

Institute of Health Management Research

Bangalore

6th State of Institute Report 2018



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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. IHMR 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 IHMR Bangalore was in the southern states of India. Although a period of 10 years is small in the history of an institution, IHMR Bangalore has made its presence felt significantly in the southern states. Now, IHMR 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 six years since the inception of the PGDHM, over three hundred professionals, who have specialized in hospital and health management, have come out of the portals of IHMR Bangalore and now actively contributing in the health and hospital sector.

In a transformational endeavour, the Institute is strengthening the four important verticals; Education, Research and Publications, MDP and Consultancy. IHMR 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 a MoU with Maastricht University, Netherlands for faculty and students exchange programme. Besides this, IHMR Bangalore also signed a MoU with Narayana Health Private Ltd for capacity building, learning opportunities for students and to conduct special studies of various operations in hospitals.

S. D. Gupta

MD, PhD (Johns Hopkins), FAMS



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

IIHMR Bangalore has been considered as one of the best Institute 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, was crafted with over 30 years of research experience of

IIHMR Society, Jaipur. Our flagship programme Post Graduate Programme in Health and Hospital Management is NBA accredited and offers three specializations presently. We have contributed to various healthcare programme and development through research projects in Maternal/Child Health, Nutrition, Adolescent Health, Urban Health, IEC and BCC in partnership with national and international agencies. Health Surveys, Formative Research, Impact Evaluation, Monitoring and Capacity Building are some of our core areas in the field of Healthcare Management Research.

IIHMR is devoted to creating healthcare professionals to work towards of Sustainable Development Goals, Universal Health Coverage and leverage technological advancements. We help the students to develop leadership to facilitate innovations to make high quality healthcare affordable and accessible to each Indian. 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. Situated in Bangalore, we have a great opportunity to leverage and develop capacity in Hospital, Health IT and Public Health Management. I am also delighted to inform that IIHMR 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 programs, create avenues for long term viability and outcomes, create substantial opportunities to expand medical, healthcare and IT/Technology enhanced services.

Dr. Usha Manjunath

Director - IIHMR, Bangalore

Our Mission

Institute of Health Management Research, 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 perspective.

Thrust Areas

- » Primary Health Care
- » Health Informatics
- » 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



P. D. AGARWAL
 Founder TCI - Bhorka Group
 1920-1982

Technical Capabilities

- » Educational Programmes, Training and Capacity building of Healthcare Personnel
- » Health System Research Projects
- » Quality Assurance – NABH & ISO Accreditation
- » Feasibility Studies and Manpower Planning
- » Planning, Implementation, Monitoring & Evaluation of Health Programmes



Established in 2004, Institute of Health Management Research (IIHMR) - Bangalore is the South Campus of IIHMR-Jaipur. In the year 2010, the Institute acquired AICTE approval for its Post Graduate Diploma in Health and Hospital Management (PGDHM), a flagship Programme in which Knowledge, Research and Training create a distinctive edge for developing Managers for the Hospital and Healthcare Industry. IIHMR, Bangalore leverages on the collective strength of nearly 70 faculty across campuses of the Institutes at Jaipur, Bangalore and Delhi.

IIHMR, Bangalore also provides short term training programmes like Effective Hospital Management, Healthcare Leadership and many customized trainings for Hospital and Healthcare organizations to improve the skill set of working professionals. IIHMR, Bangalore has a proven track record of doing high end research work in the areas of Hospital and Healthcare Management.

In the year 2015, IIHMR, Bangalore became the first educational Institute in India to be accredited by NABET as Hospital and Healthcare Consultant Organization for NABH Standards. We assist hospitals and other healthcare organizations for NABH accreditation from QCI (Quality Council of India).

IIHMR Society

The Indian Institute of Health Management Research (Society) was established in 1984 at Jaipur with focus on Public Health and Hospital Management. The IIHMR Society established campuses at Jaipur, Delhi and Bangalore over the years. IIHMR – Jaipur is a WHO Collaborating Centre and has been designated as an Institute of Excellence by Ministry of Health & Family Welfare, Government of India. Recently, it became a State University for Healthcare Management Research.



