



The Union
International Union Against
Tuberculosis and Lung Disease
Health solutions for the poor

2nd International Public Health Management Development Program

16th - 20th December 2016



In collaboration with



School of Public Health
Post Graduate Institute of Medical Education and Research, Chandigarh (India)
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Preface

Managerial competencies are required to improve and sustain advances in health care delivery for the benefit of patients and community. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organizations and tackling the public health challenges faced by the developing countries. Therefore, positioning of qualified and skilled professionals, who can plan, execute and monitor national health programs and public health initiatives is necessary in order to improve effectiveness and efficiency of health care delivery system.

In order to increase managerial competencies among mid and senior level public health managers, we conceptualized International Public Health Management Development Program in collaboration with The Union in year 2016. This program aims to enhance the skills and competencies of middle and senior level program managers and academicians for addressing public health challenges and strengthening efficiency of organizations in limited resource settings. Around 100 participants across country applied for this program, from which we shortlisted the thirty two participants after detailed deliberations. This is the second program of its series and enthused by the response of participants, we are organizing 3rd IPHMDP in month of March 2017 for African participants under Indian Technical and Economic Cooperation (ITEC) Program and 4th IPHMDP in December, 2017 which is open for participants across globe. In this way, we could accommodate more participants in future programs to build nations capacity on public health management. The program is designed to provide a unique platform for advancing academic expertise, knowledge transfer, idea exchange and variety of opportunities for academicians, program managers both from government and private setups to develop good quality management capabilities. The deliberations and discussions during the program would be helpful in solving management related complex public health issues.

I acknowledge the support from organizations like International Union against Tuberculosis and Lung Disease (The Union), Medical Council of India, National Academy of Medical Sciences, Indian Council of Medical Research, Punjab Medical Council and Indian Association of Preventive and Social Medicine (IAPSM) in this endeavour. I take this opportunity to thank Dr. Harleen Kaur Arora, Dr. Ankita Kankaria, Mr. Arshdeep Singh and my entire team who had made no stone unturned in providing best of hospitality, cuisine, entertainment and also an academically rewarding time to share and exchange ideas over the five-day intensive scientific program. I am thankful to all the participants for their proactive participation in all the sessions which helped us in achieving our goal of strengthening health system by application of principles of public health management.

I am sure that this program will go a long way in instilling managerial skills required to achieve Universal Health Coverage in the country.



(Dr. Sonu Goel)
Program Director (IPHMDP)

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Executive Summary

Health initiatives in developing countries often fail not because of lack of scientific knowledge but because of lack of managerial competence. Thus, there is a need for staffing trained and competent public health professionals, who can plan, implement and monitor national health programs and public health initiatives in order to improve effectiveness and efficiency of health care organizations. To address these challenges, a five day 2nd International Public Health Management Development Program (IPHMDP) was organized by School of Public Health, PGIMER, Chandigarh in collaboration with International Union against Tuberculosis and Lung Disease (The Union) from 16th to 20th December, 2016. This program aims to enhance the skills and competencies of middle and senior level program managers for addressing public health challenges and strengthening efficiency of organizations in limited resource settings. A total of 32 participants from 15 states of country participated in the program. The participants ranged from senior level program managers from national health mission, academicians from medical colleges and national institutes, and non-governmental organizations who were responsible for effective and efficient delivery of healthcare programs and projects. The modules covered during the program were Management Principles, Leadership, Human Resources Management, Project/Program Planning and Management, Monitoring and Evaluation, Supply Chain and Logistics Management, Financial Management and Budgeting, Public Health Communication and Report Writing, Total Quality Management and Change Management.

The key highlights of the program were; its design which focused on learning through a mix of traditional formal learning methods (lecture, power point presentations, case studies) and informal learning methods (role plays, exercises, real case scenarios, management games, videos); its concept wherein focus was on application based learning in which the participants prepared an action plan during the program for their organization (to be implemented within 6 months); its accreditation and certification from Punjab Medical Council (20 credit hours); and facilitation by an elite panel of experts and facilitators from lead academic and management institutes of the country. Another highlight was its inaugural session where a panel discussion was held on the topic “Management and leadership in health organizations: Challenges and Opportunities.” moderated by top administrators and directors of institutes of excellence.

