



IIHMR- Bangalore 2016- 2017

5th STATE OF THE INSTITUTE REPORT



**INSTITUTE OF HEALTH MANAGEMENT RESEARCH
ELECTRONIC CITY, BANGALORE**



Accredited by NABET as
Hospital & Healthcare consultant
organization for NABH standards



**National Accreditation Board for Education and Training
(Certificate of Accreditation)**

Institute of Health Management Research (IIMR)

#319, Hulimangala, Near Thimmareddy Layout
Electronics City
Bangalore-560 105

has fulfilled NABET requirements for accreditation as
Hospital and Healthcare Consultant Organization (NABH Standard)

The Scope of accreditation covers NABH related Consultancy
Services for Hospital and Healthcare Organizations


Certificate No.

NCO1518 07

Validity

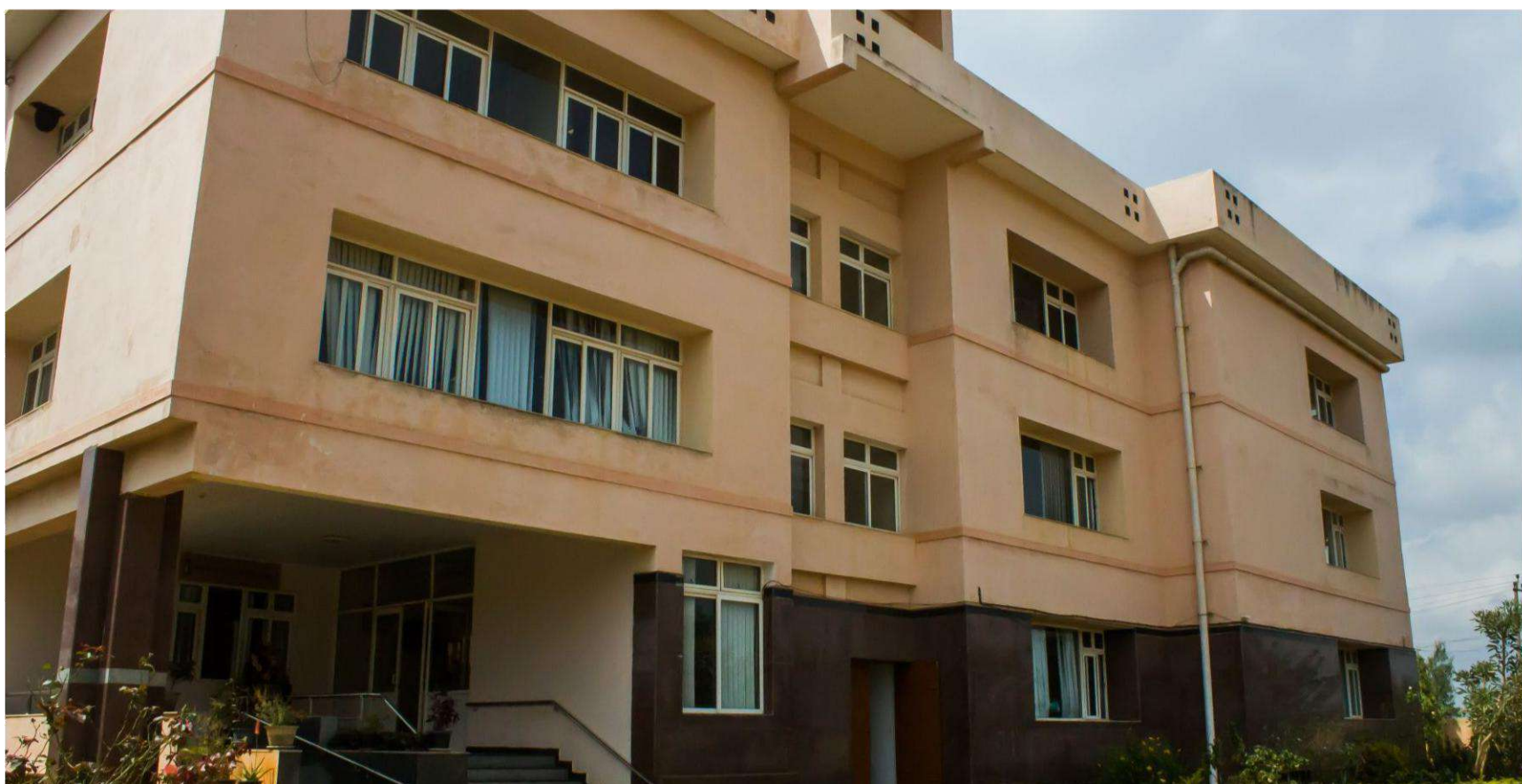
July 1, 2018

Subject to Satisfactory Surveillance Assessment


Chief Executive Officer

July 2, 2015

Date



Institute of Health Management Research, Bangalore (IIHMR, Bangalore) is a premier Institute for Hospital Management, Health management and Health Information Technology Management education in South India. IIHMR was previously known as the Indian Institute of Health Management Research. IIHMR, Bangalore has a legacy over a decade for imparting Health and Hospital management education, Trainings, NABH consulting and Research activities in South India. The campus is located in Silicon Valley at Electronic City, surrounded by organizations like Wipro, HP, Infosys, and many other leading IT and allied companies.

IIHMR, Bangalore was founded in the year 2004 as the south campus of IIHMR Group of Institutions offering flagship programme in Hospital and Health Management. In the year 2010, IIHMR, Bangalore got approval from AICTE (All India Council for Technical Education), Ministry of HRD, Govt. of India to offer 2 years full time PGDHM (Post Graduate Diploma in Hospital and Health Management) programme with specializations in Hospital Management, Health Management and Health Information Technology (HIT) Management. The PGDHM course has been designed and updated regularly by faculties and Healthcare Industry experts to match the industry needs.

MISSION

Institute of Health Management Research, Bangalore (IHMR Bangalore) is an Institution dedicated to the improvement in standards of health through better Management of Healthcare and related Programs. It seeks to accomplish this through Management Research, Training, Consultation and Institutional Networking in national and global perspectives

THRUST AREAS

- Primary Health Care
- Health informatics
- Bioinformatics
- Health and Hospital Management
- Pharmaceutical Management
- Population and Reproductive Health
- Economics and Finance NGO
- Management and Networking
- HIV / AIDS Program Management and Evaluation e-
- Learning

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
- Quality Assurance
- Health Sector Reforms
- Program Evaluation



Dr. S.D. Gupta, Trustee Secretary - IIHMR Society

We proudly present the State of Institute Report (SIR) of Institute of Health Management Research (IHMR), Bangalore, which is a constituent of the Indian Institute of Health Management Research. I wish to congratulate the Team IHMR Bangalore, the Director

and the faculty for the successful completion of a decade's journey of the Institute. IIHMR Bangalore was established in 2004 to pursue the mission of improving the standards of health through better management of research, education, training and institutional networking in national and global perspective in the health sector. The focus of IIHMR Bangalore was in the southern states of India. Although a period of 13 years is small in the history of an institution, IIHMR Bangalore has made its presence felt significantly in the southern states. Now, IIHMR Bangalore is a leading institution in the southern states of the country in promoting management research in policy, program management and evaluation both in the public and private sector.

The Institute carries the legacy of the Indian Institute of Health Management Research in hospital and health management education and training. The two-year Post -graduate Diploma in Hospital and Health Management (PGDHM) has successfully developed management professionals in the health sector. Over a short span of period since the inception of the PGDHM, over three hundred professionals, who have specialised in hospital and health management, have come out of the portals of IIHMR Bangalore and now actively contributing in the health and hospital sector. In the last three years, Health Information Technology specialization has added value to the programme.