Infrastructure

The Institute has a full-fledged campus spread over two acres in Electronic City, near Wipro. The main building has an Academic Block, Computer Centre, Library, Conference Hall, Classrooms, Tutorial Rooms, Lecture Halls and Seminar Rooms. The seminar hall is well-equipped with all modern amenities with seating capacity to accommodate 150 participants. The Computer Centre is a state-of the-Art facility with WI-FI internet connectivity, Language Lab and Statistical Packages to cater to the needs of Academics, Data Analytics and Research. The library at IIHMR, Bangalore is a Centre for Academic Learning, Knowledge Acquisition and Development. The Campus also has Badminton Court, Volley Ball Court, Indoor Games like Chess, Carrom, Gym etc. The Institute has well-furnished Hostel Facility separately for both boys and girls.



Research Projects Completed

● 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, Dr. R. Sarala, and Mr. Rajendra

IHMR, 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 consist 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.

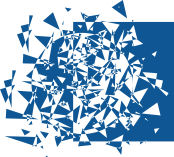
● Pre-testing of IEC Materials on Nutrition Intervention (MIYCN) for Behavioral Change Strategy in UP and Bihar

Agency : Alive and Thrive

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 behaviour change among the target population. IIHMR Bangalore as a technical partner to Alive and Thrive to pre- test the communication package on Maternal and Child Nutrition. The study was carried out in Nalanda District in Bihar and Barabanki District in UP. The study aimed 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 included 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 was adopted to pre-test the IEC materials. The study aimed 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
Team : Dr. Usha Manjunath, Mr. Syed Ali 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.

● TOR Evaluation Study for KEA, Karnataka

Agency : Karnataka Evaluation Authority
Team : Dr. Usha Manjunath

IIHMR, Bangalore had successfully written 7 TORs for Karnataka Evaluation Authority, Government of Karnataka. The title of the TORs are 1) Study of the Status of Self Help groups under KSRLM in Karnataka 2) Study the Status and Performance of Direct Benefit Transfer (DBT) Scheme in Karnataka 3) Study the Status of Senior Citizens in Karnataka 4) Evaluation of Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) for Rural Development and Panchayath Raj Department 5) Evaluation of Rajiv Gandhi Chaitanya Yojane (RGCY) for Rural Development and Panchayath Raj Department 6) Evaluation Study on Usage of The E- Hospital Software Developed By NIC, Karnataka and 7) Evaluation of "Suchi Sambhrama Kit" for SC/ST Boys and Girls in Karnataka



On-Going Research Projects

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

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

Team : Dr. R. Sarala (Principal Investigator), Dr. Usha, Manjunath, Mr. Prakasha .S

The study is over a period of 2 years and in three phases, 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 behaviour 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 the above intervention.

● **Baseline Evaluation Proposal for Sriganaganagar NCD Project**

Agency : Piramal Swasthya Management & Research Institute

Project team : Dr. Manjunatha R, Dr. Sameer Phadnis,
Dr. Piyusha Majumdar

Research team of IIHMR Bangalore & IIHMR Jaipur are jointly conducting this baseline evaluation study related to Non-communicable diseases & its risk factors. Piramal Swasthaya is providing preventive and medical care for the non-communicable diseases in 6 blocks of Sri Ganganagar district, Rajasthan through mobile medical units. As part of its service provision, Piramal is providing basic health care services, screening of NCDs, Laboratory treatment, provision of medicine and referral etc. This baseline research study ongoing over 02 months, would collect both primary and secondary data to understand the current prevalence of selected NCDs viz Hypertension and Type II Diabetes, knowledge about NCDs and its risk factors in the project area, socio-demographic profile of people living in the project area along with mapping of available health care services for NCDs and potential stakeholders from the community for their involvement in the project area.





● **Implementation of NABH standards in Cadabams Hospital, Bangalore**

Agency : Cadabams Hospital, Bangalore

Project Team : Dr. Sreenath Reddy

Cadabams hospital management has approached IIHMR Bangalore to facilitate the process NABH accreditation. The primary objective is to operationalize NABH norms in the Hospital and facilitate the hospital management for NABH accreditation status. The scope of the work is to provide expertise in NABH standards implementation to the hospital and to Carry out tasks necessary for fulfilling the needs of NABH accreditation along with the hospital's NABH Implementation team.

● **Monitoring and Verification of Vajpayee Arogyashree Scheme Implemented by SAST-Random Beneficiary Visits in Hospitals**

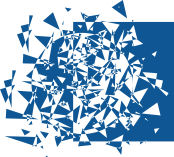
Agency : Suvarna Arogya Suraksha Trust (SAST)

Project Team : Dr. Usha Manjunath, Dr. Manoj K Gupta, Dr. Sarala Raju, Dr. Veena R., Mr. Rajendra. D.

