

# IIHMR

South Campus, Bangalore











# Contents

Trustee Secretary's Message .....	4	Management Development Programmes .....	25
Director's Message.....	5	Conferences/Seminars/Workshops Organized .....	27
IHMR South Campus, Bangalore .....	6	Training programs for students .....	30
Our Mission.....	7	Other Activities Organized at IIHMR Bangalore .....	31
Thrust Areas .....	7	Glimpses of Training Programmes .....	35
Technical Capabilities .....	7	Workshops/Seminars/Meetings Attended.....	36
THE CAMPUS .....	8	Publications by Faculty .....	39
Infrastructure.....	8	IIHMR in Media .....	40
The Library .....	8	Networking Activities .....	41
Information Technology Lab .....	9	THE TEAM .....	42
Cafeteria .....	9	Faculty .....	42
GYM & Sports.....	9	Adjunct Professor.....	47
Hostel .....	9	Visiting Faculty.....	47
Management Board .....	10	Research Officers.....	47
Governing Board.....	11	Support Team.....	48
Academic Advisory Council .....	12	Library .....	48
Research Advisory Committee .....	13	Administration .....	48
Global Collaboration & Networking.....	14	Academic.....	48
EDUCATIONAL PROGRAMME .....	15	Accounts .....	48
Key Features of our Flagship Programme – PGDHM.....	17	IT Department.....	48
Eligibility Criteria.....	18	Marketing.....	48
Admission Criteria.....	18	Campus Life Photos.....	49
Placement Details PGDHM Batch 2017-19 .....	18	INDIAN INSTITUTE OF HEALTH .....	51
Inauguration photos.....	21	MANAGEMENT RESEARCH (IIHMR)-	
RESEARCH.....	22	SOCIETY, Jaipur	
ON-GOING RESEARCH PROJECTS.....	22	IIHMR UNIVERSITY, Jaipur.....	51
Research Projects Completed .....	24	INTERNATIONAL INSTITUTE OF HEALTH .....	52
Training Programmes.....	25	MANAGEMENT RESEARCH, Delhi	

## Trustee Secretary's Message



We proudly present the State of Institute Report (SIR) of Institute of Health Management Research (IIHMR), Bangalore, South Campus of Indian Institute of Health Management Research. I wish to congratulate the Team IIHMR Bangalore, the Director, faculty, staff and students for the accomplishments in the year 2018-2019. 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 primary coverage area for IIHMR, Bangalore includes southern states of India. Although a period of 15 years is small in the history of an institution, IIHMR Bangalore has made its presence felt significantly in the region. IIHMR Bangalore is a leading promotion of 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, Jaipur 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. Nearly 400 alumni of IIHMR, Bangalore are actively contributing in the health, hospital and health IT sector, in which we take pride.

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 are proud to be involved with the ongoing NFHS 5.

I wish the team at IIHMR-Bangalore all the very best in future endeavours.

**S.D. Gupta**

MD, PhD (Johns Hopkins), FAMS



## Director's Message



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 a vision of improving 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.

Our flagship programme – Post Graduate Diploma in Management (Hospital and Health Management) is recognized by AICTE from 2010 onwards. Academic year 2018-2019 became a landmark year for IIHMR Bangalore, our PGDM got NBA Accreditation and the programme is awarded 'MBA Equivalency' by Association of Indian Universities (AIU). We offer three specializations, namely, Hospital, Health and Health IT Management and hope to include 'Pharmaceutical Management' in the coming years. We have been successful in providing newer opportunities for our scholars to acquire sound technical knowledge with essential managerial skills to meet the challenges the health sector encounters. Situated in Bangalore, we have a great opportunity to leverage and develop capacity in Hospital, Health IT and Health Management.

IIHMR is devoted to creating healthcare professionals to work towards of Sustainable Development Goals, Universal Health Coverage, health promotion, leverage technological advancements, improve service efficiencies, and enhance patient satisfaction. I am also delighted to inform that IIHMR Bangalore has been re-accredited with NABET (National Accreditation Board for Education and Training) as a Hospital and Healthcare consultant organization for NABH Consultancy. In the area of Research and Consultancy, IIHMR, Bangalore entered a new phase - implementation project in urban slums to run Early Childhood Care and Development and Community Health as a part of HCL Foundation's CSR project. 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.

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. Of significant importance are those of Maastricht University, Netherlands, University of Mysore, HCL Foundation, Narayana Health, Sakra World hospital, Piramal Swasthya and many others. Many formal and informal collaborations with over 30 hospitals have given us an edge to provide learning platforms to our students.

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.

**Usha Manjunath, PhD**

## IIHMR South Campus, Bangalore



**E**stablished 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).



## 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.

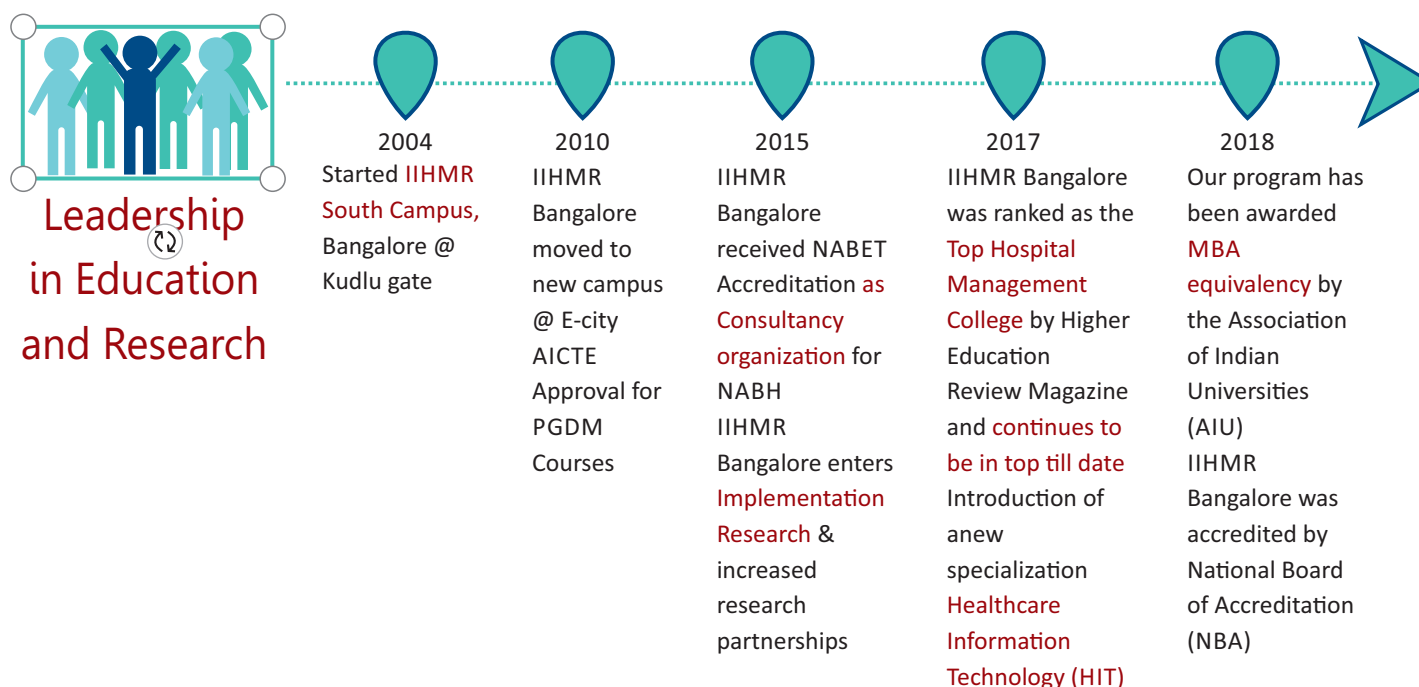
## Thrust Areas

- 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

## 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

## Journey of IIHMR Bangalore



# The Campus

## Infrastructure



The Institute has a full-fledged campus spread over two acres in Electronic City Phase -1, Near Wipro Gate no. 11. The Main Building has an Academic Block, Computer Centre, Library, Lecture Halls, Conference Hall, Tutorial Rooms, and Seminar Hall & Boys & Girls Common Room & Medical Room. The Seminar hall is well-equipped with all modern amenities with a seating capacity to accommodate approximately 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 is a Centre for Academic Learning, Knowledge Acquisition, and Development. The Campus also has Facility Outdoor Game like Volleyball Court & Indoor Games like Badminton Court, Gymnasium, Table Tennis, Chess, Carrom, etc. The Institute has well-furnished Hostel Facility separately for both Boys and Girls with wi-fi, mess facility, 24\*7 Security,

House Keeping, Drinking Water, Washing Machine, Common lobby cum recreation room (TV, Carrom, Chess), Transportation & Mess Facility.