In a transformational endeavour, the Institute is strengthening the four important verticals; Education, Research and Publications, MDP and Consultancy. IIHMR Bangalore along with its partner institutions take pride by being involved with the ongoing NFHS 4. The Institute has networked and collaborated with various organizations for developing capacity building and human resources for health care delivery in the region and abroad. It has entered into a MoU with Maastricht University, Netherlands for faculty and students exchange programme. Besides this, IIHMR, Bangalore has also signed a MoU with Narayana Health Private Ltd and other healthcare organizations for capacity building, learning opportunities for students and to conduct special studies of various operations in hospitals.

I see a great future for IHMR Bangalore and its role in transforming health care in improving the standards of health of the people under the current leadership and the dynamic faculty and research staff.



Dr. Usha Manjunath, Director - IIHMR, Bangalore.

Dear All,

I am very proud and happy to express that IIHMR Bangalore has emerged as a premier institution since 2004 to improve the overall healthcare management education and training in south India. Guided by great vision of late Shree P.D Agarwal to improve the standards of health through better management of health care and related programs through training, consultation and institutional networking in national and global perspective, IIHMR Bangalore has been able to achieve many accolades.

The Institute has been considered as one of the best Institutes in Health Care Management and the courses on Postgraduate Diploma in Hospital and Health Management recognized by AICTE, Ministry of Human Resource Development, Government of India. The

programme was crafted with the 30 years of research and management training experience. The students have a valid score of MAT /CMAT/CAT/ATMA/XAT to enroll in this specialized Programme which prepares them in securing a challenging and fulfilling career in the ever growing Health and Hospital sector.

IHMR is devoted to create healthcare professionals to work towards of the sustainable development goals and other growing challenges in Health and Hospital industry. We help the students to develop leadership to facilitate innovations to make high quality healthcare affordable and accessible to every Indian citizen.

The curriculum is carefully designed to make it industry friendly which is based on national / international standards to cater to various methods of healthcare practices adopted and prevalent in India and abroad. The Institute has collaborative partnerships with esteemed Organizations of National and International repute and calibre such as Maastricht University, Netherlands. I am also delighted to inform that IHMR Bangalore has been accredited with NABET (National Accreditation Board for Education and Training) as a Hospital and Healthcare consultant organization. Such accreditation would further strengthen our focus of improving the standard of Healthcare in India in general in south India in particular.

I envisage that the IIHMR trained healthcare professionals would effortlessly demonstrate abilities to create innovative programmes, create avenues for long term viability and outcomes, create substantial opportunities to expand medical health and healthcare services

I invite you to visit our campus at Electronic City, Bangalore to get more detailed insight about our activities in creating high level professionals for growing healthcare industry and also looking forward to your valuable suggestions to take the Healthcare delivers into the next level. You may also spare sometime to visit our website: www.bangalore.iihmr.org

Collaborations



The objective of the cooperation is to make possible and to institute academic cooperation between both parties based upon principles of mutual equality and the reciprocity of benefits in terms of academics, research and training.



IIHMR, Bangalore has developed collaboration with EMS society to provide various Healthcare Management and leadership development programmes jointly and in collaboration.



The objectives of the parties recognized the relevant strength of each other and to leverage the same, are desirous of working together in providing the solutions in the area of academics, research, training and health information technology, in India and globally, and to this effect are committed to create, implement, deploy and provide solutions and take the products/services to the people, Governments and the market.



IIHMR, Bangalore developed collaboration with Srichid Technologies Private Limited to leverage the relevant strength of each other in providing the solutions in the area of academics, research, training and health information technology, in India and globally, and to this effect are committed to create, implement, deploy and provide solutions and take the products/services to the people, Governments and the market.



The objectives of the parties to collaborate with each other is to identify and articulate specific areas and issues pertaining to the health care delivery, capacity building and human development of hospital work flow as super specialty hospital, to promote and propagate the activities relating to the development of the subjects concerned/share knowledge by the way of student, faculty and researches exchange programmes, build database, cooperate and share data relating to research.

MANAGEMENT BOARD

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Head and Country Manager, Access Health International,
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Subramaniyan M

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Dr. S. D. Gupta

Trustee Secretary, IIHMR Group of Institutes

Dr. Manjunatha R.

Associate Professor, IIHMR, Bangalore

Mr. Kanagaraj

Assistant Professor, IIHMR, Bangalore

Dr. Usha Manjunath

Director – IIHMR Bangalore

FACILITIES AT IIHMR, BANGALORE

IIHMR, Bangalore's main building has an Academic Block, Computer Lab, Library, Conference Hall, Classrooms, and Seminar hall. The class rooms are well-equipped with all modern amenities to facilitate teaching and guest lectures by Industry experts from abroad.



INFORMATION TECHNOLOGY LAB

The IT Lab is well equipped with state of the art computing resources. The lab has adequate infrastructure and services which are available throughout the year. It is equipped with latest server, desktops, laptops, laser printers, video conferencing facility, and technically competent software and hardware professionals. Besides providing support to the ongoing activities of the institute like research, teaching and consultancy the centre is actively engaged in software development for managing health programs and hospitals effectively.



IIHMR - LIBRARY

The Library at IHMR, Bangalore is a centre for academic learning, knowledge acquisition and development. It has a rich collection of books and periodicals. The collection also includes CD-ROMs and database. The library has a unique collection of publication in various fields such as General Management, Health Management, Hospital Administration, Health Economics and Finance, Bio - Statistics, Leadership, Public Health, Management Information Systems, Population Sciences. In addition, collection of training materials, case studies, manuals, reports and conference proceedings are also available. The library has a substantial number of National and International Journals along with e-Journals on various topics.



CLASSROOMS & SEMINAR HALL

IIHMR, Bangalore has fully fledged classrooms. Each classroom can accommodate 60 students. All classrooms have a projector, a laptop and built-in sound system inside classrooms to facilitate effective and interactive; experiential learning. Classroom seating are user friendly; which can be changed periodically to facilitate group discussions, debates, exercises, mode of learning, guest lectures, team building activities, practical hands on learning's, etc. IIHMR, Bangalore has a seminar hall of 200 seated capacities to hold events, functions, etc.

SPORTS & GYM

IIHMR, Bangalore has Badminton, Volley ball, Table Tennis and other indoor sports facilities inside the campus. IIHMR, Bangalore has a well furnished gym to keep students fit and healthy. IIHMR, Bangalore also a well furnished hostel facility and a canteen. The food in the canteen is like experiencing "home food taste away from home".



POST GRADUATION IN HOSPITAL & HEALTH MANAGEMENT

(2 Years | Full Time | AICTE Approved)

Eligibility

Criteria

- Graduates from any back ground can apply for PGDHM
- Fresh Graduates with min. 50% of marks & valid CAT, MAT, CMAT, XAT, ATMA entrance exam score
- Working professionals with more than 2 years experience are exempted from entrance exams
- Students appearing for final year exams can also apply for provisional admission (they have to submit all required mark sheets and documents within 2 months of the course start date)

Students matching eligibility criteria can apply for PGDHM programme. After submitting the application; all students has to appear for GD/PI (Group Discussion & Personal Interview). Based on the performance in GD/PI along with other criteria admission for PGDHM would be offered. All the admissions will be decided on merit and first come; first serve basis.

Admission Process

Post Graduation in Hospital and Health Management (PGDHM) is a two years full time AICTE approved programme designed to meet the increasing demand for Hospital Management, Healthcare Management and Health IT Management professionals required in today's world. In the first year; students would learn common subjects related to Hospital and Health Management. In the second year, students can choose any one specialization among the following.

- **Hospital Management**
- **Health Management (Public Health)**
- **Health Information Technology**

Summer Training

Each student would work with an organization, on a project for a period of a minimum of 8 weeks at the end of first year. The objective is to allow students, intense day-to-day interaction with organizations. Summer Training would provide exposure to the student to working of an organization in the real life setting. It would also help students to develop managerial skills and competencies, and facilitates an informed career choice by the students.