Government of Karnataka has taken an initiative to improve access o BPL families (both rural and urban) towards quality tertiary medical care for the treatment of identified catastrophic illness involving hospitalization, surgery and therapies. The scheme is implemented and regulated by Suvarna Arogya Suraksha Trust (SAST). With an aim to support and strength the monitoring and internal controls processes planned by the SAST, the state government has taken up the project 'Monitoring and Verification' with the scope of random Beneficiary visits during hospitalization and post discharge, medical claims process audit and data analytics.

Key Objectives of this project is to monitor and review of processes following pre -authorization, including Confirmation of beneficiary identity, Review of documentation maintained by the network hospitals, Beneficiary experience of the process, patient satisfaction and details of any out of pocket expenditure incurred during hospitalisation, Beneficiary experience of discrimination in the treatment and care provided, etc. Beneficiaries were being interviewed in empanelled hospitals in Karnataka, Andhra Pradesh and Maharashtra. The selection of beneficiary is being done monthly by SAST under the specialities Cardiology, Neurology, Oncology and Urology.





Faculty Consultancy

● **Status Evaluation and Strategic Directions” for Shri. B.D. Tatti Memorial Charitable Trust, Laxmeshwar, Gadag School for Deaf Children**

Agency : Shri. B.D. Tatti memorial charitable Trust, Laxmeshwar Gadag

Consultant : Dr. Usha Manjunath

Shri. B.D. Tatti School for the deaf children is a residential school located in Laxmeshwar in Gadag district. The School was established in 1997 and currently has 300 students from 1 to 10th Standard. Under the Charitable Trust several related works in rehabilitation has also been going on. With a view to achieve better scholastic performance among deaf children, a ‘pre-school programme’ for the deaf children was initiated. Dr. Usha Manjunath is an independent consultant to assess the present status of the School including ‘Educational Programmes’, ‘School System’ and arrive at a SWOT analysis. Based on the evaluation strategic goals will be developed on “Programmatic interventions for deaf education in order to enhance scholastic achievements, empower deaf young people to achieve economic empowerment, communication and integration into the community, Streamline and enhance Deaf Pre-School Program interventions with current professional knowledge on Communication development and holistic development of young children and Long term plans on vocational, job skills and economic empowerment of deaf children in the region with inclusive education and growth”.

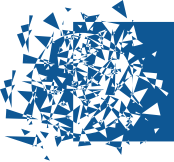
● **Market Research for innovative ophthalmic equipment’s – Digital Gonio Camera and Digital Slit Lamp**

Agency : Lumi Soft Technologies Pvt Ltd. Bangalore

Consultant : Dr. Usha Manjunath

Market sensing and product strategy research was carried out for Digital Gonio Camera and Digital Slit Lamp which are a part of innovation product research by Dr. H. V. Srinivas, Ophthalmologist, CEO of ‘Lumisoft Technologies Pvt. Ltd’. He is developing ‘Digital Gonio Camera’ and ‘Digital Slit Lamp’ with a “Biotechnology Ignition Grant-2015” BIRAC, GoI, on “A Gonioscope without a slit lamp”. Market research approach included a sample of ophthalmologists and optometrists for ‘Portable Digital Slit Lamp’ and ophthalmologists for ‘Portable Digital Gonio Camera’. Both Tier 1 and Tier 2 cities were included. Wide variety of hospitals were covered: small clinics, small to large eye care hospitals, government hospitals, teaching hospitals (medical college), chain of eye care hospitals and departments in tertiary care hospitals. A total of 200 optometrists and ophthalmologists were contacted, and we received 142 responses (including both products). 60 respondents participated for survey on Portable Digital Gonio Camera and 82 responded in survey for Portable Digital Slit Lamp. Market research report was submitted in January 2018 upon completion. Dr. Sarala, Assistant Professor of IIHMR, Bangalore supported in field study for the market survey.