## The Library



The Library at IIHMR –Bangalore is a Centre for Academic Learning, Knowledge Acquisition, and Development. It has a rich collection of books, periodicals, dissertations, Project reports, Faculty Publications, and Case Studies; the Collection also includes CD-ROM. The institute's library subscribes to ProQuest e-books, EBSCOHost and J-Gate Databases. The Library has a unique collection of publications in various fields such as Health Management, Hospital Management, Health Information Technology, Health Economics, Accounts and Finance, Biostatistics, Leadership, Public Health, Management Information Systems, Population Sciences and Health Informatics, Information Technology. Also, the collection of training Materials, Handbooks, Manuals, Reports, and Conference Proceedings are available. The Library has a collection of more than 5100 volumes including text books, reference books, training manuals, reports and conference proceedings. In addition, it has more

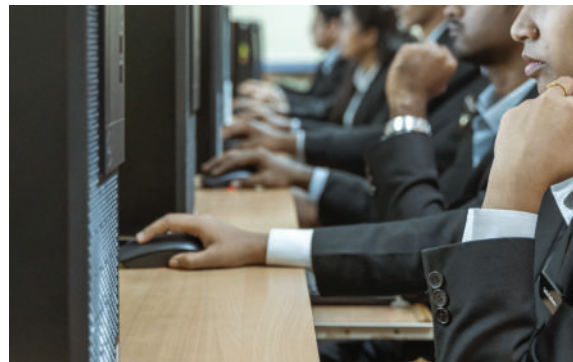
than 800 student Theses & Dissertation, 23 national and international journals, magazines and 10 Newspapers in various languages. The library integrates with KOHA software.



## 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 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 managing health programs and hospitals effectively.

The primary goal of a computer lab at IIHMR Bangalore is to provide our students with assistance that enhances their possibilities of succeeding in their assignments. All the computer systems are connected by LAN & 24 hour's Internet connectivity is provided for the benefit of students as well as faculty members. The Microsoft Office 365, Multimedia, SPSS Package and various editing packages are made available to create simulated environments to suit not only the curricula very well but also to go beyond it. Our college is Wi-Fi Enabled, which helps the students work on their assignments from anywhere in the campus. The computer lab remains open from 9.30 am to 6.00 pm, and after that Wi-Fi proves to be of advantage to the students.



## Cafeteria

The Institute has Cafeteria in the campus with the well-equipped modern & hygienic kitchen with separate cooking area, vegetable & raw material landing area, cutting area, storage area, washing area and dining hall with enough seating capacity with separate student & staff dining hall.

## GYM & Sports

The Institute is equipped with Gym and Fitness centre facilities-Treadmill, Lat pull down machine and more of the latest fitness equipment. The gym is great for building strength, burning fat, improving general fitness, or for specific sports conditioning. The gym is open to all staff, faculty and students of IIHMR Bangalore. The facilities in the campus include Volleyball and Badminton courts and Indoor games like Carrom, Chess, Table Tennis etc.



## Hostel

The Institute has well-furnished Hostel Facility for both Boys and Girls separately with wi-fi, mess facility, 24\*7 Security, House Keeping, Drinking Water, Washing Machine, Common lobby cum recreation room (TV, Carrom, Chess), Transportation facility.

# Management Board

## President

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**Mr. D.P. Agarwal**

Vice Chairman and Managing Director,  
Transport Corporation of India Ltd, Gurgaon

## Trustee Secretary

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**Dr. S.D. Gupta**

Trustee Secretary, IIHMR Society, Jaipur

## Members

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**Mr. Basant Khaitan**

Managing Director,  
Wires and Fabriks Pvt. Ltd, Jaipur

**Dr. Maharaj Kishan Bhan**

Former Secretary, Ministry of Science & Technology, GoI, New Delhi

**Mr. S.M. Datta**

Former Managing Director, Hindustan Lever Ltd., Mumbai

**Dr. Michael J. Klag**

Former Dean, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD, USA

**Dr. Gullapalli N. Rao**

Founder-Chair, L V Prasad Eye Institute, Hyderabad

**Dr. Ashok Agarwal**

Trustee, Boruka Charitable Trust, Jaipur

**CA. S.S. Bhandari**

C/o S S Bhandari & Co.

**Prof. Furqan Qamar**

Secretary General, Association of Indian Universities (AIU)

# Governing Board

## Chairman

**Dr. Gullapalli N. Rao**

Founder-Chair, L V Prasad Eye Institute, Hyderabad

## Member Secretary

**Dr. Usha Manjunath**

Director, IIHMR Bangalore

## Members

**Dr. G. Giridhar**

Formerly: Director, IIHMR, Jaipur, Professor IIM Ahmedabad,  
Director UNFPA, Sub regional office, Bangkok,  
UNFPA representative, Thailand

**Mr. Siddhartha Bhattacharya**

Secretary General at NATHEALTH-  
Healthcare Federation of India, Delhi

**Dr. Nagendra Swamy S.C.**

Advisor, Manipal Health Enterprise, Bengaluru

**Dr. C.K. Mathew, IAS (Retd.)**

Visiting Professor, Azim Premji University,  
Bengaluru

**Dr. K. Suresh**

Public (Child) Health Consultant

**Prof (Dr.) Thomas Mathew**

Principal, Govt. Medical College, Thiruvananthapuram, Kerala

**Ms. Tanuja Gallani**

Solution Designer, Cerner Healthcare Services -  
Pharmacy Information System & Claim Processing, Bengaluru  
Batch: 2008-10

**Dr. Nitin Jawahar**

Senior Manager – Information Technology,  
Columbia Asia Hospitals Pvt. Ltd, Bangalore Batch: 2008-10

**Mr. Utsav Agarwal**

Director, Boruka Fabcons Private Limited, Mysuru

**Dr. Prasanta Mahapatra, IAS (Retd.)**

Dean, The Institute of Health Systems, Hyderabad

**Dr. Sunita Maheshwari**

Chief Dreamer & Loop Closer, RxDx Teleradiology, Bengaluru

**Dr. C.S. Kedar, IAS (Retd.)**

Director, Strategic Alliances and Institutional Engagement,  
Bionic Yantra, Bengaluru

**Dr. M.K.C. Nair**

Vice Chancellor, Kerala University of Health Sciences (KUHS),  
Kerala

**Mr. Mithun Vakharia**

Account Manager – Staffing & Health-IT Managed Services,  
314e Corporation, Bengaluru Batch: 2004-06

## Ex-Officio

**Dr. S.D. Gupta**

Trustee Secretary-IIHMR Society,  
Jaipur

**Dr. Manjunatha R**

Associate Professor & Faculty In charge - Research & Consultancy  
IIHMR Bangalore



# Academic Advisory Council

## Chairman

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**Dr. Selwyn Colaco**  
COO- Cytecare Hospital, Bengaluru

## Member Secretary

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**Mr Kanagaraj K.**  
Assistant Professor & Faculty In-charge, Academics and Student Affairs, IIHMR Bangalore

## Members

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**Mr. C.N. Sunil Kumar**  
Regional Director – South, Narayana Health, Bengaluru