IPHMDP contest was also organized during the program wherein, various awards pertaining to different activities viz. best poem, slogan, logo, jingle, case study, participatory participant, personality, performer during cultural events were honored during valedictory session of the program. The active participation of participants was ensured by the presentation of the reflection of key concepts/ teaching of previous day, presentation of case studies of different states, participation in IPHMDP contest, management games during lunch and evening sessions, and delegating responsibility for organizing cultural event at gala dinner.

At the end of the program the participants felt that it was a wonderful experience with a blend of learning, through various teaching methods which they can apply in their organization. They expressed that the program was well planned, organized, managed and full of knowledge which can be truly implemented in field settings and across different organizations. They express their willingness to scale up the program in their respective organizations. The general proceedings and events were widely covered by the audio-visual media. This program is the second in the series of programs which will be held on bi-annual basis. The next two programs are scheduled from 20-25th March 2017 and 16-20th December 2017.

Key Highlights of the Program

- **Certification:**
 - Certified course from Punjab Medical Council (20 credit hours)
- **Appropriate Blend:**
 - Senior and junior academicians
 - Program managers both from governmental (National Health Mission) and private sector
- **Elite panel of experts and facilitators**
- **Mix of teaching methods:**
 - Formal: Lectures, Power point presentations, Case studies, Exercises
 - Out of the box: Management games, videos, mobile applications
- **Learning Management with fun:**
 - Games, videos, apps etc.
- **Environmental friendly:**
 - Individualized BPA free bottles for water consumption
 - No plastic disposable cups for tea/ coffee consumption



Participants and Facilitators of the 2nd IPHMDP, 16th-20th December, 2016

Introduction

“Health initiatives in developing countries often fail not because of lack of scientific knowledge but because of lack of managerial competence”

The aim of good management is to provide services to the community in an appropriate, efficient, equitable, and sustainable manner. The skills and ideas that healthcare managers bring to the table provide a fresh approach with significant patient benefits. A significant portion of management involves skills and competencies such as motivating staff, communicating and negotiating with stakeholders, and maintaining certain attitudes and behaviors that maximize staff discipline and performance. Managers also need to understand the basic technical aspects of the services delivered. There are very few formal management trainings in government and private health organizations before taking up senior management positions. Most of the existing courses on Public Health Management are theoretical, extensively elaborative and does not comprehensively cover various aspects in a single program and are often not sufficient to provide all the necessary skills. In order to improve effectiveness and efficiency of health care delivery system, there is a need to devise programs which will impart the skills required to effectively manage the existing and emerging public health challenges and in-turn enhance the capacity of the public health managerial workforce.

Goal

Enhance the skills and competencies of middle and senior level program managers in leadership, team building, planning, monitoring, evaluation, project management, resource allocation, budgeting, financial reporting, total quality management and public health communication for addressing public health challenges and strengthening efficiency of organizations in limited resource settings.

Program Objectives

1. To enable participants understand the concepts and principles of health management.
2. To build capacity of middle/senior level managers in designing, implementing, monitoring and evaluating program and project operations.
3. To illustrate with relevant case studies, how the managerial functions can be leveraged to improve the overall competitiveness within the organization.
4. To equip participants on appreciating gaps in current scenario and envision future trends in health care management for effective decision making.

Program Benefits

Participants

1. To create innovative strategies that provides a framework for future action.
2. To enhance performance by building leadership competencies and strengthening leadership qualities.
3. To develop performance indicators, analyze data and quality reporting.
4. To design and use program budget, manage financial reporting systems to apply to organizations.
5. To learn application of various techniques for planning and successfully managing projects.
6. To develop in-depth understanding of effective communication, change management strategies for public health advocacy and dissemination of health education messages.