Faculty Consultancy


Develop and Design a Project Implementation strategy for Efficient distribution of Double Fortified Salt in Jharkhand

Agency : The India Nutrition Initiative, New Delhi

Consultant : Dr. Manjunatha R

Iron Deficiency Anaemia (IDA) and Iodine Deficiency Disorders (IDD) are significant health problems affecting the people of India and of Jharkhand. WHO estimates indicate the prevalence of anaemia in developed and developing countries in pregnant women at 14% in developed and 51% in developing countries and 65-75% proportion of cases are prevalent in India alone. As per NFHS-4, in Jharkhand, 65.2% of women of reproductive age are anaemic, as are 69.9% of children ages 06 months to 59 months. Government of Jharkhand has decided to supplement the existing efforts of reducing iron deficiency anaemia and iodine deficiency through a State-wide intervention to provide high-quality Double Fortified Salt (DFS) to the consumers of the state to help promote public health and alleviate malnutrition, by addressing anemia and micronutrient deficiencies. DFS means Double Fortified Salt. A form of table salt manufactured to contain iron and iodine, can fight off anemia and iron deficiency disorders. The merit of this technology is that the vehicle used for fortification, namely salt, is universally consumed by all segments including the poor among whom anemia is much more prevalent. A detailed program implementation strategy is the objective of efficient distribution of DFS in the State through Public Distribution System.





IIHMR-Bangalore is geared to respond to the challenging needs of the Healthcare Industry. It is a high performing academic centre with outstanding Faculty & Staff, Supportive Alumni and students. Our reputation reflects the cutting-edge contributions of the faculty, the high calibre of student body, the dynamics of our progressive curriculum, technological orientation, and exceptional commitment to quality education and research – all in the ideal location of Bangalore Campus.

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
- » Students appearing for final year exams can also apply for provisional admission (such students have to submit all required mark sheets and documents within 2 months of the course start date)

Admission Criteria

Students meeting the eligibility criteria can apply for PGDHM programme. After submitting the application; all students must appear for GD/PI (Group Discussion & Personal Interview). Based on the performance in GD/PI along with other criteria such as their entrance exam score admission for PGDHM would be offered.





Educational Programme

• PGDHM

The Institute offers a two-year full-time Postgraduate Program (PGDHM), with specializations in Hospital Management, Health Management and Health Information Technology (HIT) Management. PGDHM is well designed to develop Professional Managers and Targets Doctors, Bio-Tech Engineers, Pharmacy Graduates, Working Personnel, and Life Science / other degree holders. This program allows for a more holistic approach to confront the constant challenges the healthcare industry faces.

PGDHM Specializations

- Hospital Management
- Health Management
- Health IT Management





Key Features of our Flagship Programme – PGDHM

- » Approved by AICTE, Ministry of HRD, New Delhi
- » Accredited by NBA.
- » Live Project participation, Field Visits, Case Study Methods, Hands-on learning, Simulation, Interactive & Participatory Learning Methodologies.
- » Exposure & Interaction with renowned personalities from Healthcare Sector and Associated Sector like IT, HR, Insurance, Market Research, and Medical Law etc.
- » Curricular, Co-curricular and Extra Curricular Programmes for overall development.
- » Two months Summer Training in Hospitals and various Healthcare Organizations at the end of First Year.
- » Dissertation and Internship at the end of Second Year for four months with reputed organizations to gain knowledge & skills to handle managerial issues of major departments of Healthcare Organizations/Hospitals.
- » 100% Placement Assistance and Mentoring.

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.





Placements

- The Institute has a placement committee which comprises of the Dean Academic and Student's Affairs, Placement Executive and Student Representatives. The core activities of the placement cell primarily revolve around achieving Placement for Summer Training in the 1st year & Internship cum Placements in the 2nd year for the outgoing students with liaison with placement consultancies.
- IIHMR Bangalore has placed Admission and Placement as an utmost importance. IIHMR has constituted high powered Steering Committee to get Quality students for the educational programmes and provide 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 also provide best quality healthcare professionals to the healthcare industry.

Guest lectures & Industry Interfaces

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 focused on facing the current challenging norms and opportunities.



Convocation Ceremony

Institute Health Management Research (IIHMR), Bangalore organized 7th Convocation for its PGDHM Programme on 26th May 2018. "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 2016-2018. The day was May 26, 2018 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. K Ravi Kumar, Senior Regional Director, ROHFW, GoI, was the Chief Guest and Dr. S. Pruthvish, Prof. & HOD - Dept. of Community Medicine, MS Ramaiah Medical College, Bengaluru & Dr. K. Suresh, Public health expert were the Guests of Honor. In total, 29 students were awarded their Degrees and the ceremony was completed with the Military band playing the National Anthem.