**Mr. H.S.N. Rao**  
Promoter, Services, Bengaluru

**Dr. T. S Syamala**  
Associate Professor, Population Research Center, ISEC  
Bangalore

**Dr. Uma Shankar**  
Principal, Padmashree School of Public Health, Bengaluru

**Dr. Chandil Kumar**  
CEO, Aster Hospital, Bengaluru

**Mr. Baiju**  
Director, SapphireIMS, Bengaluru

**Mr. Subramaniyan M**  
Sr. Manager – HMIS, Sri Sathya Sai Institute of Higher Medical  
Sciences, Bengaluru

## Ex-officio

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

**Dr. Usha Manjunath**  
Director – IIHMR Bangalore

**Dr. Shweta**  
Assistant Professor, IIHMR-Bangalore

# Research Advisory Committee

## Chairman

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**Dr. G. Giridhar**

Formerly: Director, IIHMR, Jaipur, Professor IIM Ahmedabad, Director UNFPA,  
Sub regional office, Bangkok, UNFPA representative, Thailand

## Member Secretary

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**Dr. Manjunatha R**

Associate Professor & Faculty In charge - Research & Consultancy  
IIHMR Bangalore

## Members

---

**Dr. S.D. Gupta**

Trustee Secretary, IIHMR, Jaipur

**Dr. C.S. Kedar, IAS (Retd.)**

Director, Strategic Alliances and Institutional Engagement,  
Bionic Yantra, Bengaluru

**Dr. Thuppil Venkatesh**

Advisor, QCI

**Dr. G.K. Karanth**

ICSSR National Professor, Bangalore

**Dr. Tara MS**

Former Chief Field Officer, UNICEF Hyderabad

**Dr. G.S. Suryaprakash**

Director, Bhorka Charitable Trust, Bangalore

**Dr. Nirmala Murthy**

Advisor, Foundation for Research in Health Systems (FRHS),  
Bangalore

**Dr. Ravikumar**

Senior Regional Director, GoI, Ministry of Health and Family  
Welfare, Bangalore

## Ex-officio

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**Dr. Usha Manjunath**

Director, IIHMR, Bangalore

**Dr. Sarala R**

Assistant Professor, IIHMR, Bangalore

## Global Collaboration & Networking

We at IIHMR, Bangalore are always making consistent efforts to collaborate with renowned National and International Healthcare Organizations and Academic Institutions, to provide holistic and contemporary healthcare management education to our students with a global perspective and for research activity. Below are few institutions having collaborations with IIHMR, Bangalore.



### National Accreditation Board for Education and Training (NABET) (Valid Upto March 27, 2022)

In the year 2015, IIHMR, Bangalore became the 1st educational Institute in India to be accredited by NABET as Hospital and healthcare consultant organization for NABH standards.





# Educational Programme

## PGDHM

The Institute offers a two-year full-time Postgraduate Diploma (PGD) in Management in Hospital and Health Management and offers specializations in Hospital Management, Health Management and Health Information Technology (HIT) Management. The Institute also proposes to introduce a specialization in Pharmaceutical Management from 2020 batch. PGDM is well designed to develop Professional Managers and targets Doctors, Bio-Tech Engineers, Pharmacy Graduates, Working Personnel, Life Science graduates and other degree holders and prepares them for careers in Hospital and Health Management. This program inculcates a holistic approach and enables students to prepare themselves for the every-changing challenges that the healthcare industry faces.

The Program follows a term pattern spread over two years. The first year is common to all students covering core courses. In the first year in addition to the Core Courses, students are required to attend induction courses (non-graded courses) that provide basic skills and orientation. The second year has specialized courses in Hospital Management, Health Management, Healthcare Information Technology Management, and shortly Pharmaceutical Management.

## First Year

During the first year, the program aims at cultivating multi-disciplinary skills of health systems, management principles and communication which are common to all the streams

### Induction & Orientation Programme

- Human Process Lab
- Written & Oral Communication
- Essentials of Computers

### Term 1: Foundation Courses

- Health and Development
- Principles of Management
- Health Policy and Healthcare Delivery
- System in India
- Essentials of Hospital Services
- Essentials of Biostatistics
- Essentials of Epidemiology
- Essential of Demography and Population Sciences

### Term 2: Foundation Courses

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

## Second Year

In the second year, the students are required to opt for three areas of specialization: Hospital Management, Health Management and Healthcare Information Technology Management. The following specialized courses are offered in the respective streams:

### Term 3 : Hospital Management

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

### Term 3 : Hospital Management

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

### Term 3 : Hospital Management

- Introduction to Healthcare Software Engineering
- Introduction to web tools
- Database Management System
- Healthcare IT Standards & Health Information Exchange
- HIMS & Clinical Health Information System
- Regulatory Aspects and IT Security
- Operations Research
- Basic Bioinformatics & Translational Bioinformatics

### Term 4 : Hospital Management

- 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 Management
- Clinical Epidemiology

### Term 4 : Hospital Management

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

### Term 4 : Hospital Management Technology Management

- Introduction to Java
- Quality in Healthcare and IT
- Object Relational Database Management System (ORDBMS)
- Managing Healthcare IT Department
- Electronic Health Record (EHR) AND AND ICT
- Data Mining and Data Warehousing
- Digital Mining and Data Warehousing
- Digital Imaging

# Key Features of our Flagship Programme – PGDHM

## Accreditations and Approvals



Approved by AICTE,  
Ministry of HRD, New Delhi



Accredited by NBA  
(Valid upto 30.06.2021)



MBA Equivalence by AIU  
(Valid upto 30.06.2021)

## Observeship

Hospital observer-ship is an integral part of our PGDM programme at IIHMR-Bangalore. This is usually of 2 weeks duration and scheduled at the end of the 1st term for 1st year PGDM students (usually in first and second weeks of October).

## Summer Training Programme

Summer Training is an integral part of the program. The students are placed for eight weeks in various designated Hospitals and Healthcare organizations for practical exposure and hands on training in the first year.

## Internship and Dissertation

Internship and Dissertation is an integral part of the Postgraduate Programme in Hospitaland Health Management. As a part of the curriculum, each final year student is required to undergo Internship and Dissertation with a reputed organization for a period of four months. During internship, the student will assist the Administrator/ Manager in day to day operations. Through this process, he/she is expected to gain practical knowledge and skills to handle managerial issues related to major departments of the organization. Usually students end up doing internship and dissertation in the organization where they are placed.

## Live Projects

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.



## 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 Representative. 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. 100% Placement Assistance and Mentoring.

## Eligibility Criteria

- Graduates from any background can apply for PGDHM (MBA)
- Candidates with min. 50% of marks & any one management aptitude test score (CAT, MAT, CMAT, XAT, ATMA, GMAT, KMAT)
- 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 have to appear for GD & PI (Group Discussion & Personal Interview). Based on the performance in GD & PI the admission for PGDHM would be offered.

## Placement Details PGDHM Batch 2017-19

IIHMR Bangalore has placed admission and placement as an utmost importance. IIHMR has constituted a High Powered Steering Committee to admit 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.

All Fourty Three students are place in various Health Care Organizations in India with an annual package ranging from 4.8 -10.6 lakhs. The list of recruitment organizations where students are placed is given below:

**Hospital**

Rainbow Hospitals  
American Oncology  
Apollo Home care  
Apollo Munich Kerala  
Fortis  
LVPEI (L V Prasad)  
MEMS pune  
Nephro Plus  
Narayana Health  
Practo  
Rainbow Hospitals  
Ridgetop Dental  
Surya Mother Child Hospital  
Medi Assist  
Straumann

**Health IT**

Delloitte  
Cerner Corporation  
Health-O5  
ICT Health  
Infotech Global India  
Bal Pharma  
BVG

**Health**

Vaagdhara NGO  
Vidal Health

## 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 epically focused on facing the current challenging norms and opportunities.

## Internship Programme at IIHMR Bangalore

The Institute offers internship program to students and working professionals from varied academic and professional backgrounds in healthcare and social sciences at the IIHMR- Bangalore campus. It is an opportunity for such driven individuals to transform their passion into results and become a part of our effort to various intellectual and development challenges. Twelve students from Punjab University, Chandigarh, Manipal Academy of Higher Education, Mahatma Gandhi University, Kottayam, Kerala, SRM Institute of Science and Technology, Kanchipuram, Tamil Nadu, Karunya Institute of Technology and Science, completed their internships in the period between July 2018 to June 2019.

