were forced to write a letter of apology to the killer nurse and attend mediation sessions with her where they were treated as being in entirely the wrong, and the nurse was considered a victim.(7–10)

Despite being thus intimidated and silenced, health care providers at the hospital, notably Dr. Stephen Brearey and Dr. Ravi Jayaram, continued to advocate for deeper exploration of the unexpected and inexplicable deaths of so many babies. The nurse, after a year of causing immeasurable harm, was redesignated to administrative duties. The Royal College of Paediatrics and Child Health (RCPCH) was called in to carry out a third-party review of the mortalities, but the RCPCH investigators were also not clearly briefed about the needle of suspicion pointed at the specific nurse. They too, were alarmed by the findings and recommended a forensic review of each death. In the interim, the nurse's grievance and her accusations of workplace harassment were taken at face value, and she was assured of return to clinical duties and even promised support for pursuing higher studies.(3,5,6,8)

Finally in May 2017, when the serial killer nurse was on the verge of returning to wards and presumably resuming her spree of murders, hospital management agreed to call in the police. A short interview with the whistleblowers convinced the investigating officer that the cases deserved formal investigation. The case turned out to be straightforward with abundant and unambiguous evidence of culpability, resulting in the nurse's conviction and subsequent Whole-Life sentencing.(6,11)

Administrative errors and negligence are clear throughout this sequence of events. Political leadership has now ordered an inquiry into the management lapses, and calls are mounting for health administrators in the United Kingdom to be held to the same stringent professional and accountability standards as medical and nursing staff. The GMC has highlighted the importance of administrative support to whistleblowers in its latest guidance document.(12–15)

The former chief executive of the Countess of Chester Hospital, who has disgraced the entire healthcare

profession for his role in blocking investigation efforts,(16) and who will also not be named in this essay, has reportedly defended his actions saying:

“Without doubt the need to balance the competing priorities of the safety of babies and their families, the health and wellbeing of our staff and the reputation of our services makes it easy to question my judgment and my approach to managing these.”(10)

In my opinion, this quote is the most revelatory indicator of the skewed management thinking that led to this series of preventable deaths and disabilities (the latter in children who survived the murder attempts). I conclude by emphasizing that the health and wellbeing of health care providers is essential inherently and to ensure standards of care. The reputation of services, when justly earned, is important as well. As we travel on our individual career and life paths, however, we would be well advised to engrave on our conscience that there is no priority that can remotely compete with the safety of babies and indeed, of any patient under our care.

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INAUGURATION OF PGDM 2023-25 BATCH

The Institute of Health Management Research (IIHMR) Bangalore proudly inaugurated the 2023-25 batch of the Post Graduate Diploma in Management (Hospital and Health) in a grand ceremony on 1st July 2023. The event marked an auspicious beginning for the 14th batch of students, who are determined to make a significant impact in the healthcare industry.

The inauguration ceremony commenced with the welcome address by Dr. Kirti Udayai, Associate Dean Academics, IIHMR. Dr. Udayai expressed her delight in welcoming the new batch of students and emphasized the institute's commitment to providing a world-class education that equips them with the necessary skills and knowledge to excel in the dynamic healthcare industry. Dr. Usha Manjunath, Director, Institute of Health Management Research, Bangalore, extended her warm greetings to the new batch of students. She highlighted the institute's strong industry collaborations and the importance of practical exposure in preparing the students for real-world challenges.



The highlight of the ceremony was the address by the honorable Chief Guest, Mr. Naveen Kumar, IAS Special Secretary, Government of Uttar Pradesh. Mr. Kumar shared valuable insights into the tremendous growth opportunities in the healthcare sector and how the government is taking initiatives to improve healthcare facilities across the country. He encouraged the students to embrace innovation, compassion, and leadership as they embark on their journey to transform the healthcare landscape.

Adding to the wealth of knowledge shared during the ceremony, Mr. Mayank Rautela, GROUP CHRO of Care Hospital, took the stage as the Guest of Honor. Mr. Rautela emphasized the crucial role of effective managerial practices in running hospitals and healthcare organizations. He highlighted the need for strong leadership, strategic planning, and efficient resource management in achieving operational excellence.



The inaugural ceremony was presided over by Dr. S. D. Gupta, Trustee Secretary, IIHMR Society. Dr. Gupta commended the students for choosing a noble profession and assured them of the institute's unwavering support in their educational journey.

Following the formal proceedings, the ceremony was filled with vibrant cultural dance and musical performances by the students from the 2023-25 batch. The students showcased their talents, celebrating the diverse cultural fabric that enriches the IIHMR community. The inaugural ceremony concluded with the rendition of the National Anthem, resonating the collective pride and unity of the IIHMR Bangalore community.



Address by the honorable Chief Guest, Mr. Naveen Kumar, IAS Special Secretary, Government of Uttar Pradesh and Guest of Honor Mr. Mayank Rautela, Group CHRO of Care Hospital.

Bangalore Darshan

To kick start the beginning of a new journey for the 14th batch (2023-25) at IIHMR Bangalore, an opportunity was created by the institute and staff for the new batch to interact with each other as IIHMR always had a wide range of students from various locations, carrying different cultures and values with them, this effort by the institute was to create a healthy bond and understanding between the new batch as well as among teachers and the batch.



The students were taken to Shilhandra Resort, whereby playing various outdoor team games such as Cricket, football, badminton, and volleyball the bond among students grew stronger and the sportsman spirit helped them to get closer to the faculties as well as their classmates. The trip helped students from different states to explore the beauty of Bangalore and its culture. The visit also created a sense of belonging within the group and better understanding among the batch.