Training Programmes



“Legal issues in Healthcare on 29th & 30th June 2018”

The Training was awarded 4 CME Credit points by Karnataka Medical Council

IIHMR Bangalore conducted two-day management development programme on “Legal Issues in Healthcare” on 29-30th June 2018 at its campus in Electronics city. 39 healthcare professionals attended the event. The delegates were from NHM Karnataka, Gujarat, Manipur and Tripura, Narayana Health, Bangalore Baptist Hospital, Kosmoderma Clinics and Spas Pvt. Ltd, Bangalore, ACCESS Health International, NU Hospital, BMS Hospital Trust, RGIPH and CDC, Government College of Nursing, Bangalore Mallige Hospital, St. Martha’s Hospital, Zion Hospitals and Research Center Pvt. Ltd to name a few. The programme was accredited with Four hours CME Credit by Karnataka Medical council, Bangalore. The programme was inaugurated by Dr. Nagesh N. S, Professor and Head, Department of Surgical Gastro Enterology, Bangalore Medical College and Hospital. Dr. Usha Manjunath, Director IIHMR-B stressed on the importance of training programmes for the working healthcare professionals in updating their knowledge to the individual and organization’s benefit and also highlighted the need of this MDP on ‘Legal issues in Healthcare’. The resources persons of the training were Mr. Samuel Abraham, Senior Law Officer, CMC, Vellore, Dr. Usha Manjunath, Director, IIHMR-Bangalore, Dr. Chethana HS, Consultant – Medical Operations, Motherhood Group of Hospitals, Bangalore, Mr. Shashi Bhushan, Founder & CEO, Health Macro Technologies Pvt. Ltd Bangalore and Dr. Veena R, Assistant Professor, IIHMR, Bangalore.

PGDHM Batch Inauguration (2017-2019)



IIHMR, Bangalore Inaugurated 8th PGDHM students Batch of 2017 on 26th July 2017. The inauguration was presided over by Ms. Madhuri, COO of Ramakrishna Hospitals as Guest of Honour, Ms. Latha Mangipudi, State Representative at New Hampshire, USA, our special guest. Our Trustee Secretary Dr. S.D. Gupta, our role model, friend, guide and philosopher was part of the inauguration to bless our new batch students.

Alumni Meet & Foundation Day



IIHMR-Bangalore celebrated its foundation day and Alumni meet on 2nd December 2017. The event was a grand success with many alumnis attending it. Alumnis of IIHMR from Narayana Health, Allscripts, Hosmat hospital, Accenture, RxDx, WHO, Dell Health -care services and many more, actively participated and guided the students towards better future. In sync with alumnis the current batch students exhibited their talents with enthusiasm through various programs.

● Preparing for NABH Accreditation an Orientation Training Programme on 6th May 2018

The Training was awarded 2 CME Credit points by Karnataka Medical Council

IIHMR-Bangalore conducted one day training, Medical programme on “Preparing for NABH Accreditation-An Orientation Programme” on 6th May 2018 at IIHMR -Bangalore. The training was attended by over 40 participants from over 20 HCOs including Suguna Hospital, Chirayu Hospital-Ratnagiri, Green City Hospital, Ramakrishna Hospital, Sapphire IMS, Srichid Technologies, Kavya Hospital, Govt. College of Nursing-Bangalore, Ramaiah Institute of Management Studies, Raichur Institute of Medical Sciences, Navodaya Medical College-Raichur M C, Kusuma Hospital, Rajiv Gandhi Institute of Public Health & Centre for Disease Control-Bangalore. The resource persons of the training were Dr. Thuppil Venkatesh: CEO & Director, FQI & Principal Advisor-QCI, Dr. Usha Manjunath: Director, IIHMR-Bangalore, Dr Pradnya Sriram: Anaesthesiologist Administrator and NABH Coordinator, Pradnya Nethralaya, Ms. Rashmi Shrivastava: Lead-Quality and New Initiative, Narayana Health, Dr. Veena R: Assistant Professor, IIHMR Bangalore

● Front Office Management in Hospitals - Professionalism and Career Development on 4th March 2018



IIHMR-Bangalore conducted one day training on “**Front Office Management in Hospitals Professionalism and Career Development**” on 4th March 2018. The training was attended by 84 participants, 58 were from various hospitals in Bangalore. The training was conducted at Bhoruka Charitable Trust, Indiranagar, Bangalore. The resources persons of the training were Dr. Usha Manjunath, Director, IIHMR-Bangalore, Dr. Ajith Rayan, MD and VP, HOSMAT, Bangalore, Dr. Nagasubramanian, GM – Clinical Services, HCG Hospitals, Bangalore, Dr. G.S. Surya Prakash, Project Director, Bhoruka Charitable Trust, Bangalore, Mr. Santosh Kumar, MD, Jayashree Hospital, Bangalore, Mr. Raghu Krishnappa, AGM –

Revenue Cycle Management and Insurance, Sakra World Hospital, Bangalore, Ms. Rajathi, Consultant Trainer, Bangalore, Dr Anil Sood, Faculty Incharge – Training and Associate professor, Dr. Sarala R, Assistant Professor and Dr. Veena R, Assistant Professor, IIHMR Bangalore.