## Convocation Ceremony

**PGDHM 2017-19 Batch:** The Institute of Health Management Research (IIHMR) – Bangalore organized its Annual Convocation for its 8th Batch of AICTE Approved Post Graduate Programme in Hospital and Health Management 1st June 2019.

Dr. B. Suresh, Vice-Chancellor, JSS AHER, Mysore was the Chief Guest, Dr. Thomas Chandy, Chairman & Chief of Orthopaedics, HOSMAT, Bangalore, was the Guest of Honour, and **Dr. Ashok Agarwal**, Trustee & Founder, IIHMR, was the Special Guest of the event. The Convocation was chaired by **Dr. S. D. Gupta**, Trustee Secretary, IIHMR Society, Jaipur. The convocation ceremony was attended by various dignitaries of the Health Sector and a total of 39 students were awarded the diplomas. The gold medals were awarded to **Ms. S. Latima** and **Dr. Chandana Nagella** in the Hospital Management specialization and Health Information Technology Management





## PGDHM 2018-20 Batch Inauguration

Inaugural Ceremony for the batch of 2018-2020 was organized on 27th July 2018. The Chief Guest and Guest of Honour for the event were Smt. Veena Rao, Advisor - Karnataka Comprehensive Nutrition Mission and Dr Ashish Kumar Satapathy, Regional Team Leader-South India, WHO.



# Research

## 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. Prakash

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.

### **A Study on Impact of Mid-Day Meal Program During Summer Vacations on Health and Nutritional Status of School Children under Akshaya Patra Foundation's MDM Program**

**Agency:** Akshaya Patra Foundation, Bengaluru

**Project Team:** Dr. Manjunatha R, Dr. Usha Manjunath, Ms. Ramya T Karur, Ms. Aishwarya K Urala

**Location:** Hubballi, Ballari, Lucknow, Ajmer & Vrindavan

Akshaya Patra is the world's largest (not-for-profit run) Mid-Day Meal Programme serving wholesome food every school day to over 1.76 million children from 15,024 schools across 12 states in India. Akshaya Patra has been concerting all its efforts towards providing fresh and nutritious meals to children on every single school day. During summer vacations, majority of the schools supported by MDM scheme of Government and Akshaya Patra Foundation do not provide food for school children. A very few of the locations where Government declares as drought hit areas, based on priority of the situation, Akshaya Patra Foundation supplies mid-day meal to school children during summer vacations. This evaluation study focusses on impact assessment of health and nutritional status of children who receive mid-day meal during summer vacations in selected places of the Country. This study with Controlled Before and After Design is going on in 05 locations of the Country, namely Hubballi, Ballari, Lucknow, Ajmer and Mathura.

### **Early Childhood Care and Development (ECCD) and Comprehensive Health Centre in Urban Slums of Bangalore**

**Agency:** HCL Foundation, Bengaluru

**Team Members:** Dr. Usha Manjunath (Project Director), Dr. R. Sarala (Project Coordinator), Mr. Dilip (Field Coordinator)

**Location:** Maya Bazaar & Anandapuram (Bengaluru)

This study focusses on underprivileged communities living in urban slums of Bangalore namely Maya Bazaar and Anandapuram. This study aims to set up Early Childhood care & Development (ECCD) centers to guide and assist the development of five faculties (i.e. Cognitive, Language, Physical, Mote Personal, Social and Emotional) among 0-6 years children. In addition, the study would create

awareness about various health related issues such as ANC, PNC, Delivery, Family Planning, Menstrual hygiene, Nutrition and diet, Hygiene /WASH, NCDs, Abuse and government health Schemes among Reproductive age group women, Pregnant women, Men, Adolescent boys and girls. Also, the study would support the community members in accessing various government health schemes and services through liaison with various healthcare stakeholders especially frontline workers. As part of the study, it is planned to carryout various other activities such, health camps, low cost nutrition food preparation workshop for women, competition for children and exposure visits for adolescents.

### **Functioning of Nutritional Rehabilitation Centres (NRCs)- A Comparative Study across the Regions in Karnataka**

**Agency:** Karnataka Evaluation Authority (KEA), Bengaluru

**Project Team :** Dr Manjunatha. R, Dr Usha Manjunath, Dr Gyan Chand Kashyap, Dr. Tara M.S and Ms. Ramya. T. Karur

**Location:** Bangalore, Dharwad, Raichur, Kodagu, Chitradurga, Chikkamagalur, Gadag & Koppal

To address the challenges of malnutrition and treat SAM, the Govt. has set up Nutritional Rehabilitation Centres (NRC) and there are 896 NRCs functional in 25 States/Union Territories under the National Health Mission. NRC is a special unit located in a health facility and dedicated to the initial management and nutrition rehabilitation of children with SAM. In general, they are preferably located at District hospitals/Medical College Hospitals and have 10-20 beds. There are 32 NRCs (3 in Bangalore Urban and one each in all Districts except Bangalore Rural) and 27 Modified NRC (MNRC) at First Referral Unit/Taluka level hospitals in Karnataka. SAM children admitted in these centres are provided medical and nutritional therapeutic care as per SAM management guidelines of World Health Organization (WHO) and Indian Academy of Paediatrics.

This study focusses on studying of functioning of NRCs in different regions of Karnataka. The evaluation design will include secondary data review and analysis, quantitative and qualitative methodology to arrive at objective and accurate results. This evaluation project will be conducted over a period of 06 months. The design is planned with a Structure-Process-Output/Outcome framework to guide systematic thinking, planning and execution of the evaluation project. The design will allow for on-going validation of methods, tools, sample size, data quality, analysis framework and report by Advisors/Subject experts in Nutrition and Public Health.

### **Impact Evaluation of Brighter Minds Program**

**Agency:** Centre for Integrative Health and Wellbeing, Bangalore

**Project Team:** Dr. Manjuntha R

**Location:** Bangalore, Gangtok & MehaboobNagar

Learnings and impressions through which we train our brains in young age will have a greater impact on us for the rest of our lives. With regard to this, Brighter Minds Program is a cognitive training program for children aiming to improve the child's capabilities in fields of focus, observation, memory, empathy etc. IIHMR Bangalore's ongoing project works in reference to establishing evidence to this domain explaining the usefulness of such approaches for future generations. This project 7 months will use the biopsychosocial model to examine the impact of the Brighter Minds Program and will include intervention strategies to get the results engaging children and adolescents; consequently, giving an evaluation of these cognitive and emotional skills and their enhancement.

## Research Projects Completed

### Consultancy Projects

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

**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 a number of related work 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. Then objective was 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 were 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. Streamlining and enhancing 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 equipments – Digital Gonio Camera and Digital Slit Lamp

**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). Sixty 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.

### Develop and Design a Project Implementation strategy for Efficient distribution of Double Fortified Salt in Madhya Pradesh

**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 Madhya Pradesh. 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. Government of Madhya Pradesh 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 anaemia and micronutrient deficiencies. DFS means Double Fortified Salt. A form of table salt manufactured to contain iron and iodine, can fight off anaemia 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 anaemia is much more prevalent. A detailed program implementation strategy is undertaken to achieve the objective of efficient distribution of DFS in the State through Public Distribution System.



# Training Programmes

## Management Development Programmes

### Five days Training of the Trainers programme on Nutrition and Health

IIHMR Bangalore, in collaboration with Food and Nutrition Board, WCD, GoI organized a 5 days ToT Program. A total of 22 participants attended the training program.



### Front Office Management in Hospitals

IIHMR-Bangalore conducted one-day training, a programme on "Front Office Management in Hospitals-Professionalism and Career Development on 23rd March 2019 at campus. The MDP was attended by 35 participants from HCOs including Ramaiah Medical College Hospital, Narayana Health, Cessna Lifeline Veterinary Hospital, Kusuma Hospital, St. John's Medical College, Popular Nursing Home and others. It was very well received. Special feature of Pre- and Post-Competency mapping helped participants to identify their strength. Dr. Usha Manjunath, Director-IIHMR Bangalore was the expert trainer supported by Dr. Sarala R, Asst. Professor-IIHMRBangalore and Dr. Priyank Tripathi, Clinical Pharmacologist & Manager-HCG Ltd.