CONVOCATION

IIHMR Bangalore celebrated the 12th Convocation Ceremony of PGDM Batch 2021-23 on the 22nd of July. The soon-to-be graduates were adorned with ethnic wear. The excitement of the graduating batch to step into the new world was palpable. The ceremony was graced by the presence of an esteemed chair of dignitaries; Chief Guest: Maj. Gen. (Dr. Prof) Atul Kotwal, Executive Director, National Health Systems Resource Centre, Guests of Honor: Dr Naveen Bhat, IAS, Mission Director, National Health Mission, Govt of Karnataka, and Dr K.B. Linge Gowda Vice-Chancellor Sri Siddhartha Academy of Higher Education, Tumkur Karnataka, Dr. Shiv Dutt Gupta, Trustee Secretary IIHMR Society and Dr. Ashok Aggarwal, Founder Trustee IIHMR and Baruka Charitable Trust.

The event was inaugurated by lamp lighting. Dr. Kirti Udayai, Associate Dean Academics and Student Affairs IIHMR Bangalore, welcomed the gathering and shared how the day marked a significant milestone in their lives, symbolizing years of hard work, dedication, and growth. Dr. Usha Manjunath, Director IIHMR Bangalore, presented the Institute's report. Dr. Usha highlighted how the faculty strived for continuous improvements and upskilling. She further highlighted how the curriculum and teaching methods were being upgraded to prepare the students for a promising professional journey.

Chief Guest Maj. Gen. (Dr. Prof) Atul Kotwal, Executive Director, National Health Systems Resource Centre, addressed the gathering and brought their focus to the rampant growth of the public sector in healthcare. He highlighted how professionals like us are needed to take the growth further.

Guests of Honor Dr Naveen Bhat, IAS, Mission Director, National Health Mission, Govt of Karnataka, encouraged the students to keep working hard and not lose focus of their vision. He emphasized how it was important to not let small hiccups bring you down, and how a little extra work can go the long way.



Dr. K.B. Linge Gowda Vice-Chancellor Sri Siddhartha Academy of Higher Education, Tumkur Karnataka, urged the graduates to keep evolving their areas of expertise. HE highlighted how it was important to focus on all-round development and not restrict oneself.

Trustee Secretary of IIHMR Society Dr. Shiv Dutt Gupta congratulated the graduating batch on receiving their degrees and successfully completing their journey with IIHMR Bangalore. He encouraged them to have faith in themselves and in the path ahead and assured them that success would follow, all they needed was a little discipline and a little hard work.

Soon it was time for the PGDM (Hospital and Healthcare Management) Batch 2021-2023 graduates to receive their degrees. Among continuous roaring applause the batch was awarded their degrees. Among roaring applause and cheer the batch received their degrees, transitioning from students to alumni of IIHMR Bangalore. From each batch, the Institute award gold medals to the meritorious students who have gone the extra edge and achieved excellence. This year the following medals were awarded: Shri VP Agarwal Gold Medal- Hospital Management- Dr. Pramudha Shree Mourya G V, Health Management- Ms. P S Karpaga Priya, Health IT Management- Dr. Nithya Verma C S and Pharmaceutical Management- Dr. Pavithra Sudhakaran. Shri M L Mehta Gold Medal for All Round Achievement was awarded Dr. Akshaya Gupta.

Completing a degree is just the first step in committing oneself ethically and responsibly to transforming the outside world as one steps into it. To lead future leaders into this responsibility Dr Kirti Udayai guided the graduates through the “Management Oath”.



Dr. Ashok Aggarwal, Founder Trustee of IIHMR addressed the gathering, he illuminated a bright and promising future for the graduates, encouraged them to work hard, and promised that if they dedicate themselves to their work, the returns will be more than promising. He also released the compilation of dissertation abstract book- The Abstract.



As our dignitaries addressed the gathering, they left many wisdom tokens behind. From highlighting the importance of humanizing the healthcare industry to adopting flexibility in their attitude to continue learning and growing in their careers.

GUEST LECTURE

On August 24th Dr. C S Kedar, retired IAS officer who has served as Director General-ESIC. He has 34 years of experience in public administration, project management & business process recently re-engineering, took a lecture on the concept of the “General Administrative Classical Approach of Principles of Management” for our 1st year PGDM students at IIHMR-B.



During the lecture, Dr. Kedar provided an overview of the theoretical framework of general administration and explained the importance of principles and discipline in achieving efficiency and effectiveness in an organization. He also discussed the concept of centralization and decentralization and the importance of maintaining a clear and unbroken chain of command for effective decision-making and organizational functioning.

His session provided a comprehensive understanding of various management approaches and their theoretical framework along with practical implications. Students gained valuable insights that can be applied to enhance an organization's efficiency and effectiveness.

Leveraging AI for Rural Health

In the era of Artificial Intelligence and Virtual Reality, it is essential to integrate healthcare with these advanced technologies which would address the issues prevailing in society as a part of IIC and ADMIRE on the 30th of August, a workshop was conducted at the IIHMR-B where the main focus of discussion was “Leveraging AI for Rural Health”. Dr. C.S Kedar IAS (Retd) and Mr.Praveen Srivatsa, Director, Thinkar Foundation conducted the sessions.