- **International Workshop on “Up-skilling of Orthopaedicians for Enhancement of Competencies” on 25th to 28th January 2018**

The Training was awarded 6 CME Credit points by Karnataka Medical Council

IIHMR-Bangalore conducted an International workshop on “Up-skilling of Orthopaedicians for Enhancement of Competencies” from 26th-28th January 2018. The workshop had a pre-conference workshop on 25th Jan 2018 from 4 – 6.30 PM which was supported by B Braun Medical (India) Pvt. Ltd. The topics of the workshop were hand hygiene, preparation for the surgery and graft preparation. The workshop was inaugurated by Dr. K. Manjunath, Director, Bowring Institute of Medical Science, Bangalore, Mr. Takashi Maki, Director, Sakra World Hospital, Bangalore and Dr. Usha Manjunath, Director, IIHMR-Bangalore. This workshop witnessed nearly 50 eminent faculties coming together to share their experiences, train in skills and give tips to achieve success in a wide range of orthopaedic procedures to 100 delegates not only from various parts of India but also from Zambia, Afghanistan, Nigeria & Nepal. The faculties and the delegates left with positive note on the workshop. Innovative approach of ‘Self-financing’ and efforts of Organizing Chairman Dr. Anil Sood were highly appreciated.



Conferences/Seminar/Workshops Organized

Adwitya 2017: “Adapt and Excel in Health care delivery”.

IIHMR Bangalore had successfully organized ADWITYA-2016 conference on 16th Dec 2017 with the theme “Adapt and Excel in Health care delivery”. The conference was inaugurated by eminent personalities Mr. Mehdi Kalim (GM-Motherhood hospitals), Dr.S.D. Gupta (Trustee Secretary IIHMR- Society) and Dr. Usha Manjunath Director, IIHMR-Bangalore. The conference concluded with panel discussion followed by interaction between speakers, delegates, faculty and students. Conference had delegates and students from Madurai Kamaraj University, ISBR college, St. John Health Sciences, Oxford Engineering College, Adhiyamaan College of Engineering, Padmashree college and from various hospitals, IT companies and Public Health organisation working in and around Bangalore.

HIT Conclave

IIHMR-Bangalore organised 1st HIT- Academia Industry Interface with leading Healthcare IT companies and entrepreneurs at Golden Tulip, Electronic City, Bangalore on 23rd June 2018. Prime objective of the meet was opportunities for mutual collaboration to bridge the gap between industry and academia. Captivating personalities part of this meet were Mr. Baiju (Sapphire IMS), Mr. Sashi Bhushan (Healthcare Macro), Dr. Pramod Jacob (Life Trenz), Mr. Kaushik Rajendran (HealthO5) and many other who contributed their valuable experience.





Special Appearance

IIHMR Bangalore has the vibrant and experienced faculty who occasionally appear in various institutes as a guest speaker and attended national and international conferences, seminars and awarded with prestigious awards.

- Dr. Usha Manjunath was invited as a panellist for the Management Faculty Selection at University of Hyderabad on 27th June 2018.
- Dr. Usha Manjunath, Dr. Manjunatha R., Dr. Sarala and Dr. Anil Sood were expert trainers in Training of Trainers Programme on Nutrition and Health Education from 19th -23rd June 2018 at Kendriya Sadana conducted by Food and Nutrition Board, GoI and DWCD, GoK.
- IIHMR University Jaipur ranked Rajasthan's #2 Private University in the Education World-India Higher Education Rankings 2018-19, held on 23/06/2018. Dr. Usha Manjunath received the award on behalf of IIHMR University, Jaipur.
- Dr. Usha Manjunath was invited for an expert group meeting with Joint Director (ICDS), Dept of Women & Child Development, at M.S. Building on 20th June 2018 to discuss "Nutrition and Food Pattern for Severely Malnourished Children of 6 Months to 3 Years Age"
- Dr. Usha Manjunath participated in the interactive session organized by CII with Karnataka Private Hospitals/HCOs Heads and Dr. Vinod Paul, Member, NITI Aayog on 'Implementation of NHPS (National Health Protection Scheme)' with NITI Aayog on 11th June 2018.
- Dr. Usha Manjunath chaired a session in Urban Immunization Workshop conducted by Directorate of Health and family welfare with the support of UNICEF in Bengaluru on 5/06/2018