# Conferences/Seminars/Workshops Organized

## National Conference Adwitya– Convergence in Healthcare

Institute of Health Management Research, Bangalore (South Campus of IIHMR Group) in continuance of its pursuit for excellence in healthcare delivery and capacity building, organized the National Conference 'ADWITYA'– Convergence in Healthcare at Hotel Raddison Blu, Marathahalli - Bangalore, on 11th and 12th January 2019. The aim of this conference was to provide a forum for decision makers from across the health sector to discuss the types and extent of convergence done so far and also the benefits and challenges of convergence in healthcare.

A total of over 460 participants including 25 speakers, 40 doctors, vast number of scholars/students of healthcare management, Technologists and academicians from nearly 40 Healthcare Organizations and 10 Institutions took part in the deliberations over the two days.

The commencement of the conference was marked by the inauguration ceremony, wherein the patron of the event, Dr. Usha Manjunath (Director, IIHMR-Bangalore) greeted the august gathering and welcomed the chief guest AVM Dr. Deepak Gaur AVSM (Commandant, command hospital, Bangalore); the guest of honor Dr. Uma Nambiar (special advisor to the Minister of Health Djibouti, Africa); Ms. Anjali Ajai Kumar (Vice President-Strategy and quality, HCG Ltd) and also the dignitaries off the dais. She acquainted the guests, speakers and audience with the vision behind Adwitya and how convergence in healthcare is a major area which needs knowledge enhancement and capacity building.

Dr. SD Gupta (Trustee Secretary, IIHMR Society), the chief patron of the conference also agreed with Dr. Usha and dwelled on the novel idea of ditching the gap in the healthcare industry by training students to work in the industry.

AVM Dr. Deepak Gaur AVSM, (Commandant, Command Hospital, Bangalore) put forth some aspects of practices in the air force and correlated it with healthcare to emphasize the importance of convergence in every field. He said, "Convergence should be aimed to bring about a change for the improvement of healthcare delivery system." He emphasized that the younger generation are the key players to bring about convergence. He quoted "I believe we, more than you; the younger generation will bring about a change".

Dr. Uma Nambiar (Special Advisor to Minister of Health, Djibouti, Africa) spoke about convergence as changing the paradigms in healthcare in which she stressed on need of a healthcare delivery system touching every single element of the healthcare ecosystem. She added a keynote to the younger generation to think about preventive and wellness health. Dr Uma also laid emphasis on data. Adequate and accurate data on health status and functioning of healthcare organizations is essential for planning any healthcare program and its implementation. Technology answers this by aiding the capture of data and making it available for users or policy makers. Ms. Anjali Ajai Kumar (Vice President-Strategy and Quality, HCG Ltd) emphasized on need for transparency, cross utilizations and collaborations across the healthcare industry.

Plenary sessions for the next Two days were held and discussed on Recent Developments in Health care, Redesigning the health care, health care verticals and Putting technology to work.

The conference came to an end with Dr. B C Shanmuganandan Rajan shedding light on home healthcare and its legal aspects. He congratulated the participants and winners of the paper and poster presentation. The best paper and best poster awards were presented to the winners along with the promised cash prize. Subsequently, Dr. Usha Manjunath summed up the events of the 2 days conference. The session concluded with Dr Shweta's vote of thanks.











## Training programs for students

- IIHMR Bangalore students participated in I-Quma Quality Managers' Conclave 2018, Bengaluru on 10th to 11th July at NIMHANS Bangalore. NIMHANS in alliance with AMLA (Academy of Medical Laboratory Auditors, FQI (Foundation for Quality India) and AHPI (Association of Healthcare Providers India) in organized the First Quality Managers' Conclave, I-QUMA 2018.
- Fire safety training was organized by Fire Safety Department, Karnataka for IIHMR Bangalore Faculty, Staff and students.





## Other Activities Organized at IIHMR Bangalore

### Special Talk by Dr. Monika Sharma

Dr. Monica Sharma (PhD), Associate Professor from MNIT, Jaipur addressed students of PGDHM on 30th August 2018.

### World Environment Day Celebration on 05th June 2019

To mark the World Environment Day, the institute's faculty and staff planted saplings in the campus.



### Child Protection Policy Training

Child Protection Policy Training for all Faculty, Staff and Students was organized on 11th March 2019. Dr Tara MS, former Chief Field Officer, UNICEF Hyderabad.

### Drug Free India Campaign

IIHMR Bangalore is association with Art of Living organized a session on Drug Free India Campaign for IIHMR Bangalore Staff & Students, on February 19, 2019.



### Alumni Meet & Foundation Day

IIHMR Bangalore celebrated its Foundation Day and Alumni meet on December 08, 2018. Dr Shibaji Chattopadhyay, Zonal Director, American Oncology Institute was the Chief Guest of the event. 22 Alumni participated in the event and guided the students towards better future.



### Ethnic Day Celebration

IIHMR Bangalore students mark the day as Ethnic Day. Collage making was done by students on various topics on November 22, 2018

### Blood Donation

IIHMR B in association with the Indian Red Cross Society, Karnataka State Branch on 14th November 2018 organised blood donation camp, in the memory of Shri P D Agarwal. He founded several eminent groups like TCI, ABC India, GATI and Bhoruka; besides, he



was catalyst in bringing about many noteworthy changes in numerous sectors that even today have a positive impact on the country and our society. He is regarded as the founder of the Indian transport industry. His contribution to our society extends beyond transport to spheres such as education, health care and women empowerment. One of his early initiatives to deal with the issue of scarcity of blood during the early eighties is one such example. 28 donors donated their blood in the camp. The camp also marked the Diabetes Day and student took part in collage making for both the events.



### Job fair

On 29th September, 2018 IIHMR Bangalore in co-ordination with Freshers Job organized a job fair for Non -IIHMR Students. Around 23 companies and 370 candidates participated in the job fair



### Independence Day, 15th August 2018

IIHMR Bangalore celebrated 72nd Independence Day to praise the unsung heroes of nation and ignite the spark of patriotism to bring this nation together as one, as an Indian, regardless of religion, class, creed or race. Students made an impressive effort to give a speech to provoke the thoughts of today's youth in the right direction. We salute the young minds and trust them to build the better future for our country

### **Expert Group Consultation Workshop on MCH Training Manual**

Expert Group Consultation Workshop on MCH Training Manual for the Research Project "Empowerment and Engagement of Community in Strengthening Child Health among Tribal Population" funded by ICMR was held at IIHMR, Bangalore on 28th September 2018

### **YES Workshop-Art of Living**

Art of Living Session, 19th September 18 IIHMR Bangalore organised the YES! +workshop for IIHMR B students, a powerful life skills program, designed to accelerate personal all-round excellence of students. Mr. Archit Saxena- Mechanical Engineer, explained the students about the course and how smooth blend of ancient wisdom, yoga, pranayama (breath control), meditation and the Sudarshan Kriya, fused with contemporary intellectual exchanges will help solve the day to day issues. The YES! +workshop ensures an energy boost that will give your life a kick where it is most needed. YES! + is conducted across various premier institutions across the globe

### **MAT Centre**

IIHMR Bangalore organized first MAT Exam (Offline) at its campus on 15th September 2018

### **National Library Day 24th August 2018**

The Department of Library & Information Centre of Institute of Health management Research, (IIHMR) Bangalore celebrated the "National Librarian's Day" on 24th August 2018 in commemoration of Dr. S. R. Ranganathan's 126th Birthday.