Dissertation and Internship

The student will be required to complete a satisfactory thesis in his/her area of interest. The thesis will include a critical review of literature pertaining to the specific area of interest, data collection and analysis on the selected problem besides other components of the thesis. The thesis must be completed in the second year. As a part of curriculum, each student of final year is required to undergo Internship. During Internship, the student will assist the Administrator/Manager in day-to-day Operations and gain practical insights of working and start getting adept to handle managerial issues related to administrative functioning of major departments of the organization where Internship is being undergone.

Certification

The student upon successful completion of the course will be awarded "Post Graduate Diploma in Hospital and Health Management" with specialization (as chosen by student in the second year) from Institute of Health Management Research, Bangalore which is approved by AICTE, Ministry of HRD, New Delhi.

COURSE CURRICULUM & SUBJECTS

PGDHM 1st YEAR COMMON SUBJECTS

Health and Development
Principles of Management
Health Policy and Healthcare Delivery System
Essentials of Hospital services
Essentials of Biostatistics
Essential Epidemiology
Essential of Demography and Population Sciences

Organizational Behavior
Marketing Management
Human Resource Management
Essentials of Health Economics
Financial Accounting & Financial Management
Communication Planning & Management
Research Methodology & Community Studies

HOSPITAL MANAGEMENT PGDHM 2nd YEAR SUBJECTS

Hospital Planning
Organization and Management of Clinical Services
Organization and Management of Support Services
Organization and Management of Utility Services
Data Management and Analysis
Operations Management in Hospital
Quality and Patient Safety
Strategic Planning and Managed Care

Material and Equipment Management
Marketing Management of Hospital Services
Hospital Management Information System
Health Insurance and Managed Care
Legal Framework in Healthcare
Disaster Management
Clinical Epidemiology

HEALTH MANAGEMENT PGDHM 2nd YEAR SUBJECTS

Data Management and Analysis
Population Programme Management
Applied Epidemiology
Health Survey Research Methods
National Health Programmes
Health Management Information System
Logistics and Supply Chain Management
Quality Management in Healthcare

Health Insurance and Managed Care
Operations Research
Programme Planning, Implementation, Monitoring & Evaluation
Strategic Planning and Management in Health Care
International Health
Legal Framework in Health Care
Disaster Management

HEALTH IT MANAGEMENT PGDHM 2nd YEAR SUBJECTS

Introduction to Healthcare Software Engineering
Introduction to Web Tools
Database Management System
Healthcare IT Standards and Health Information Exchange
Clinical Health Information System
Regulatory Aspects and IT Security
Operations Research
Basic Bioinformatics and Translational Bioinformatics

Introduction to Java
Quality in Healthcare and IT
Object Relational Database Management System (ORDBMS)
Managing Healthcare IT Department
Electronic Health Record (EHR) and ICT
Data mining And Data warehousing
Digital Imaging

Placements

The Institute has a placement committee which comprises of the dean, academic and student's affairs, Placement executive and student representative. The core activities of the placement cell primarily revolve around achieving

- Placement for summer training in the first year
- Placements for Internship in the second year
- Campus Placements for the outgoing students
- Liaison with placement consultancies

IIHMR Bangalore has placed the issue of admission and Placement as an agenda of utmost importance and towards this end, has constituted High Powered “Steering Committee for both getting Quality students in the educational programmes and also providing excellent placements”. One of the foremost jobs of this committee is to devise policies, Strategies and action level initiatives and interventions to attract best quality students and thus also provide best quality healthcare professionals to the healthcare industry. The committee has members from inside the institute and from the client groups.

Placement For the batch of 2015-17

All the students of the batch 2015-17 were placed in reputed organizations with commendable salary packages. To name a few companies:

Cadabams
Delloitte
Sakra World Hospital
MEMS - Pune
Portea Homecare Services
Allscripts
Dell Healthcare & Life Sciences
Columbia Asia Hospital
Sapphire IMS
Asian Heart Hospital

Guest Lectures & Industry Interface

Guest lecture series is a unique program for 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 market. The series seeks to represent a diverse set of views and are epically focused on facing the current challenging norms and opportunities.

Mr. Prashanth P, Analyst, TCS, Bangalore

Dr. C.Varatharaj, KMIO

Prof Madaiah, Psychologist Consultant

Mr. Subramaniyam, Head IT Dept., Satya Sai Hospital, Bangalore

Dr. Abel Samvehraj, Quality Head, NH Hospital

Dr. G.V.Nagaraj, Former Director - State HFW Directorate-K

Mr. Madhu HK, Asst. Prof, BIT

Mr. Sudip Roy, Project Manager, Insta Health Solution

Mr. Sunil Kumar CN, Zonal Director, NH Hospitals

Dr. N.K. Manchanda, Former Professor, IIHMR - B

Mr. Mukesh Kumar, IT Head, Sudarshan Group of Companies

Mr. Kameshwaran CA, FreeLancer

Ms. R. Vijayalakshmi, Guest Faculty

Dr. Rajan Patil, Epidemiologist, School of Public Health - SRM

Dr. Ashim Roy, CEO, Uber Diagnostics

Dr. Sameer Mehta, CEO, Mehta Hospital

Mr. Narendran, Vice president, Insta Health Solution

Dr. Guruvayurappan VP, HR, Omega Healthcare

Mr. Velumani SS, Research Associate, CDOT

Dr. Anee Martin, Rtd. Senior Manager Quality

Dr. Anantha Padmanabhan, Rtd. Director, Rainbow Hospitals



The aim of education is the knowledge, not of facts, but of values.”- William S. Burroughs. Going by this tradition of value based education it was the biggest moment for the students and faculty members of the PGDHM and PGDM-HIT batch 2015-2017. The D day was May 26 2017 when they landed from the cushions and comforts of college to the confounds and apprehensions of the real world. The convocation day was presided over by none other than **Dr. Sanjiv Kumar**, Director- IIHMR Delhi, who was the **Chief Guest** and **Dr. Takashi Maki**, Director, Sakra World Hospital was the guest of honor. In total 30 students were awarded their Degrees and the ceremony was completed with the Military band playing the National-Anthem.

Adwitya 2016

IIHMR Bangalore along with IIM-A hosted an international conference where in nearly 200 participants were present and more than 40 papers were presented. This conference was chaired by Dr.Devi Shetty Chairam NH and was inaugurated by Ms.Shalini Rajneesh I.A.S, Secretary of Health, GoK.



ALUMNI MEET & FOUNDATION DAY

The Alumni meet of IIHMR Bangalore was organized on 8th December 2016 in the Bangalore campus. Mr. Utsav Agarwal was the Chief Guest and Dr. S.D Gupta was the guest of honour. Dr. Biranchi N Jena, Director - IIHMR, Bangalore expressed his gratitude to the stupendous alumni presence and also delivered the welcome address. He mentioned that the distinguished alumni are the Brand Ambassador for the Institute and the existing batch of students can take lead from their guidance and expertise by developing good networking with them.



IIHMR Bangalore producing QUALITY Healthcare Professionals Since 2004..!