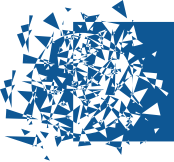




Publications by Faculty and Research Scholars

- Ms. Jyoti R. Munavalli, Dr. Shyam Vasudeva Rao, Dr. Aravind Srinivasan, Dr.Usha Manjunath and Prof Dr. G.G.Merode, “a Robust Predictive Resource Planning Under Demand Uncertainty To improve Waiting Times In Out Patient Clinic Journal of Health Management, Volume 19 Number 4 (October-December, 2017).
- Rajeshwari B.ZS and Usha Manjunath “Assessment of Quality of Life among the Health Workers of Primary Health Centers Managed by a Non-Government Organization in the State of Karnataka, India” International Journal of Health Sciences-2017 Volume 6(4), 240-244.
- Rajachar V, Gupta M.K Psychosocial status and quality of life of adolescent girls in Karnataka. International Journal of Health and Allied Sciences -2017 Volume6(4), 240-244.
- Dr. Manjuntha R and Dr. R.K Arya. Role of Literacy on Positive Prevention among HIV sero discordant couples. Int.J.Adv.Res.2017;5(12), 545-549.





- Dr. Usha Manjunath participated in Round Table with Dutch Healthcare Delegation on 25th May 2018 at Philips Innovation Campus, Manyata Tech Park on: “Healthcare Capacity Building”.
- Dr. Usha Manjunath participated in panel discussion on “Challenges and Opportunities for Local Area Development in the Thematic Areas of Education, Health and Environment at the HCL Grant Symposium 2018 on 21st May 2018 in IIM, Bangalore campus.
- Dr. Usha Manjunath delivered a talk on Technology Trends in Healthcare at NSHM College, Durgapur on 17th April 2018. Around 200 students of BHM and MHA, Faculty of Hospital Administration attended the talk. During the visit she had discussions for collaborations with Dr. Niloy Sarkar and Mr. Francis Antony, Trustee of NSHM Knowledge Campus and visited IQ Hospital also.
- Dr. Usha Manjunath delivered an invited talk on at FCD function in B.N.M. Institute of Technology (BNMIT) on “Technology Trends in Healthcare” on 09th April 2018 as a part of their efforts to support the Programme Objectives of “The Engineer and Society” and “Ethics” among Electronics and Communication Department Students and Faculty.
- Dr. Usha Manjunath was invited for a Guest Lecture on “Hospital OPD Services and Day Care” for students of Diploma in Health Promotion at SIHFW on 4th April 2018.
- Dr. Usha Manjunath and Mr. Kanagaraj attended a workshop on 'Aiming for Excellence: Pathways to Institutional Advancement through Research' by AICTE on 15th March 2018 at The Oxford College of Science, HSR Layout, Bengaluru.
- Dr. Usha Manjunath, Director IIHMR Bangalore was awarded with “BHARAT RATNA INDIRA GANDHI GOLD MEDAL AWARD” on the occasion of 51st National Unity Conference on “National Economic Growth Through Individual Contribution” Hosted By Global Economic Progress And Research Association on 8th March 2018. The award is given for the outstanding service in various fields- Health, Education, Research, Industry and Social service to strengthen India’s unity and economic development.





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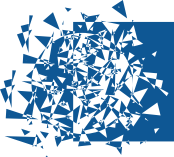
Dr. S. D. Gupta

*Trustee Secretary & Chairman
IIHMR - Jaipur*

Dr. Usha Manjunath

Director – IIHMR Bangalore





The Faculty Team



***Director, IIMMR Bangalore
Dr. Usha Manjunath***

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.



***Associate Professor
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. Research methodology 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.





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Senior Regional Director, Govt of India,
Ministry of Health and Family Welfare

Dr. Sarala R

Faculty Representative, IIHMR-B

Dr. Manjunatha R

Faculty Representative, IIHMR-B

Dr. Tara MS

Chief Field Officer, UNICEF Hyderabad



Associate Professor
Dr. AniL Sood

Dr. AniL Sood 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. Before joining IIHMR Bangalore he was working as Associate Professor in the department of Community Medicine, Sri Guru Ram Das Institute of Medical Sciences & Research, Sri 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), Primary Health Care and Health Care Delivery system and Health Management Information system in India. He also holds a Basic Course degree in Health Economics from prestigious Post Graduate Institute of Medical Sciences (PGI) Chandigarh.