# Glimpses of Training Programmes





## Workshops/Seminars/Meetings Attended

Below are the details of workshops, conference, trainings, meeting attended by IIHMR Bangalore faculty and staff during 2018-19

- **Dr. Usha Manjunath** attended a 3-days training programme, Implementation of NABH Standards for Hospitals, between 28th June to 30th June 2019 in Goa, organized by QCI (NABH)
- **Dr. Usha Manjunath** was invited as Chief Guest for National Academy of Medical Sciences Funded National Workshop on "Accelerating Universal Health Coverage in India: Issues and Challenges" and as a resource person for a session on "Role of Private Healthcare in Universal Healthcare Scheme" organized by the University of Mysore on 18th June 2019
- **Dr. Gyan Kashyap** attended the ToT of National Family health Survey NFHS 5 in Goa, organized by IIPS Mumbai, 22 April to 12 May 2019.
- **Dr. Veena** attended the **3-days NABH Entry Level Assessor Course** organized by QCI (NABH) at Mumbai from 29th to 31st March 2019.
- **Dr. Usha Manjunath** attended the Roundtable Series 1: Role of Responsible Business for achieving SDGs with focus on Livelihood Enhancement on 27th March 2019, at Management Development Centre, IIM Bangalore organized by HCL and IIM Bangalore
- **Dr. Shweta Kumari**, attended the 3-days NABH Entry Level Assessor Course organized by QCI (NABH) at Bangalore from 25th to 27th March 2019.
- **Dr. Mallikarjun Reddy** was invited as a Technical Speaker for the national level conference conducted by DBCCA in association with Mysore University under their 100th year celebration held on 23rd March 2019
- **Dr. Usha Manjunath** was invited as the advisory committee member for the Impact Evaluation Study of Mobile Creches to attend the 'Consultations on Tools for the Evaluation' on March 1st, 2019, organized by Mobile Crèches at Jamia Millia Islamia, Okhala, Delhi
- **Dr. Usha Manjunath** attended the ISHACON 2019 on 08th & 09th Feb 2019 organized by Indian Speech and Hearing Association, held at NIMHANS
- **Dr. Usha Manjunath** was invited for the 'Partnering for Change' 2019 - the HCL Foundation Annual NGO Partners & Associates Meet, on 5th & 6th February 2019, in HCL Campus, NOIDA.
- **Dr. Usha Manjunath** was invited for the Tutelage Excellence in Education Award Kolkata on 03 Feb 2019

- **Dr. Usha Manjunath** attended the Third Convocation Ceremony of Ramaiah University at Ramaiah Institute of Technology on 16th Jan 2019.
- **Dr. Usha Manjunath** delivered a presentation on Advanced beneficence and agency of hearing -impaired young people: Ethics in a participatory action research study in India at 14th World Congress of Bioethics, Bengaluru 2018, 05 December 2018
- **Dr. Gyan Kashyap** attended 36th Annual Conference of Indian Society for Medical Statistics (ISMSCON-2018) during November 1–3, 2018 at National Institute of Mental and Neuro Sciences (NIMHANS), Bangalore, he presented research paper, title Prevalence and Predictors of Asthma, Tuberculosis and Chronic Bronchitis among Male Tannery Workers of Kanpur City, India
- **Dr. Gyan Kashyap** attended the Training Program on Vaccine Economics organized by IIHMR University, Jaipur on 24th and 25th October 2018 in Bangalore.



- **Dr. Usha Manjunath, Dr. Mallikarjun, Mr. Kanagaraj , Dr. Veena R. & Dr. Gyan Kashyap** attended the CAHOTECH 2018, the 3rd International Healthcare Technology Conference of Consortium of Accredited Healthcare Organizations on 29th September 2018 at Bangalore introducing newer and better technology solutions to hospitals. The theme of the conference was "Adaptable Future Technologies for Indian Hospitals."
- **Dr. Usha Manjunath** was invited at LVPEI Institute for 20th Anniversary Celebrations of the centre on 15th September 2019
- **Dr. Usha Manjunath & Dr. Mallikarjun** attended the Education Innovation Conference hosted by Eductech at The Grand Magrath Hotel on 04th September 2018
- **Dr. Anil Sood** chaired a session on 'Shoulder Symposium' and presented talk on 'Anatomy & Biomechanics of ACL' at Arthroplasty Arthroscopy Summit on 13th August 2018
- **Dr. Anil Sood** chaired a live surgery at Arthro Bengaluru Summit, on 27th July 2018
- **Dr. Usha Manjunath** participated as an Expert on the Panel discussion at the Quality Managers Conclave (I- QUMA CONCLAVE 18') on 10th July 2018.
- **Mr. Kanagaraj** attended the Yes Foundation Concourt Convocation Function on 04th July 2018

# Publications by Faculty

## Research Publications:

**Kashyap G.C.**, Gupta J, Singh S.K., Singh M, Bango M. Addressing the disease burden of asthma and chronic bronchitis due to tobacco consumption: a study of Kanpur, India. Journal of Public Health. 2019;1-0., February 2019

**Kashyap G.C.**, Singh S.K., Sharma AK. Intergenerational Occupational Mobility among Male Tannery Workers: Do Caste and Religion Matter?. Demography India, Vol.47, Issue: 2, pp: 33-44

Sathyananda R.B., de Rijk A., **Manjunath U.**, Krumeich A, van Schayck CP. Primary health Centres' performance assessment measures in developing countries: review of the empirical literature. BMC health services research. 2018 Dec;18(1):627.

Successful Use of Spirulina In Combatting Childhood Undernutrition: A Community Intervention Study as Part of a Mission Project, in the International Journal of Recent Scientific by **Dr. Veena R.**, 28th Dec., 2018

## Authored Articles in the Media by Dr. Usha Manjunath

1. **Title/Headline:** Why banned drugs usage is on the rise  
**Publication-** Deccan Herald  
**Date -** Sep. 20th, 2018  
**Link:** <https://www.deccanherald.com/author/dr-usha-manjunath>
2. **Title/Headline:** It has the potential to spur major growth in the insurance sector  
**Publication-** Express Healthcare  
**Date -** Sep. 04th, 2018  
**Link:** <http://www.expressbpd.com/healthcare/cover-story-healthcare/it-has-the-potential-to-spur-major-growth-in-the-insurance-sector-dr-usha-manjunath/405114/>
3. **Title/Headline:** Build a career in healthcare  
**Publication-**The Hindu  
**Date -** Sep. 01st 2018  
**Link:**<https://www.thehindu.com/education/build-a-career-in-healthcare/article24841131.ece>
4. **Title/Headline:** Universal Health Coverage: What is in it for women?  
**Publication-** siliconvalley Magazine  
**Date -** Aug.-18  
**Link:**<https://www.siliconindiamagazine.com/magazine/diabetics-clinics-special-august-2018/#page=20>



# IIHMR in Media

## Modicare and generic drugs: How India is embracing it

Dr. Usha Manjunath

The year 2017 marked a landmark change in India's healthcare sector, when the prime minister announced the introduction of a new health scheme - Ayushman Bharat National Health Protection Mission (AB-NHPM), dubbed as Modicare (inspired by Obamacare). The scheme aims to insure over 500 million Indians from financially-susceptible households.

pharmaceutical shops set up by the government in and around the government hospitals. While the aim of the government is to ensure affordable healthcare for every citizen in the country, there are a few issues that arise with the Modicare generic drugs. Doctors have voiced their hesitation over the quality of generic drugs which, to an extent, is valid given that there are robust regulations.

Pharmacy and pharmacists One of the major hurdles that are faced in the current market

are the hesitation of doctors and legal issues.

Interchange of brands may result in up to 100 per cent lower or higher dosage of drugs that may be ineffective in one case or in very high dose resulting in toxicity in other cases.

As opposed to a doctor who would have a fair idea of the financial

stores. The availability is in the effect of pharmacists.

amongst other shortcomings. The biggest drawback is that India cannot provide quality standards in drug manufacturing, which is a huge concern for doctors while prescribing medicines. They often advise against buying certain unbranded drugs due to which consumers are forced to buy branded drugs. There are even cases when generic drugs are unavailable in most of the retail drug

Why nurses hit the roads in protest

Dr. Usha Manjunath

Dr. Usha Manjunath, Director, Institute of Health Management Research (IIHMR), Bangalore, says that the protest by nurses is a result of the government's failure to provide adequate facilities and infrastructure for nurses.

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Deccan Chronicle  
Date: 17 September, 2018  
Edition: Bangalore  
Length: 15 cm  
Ad value: 385000

Falling rupee may push up healthcare costs: Experts

Dr. Usha Manjunath

Dr. Usha Manjunath, Director, Institute of Health Management Research (IIHMR), Bangalore, says that the falling rupee may lead to an increase in the cost of imported medicines and medical equipment.