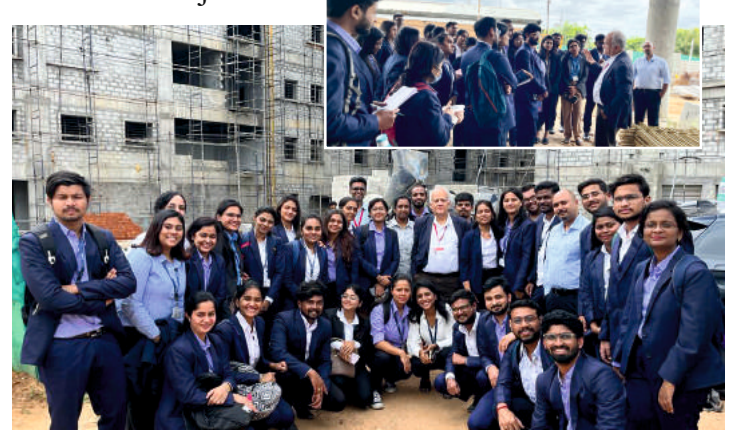


As India has a huge population it becomes very difficult for a doctor to cater to every patient, Here to help our Doctors Thinkar hub has come up with an idea and build an application that takes the patient history and summarises it with the help of artificial intelligence/ machine learning (AI/ML) which in turn helps the doctor for a better understanding of the patient and enhances the efficiency of the Doctor, along with it they are also working on applications related to Rehabilitation and a Malnutrition Dashboard to monitor the intake of nutrition Vs the amount of nutrition required. The application is still in the pilot testing phase and the main focus of this application is to expand the reach of doctors to rural areas and improve the quality of their lives, presently they are working towards making the application multi-lingual which would increase the acceptability among the rural population.

STUDENT FIELD VISIT

Sai Ashrya Hospital

At IIHMR Bangalore it is the foundation to take theory and practical knowledge hand in hand. It has been an inherent part of the curriculum to expose students to the industry for a better in-depth understanding of the curriculum subjects.



As a part of the hospital planning curriculum, the Hospital Management students were taken on a field visit by the Associate professor Mr. Piyush Kumar to Sai Ashraya Hospital in Kolar. It is a greenfield project that is at present under construction and hence is the perfect place to understand the hospital layout from scratch. During the visit, the students were given a detailed briefing about the entire infrastructural, electrical, machine planning, and other aspects that are very important when it comes to hospital planning. The visit was very informative and gave a very in-depth understanding and the importance of the hospital layout and infrastructure planning.

Aster Hospital

While understanding the healthcare industry it is important to understand how the market and the individual organizations work together and affect each other. As a part of studying the hospital utility services a



field visit was arranged to Aster Hospital, Tirupati by Associate Professor Dr. Kirti Udayai. The hospital has undergone acquisition and is in the process of NABH accreditation. To meet the quality standards there have been many insightful strategic changes. This was a perfect opportunity to see how all the utility services are interlinked and together contribute to the overall function of the hospital.

Field Visit to Arogya Soudha

Students of Health Management specialization visited Arogya Soudha, Department of Health and Family Welfare, Government of Karnataka on 3rd August 2023 as part of their Program Planning Implementation Monitoring and Evaluation module.

Their journey began with an insightful visit to the Ayushman Bharat Arogya Karnataka office. Here, we delved deep into the inner workings of the Health Insurance Regime, gaining a comprehensive understanding of its mechanisms. This office oversees the administration of seven different schemes under the Ayushman Bharat Arogya Karnataka umbrella.



The next stop led them to explore the Ayushman Bharat Health and Wellness Centers, a vital component of healthcare in India. The students were particularly interested in understanding the commendable practices that Karnataka has been implementing in this regard. This session provided valuable insights into the operations of various departments, including Human Resources, Quality Assurance, Programme Implementation, and Finance.

One of the highlights of the visit was witnessing a monitoring session conducted by the Director of Reproductive and Child Health (RCH) for Karnataka. This experience offered them a firsthand look at how the state is dedicated to ensuring the effectiveness and efficiency of its healthcare programs. The field visit to Arogya Soudha was not only informative but also inspirational, as the students saw firsthand the commitment and efforts being made to improve healthcare delivery in Karnataka.

STUDENT CLUB ACTIVITIES

IIHMR Bangalore has initiated four student clubs: the Entrepreneurship Club, the Community Engagement Club, the Management Club, and the Literary Club to focus on outcome-based education and skill development of the students.

ENTREPRENEURSHIP CLUB

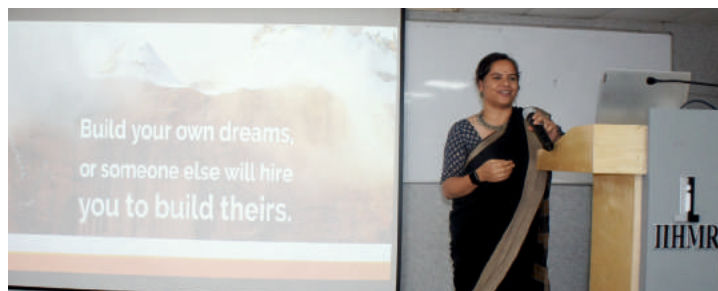
Visit to Bangalore Bioinnovation Center (BBC)

The entrepreneurship club members had the incredible opportunity to visit the Bangalore Bioinnovation Center (BBC), in Electronics City, Bengaluru. “The Bangalore Bioinnovation centre is a research and development centre dedicated to bringing cutting-edge life-science innovation from bench to bedside through collaboration with biotechs and academia”. During the visit the students met with Dr. Veeranna S, Senior Scientific Officer and Director of Bio Innovation Centre and had discussion about potential collaboration, attending workshops, Seminars and sign a Memorandum of understanding.



Expert Talk

The entrepreneurship club at IIHMR Bangalore organized an Expert Talk on “My Journey as an Entrepreneur” by Ms. Khushbhu Sewariya. Ms. Khushbhu who is alumnus of IIHMR holds an excellent track record for managing the quaternary care supply chain, driving patient delight with efficient hospital processes and better financial numbers through excellent team performance. She shared her journey right from the grassroots level as senior operation Manager with Corporate hospitals to dynamic healthcare startups, playing a key role in business expansions, and automation of healthcare startups. Students were directed, counseled, and thereby motivated to think “out of the box” and bring significant changes to a better living.