Assistant Professor
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 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.



***Assistant Professor
Dr. Veena. R***

Dr. Veena R holds Masters in Hospital Administration and bachelor's in dental surgery from institutes of repute. She has wide experience in hospital quality accreditations, consultancy studies, public health research, and monitoring and evaluation. She has worked in many projects in Reproductive and Child Health, Women Engagement and Empowerment, PPP Evaluation, Child health, Nutrition, Facility assessment, etc. Besides these, she was involved in training and capacity building of various categories of project staff. She has expertise in teaching various topics in hospital management, like hospital planning, organising and managing hospital services, hospital accreditation, disaster management and legal issues in hospitals. She has published many articles in reputed journals. Before joining IHMR Bangalore she has worked as Hospital Administrator taking care of operations in hospital along with conducting training to the nurses, hospital administration students and nursing students. Her areas of interest include hospital planning, monitoring and evaluation of health projects, quality accreditation, implementation and action research, demographic surveys, statistical analysis and handling of data sets.



***Assistant Professor
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. He has published many articles in various domains in peer reviewed journals and presented papers at international conferences including IIM's.



***Assistant Professor
Dr. Shweta Kumari***

Dr. Shweta was formerly heading medical services at Narayana Multi-speciality Hospital, Whitefield, Bangalore. She is also pursuing Executive Management Program from IIM – Bangalore. She has been in the field of hospital administration for the last 10 years. She is a medical graduate (MBBS) and did her Masters in Hospital Administration (MHA) from PGIMER, Chandigarh and worked as Senior Resident hospital administrator at AIIMS, New Delhi. She had also worked as an Assistant Professor (Hospital Administration) In AIIMS, New Delhi. Subsequently She worked as medical superintendent at Indraprastha medical Centre, New Delhi. She has published many articles in various International and national journals and presented papers in various international and national conferences. Her professional experience in health sector has given her immense exposure to training, research and also helped in developing administrative skills under varied conditions.



***Assistant Professor
Dr. Mallikarjun J Reddy***

Dr. Mallikarjun J Reddy has done BHMS from Fr. Muller Medical Institutions, RGUHS: University, India in 2007, MBA in Healthcare Management from India, Institute of Clinical Research; PRIST University in 2010, he got Certification of Six-sigma Black Belt and Lean management in 2012, HMP: Advanced Hospital Management program from SMU, Singapore, CMAP: Certified M&A Professional, from IALM. He has wide experience in Healthcare sector, health research projects and publications. He worked with many hospitals and organizations in the area of healthcare. He has national and international exposure also. He was the Regional Director - Strategy & Operations in Anglo-Arabian Healthcare, LLC (Dubai) for 2.5 years. He also worked as Business Process Re-engineering Analyst for Quality Care India, Pvt. Ltd (CARE group of Hospitals), India. He has experience as Regional Business Analyst in Apollo Group of Hospitals, Bangalore, India. He has published many articles in various International and national journals and presented papers in various international and national conferences. His professional experience in health sector has given him immense exposure to training, research and helped in developing administrative skills under varied conditions.



Glimpses of Life at IIHMR, Bangalore



Research Scholars:

Ramya T Karur

Research & Training Executive

Prakasha S

Trainee Research Officer

Aishwarya Urala

Trainee Research Officer

Administration:

Aryaka

HR & Admin Officer

Somanna A. T.

Admin Executive

Vineet Prakash Barik

PA to Director

Meenakshi L

Receptionist

Academic:

Sampada Mayank Rege

Officer Academics– Placement & Training

Saranya Yuvaraj

Academic Executive

Priyanka Gupta

Academic Executive

Marketing:

Bharath Kumar N

Assistant Manager Marketing

Accounts:

Satya Ranjan Panda

Account Officer

B. Mahesh

Accounts Admin Executive

IT:

Satish Kumar Singh

System Analyst

Arun Kumar S.R.

IT Assistant

Library:

Suresh Babu BK

Assistant Librarian

Rajashekra T

Library Assistant





Global and National Networking





Institute of Health Management Research

#319, Near Thimma Reddy Layout,
Hulimangala, IHMR Bangalore,
Electronic City, Bengaluru,
Karnataka 560105



info.bangalore@iihmr.org



080 6113 3800



www.bangalore.iihmr.org