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Deccan Chronicle  
Date: 22 September, 2018  
Edition: Bangalore  
Length: 17 cm  
Ad value: 476000

Got flu after Kerala visit? Rush to doctor

Dr. Usha Manjunath

Dr. Usha Manjunath, Director, Institute of Health Management Research (IIHMR), Bangalore, says that visitors returning from Kerala should be cautious of getting the flu.

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Deccan Chronicle  
Date: 22 September, 2018  
Edition: Bangalore  
Length: 17 cm  
Ad value: 476000

Malnutrition stalks city kids

Dr. Usha Manjunath

Dr. Usha Manjunath, Director, Institute of Health Management Research (IIHMR), Bangalore, says that malnutrition is a major problem in city kids.

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Structural problems in Indian healthcare system

Dr. Usha Manjunath

Dr. Usha Manjunath, Director, Institute of Health Management Research (IIHMR), Bangalore, says that the Indian healthcare system has structural problems.

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## Networking Activities

- ASPIRE-Young Professional Network: With an aim to provide a platform for aspiring young professionals who want to make a career in Hospital, Health and Health IT Management, IIHMR, Bangalore organized ASPIRE event at Keys Select Hotel, Bangalore on 19th April 2019
- A collaborative meeting was held with German Delegates on 02nd July 2018, from Horizont Training to discuss the possible collaboration with IIHMR Bangalore in the area of training and other activities.
- MoU signed with Piramal Swasthya Management and Research Institute (PSMRI – Hyderabad) on 15th April 2019 in the areas of Research and Consultancy.
- MOU with HXCentral was signed on 19th Nov 2018.



# THE TEAM

## Faculty



### Usha Manjunath

#### Professor

Usha Manjunath Ph.D., is Director and Professor, **Institute of Health Management Research, Bangalore**. A thought leader and dynamic teacher as well as a trainer with long years of experience in management, Usha is responsible for all core areas of operations and administration of IIHMR, Bangalore. With the unique experience of allied health, entrepreneurship, general management, communication and health system research/management, Dr. Usha brings energy and competencies to manage pan-India projects. Usha's basic education, training and experience in the health system has shaped her insights and skill sets to work with the society (both rural and urban), conduct large scale surveys, study service processes, costs, manpower, programme management, IEC/BCC and social issues related to healthcare. Usha has completed research projects in the area of Primary Health Care, Reproductive and Child Health, Programme Management, Process Evaluation of the Universal Immunization Program, Maternal Perceptions on Immunization, Total Quality Service Management Model for Management, formative research in nutrition-health-life cycle approach, IEC pre-testing for MCH, WASH, Women Empowerment and Nutrition for GoK, Unicef, GoI, WHO, Alive & Thrive, HCL Foundation and others.

Usha's experience and competencies in healthcare research/projects include mixed methods of research with various types of target population – patients, community, doctors, funding agency government programme officials of WCD, Slum Board, Health, Education and other departments, training, consultation workshops and stakeholder management. Usha brings on board IEC and BCC as well as teaching and evaluation experience in marketing programmes, social marketing, consumer behaviour and advertisements relevant with specific reference to studies in communications and collaterals testing. Usha has great expertise in documentation, editing/copy editing, article writing, report Summary/Briefs, Full Reports, Top Line Results, support for Short Films/Marketing Communication formats, Full Report, PPTs, Fact Sheets, Manuscripts, Manuals along with exceptional oral presentation skills. She has networked and collaborated with Corporate companies, Government, NGOs etc and successfully organized various National and International Level conventions, conferences, technical sessions, seminars and workshops on Healthcare/Hospital Management, Technology Entrepreneurship and related areas. She has published scientific/newspaper/magazine articles as well as worked as a peer reviewer for scientific journals and has published a book based on Ph.D. thesis on 'Total Quality Service in Healthcare' in 2012 by Rawat Publications. Her educational background includes M.Sc, M.Phil (Hospital & Health Systems Management) and Ph.D. in Quality Management from BITS, Pilani, Rajasthan, India. And Holds Certification in *Strategic Leadership and Management in Healthcare of IIHMR, Delhi and Johns Hopkins Bloomberg School of Public Health*.



## Manjunatha R

**Associate Professor & Faculty In charge - Research & Consultancy**

Dr Manjunatha MBBS is an Associate Professor of Public Health at IIHMR, Bangalore. He has more than 12 years of experience in implementation of various Health programs, Research Projects and Medical Research. At various capacities starting from District level till National level he has worked under the implementation of various National health programs including Leprosy, HIV/AIDS, Maternal & Child Health and Public Health Nutrition. Through Micronutrient Initiative he has contributed to the operationalization of National Iron Plus Initiative (NIPI) in the States of Uttar Pradesh, Chhattisgarh and Gujarat. He was a member of the National IDCF (Intensified Diarrhoea Control Fortnight) Secretariat, 2014 established by the Ministry of Health & Family Welfare (MoHFW), Government of India. He has widely published Nationally and Internationally and contributed to various health program guidelines at the National and State level. 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 the Royal Society for Public Health (RSPH), London in 2014.



## Anil Sood

**Associate Professor**

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 Assistant 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 the prestigious Post Graduate Institute of Medical Sciences (PGI) Chandigarh.





## Sarala Raju

### Assistant Professor

Dr. Sarala Raju, is a Social Scientist and Assistant Professor at IIHMR. She has M.A. and M.Phil. - Sociology at Bharathidasan University, **Ph.D** from Mysore University with a fellowship at the Institute of Social & Economic Change (ISEC), Bangalore. She has an intense research experience of 12 years in the area of urban slums/urban poor. She has worked in various projects as PI and is currently working on a project 'Empowerment and Engagement of Community in Strengthening Child Health among Tribal Population' funded by the Indian Council for Medical Research (ICMR) and managing ECCD field operations in urban slums. Sarala is an excellent team member, worked on various projects with GoK, NGOs, Alive and Thrive, Unicef, ICMR and others. Managing field operations, teams, large data sets, data analysis and report writing are some of the expert skills she brings to the proposed project.



## Kanagaraj K

### Assistant Professor

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.



## Veena R

### Assistant Professor

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.



## Shweta Kumari

### Assistant Professor

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



## Mallikarjun J Reddy

### Assistant Professor

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.



## Gyan Chandra Kashyap

### Assistant Professor

He is a Demographer as well as a statistician and working as an assistant professor at IIHMR, Bangalore. He has completed M.Phil. and PhD. in Population studies from International Institute for Population Sciences, Mumbai. He has also done M.Sc. in Statistics from Banaras Hindu University, Varanasi. He has received the Junior/Senior Research Fellowship (JRF/SRF) during his Ph.D. from University Grant Commission, New Delhi. Before joining IIHMR, Bangalore he has worked as a Project Officer in National Family Health Survey-5 (NFHS-5) and Health

of Urban Poor (HUP) projects at IIPS, Mumbai. He teaches Biostatistics and Demography along with advanced demographic techniques of data presentation, modelling, life tables, population projections, etc. He is also engaged in several projects where he has to work with demographic and sampling techniques constantly. His research works have been praised in national and international platforms. He has presented research papers in several regional and national conferences and workshops to keep himself mobilized in epidemiology and public health. His research areas of interest are Public health (occupational and mental health, disease epidemiology) and Health Economics (treatment-seeking behavior, health expenditure). His research has been published in leading national and international journals, such as- Bio-Medical Central (BMC), Social Science Spectrum, Asian J. Epidemiology, Indian Journal of Occupational & Environmental Medicine, Med Health Aff, Ann Psychiatry Mental Health, etc. He is expertized in the handling of large-scale datasets and various statistical modelling and techniques with several statistical software such as STATA, SPSS, SPECTRUM, and Mortpak



## Gowthamghosh B

### Assistant Professor

He is a Public Health professional and Assistant Professor at IHMR, Bangalore. He has experience of more than ten years in the health sector; he has gained expertise in conducting health surveys and program evaluations. He has been part of national and state-level large scale surveys of repute, like National Family Health Survey (NFHS), District Level Household Survey (DLHS) and facility survey under RCH program. Before joining IIHMR Bengaluru, Gowtham worked as a Senior Research Officer at IIHMR, Jaipur and has conducted multiple studies and projects on monitoring, assessment / evaluation of various health programs in India and Afghanistan. He has worked with various national and international developmental agencies like WHO, Unicef, Save the Children, GAIN, Jhpiego, GLRA. Gowtham was part of the WHO's Short Program Review-Child Health (SPR-CH) in Rajasthan and Bihar. He has MA-Social Work from ANU and upgraded his skills by attending Public Health program at Bloomberg School of Public Health, Johns Hopkins University, USA and IIHMR University, Jaipur. His areas of interest are Programme Evaluation, HIV/AIDS and Social Protection. He is equally engaged in the areas of Child Health, Public Health research and proficient in using quantitative methodology.