Visit to G 20 DIA

The visit was organized by the college's Entrepreneurship Club accompanied by Professor Pankaj Rahi. Students at IIHMR-B had the opportunity to talk to more than 170 startups and learned about how to effectively shape Digital Public Infrastructure (DPI) of the future. India's depth and strength in digital diplomacy and digital economy at world stage in carefully drafting the outcome document, adept handling of new ideas coming to the fore for the first time and harmonizing diverse & conflicting views among G20 members. India has embarked upon an ambitious journey by taking over the G20 presidency. As part of the effort, the Ministry of Electronics & Information Technology (MeitY) has launched G20 Digital Innovation Alliance (G20-DIA) to showcase innovative solutions and create an alliance of innovation ecosystem players, including startups, investors, mentors, and institutions who are building digital public goods/innovations for the betterment of economies and the upliftment of society. Students learned about India's depth and strength in digital diplomacy and digital economy at world stage and how to build unshakable belief of India in innovation, speedy implementation of DPI, modulated by spirit of inclusion-leaving no one behind. Know about the solutions to create, manage and maintain digital infrastructure and facilities smartly and secure through cyber security, digital platform and 5g technology. Thoughts on innovative startups and ideas were shared and got to know how support is provided in research and development for flushable sanitary pads. Students were thrilled to meet Anabio Technologies team members and even witnessed the actual demonstration of the product being made.



The G20 Summit visit served as a platform for students to gain practical knowledge, network with accomplished professionals, and learn about the intricacies of transforming innovative ideas into thriving enterprises. This event undoubtedly contributed to the students' growth and understanding of the entrepreneurial landscape.

COMMUNITY ENGAGEMENT CLUB

The community engagement club visited the Primary Health Care Center, Anganwadi, Government Primary School, and Medical Camp today. They interacted with the staff and patients at the health care center, volunteered at the Anganwadi, and helped out at the medical camp. It was a great day to give back to the community and make a difference in the lives of others. The club members learned about the services offered at the Primary Health Care Center, such as immunizations, family planning, and maternal and child health care. They helped out at the Anganwadi by playing with the children, helping with the cooking, and cleaning.



At the Medical Camp, they assisted with distributing medication, taking vital signs, and providing basic health education. The club members were happy to be able to give back to the community and make huge a difference in the lives of others. On Friday for club activity, the group organized various competitions like "reel making" and "online quiz on breastfeeding" in which all the students from different clubs actively participated.



MANAGEMENT CLUB

“Chanakya Ghosti- management group” organized a dance competition “Kurukshetra Prabandhan-Nritya natika” referring to events from Mahabharata under the theme- Principles of Management. The dance performances were thoroughly enjoyed by the audience and was given a standing ovation by the faculty members; the first position was bagged by Dr. Shailaja Khushwaha, Dr. Aroma Ganguly, Dr. Vijayalakshmi, Ms. Idira Saha, Ms. Subha Rasappanand; the group was awarded with amazing Amazon vouchers, the first runner up Priyanka, Srivalli, Geetanjali, Sudipta, Varshini, Vamsi and Shiva Sai were awarded with the trophy and certificate of appreciation for their performance. Dr. Kirti Udayai, the Chairperson of the Management Club also encouraged the special performances; solo dance by Gayathri and short poetry by Ayushman.



There was also a “Roll n Reel” competition where students were asked to submit videos/reels stating management principles, among the 7 video entries; first prize was awarded to the community engagement group which included Purvi, Lakshmi, Saraswati, Suhaas, Ashlin, Priyanka, Shreyada, Prajhna, Neha Sharma, Swati. The first runner up were Radhika Rathi, Raksha, Riddhika, Minu, Samreen, Vamsi Krishna, Siva Sai, Tamalika, Sudipta and then second runner up were Sanjay, Ebin, Tishura, Sharath, Chingme.

ALUMNI BYTES (PGDM BATCH 2021-23)

Dr. Nithya Varma CS



Health IT Management

Life at IIHMR Bangalore was an unexpected journey for someone from a medical background. I was forced pushed me beyond my comfort zone to seize every opportunity that crossed my path from the very beginning. This transformative experience ultimately led me to my current role in a Big 4 firm, a dream I had long harboured before joining this course. The rigorous curriculum, while demanding, honed my management skills and helped me transition into the dynamic corporate environment. Apart from academics, I can confidently say that IIHMR's fervour for organizing and celebrating cultural events remains unmatched by any other institution I know of. Post-graduation, I have had a great start to my career with my role as a Consulting Analyst at Deloitte. The comprehensive management concepts imbibed during my time at IIHMR have seamlessly integrated into my work in the consulting domain. In retrospect, life at IIHMR was more than just an academic pursuit – it paved the way for my new professional journey and I'm immensely grateful for the impactful experience IIHMR Bangalore has provided me with.

Dr. Pramudha Shree Mourya G V



Hospital Management

I'm Dr. Pramudha Shree Mourya G V, a dental graduate with Post Graduation Diploma in Management (Hospital and Health Management) from the esteemed institute, IIHMR Bangalore. The two-year journey was not just about acquiring a degree but about fostering a mindset of continuous learning and adaptability, qualities that are essential in an ever-evolving sector like healthcare. The experience has not only laid the foundation for my career but has also enriched me as an individual, equipping me to contribute meaningfully to the healthcare ecosystem.

The institute provides a vibrant and conducive environment, engaging discussions with professors and peers which helps in gaining a holistic understanding of healthcare management, from operational aspects to strategic planning. The interactive sessions, case studies, workshops, guest lectures, and real-world examples shared by experienced faculty members are enriching to the learning journey, enabling to connect theoretical knowledge with practical scenarios. The pinnacle of the institute is the placement drive through which I was placed at Narayana Hrudayalaya as a Senior Executive in the Corporate Quality department. This new beginning of

the promising career path not only reflects the quality of education the institute is providing, but also its industry connections across.