PGDHM BATCH INAUGURATION- (2017-2019)



FRESHER'S DAY CELEBRATION AT IIHMR, BANGALORE



WOMENS DAY, IHMR, BANGALORE



POSTER PRESENTATION



INTERNATIONAL YOGA DAY AT IHMR, BANGALORE



INDEPENDENCE DAY CELEBRATIONS AT IHMR



LIBRARY DAY CELEBRATIONS



RESEARCH WORKSHOP AT IIHMR



MDP TRAINING AT IHMR BANGALORE



DISASTER MANAGEMENT WORKSHOP AT IHMR BANGALORE



ONGOING RESEARCH PROJECTS AT IIHMR, BANGALORE

Empowerment and Engagement of Community in Strengthening Child Health among Tribal Population”

Agency: Indian Council for Medical Research (ICMR), New Delhi

Project Team: Dr. R. Sarala (Principal Investigator), Dr. Usha Manjunath, Dr. Deepashree & Mr. Basavaraj

The study is over a period of 2 years and in three phase's viz., with Baseline/formative research, Intervention and End-line evaluation. **The project aims** to empower and engage various stakeholders such as Mothers of under-five children and **Adolescents**, Traditional Tribal Healthcare Practitioners, Medical Practitioner and VHSNCs members on issues related to Child health for sustaining positive health seeking behavior in the community. Especially, adolescent would be the “**key change agent**” by creating awareness and supporting the mothers of under-five children. The study focuses on particularly vulnerable group viz., Irulas from Thiruvallur district of Tamil nadu & Jenu Kuruba from Mysore District of Karnataka. Using mixed methods, the study will measure change from baseline, in direct/indirect impact measures, including rates of Child Health specific awareness/attitudes, practices and socio-cultural dynamics of the uptake or not thereof of the above intervention.

Pre-testing of IEC Materials on Nutrition Intervention (MIYCN) for Behavioral Change Strategy in UP and Bihar”

Agency: Alive & Thrive

Project Team: Dr. R. Sarala (Principal Investigator), Dr. Usha Manjunath, Dr. Pradeep Panda, Dr. Veena Nair, Dr. Deepashree

A well designed IEC material is essential for any health promotion activities and for effective intervention to bring about appropriate behavior change among the target population. IIHMR Bangalore is a technical partner to Alive and Thrive to pre-test the communication package on Maternal and Child Nutrition. The study is being carried out in Nalanda District in Bihar and Barabanki District in UP. The study aims to pre-test both print materials such as Family Calendar, Job Aid (Reminder Card), Flipcharts and Flyers and Videos. The audience for pre-testing the IEC materials includes Pregnant Women, Husbands, Mother-in-Laws, Father-in-laws, RMPs, Community Leaders, Private Doctors/Chemist, Religious Leaders, ANMs, ASHAs, AWWs, SHG members, Village Elders and GP heads. Qualitative methods viz., FGDs and IDIs is adopted to pre-test the IEC materials. The study aims to provide inputs related to understanding of message by the audience, appropriateness and effectiveness of the materials, likes, dislikes and cultural insights to make materials more relevant and acceptable to the intended audiences.

Participatory Action Research on Interventions to Support Deaf Young People, Karnataka

Agency: Deaf Child Worldwide (DCW), International Development Agency of the National Deaf Children's Society (NDCS), London, UK in collaboration with IIHMR, Kolkata

Project Team: Dr. Usha Manjunath and Mr. Mahadev Prasad

Keeping in view with DCW's mission 'to remove the barriers to the achievement of deaf children throughout the world' and strategies 'empowering families to achieve the best outcomes, innovating new approaches to the development of effective communication and challenging social attitudes', the present project in collaboration with Samuha, an NGO in Koppal in Karnataka is a Participatory Action Research on interventions to support Deaf Young People (DYP).

The research aims to produce a robust body of evidence to demonstrate the changes in the lives of DYPs through DCW's interventions and arrive at a model based on good practices in the field including strategies, project experience and tools. Participatory Action Research methodology would also help identify challenges and gaps in the current programmes and provide recommendations for effective planning, implementation and replication of interventions on improving the quality of lives of DYPs. In a span of 18 months, the project will carry out 'Reflective Sessions on Individual and Organizational Purpose', train the DYPs on Action Research in partnership with Samuha, develop and implement the Action Research Model in Koppal for DYPs. The research would provide evidence on programme effectiveness that DCW and its partner organizations (Samuha, in Karnataka) could use in policy development and intervention strategies in the future. The learning could be used to advocate for change at local, regional, national and international levels.

COMPLETED RESEARCH PROJECTS AT IIHMR, BANGALORE

Pre-testing the Creative Routes & IEC Materials of WASH, Child Protection & Nutrition issues for BCC in Karnataka”

Funding Agency: UNICEF Hyderabad Office, India

Project Team: Dr. Usha Manjunath (Principal Investigator), Dr. R. Sarala, and Mr. Rajendra

IIHMR, Bangalore had been funded by UNICEF to pre-test the IEC tools a) WASH – covering sanitation, hygiene and safe water issues and b) Strategic communication of children covering protection and nutrition issues in the state of Karnataka. Pre-testing was carried out in Mysore and Koppal Division. The IEC tools consists of prototypes for posters, leaflets, flip books, hoarding, tin plates, wall painting, bus panels etc as well as audio/video spots. FGDs and IDIs are the main qualitative methods used to pre-test the materials. The audience for pre-testing the communication package included men, women, children (both boys and girls), youth, communities, influencers including frontline workers and community leaders such as PRIs, District and state level stakeholders related to theme.

Relationship between Employee Engagement, Quality of Life and Performance of RMNCH in PPP PHC and Non-PPP PHC in Bangalore Rural District

Agency: IIHMR Society, Jaipur

Project Team: Dr. Usha Manjunath

India has a long way to go in order to achieve Millennium Development Goals with regional disparities in the performance of PHCs. NHP 2002 and NRHM promoted Public Private Partnership (PPP) to increase the availability and accessibility of health services. The performance of Indian Healthcare in Public Sector is generally evaluated on the basis of various health indicators of the population served by the Primary Health Centre (PHC) from the data of Health Management Information System. There is evidence that suggest the performance of the organization can be increased by having dedicated employees who go an extra mile to do their job and supportive organizational conditions for optimum performance. Hence, this study will investigate these concerns from the perspective of job, employees and organization for better performance.

The study explored the features of the jobs, employees and the organization that have been identified by research and experts to have influence on the performance of the organization. An in-depth qualitative analysis of Primary Health Centre (PHC) operated through Public Private Partnership and those by the government of Karnataka by interviewing different stakeholders (Internal & External) involved in the operation; analyzed the input, process, output and outcome of PHCs; assess the level of burnout, Stress, Quality of Life of the employees; to correlate and concluded on the effect of various factors on Reproductive and Child Health (RCH) Program performance. Also, utilization by the community and their satisfaction was studied by mixed methods using house-hold survey and case studies. The study confirms that Employee Engagement, Quality of life of the employees is related to the performance at PHC for more successful delivery of Preventive & Primary Care to achieve Community Health, specifically RCH Program indicators.

Base-line Study for Strategic Behavior Change Communication Intervention for Maternal Health and Child Development in Karnataka

Funding Agency: UNICEF, Hyderabad Office, India

Project Team: Dr. Usha Manjunath, Dr. Sarala Raju, Dr. Manoj Kumar Gupta, Dr. Angan Sengupta, Mr. Rajendra. D, Mr Santosh Daddi

Objectives of the study

1. To understand the knowledge, attitude and practice of the community about the disadvantages of child marriage and the health benefits of delaying marriage, first pregnancy and use of spacing method.
2. To assess the awareness level about nutrition among adolescents and the practice of menstrual hygiene.
3. To understand the health seeking behavior of women an all aspects of ANC, delivery and PNC.
4. To assess the knowledge and practice regarding different aspects of new born and child care.
5. To assess the level of awareness of the community regarding child protection regarding child protection and scheme related to it.

This is a community based cross sectional study for collecting the baseline information as per the indicators; study was done for a period of 5 months. The study was conducted in 2 district of Karnataka where one from north Koppal, and another from south Mysore in each district 20 villages were taken where 10 villages were control, 10 villages were interventional. Before commencement of baseline data collection a quick socio demographic survey/house-listing was conducted for selection of sample population such as adolescent girls, pregnant women, recently delivered mothers, mothers of 1 to 5 year children and reproductive age group women. The data was collected by household survey tool for different respondents, FGD and in-depth interview. The data analysis was done by using Microsoft excel and SPSS v.16. The survey was conducted for checking the indicators like % of adolescent girls awareness about nutrition, menstrual hygiene, risk for developing psycho-social abnormalities, health benefits of delaying marriage and first pregnancy. % of ANC coverage, birth preparedness, knowledge about nutrition, misconceptions, health benefits of delaying marriage, % of institutional delivery, level of care % of child immunization, women following hygiene practices. Knowledge about violence and abuse, level of awareness and usage of social welfare, awareness about disadvantages of early marriage was also assessed.