## Adjunct Professor

**Dr. Suptendra Nath Sarbadhikari**

MBBS, PhD in Biomedical Engineering

Founder Director and CIO (Chief Information Officer), Innovmedcare, New Delhi

**Mr. C. N. Sunil Kumar**

Post Graduate Diploma in Hospital and Health Management Systems

Regional Director-South, Narayana Health

**Dr. TaraM.S.**

M.Sc., Ph.D in Food Science and Nutrition.

Former Regional Director, National Institute of Public Cooperation and Child Development (NIPCCD)

## Visiting Faculty

**Mr. Mukund Kulkarni**

MBA (Healthcare Management), Post Graduate Diploma (Hospital Administration) and Engineering from Bangalore University.

Senior Consultant-MQMS, Bangalore

**Dr. Chethana H.S.**

MBBS, PGDHM, M. Phil (Hospital and Health System Management)

Former Medical Director - Sagar and Fortis Hospitals, Bangalore

**Dr. Priya Thomas**

Ph.D (Medical Anthropology), PGDHRM, M.Phil., M.A, B.Sc.

Former Assistant Professor, IIHMR Bangalore

## Research Officers

**Ms. Ramya T. Karur**

Executive-Research and Training

**Ms. Aishwarya**

Trainee Research Officer

# Support Team

## Library

**Mr. Suresh Babu BK**  
Assistant Librarian

**Mr. Rajashekara T.**  
Library assistant

## Administration

**Ms. Aryaka Nikesh Kumar**  
HR & Admin Officer

**Mr. Somanna A.T.**  
Admin Executive

**Ms. Shantha S.**  
Front Desk Executive

**Mr. Vineet Prakash Barik**  
PA to Director

## Academic

**Ms. Pallavi Ray**  
Officer- Placement and Students Affairs

**Ms. Nancy Aggarwal**  
Senior Executive -Academics

## Accounts

**Mr. Nityananda Hegde**  
Manager – Accounts

**Mr. Mahesh B.**  
Accounts Admin Executive

## IT Department

**Mr. Satish Singh**  
System Analyst

**Mr. Arun Kumar S.R.**  
IT Assistant

## Marketing

**Mr. Bharath Kumar N.**  
Assistant Manager- Marketing

## Campus Life



Gurupurnima



Yoga Day



Relief Materials for Kerala Flood Victims



Student of Health Management Monitoring M R Campaign,  
Rural Karnataka





Dandiya Night 2018



Holi Celebration



Ganesh Chaturthi Celebration-2018



Farewell 2017-19 Batch

# About IIHMR

## INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH (IIHMR)-SOCIETY, Jaipur

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.

## IIHMR UNIVERSITY, Jaipur

The IIHMR University is a specialized and exclusive research university for management research, postgraduate education and training. The University aims to generate new knowledge and technologies to provide evidence and inputs for developing effective policies, health interventions and strategies. The origin of the IIHMR University has its roots in the significant pioneering contribution of Institute of Health Management Research, (IIHMR) Jaipur over the last three decades, towards policy and program management research, capacity development in health and hospital management in India and South East Asia. The IIHMR University has a mission to improve the standards of health through better management of health care and related programs through management research, education, training and institutional networking with a national and global perspective. The Ministry of Health and Family Welfare, Government of India





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

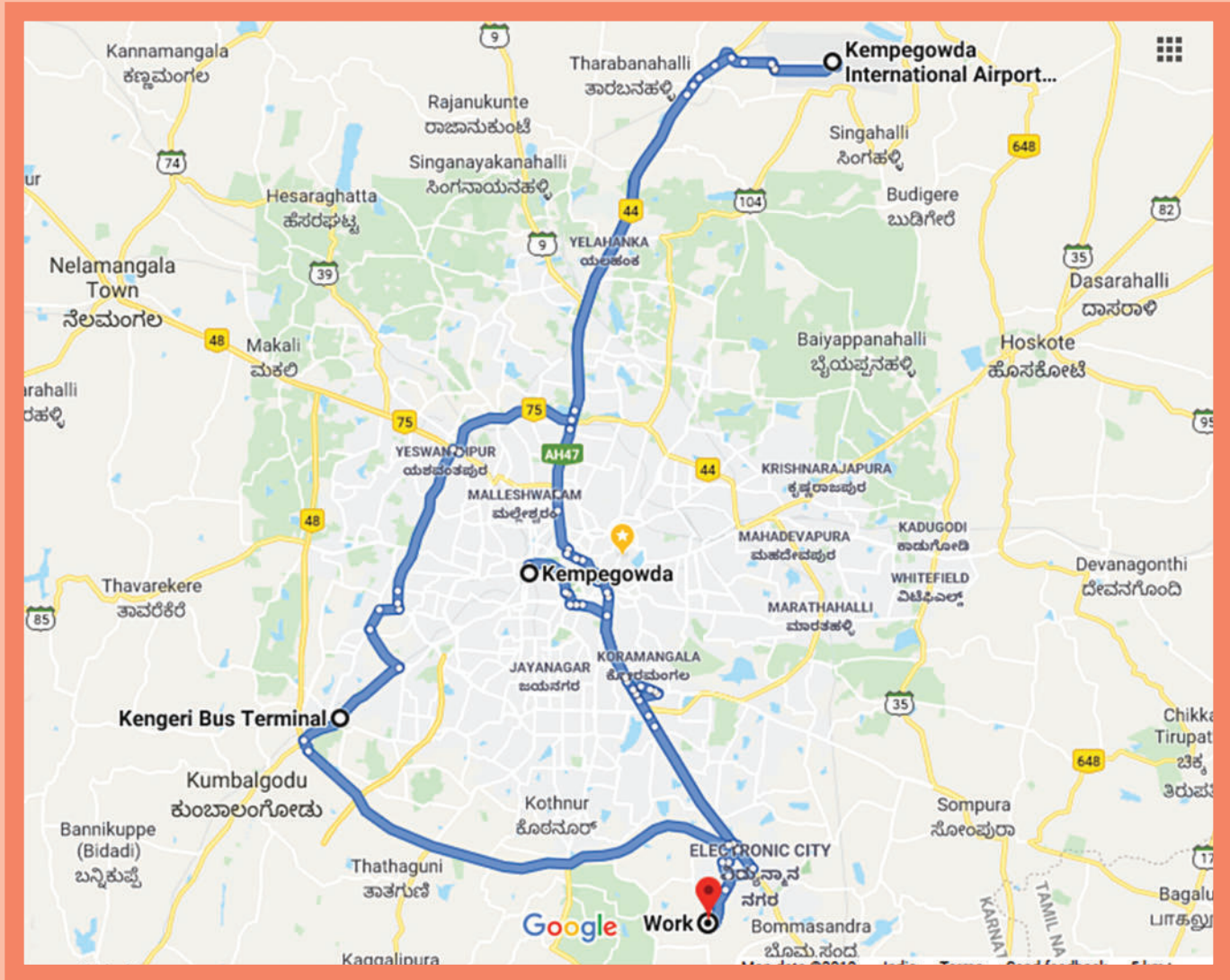
## **INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH, Delhi**

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





## IIHMR Bangalore Location Map





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iihmbangalore



Institute of  
Health Management  
Research, Bangalore



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## **INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

#319, Near Thimmareddy Layout, Hulimangala Post  
Electronic City Phase-1, Bangalore - 560 105  
Tel. : 080-6113 3800 (ext.: 805)  
<https://www.iihmbangalore.edu.in>