I will always remain thankful and grateful to IIHMR Bangalore for providing such a great start to my professional journey by equipping me with a well-rounded skill set that is essential for success in this field.

Ms. PS Karpaga Priya



Health Management

My time at the Institute of Health Management Research Bangalore as a health management student was truly enriching. The faculty's unwavering support and expertise created a dynamic learning environment. Engaging in classes not only imparted theoretical knowledge but also practical insights into the healthcare industry. The guidance provided for research papers was invaluable, fostering critical thinking and research skills. Having now transitioned into a role as a Research Officer within the same institute, I am grateful for the solid foundation it has provided me with. The continuity allows me to apply the principles, learned as a student to real-world projects. The seamless integration from student to professional showcases the institute's commitment to nurturing holistic healthcare leaders.

Ms. Pavithra Sudhakarana



Pharmaceutical Management

Pursuing a master's degree is an important milestone in one's academic and professional journey and It is extremely important to choose an Institution that would offer me opportunities for personal and professional growth. That is when I came across IIHMR-B. Once I got into this PGDM programme, I was exposed to a lot of activities that challenged me to think critically, conduct research, and develop new skills. In addition to this, I also had the opportunity to network with professionals from my field of Interest and attended various conferences and events.

These experiences have definitely provided me with a lot of valuable insights into the real world. Alongside I did my Internship with 3M which has given me the opportunity to work in my field of choice (Pharmaceutical) and gain significant knowledge. I am so grateful to the entire Fraternity of IIHMR. A big shoutout to all the teaching and non-teaching faculty at IIHMR University for their constant support and tireless efforts!

Now that I have started the next phase of my life, "Career" it's definitely filled with mixed emotions. From

being overwhelmed with new projects to being Financially Independent! The phase has it all!! So, we just Boss up and live it! Honestly, I feel blessed to be where I am at this phase of my life.

Dr. Akshaya Gupta



Health IT Management

IIHMR has played a pivotal role in my personal and professional growth, for which I am profoundly grateful. The institution has provided me with an exceptional group of mentors, who have dedicatedly worked towards shaping my intellectual capacities and layering my skills. The distinctive amalgamation of unwavering support and unbridled enthusiasm that IIHMR, as a whole, brings, has propelled my career trajectory in the desired direction. As I immerse myself in the dynamic realm of professional endeavours, the importance of making well-informed decisions becomes paramount. Having established a robust foundation at IIHMR, I find myself better equipped to navigate the intricacies of the professional landscape. The pedagogy, the brilliant engagements, and the guidance received within the campus have collectively broadened my horizons and facilitated a deeper understanding of the healthcare industry. This exposure has encouraged me to transcend the confines of academic literature and embrace innovative thinking. Undoubtedly, comprehensive learning has emerged as the cornerstone of my success in the industry. My role as an HMIS Analyst is enriched by the knowledge, skills, and perspectives garnered during my time at IIHMR. The institution's contribution to my professional journey remains invaluable, and I hold a deep appreciation for the holistic learning experience.

EDITORIAL TEAM

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NURTURING TOGETHER

Celebrating Breastfeeding Week in Bangalore's Urban Slums

The Institute of Health Management Research, Bangalore, celebrated World Breastfeeding Week 2023 with a series of events under the theme: "Let's make breastfeeding and work, work!"

The initiative took place in the heart of the urban slums of Bangalore, creating a meaningful impact. The program was scheduled for a week which included a spirited awareness rally, a creative and informative quiz competition, a nutrition-focused and low-cost food preparation challenge, a heartening rangoli competition under the theme "Mother and Child," and a role play on the importance of breastfeeding.



The active participation of the community was commendable, with a total of 232 mothers and community members taking part. Surprisingly, the male participants in the rangoli competition secured the top three positions; in turn marked the success in instilling the agenda of the campaign for both men and women of society.

This collaborative effort between healthcare professionals, NGOs, and local institutions showcased a strong commitment to nurturing healthier beginnings for both mothers and their children. The events underscored the crucial role of breastfeeding in early childhood care and development, highlighting the significance of community engagement and awareness.



FACULTY SEMINAR SERIES

The faculty seminar series was initiated with the purpose of cross learning from each other's research work and areas of expertise.

Preventive Healthcare and Nutrition: Understanding Urban Poor Communities' Perceptions, Practices, and Behaviours from Maharashtra

-Dr Akash Gajanan Prabhune



Dharavi one of the fastest growing slums in India with approximately about 29% of non-notified slums in Maharashtra happens to be the home to a larger part of the population leading to the depleting health condition of the population in the area which was the

main focus of discussion by Dr Akash Gajanan Prabhune (Assistant Professor) at IIHMR Bangalore on July 27th the discussion revolved around the topic 'Preventive Healthcare and Nutrition'.

The discussion went through the conditions of various Urban Communities, their Perceptions, Practices, and Behaviours from the Slums of Maharashtra where students of IIHMR participated actively and took the opportunity as a valuable chance to learn. This session covered the list of urban slums that were notified and discussed with UNICEF and the behaviour of the people showed that they prioritized life over friends or education. The profiles of participants included daily wage workers, painters, and auto drivers.

The session covered 6 main topics:

- Health-seeking behaviour
- Preventive health and practices
- Health beliefs and practices
- Nutritional beliefs
- Nutritional practices
- Needs and aspirations

The conclusion of the study was that the supply chain needs to be strengthened to accommodate the rising demand for quality healthcare from the community, as rising income has shown a reinforced focus on the quality of care.

COVID-19 Mortality in the Delta Wave in India: A Hospital-Based Study From Ramanagara District, Karnataka

- Dr. Amita Mukhopadhyay

As part of faculty seminar series on 3rd August 2023, Dr.Amita Mukhopadhyay, Professor, IIHMR Bangalore shared her experiences as a frontline worker during the Pandemic COVID 19 and addressed the audience about the mortality caused by this deadly virus.