Assessment of Nutritional status of adolescent girls in Karnataka

Funding Agency: IHMR Society, Jaipur

Team Member: Dr. Angan Sengupta

This is an internal research grant project allocated by IHMR society, Jaipur. The objectives of the study are to assess the dietary intake, dietary pattern and physical activity of rural adolescent girls in Bellary district of Karnataka and urban

adolescent girls in Bangalore. To assess the dietary intake 24 hour dietary recall, and 3 days dietary recall methods have been used. An interview schedule has been developed to assess the dietary pattern and physical activity.

Assessment of psychosocial status and quality of life of adolescent girls in rural area of Bellary, Karnataka

Agency: IIHMR Society, Jaipur

Research Team: Dr Manoj Kumar Gupta

This is an internal research grant project allocated by IIHMR society, Jaipur. This study is intended to assess the psychosocial status and quality of life of the adolescent girls by using WHO's modified 'HEEADSSS' approach and WHOQOL-BREF tool, respectively. HEEADSSS questionnaire has been modified considering rural background to make it simple, favorable and appropriate to rural adolescent girls. It includes eight parameters viz. Home, Education and Employment, Eating, Activities, Drugs, Sexuality, Suicide and Depression and Safety. WHOQOL-BREF tool assessed the health related quality of life. It took into consideration four domains of quality of life i.e. physical, psychological, environmental and social relationship.

Consultancy project

End-line Evaluation of "Primary Education Project for Deaf Children-Karnataka"

Agency: Deaf Child Worldwide, U.K. (DCW and Big Lottery Fund) and Association for People with Disability, Bangalore (APD)

Evaluators/Consultants: Dr. Usha Manjunath, IIHMR, Bangalore and Dr. Nagendra Prasad (Freelancer)

The Association of People with Disabilities (APD) implemented a project, called 'Primary Education for Deaf Children' in selected 3 districts of Karnataka state, namely Vijayapura (Bijapur), Davanagere and Chikkaballapur with support from 'Deaf Child Worldwide' (DCW) and with financial assistance from 'The Big Lottery Fund'. The project aimed at providing elementary education to deaf children identified in 9 blocks of the above districts from June 2012 to May 2016, with an agreed extended period of 6 months i.e. up to December-2016. An end line project evaluation completed in the month of December 2016 by two external evaluators namely Dr. Usha Manjunath and Dr. Nagendra Prasad provides a number of insights and policy directions for 'Deaf Children Primary Education'. This project provides the much needed evidence based information for a 'Community based inclusive education for deaf children in rural and semi-urban areas'. The end line evaluation included mixed research methodologies and a total of 445 stakeholders were interviewed for data collection. About 350 to 360 stakeholders were met through focus group discussions (FGDs) & in-depth interviews (IDIs) to understand qualitative impact patterns from the project.

All the children in the project cycle (790) were admitted (newly), readmitted (who may have discontinued) or continuing education showed 100% admissions in normal schools at local level (most of them in Government Schools). Overall retention rates of the Deaf children in schools are 96.41%, which is more than the retention rates of formal school going children in the system.

In the span of four and half years, almost all children enrolled in the project (790) showed significant improvements in communication (Total Communication including Indian Sign Language), access to services/government schemes for the deaf, educational/learning environment at home and school, social life and overall personality development. The stakeholders including deaf children, their parents, school teachers, community members, Gram Panchayat/Zilla Parishad/Municipality/City Corporation officials, project staff/community level rehabilitation workers and Government Officials of Education Department gave an overwhelming positive response about the project impact in terms of relevance, viability, scale and scope. Further, APD's concept of '**Model School**' to **"build disable friendly & inclusive environment for Children with Disability (CwDs) in the age group of 6-16 years with 10 -12 children per model school in the inclusive school setup to enable them to access quality education & rehabilitation under the same roof"** was found successful in the districts of Vijayapura (Bijapur) and Davanagere.

Strongest impact was seen (more than 80% of the deaf children enrolled) in the following areas:

1. Educational Status Improvement
2. Utilization of government services/schemes
3. Parent's participation and
4. Improvement in Total Communication with ISL as a major language.

A final report with implications on replicability and policy in deaf child primary education were submitted.

RESEARCH PUBLICATIONS

- 1) “Cost Structure, Package Rates and Financial Feasibility for Selected Surgeries Covered under Social Health Insurance Schemes: A Case Study” , Dr. Usha Manjunath, Professor, IIHMR, Bangalore, Mr. Kailashnath, Former Senior VP-Pricing & Analytics, Mr. C.N. Sunil Kumar, Senior VP-Strategy & Planning, NH, Bangalore. Accepted for publication in the Journal of Health Management, in Volume 18 Number 1 (January-March 2016).
- 2) Sarala Raju, M K Gupta, Fehmida Visnegarwala, An Educational Intervention to Empower and Engage the SHG Women against Cervical Cancer, International Journal of Health Sciences & Research, Vol.6, Issue: 5, May 2016
- 3) Rajachar V, Gupta MK. Psychosocial status and quality of life of adolescent girls in Karnataka. International Journal of Research in Medical Sciences 2017 Jun;5(6):2617-2624.
- 4) Swift changing face of Indian Healthcare Industry: A Commentary. National Journal of Community Medicine 2016; 7(7):-640- 643
- 5) Sood A, Chopra AK, Sood N. An epidemiological study analysing functional outcome of primary malignant tumour of femur in Mohan Dai Oswal Hospital Ludhiana, Punjab. IJPHRD. 2016 April-June 2016; 7 (2): 257-262

MDP & EDP TRAININGS AT IIHMR, BANGALORE

Training is one of the most important activities at IIHMR-B, meant for working professionals who would like to keep themselves updated with the latest concepts, ideas, tools, and techniques in managing Health Systems in better way. Institute has strong and dedicated multi-disciplinary faculty team to deliver these programmes with their rich insight and experience. Besides offering MDPs, Institute also conduct training programmes for organizations specifically tailored to suit their requirements.

In collaboration with SEMS, Maharashtra, IIHMR-Bangalore is conducting regular Training Programme on Healthcare Leadership. IIHMR-B is also accredited by NABET (National Accreditation Board for Education & Training).

The scheduled and completed training programmes of IIHMR-Bangalore are the following:

NURSING MANAGEMENT

Nursing, as a profession has always required natural management skills. Hospital is becoming more and more complex with technological development and innovation in medical science. The objective of the Training programme is to strengthen the technical, managerial and leadership skills of the nursing professionals which will help in better team building, counselling, decision making, delegation and communication along with managing facilities, maintaining quality and efficiency.

HEALTHCARE LEADERSHIP TRAINING PROGRAMME

The objective of the programme is to impart knowledge on Strategic thinking, life skills, leadership skills, team building, innovation, communications in Healthcare delivery system and to build capacity among the professionals working in healthcare system.

HOSPITAL MANAGEMENT PROGRAMME

The objective of the programme is to impart knowledge on managerial skills to healthcare professionals to understand the challenges and opportunities exist in hospitals and utilize these opportunities optimally to increase efficiency of hospital services.

COMPLETED TRAINING PROGRAMME



Institute of Health Management Research, Bangalore, conducted a three-day workshop on Project Management for healthcare professionals. This workshop was conducted to enhance the participants' understanding of project and its management in general, usage of the tools and techniques in formulating, implementing and monitoring the projects, and develop the skills required for better execution of the projects in healthcare.