Her topic of discussion was on the research study titled 'COVID-19 Mortality in the Delta Wave in India: A Hospital-Based Study From Ramanagara District, Karnataka'. The study area was a 300 bedded tertiary care center in Ramnagara district, Karnataka. This was hospital-based, retrospective, and observational-analytical



study was carried out during April-August 2021, the second wave of COVID-19. Data were collected from case sheets and mortality audit forms that included basic demographics, symptoms, co-morbidities, admission pathway, transfer to ICU, oxygen therapy, ventilator requirement, duration of hospitalization, laboratory profile, and management modalities prior to death.

The analysis of mortality audit includes 91 adult patients and one neonate. The average duration was 5.6 days (range 0-35 days). The most common symptom was fever (84, 92.31%), followed by breathlessness (77, 84.62%) and fatigue (65, 71.43%). Only 10 had a positive contact history and only one patient reported travel to a containment zone. The source of infection was indeterminate in the majority of cases. Diabetes mellitus and hypertension were the most commonly associated comorbidities. Almost three-quarters of the patients were tachypneic at admission and nearly 90% had low levels which included 43 patients with critically low SpO₂. The inflammatory indicators, such as WBC count, CRP, and d-dimer, were raised in many patients (WBC count raised in 40% and d-dimer, CRP raised in > 50% of cases). A striking 83% of the patients had hyperglycemia. The most common immediate cause of death pertained to the respiratory system (ARDS, refractory hypoxia, respiratory) in more than half of the patients.

This study reported the clinical and laboratory characteristics of 91 adult COVID-19 mortality cases at a teaching hospital at the peak of the Delta wave in Karnataka. While inflammatory indicators such as WBC count, CRP, and d-dimer were raised in many patients, our most remarkable finding was the high frequency of hyperglycemia. The findings of the study contributed to enhancing the understanding of the clinical correlates and progression of COVID-19.



Training Programs by IIHMR Bangalore

IIHMR Bangalore has a dedicated training course that aims to provide support to students and working professionals so that they will be able to understand the Healthcare industry. Short-term training programmes and workshops are assembled by the institute, like effective hospital management, healthcare leadership and much-customized training for hospitals and

healthcare organizations to improve the skill set of working professionals.

Training/Workshop Organized:

Ongoing trainings are Certificate Course in Integrated Digital Intensive Care Management (IDICM-Cohort 3), Managing Digital and Connected Health (MDCH) and Digital Health Research and innovation Boot Camp.

CERTIFICATE COURSES

Name of Upcoming Course:

- | | |
|---|------------------|
| 1. Certificate Course in Wellness and Medical Tourism (WMT-2) | : September 2023 |
| 2. Certificate Course in Nutrition and Health (CCNH-3) | : October 2023 |
| 3. Certificate Course in Hospital Quality and Patient Safety (HQPS) | : October 2023 |
| 4. Workshop in Health Data Analytics | : October 2023 |

To Know more: <https://iihmrbangalore.edu.in/certificate-course/>

Name of course (Completed):

Certificate Course in Public Health Communication Campaign (PHCC)

Background:

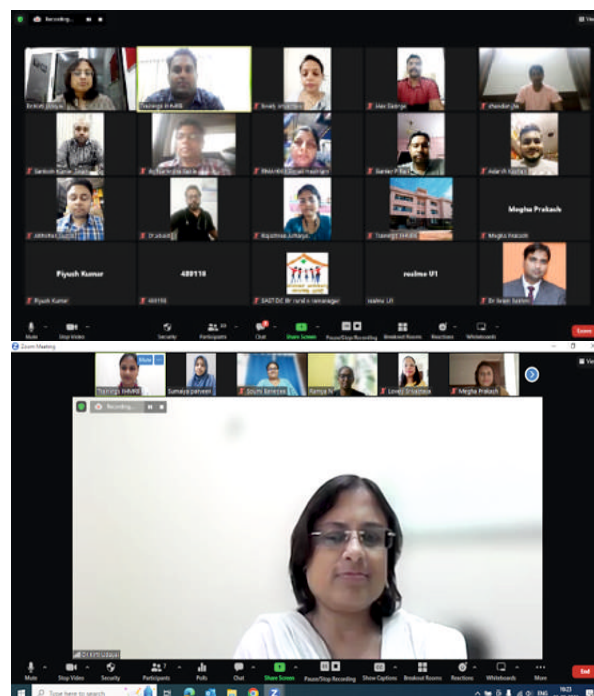
Public health agencies that use their communication and marketing resources effectively to support people in making impactful decisions with regards to one's health and to foster an environment promoting health have considerable opportunity to advance the public's health, even within the constraints of their current resource base..

Objectives:

- The Certificate Course in Public Health Communication Campaign (PHCC) provides a comprehensive understanding of the health behavior change theories, best practices, and hands on training on developing the communication campaign.
- The participants will develop the knowledge and skills required to engage the key stakeholders, design messages, channelize media mix and optimize campaigns to meet the communication objectives.

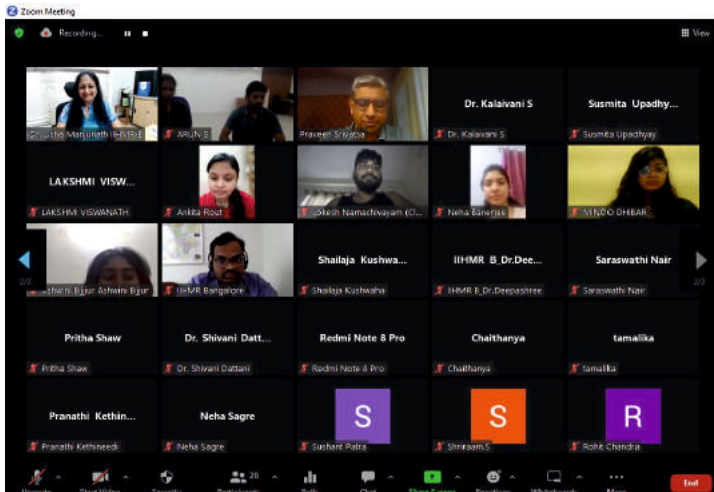
Program Duration: 5th August to 2nd September 2023

Program Director: Dr. Kirti Udayai, Associate Professor & Associate Dean- Academics IIHMR-Bangalore



Low-Code/No-Code: A Healthcare Revolution Unveiled

In a rapidly evolving world, innovation is the driving force behind progress. On July 27, 2023, a groundbreaking webinar titled "Low-Code/No-Code Approach in the Development of #DigitalHealthcare Applications" illuminated the path to revolutionizing healthcare through LCNC (Low-Code/No-Code) development. Featuring Mr. Praveen Srivatsa, Director of Asthrasoft Consulting, and showcasing real-world success stories, this event unveiled the transformative power of LCNC in healthcare. The Key takeaways of this webinar was Accessibility and Speed, Bridging the Gap, Enhancing Patient Engagement, Data Security and Compliance, Iterative Development, Scaling and Integration.





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DIGI-HEALTH TOAST MASTER *Series-1*

Topic-1.

"Low code No code Approach for the Development of Digital Health Application"

 **27 July, 2023**

 **6:00pm - 7:30pm**

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 **Demo**
on Zoho Creator

Mr. Praveen Srivatsa
Director Asthrasoft Consulting



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The webinar also featured compelling use cases that demonstrated how LCNC is making a tangible impact in the digital health domain. The Low-Code/No-Code development approach is a game-changer in the digital healthcare landscape due to its speed, accessibility, and user-centric development, empowering healthcare professionals and organizations to drive innovation and improve patient outcomes.



CULTURAL EVENTS

FAREWELL

As the sun sets on this incredible chapter of some lives, we gather to bid a heartfelt farewell to our remarkable MBA graduates at IIHMR Bangalore. The atmosphere at the event was electric with emotions as 1st and 2nd Year students, as well as professors and staff, came together to honour their Batch of 2021-23 with a spectacular evening of music, dance, and laughter. The event kicked off with mesmerizing dance performances. The stage was alive with energy as they showcased their talents, bringing life to the evening. The rhythm of their movements and the grace in their gestures left the audience spellbound, setting the tone for an unforgettable night. Singing performances followed as the students serenaded their seniors with heartfelt melodies and harmonious tunes. The venue resonated with the melodies of their voices, evoking a sense of nostalgia and warmth.



These performances truly captured the essence of the relationships built over the years at IIHMR.

The highlight of the evening was the ramp walk, where the convocating students walked down the runway, exuding confidence and pride. The applause echoed through the room. Dr Siva Sai and Ms. Pavitra Devi were crowned with Mr. and Ms Farewell respectively. As the night progressed, the DJ took over, turning the event into an unforgettable party. The dance floor was alive with energetic moves and joyous laughter as everyone let loose and celebrated the moments that shaped their time at IIHMR.



The DJ night was the perfect way to conclude the evening, leaving everyone with a heart full of memories and a smile on their face. The farewell was a true testament to the bonds formed, the lessons learned, and the memories cherished during their journey at IIHMR Bangalore. The students, both past and present, came together to create a magical evening that will be etched in their hearts forever. The event was a fitting farewell to the PGDM graduates, sending them off on their next adventure with a sense of accomplishment, camaraderie, and the promise of a bright future.



INDEPENDENCE DAY

IIHMR Bangalore was privileged to host an intimate yet remarkable Independence Day celebration, commemorating India's 77th year of Independence. The event was marked by a series of inspiring and patriotic activities that brought together students, faculty, and staff to celebrate the spirit of independence. The theme for the event was "Nation first, always first". The celebrations began with the arrival of our esteemed Chief Guest, Mr. Sayak Mukherjee, Managing Director of Mediassist.



IIHMR Bangalore was privileged to host an intimate yet remarkable Independence Day celebration, commemorating India's 77th year of Independence.

Mr Mukherjee graced the occasion with his words highlighting the ideals and principles that our nation stands for. The event began with flag hoisting by our chief guest and faculty. The national flag was proudly hoisted accompanied by the heartwarming strains of the national anthem. The sight of the fluttering flag against the backdrop of the campus was a poignant reminder of the sacrifices made by our freedom fighters. Dr Kirti Udayai presented a powerful and thought-provoking speech by, emphasizing the importance of unity, progress, and responsible citizenship.



Her words resonated with the audience, igniting a renewed sense of patriotism and dedication for the betterment of our nation. Following the speech, poster-making and speech competitions were organized, allowing students to express their creative interpretations of India's journey towards independence and its aspirations for the future. The colourful and imaginative posters showcased a diverse range of perspectives and artistic talents. The celebration culminated in an awards presentation ceremony, where winners of the speech and poster-making competition were awarded for their exceptional efforts.

Winners of the speech competition were:

1. **Dr. Ragini Sharma**
2. **Mr. Rachit Singh Thakur**
3. **Ms. Janhvi**



Winners (Posters):

1. **Ms. Subha R, Dr. Srikar Kolipaka, Mr. Shriram**
2. **P. Siva Sai, Bhargav and Sanjay and**
3. **Ankita Rout, Tamalika Biswas and Neha Banerjee**



Mr. Mukherjee and our faculty members presented the awards, commending the participants for their creativity and commitment to the theme. This event was followed by cultural activities where students were presented with patriotic dances and singing skills on the women empowerment theme. To close the event, Dr. Subodh Satheesh expressed gratitude towards the Chief Guest for gracing us with his presence and inspiring everyone with his words. He highlighted the significance of such celebrations in fostering a deeper appreciation for our nation's history and inspiring us to contribute positively to its future. The Independence Day celebrations at IIHMR Bangalore were a true testament to our unwavering commitment to our country and its progress. The event served as a reminder that our freedom comes with the responsibility to shape a brighter future for India.