Key Resource Persons / Speakers: The resource persons for the workshop were

- ☐ Dr. G. V. Nagaraj, Former Director, DoHFW, GoK
- ☐ Dr. NSN Rao, renowned biostatistician
- ☐ Dr. P. K. Srinivas, Advisor– NUHM, GoK
- ☐ Dr. G. Giridhar, Governing Board Member, IIHMR Bangalore.

KMC CME 6 Hours Credit: This workshop was accredited with 6 hours CME credit points by Karnataka Medical Council (KMC).

THE FACULTY TEAM

Dr. Usha Manjunath – Director IIHMR Bangalore



Dr. Usha Manjunath, has unique experience of Allied Health, Entrepreneurship, Management and Healthcare Services Management. She has 11 years experience as Management Faculty at Birla Institute of Technology & Science. She had extensive experience for over 13 years in the professional field of Speech Pathology and Audiology in various organizations including Not-for-profit Organizations, Schools and Hospitals in India and U.S.A. Her areas of interest in academics and research include Organizational Behaviour, Human Resource Management, Communication, Services/Healthcare Services Management, Principles of Management, Public Health, Marketing & Quality Management of Healthcare Services and Entrepreneurship. Dr. Usha is well versed in conducting workshops and Management Development Programs on Quality & Marketing in Healthcare, Entrepreneurship, Personality, Motivation, Stress & Life Style Management, Communication and Emotional Intelligence. Dr. Usha has expertise in Management and Executive Development Programs for various groups.

Dr. Manjunatha R



Dr. Manjunatha has done his MBBS from Vijayanagar Institute of Medical Sciences (VIMS), Bellary, MPH from Sree Chitra Tirunal Institute for Medical Sciences and Technology (SCTIMST University), Thiruvananthapuram, and PhD (Community Medicine) from Santosh Medical College and Hospital, Ghaziabad, Delhi NCR. He has received Fellowship (FRSPH) from Royal Society for Public Health (RSPH), London in 2014. His areas of interest are Public Health Nutrition, Maternal and Child health, Immunization and Research methodology in Health Sciences. Through Micronutrient Initiative he has contributed to operationalization of National Iron Plus Initiative (NIPI) in the States of Uttar Pradesh, Chhattisgarh and Gujarat. He was member of the National IDCF (Intensified Diarrhoea Control Fortnight) Secretariat, 2014 established by the Ministry of Health & Family Welfare (MoHFW), Government of India.

Dr. Anil Sood



Dr Anil did his MBBS from the prestigious Kasturba Medical College, Manipal, and DNB (Orthopaedics) from Mohan Dai Oswal Regional Cancer Research Institute, Ludhiana and MD (Community Medicine) from Government Medical College, Amritsar. He has attended and presented research papers in several Regional and National Conferences and workshops to keep himself up to date in epidemiology & public health. He was an active participant in WHO-- Johns Hopkins University-- Department of Health and Family Welfare, GOI International Project “Road Safety in 10 Countries” (RS-10) and has also been appointed independent monitors on behalf of WHO for monitoring NID & SNID rounds of Pulse Polio Immunization on various occasions. Dr. Anil Sood has worked under various capacities (researcher, physician, manager, and a medical teacher) for more than six years in the field of Public Health. His areas of interest include Epidemiology (Injury Epidemiology and Non-Communicable disease Epidemiology), He also holds a Basic Course degree in Health Economics from prestigious PGI Chandigarh.

Dr. Sarala Raju



Dr. Sarala Raju is a Social Scientist. After completing her M.A. and M.Phil. in Sociology at Bharathidasan University, Tiruchirappalli, Tamil Nadu, she pursued her doctoral research (Ph.D.) in the field of Sociology (Urban) at the Institute of Social & Economic Change (ISEC), Bangalore. She was a recipient of research fellowship from Indian Council for Social Science Research (ICSSR) for pursuing Ph.D. She has also passed National Eligibility Test (NET) for Lectureship in Sociology, conducted by UGC, New Delhi. Prior to joining IIHMR - Bangalore as an Assistant Professor, Dr. Sarala worked as a Lecturer at Jain University, Bangalore and University of Dayton (USA) Deepahalli Program, Bangalore. She has taught various papers in Sociology for under graduate students. She has an intense research experience in area of urban slums/urban poor. She possesses good experience in qualitative data collection and analysis by using statistical packages such as SPSS. Her areas of interest include Maternal and Child Health, Tribal Health, Urban Problems-Poverty and Slums, Social Network, Environmental Sociology, Migration and Human Resource Management.

Dr. Veena



Dr Veena R holds Master in Hospital Administration and Bachelor in Dental surgery from institutes of repute. She has wide experience in public health research, consultancy studies, and quality accreditations. She has published many articles in reputed journals. Before joining IHMR Bangalore she has worked as Hospital Administrator. Her areas of interest include hospital planning, monitoring and evaluation, quality accreditation, implementation and action research, demographic studies, statistical analysis and handling of large data sets.



Mr. Kanagaraj.K

NET qualified with 14+ years of experience (7 years in the Industry out of which 3 years in the managerial cadre and 7+ years in Teaching profession) with expertise of working in India and Abroad in fortune 500 companies like IBM, HP. Have published 9 articles in various domains in peer reviewed journals and presented papers at international conferences including IIM's. Currently pursuing PhD from St.Peters University Chennai in the stream of Management.

RESEARCH TEAM



Dr. Deepashree M R



Mr. Basappa Savatagi



Ms. Aryaka
HR Executive



Mr. Somanna
Admin Assistant



Mr. Bharath Kumar N
Asst. Manager - Marketing



Ms. Ramyashree M
Academic Executive



Mr. Rajashekara
Library Assistant



Mr. Mahesh
Accounts Executive



Ms. Anitha
Academic & Placement Officer



Ms. Meenakshi L
Receptionist



Mr. Satish Singh
System Analyst



Mr. Arun Kumar
IT Assistant



Mr. Suresh Babu
Asst. Librarian



Mr. Satya R Panda
Accounts Officer

IIHMR, Narayana & IIM-A'bad team up in health mgmt edu

Our Bureau, Bengaluru

INDIAN Institute of Health Management and Research (IIHMR), Bengaluru, Narayana Health and Centre for Management of Health Services of IIM-Ahmedabad have partnered to bring innovation in health management education space through joint research and collaboration.

As part of this effort, IIHMR, NH and CMHS-IIM-Ahmedabad hosted an international conference recently to improve the overall healthcare delivery system in primary, secondary and tertiary care. Dr. Shalini Rajneesh, Principal Secretary, Karnataka Health & Family Welfare Services, Dr. Devi Prasad Shetty, chairman Narayana Health, Anil Kalicharan — Consultant

Biranchi Jena, director, IIHMR Bengaluru, in healthcare management training is a bit critical compared to the general management education. It needs a thorough understanding of medical and clinical protocols, standards along with the service delivery models.

"Since hospital industry is growing around 35% CAGR, we need to rope in industry partners and support the understanding of such business transitions. Narayana Health has been a continuous support to bring innovations in healthcare education not just in Karnataka but across India," he added.

IMINE

IIHMR Bangalore to start Health IT Management education for WB's students

Special Report: IIHMR Bangalore, a premier institute for Health Information Technology Management education in India started its HIT Management as a specialization in its flagship programme PGDHM and are going to arrange 1-day workshop in Durgapur Para Medical College. This institute established in 2004 for hospital and health management education in India and have been running in three centres: Jaipur, Delhi and Bangalore. IIHMR Bangalore is the first education institute in India to be accredited by



IIHMR Bangalore Campus

NABET as hospital and healthcare consultant organization for NABH standards.

Addressing a press conference at Hotel Hindustan International in

Kolkata, Dr. Biranchi Jena, director, IIHMR Bangalore said, "Health Information Technology Management would be the next big thing in healthcare sector."