Jai Hind!



Kenko Health and Tata 1mg partner to make healthcare delivery more accessible and affordable

Kenko Health, a health financing startup, has taken a significant stride in the healthcare industry by announcing its strategic partnership with TATA 1mg. This partnership aims to revolutionize healthcare accessibility and affordability for millions of people across India, ensuring faster and seamless healthcare delivery services that will cover a wide range of 20,000+ postal codes.

Read more at:

<https://www.crn.in/news/kenko-health-and-tata-1mg-partner-to-make-healthcare-delivery-more-accessible-and-affordable/>



Compassionate leadership enables equitable healthcare access

The implementation of the Cognitive Based Compassion Training (CBCT) has already left a significant imprint on 1,200 healthcare providers across 20 districts in Bihar, fostering the cultivation of compassionate leadership within the public healthcare framework. over 25 crore individual health records have been seamlessly integrated into the Ayushman Bharat Health Account (ABHA) through the flagship initiative of the National Health Authority, indicating a significant leap in the establishment of a comprehensive digital framework.

Read more at:

<https://www.hindustantimes.com/ht-insight/governance/compassionate-leadership-enables-equitable-health-care-access-101692083955708.html>



Apollo Hospitals' focus on the healthcare segment fuels a positive outlook

Apollo Hospitals Enterprises Ltd reported a nearly 47% year-on-year decline in consolidated net profit during the June quarter due to one-off factors. Nonetheless, strong performance in the healthcare services (hospitals) division helped maintain a positive outlook.

Read more at:

<https://www.livemint.com/companies/news/apollo-hospitals-focus-on-healthcare-segment-fuels-positive-outlook-11691989545531.html>



Enhancing Medical Services: How Internet and IoMT are Shaping Healthcare

The Internet of Medical Things (IoMT) is transforming patient care in healthcare facilities, enabling online appointment scheduling, and remote consultations, and reducing waiting times. The technology is central to healthcare devices designed for the industry, differentiating them from general IoT technologies.

Read more at:

<https://economictimes.indiatimes.com/jobs/mid-career/enhancing-medical-services-how-internet-and-iomt-are-shaping-healthcare/articleshow/102836560.cms?from=mdr>



LUPIN

Lupin expands its diabetes portfolio in India by acquiring Ondero & Ondero Met brands from Boehringer Ingelheim

Global pharma major Lupin Limited (Lupin) announced the acquisition of diabetes brands Ondero and Ondero Met, from Boehringer Ingelheim International GmbH, including the trademark rights associated with these brands. Lupin has been marketing Ondero and Ondero Met since 2015 in the Indian market as part of a co-marketing agreement with Boehringer Ingelheim India.

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160978&sid=2>



Health Minister launches WHO Managed Network 'Global Initiative on Digital Health'

Union minister for health and family welfare, Dr. Mansukh Mandaviya launched 'Global Initiative on Digital Health (GIDH) – a WHO Managed Network' in the presence of Dr Tedros Adhanom Ghebreyesus, Director General, World Health Organization. Today is a momentous day in the history of the G20 Health Working Group, wherein, G20 countries not only identified a priority for its relevance but collectively worked towards its launch," he said

while delivering the keynote address on “Digital Health Innovation & Solutions to aid Universal Health Coverage and Improve Healthcare Service Delivery” at the G20 Health Ministers' Meeting.

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160997&sid=2>



Karnataka's Heart Attack Management Project saves over 500 lives within four months

Driven by Dr. C N Manjunath, Director of Jayadeva Institute of Cardiology – within a span of 4 months, the Heart Attack Management Project has emerged as a potent guardian of heart health, with over 33,000 individuals screened across 15 districts. These screenings, focusing on individuals between the ages of 25 and 50, have played a decisive role in averting potential heart-related catastrophes, detecting 520 heart attacks among 1,684 patients. While these numbers are a significant picture, they barely convey the true human impact, the countless individual lives touched and transformed by this initiative.

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160900&sid=2>



Medanta and DLF to develop a 400-bed multi-specialty hospital in Delhi

Global Health Limited (Medanta), India's leading private multi-specialty tertiary care provider, and DLF Group (DLF), India's leading real estate developer have entered into an understanding for forming a company to launch a ~400-bed multi-super specialty

hospital to provide the highest quality of healthcare in the heart of Delhi in Greater Kailash -I.

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160872&sid=2>



IIT Kanpur-Incubated startup receives funding from TDB-DST to commercialize the latest ICU ventilator product

The Technology Development Board (TDB) under the Department of Science and Technology, Government of India, has announced funding to Maharashtra-based startup Noccarc Robotics Pvt Ltd to commercialize digitally enabled advanced universal ICU ventilators. The Board has agreed with the startup and pledged support of Rs. 3.94 crore out of the total project cost of Rs. 7.89 crore

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160824&sid=2>



Parliament passes National Nursing and Midwifery Commission (NNMC) Bill, 2023

The Parliament has passed the National Nursing and Midwifery Commission (NNMC) Bill, 2023, bringing major changes to the nursing education and practice landscape in the country. The Act will replace the existing Indian Nursing Council with a modern regulatory structure, marking a significant legislative reform in the sector.

Read more at:

<http://www.pharmabiz.com/ArticleDetails.aspx?aid=160798&sid=2>