Over the last few years,

the hospital and public health sector has been recruiting a growing number of hospital administrators and public health professionals across the country. Interestingly, a majority of Health IT Management students who joined IIHMR Bangalore hail from West Bengal. The students are so much interested in this sector. This institute has also been taken a special initiative as part of its mission to sensitize people on the role of IT in augmenting the functioning of the healthcare sector, Jena added.

Low paid nurses opting for career shift, new courses

DC CORRESPONDENT
BENGALURU, DEC. 14

Out of the sixty students admitted every year in the Institute of Health Management Research, which provides courses in hospital and health management education in the city, around 15 students on an average come from nursing background.

Twenty-four-year-old Balaji, who has completed his BSc in nursing, did not want to pursue MSc, but instead opted for a PGDHM in Hospital Management. "There is not much opportunity in the clinical side for those with a nursing background, hence I have opted for a management programme so that I could have a more secure future," said Balaji.

Nursing, a profession that requires clinical 'sense and sensibility', has been battling for a long time with issues of better pay and welfare benefits. This is either pushing many to call it quits or opt for other executive courses in healthcare sector.

"There are many nurses

“The salary that they earn in a month as a regular nurse gets a big hike if they work as a nurse in the home-healthcare setup. Hence many opt for that as well nowadays

— Biranchi Jena, Director, IIHMR

who are taking up additional courses like the National Council Licensure Examination (NCLEX-RN exam), Basic Life Support (BLS) Certification Course, ACLS courses and then many opt for a diploma in family medicine or emergency medicines to give their CVs 'weight', to raise their salaries," said Suresh Babu GO, working president of Karnataka Nurses Forum, which has some ten thousand members across the State.

"Nurses get one-tenth of the salary of doctors at many private hospitals and only recently are we seeing some increase but that is not sufficient for them. There are a plenty of

reasons for it. Primarily, there is an irregular nursing education and a majority of the nursing institutes are not even qualified to grant certificates by the Nursing Council of India. The Government and Universities need to come up with a better system. And the Indian Nursing Council Act needs to be made mandatory for all nursing colleges," Suresh said.

He pointed out that work timings that stretch to twelve hours, lack of maternity benefits and guarantees in cases of health hazards while working, also push many to either take up jobs in the Gulf countries or go for other courses.

"After four years of studying nursing it becomes demotivating for them not to get a good pay with benefits. Irregular working hours are added 'triggers' that make them look for better opportunities abroad or take up courses which would get them better pay and perks," says Dr. Biranchi Jena, Director of IIHMR, Bangalore Institute of Health Management —JC



IIHMR conducts 6th convocation

The Institute of Health Management Research (IIHMR) — Bengaluru held its sixth convocation of the AICTE-Approved postgraduate diploma in Hospital and Health Management (Batch 2015-17) at the institute's campus. Sanjiv Kumar, Director-IIHMR Delhi, was the chief guest for the occasion and Takashi Maki, Director, Sakra World Hospital, Bengaluru was the guest of honour. The chief guest and guest of honor awarded the convocation certificates and gold medals to Lavanya N, Tripti Vaidya and Misdari S Mukunda, for their exemplary performance. Like every year, students were placed in reputed hospitals, state government institutions and healthcare IT companies with the highest package of ₹7,50,000 per annum. Students were recruited by Dell, Deloitte, Allscripts, Prime Era, Napier Health and Sapphire Systems among others.

राज्य में स्वास्थ्य के क्षेत्र में इन्फॉर्मेटिव शिक्षा की पहल

कोलकाता : मुख्यमंत्री ममता बनर्जी के सत्ता में आने के बाद राज्य में स्वास्थ्य के क्षेत्र में काफी कुछ सुधार किया गया है। अब राज्य में स्वास्थ्य सेवाओं को और बेहतर करने के लिए हेल्थ इन्फॉर्मेशन

टेक्नोलॉजी मैनेजमेंट के जरिये स्वास्थ्य के बारे में शिक्षण व प्रशिक्षण की व्यवस्था की जा रही है। बेंगलूर की आईआईएचएमआर ने इसकी पहल की है। अब राज्य में स्वास्थ्य सम्बंधी शिक्षा के लिए आईआईएचएमआर का सहारा लिया जा सकता है जिसके काफी बेहतर परिणाम दक्षिण भारत में देखने को मिला है। इसकी जानकारी निदेशक डॉ. विरांची जेना ने दी। उन्होंने बताया कि राज्य में स्वास्थ्य सेवाओं के बेहतरीन शिक्षा के लिए हमने इसकी शुरुआत की है जहां से छात्रों को सबसे बेहतर विकल्प मुहैया करवाया जा सकेगा। स्वास्थ्य क्षेत्र में इसे एक बड़ी पहल मानी जा रही है।

मांग की पर हमला

को गिरफ्तार किया गया है। शक्रवार को अदालत में पेश करने पर उन सभी को छह दिन की पुलिस हिरासत में भेज दिया गया। पुलिस ने अब तक गिरफ्तार लोगों के नामों का खुलासा नहीं किया है। दूसरी तरफ ग्रामीणों का कहना है कि संघर्ष के दौरान गायब हुए 21 लोगों में भी 10 का अभी भी पता

IIHMR Bangalore to start Health IT Management education for WB's students

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Over the last few years,

the hospital and public health sector has been recruiting a growing number of hospital administrators and public health professionals across the country. Interestingly, a majority of Health IT Management students who joined IIHMR Bangalore hail from West Bengal. The students are so much interested in this sector. This institute has also been taken a special initiative as part of its mission to sensitize people on the role of IT in augmenting the functioning of the healthcare sector, Jena added.

'In 5 yrs, nursing will die for lack of growth'

DC CORRESPONDENT
BENGALURU, NOV. 22

The Indian Institute of Health Management and Research (IIHMR), Narayana Health and Centre for Management of Health Services of IIM-Ahmedabad hosted an international conference to improve the overall healthcare delivery system in primary, secondary and tertiary care.

The institute has chalked out a long-term association which would help build capacity to address the growing need of the healthcare industry. Narayana Health would also actively contribute to

The medical education needs reforms to bring in more healthcare professionals. India needs more postgraduates in medicine, as we currently have only 14,500 post-graduate seats for the 56,000 under graduates

- Dr Devi Shetty,
CHAIRMAN & FOUNDER,
NARAYANA HEALTH

policy changes made to

Why does India Need Healthcare Management? Where does India stand in providing Healthcare Management Education??

Prof. Usha Manjunath

Healthcare sector is often referred to as 'Sun Shine Sector' and 'Recession Proof'. Rightly so, considering its attractiveness to drive employment, generate revenue and unfortunately, the 'disease burden' of India. The market is estimated to be growing at a CAGR of 23 percent reaching USD 280 billion from the present USD 100 billion. The market value of Health Information Technology (HIT) is pegged at USD 1 billion currently and is expected to grow one and a half times by 2020. World Bank's Healthcare Outlook, Economist Intelligence Unit estimates that healthcare billing is at an average of 10.5% of GDP on a global basis; the sector in itself is a high-cost sector for both end-users and providers. Even though Universal Health Coverage and reach of Public Health Services continues to be the focus of Central and State Governments, nearly 70% of the urban population and 63% of those living



(affecting them in earlier, in their 3s and 40s) have compounded our existing burden of communicable diseases. Recent rapid expansions in medical / nursing education have not been able to meet the domestic demand for skilled and qualified professionals. Latest developments of emerging

physicians and teams happy... The list is endless and the horizons of management are ever expanding.

Let us look at the scenario of highly dynamic healthcare technology advances happening across the world: EMR capturing in-person encounters is going to evolve into 'Care

aspects could impact frontline clinicians' effectiveness in care delivery in not-so-easily predictable manner. All these are to be managed amidst innovations in ever-growing diagnostic and treatment technologies. At the core stands the quality of care and patient safety, the human touch to care management and families. Indian healthcare system cannot afford to delay technology adoption. These are times - both exciting and exasperating, and management training in healthcare needs to be not only innovated upon, but made highly practice oriented.

Management education in India is catching up in big way in general management but is often theoretical at best in most institutions barring the top ranked institutions. The emerging Healthcare Management Institutions other than those established in the last three to four decades like the Indian Institute of Health Management Research have not been to ensure high

How to become a good healthcare manager

NEW PATHS Healthcare management education has to gear itself to create a passionate attitude among youngsters to take on the challenges, avers Usha Manjunath

Healthcare sector is often referred to as the 'sunshine sector' and as 'recession-proof'. Rightly so, considering its attractiveness to drive employment, generate revenue and unfortunately, the 'disease burden' of India. The market is estimated to be growing at a compounded annual growth rate (CAGR) of 15%, reaching USD 280 billion from the present USD 100 billion. The market value of Health Information Technology (HIT) is pegged at \$1 billion currently and is expected to grow 1.5 times by 2020. Even though universal health coverage and the reach of public health services continue to be the focus of Central and State governments, nearly 70% of the urban population and 63% of those living in rural areas prefer to use private healthcare services.

Mistrust, low quality of services and lower penetration in rural areas continue to

exist in the public system. Domestic demand is robust with a rise in population, currently pegged at 1.25 billion, and increasing life expectancy. Majority of this growth is expected to take place in hospitals, particularly private ones. The rest of the market growth comprises medical devices, clinical trials, outsourcing, telemedicine, medical tourism, and health insurance and financing. Even though market outlook for the industry looks very attractive, the availability of a skilled workforce in the medical, non-medical and managerial sectors is limited in quantity and quality.

Recent rapid expansions in medical/nursing education have not been able to meet the domestic demands for skilled and qualified professionals. Some of the factors that are making healthcare delivery expensive are latest developments

in emerging healthcare delivery models, health financing and insurance processing, competition, quality/accreditation, legal aspects, electronic medical records (EMR) and medical technology penetration into daily practice among others.

Operational efficiency and managing patient-centric care are becoming critical to cost containment, improving coverage (disease types as well as population) and quality of care. Here is where capacity building of smart and young graduates in healthcare management comes into picture to run the hospitals, diagnostic centres, super-specialty tertiary care services etc so that the doctors and nurses are freed up to focus on 'clinical work' for which they are trained.

Healthcare managers are faced with challenges in making things happen. They include creating new opportunities, adopting new technologies, meeting newer demands of patients and families, enabling high quality care delivery, balancing financial statements, keeping physicians and teams happy. The list is endless and the horizons of management are ever expanding. Let us look at the scenario of highly dynamic healthcare technology advances happening across the world.



■ Electronic medical records capturing personal encounters are going to evolve into 'Care Management Medical Record' including behavioural, medical and non-medical information, which would further capture and track what happens between patient's visits.

■ Managers will face challenges to meet controlled access demands to information with proliferation of mobile and 'internet of things' (IoT) generated data by connected devices. Wearables, point of care devices, trackers, telemedicine and remote monitoring would make data manage-

ment much more complex. Providers are looking at Big Data and Predictive Analytics to make accurate and informed decisions that affect the health of different regions and communities.

■ Synchronising data, data security, privacy and interoperability are daunting tasks for organisation level management. Increased scrutiny on insurance claims, security, legal and regulatory aspects could impact frontline clinicians' effectiveness in care delivery in a not-so-easily predictable manner. All these are to be managed amidst innovations in the ever-growing diagnostic and treatment technologies.

■ At the core stands the quality of care and patient safety, the human touch to care management and families. Indian healthcare systems cannot afford to delay technology adoption. These are times, both exciting and exasperating, and management training in healthcare needs to be not only innovated upon, but made highly practice-oriented.

Management education in India is catching up in a big way in general management, but is often theoretical at best, in most institutions, barring the top-ranked institutions. The emerging healthcare management institutions other than

those established in the last three to four decades have not ensured high quality training and skills required for the fast-growing dynamic sector. The sector demands that young management graduates be not only tech-savvy and skilled, but also sensitive to the social, emotional and commercial aspects of healthcare delivery.

Legality and ethics in practice of medicine, healthcare marketing, accidents/emergency care and latest developments in organ transplant or surgery continue to challenge healthcare providers and managers. The present healthcare management education has to gear itself to adapt faster and create a passionate attitude among youngsters to take on the challenges. They have to learn to support and create conducive organisational environment for doctors and specialists to carry out their medical practice in order to achieve best outcomes, patient satisfaction, and operational efficiencies as well as service quality with a fine balancing act of financial books and cost containment. It may seem like a tall order, but is certainly achievable.

(The author is dean - academics, IIHMR, Bengaluru)

IIHMR UNIVERSITY, JAIPUR



IIHMR University, Jaipur formerly known as Indian Institute of Health Management Research, was founded in 1984 in Jaipur. Over the years the Institute has created a niche for itself in providing quality education in Health Management and Hospital Management. It has made phenomenal contributions to both research and education in the area of management of health services achieving a pride of place in health management, planning and research at the national and international levels. The role of the Institute is being increasingly realised and appreciated in developing health management as an important discipline for improving the efficiency, effectiveness and quality of health care. The Institute has consolidated its focus on research in health policy and programs. Being a WHO Collaborating Centre and recognised as an Institute of Excellence by the Ministry of Health and Family Welfare, Government of India. The Institute has been able to promote research in policy development and program evaluation. The Institute campus is located near Sanganer Airport and is spread over an exquisitely landscaped area of 14 acres. The architecture of the Institute with traditional blending of local culture is one of the best in the country.

The facilities at the Institute are of international standards. The main building has an academic block, a computer center, a library and documentation center, a conference hall, an auditorium, an MDP center, seminar rooms, tutorial rooms and lecture halls. There are three hostel buildings which can accommodate as many as 187 students in rooms which are fully furnished and provided with a telephone and central air-cooling. A well-equipped modern kitchen and a spacious dining hall are attached to the hostels. A number of guest houses are located on the campus. The residential complex has flats on the main campus for the staff, in addition to 11 flats a little away from the campus. The complex includes a jogging track, tennis and badminton courts, and a mini playground for children. A centrally installed dish antenna provides a variety of TV programs to the residents. A club house complex provides facilities for a variety of indoor games, including table tennis, chess and carom. It also has a gymnasium. There is an outdoor swimming pool located within the complex.

In today's fast changing world training needs are immense and It is difficult sometimes to fulfil training needs by on campus programs. e-Learning programs are required today to help train working professional. IIHMR University, Jaipur has trained professionals in Hospital Management through on-campus programs for years.

IIHMR, DELHI



The International Institute of Health Management Research, New Delhi is part of the Society for Indian Institute of Health Management Research (IIHMR), which was established in October 1984 under the Societies Registration Act 1958. IIHMR Delhi was setup in 2008 with a focus on national and international health to cater to the growing needs of the country and the Asia-Pacific region. Our chief goals are to play a major role in promoting and conducting research in policy analysis and formulation, strategy development and effective implementation of policies, training and capacity development and preparing professionals for the healthcare sector. We undertake capacity building of health professionals in a big way through our executive training programs . The Institute offers a two-year full-time Postgraduate Programme with specialization in Hospital Management, Health Management and Healthcare IT. To meet the educational challenges of the rapidly growing health sector in India, IIHMR Delhi provides students with a managerial and technical foundation for careers in consulting, health care systems, hospital management, public health management, Health IT and health insurance.

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 with various stakeholders in eastern and north eastern states of India dates back to years. The institute has played a crucial role in evidence generation, systems strengthening and programme evaluation in the region. States in the region have been the exclusive focus of study as well as part of multicentric studies in the country. 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 mid term review of West Bengal Health Systems Development Initiative.



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