Organization

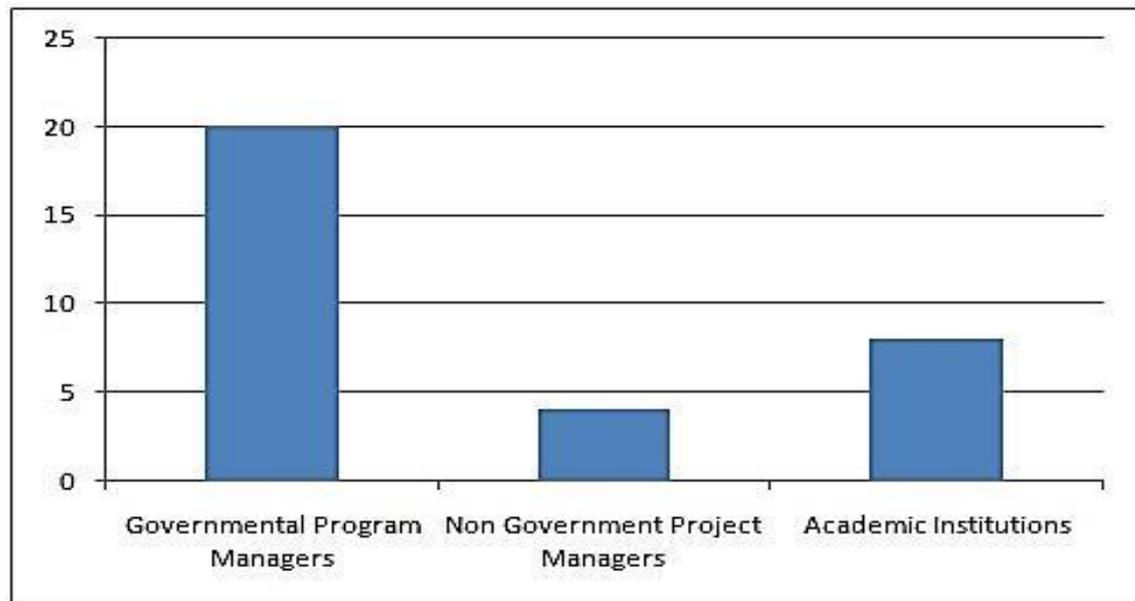
1. Health care managers can be effectively designated to senior leadership positions.
2. Improved managerial capabilities for dealing with public health management challenges.
3. Enhanced decision making in routine and crisis situations faced by organizations.
4. Overall increased performance and productivity of organizations in attaining top ranked position.

Program Target Audience

This program is designed for middle and senior level healthcare managers, organizational leaders, hospital administrators, faculty of medical colleges and management institutes who are working in Public Health and responsible for effective and efficient delivery of healthcare program and projects through formulation and implementation of organizational strategies.

The program capacity is 35-40 participants only.

Participants Profile



Program Contents

- MODULE:1-Management Principles
- MODULE:2- Leadership in Public Health
- MODULE::3-Change Management
- MODULE:4-Project/Program Strategic Planning and Management
- MODULE:5-Supply Chain and Logistics Management
- MODULE:6-Financial Management and Budgeting
- MODULE:7-Total Quality Management
- MODULE:8-Monitoring and Evaluation
- MODULE:9- Public Health Communication, Advocacy and Report Writing
- MODULE:10- Human Resources Management

Program Duration and Venue

Duration : The duration of program was five days from 16th to 20th December,2016.

Venue :School of Public Health (SPH), Post Graduate Institute of Medical Education and Research, Sector-12, Chandigarh-India

Session Flow

Daily morning vehicle was sent to the hotel for picking up the participants by 8:30 a.m. and they reached SPH, PGIMER by 9.00 am.

From **9:00-9.30 am** oral feedback (reflection) was taken from the participants about the previous day's sessions. The day was divided into four sessions. The broad schedule of the day was as follows:

Reflection of the previous day- 09:00-9.30 am		
Morning Session	Session I (Presentation and Case study)	09:30 – 11:00 am
	Tea Break Morning – 11:00 – 11:30 am	
	Videos-(Related to the Module/ Topic)	
	Session II (Presentation and Case study)	11:30 – 1:00 pm
Lunch & Management Games –1:00 - 2:00pm		
Afternoon Session	Session III(Presentation and Case study)	2:00 – 3:30 pm
	Tea Break Evening – 3:30 – 3:45 pm	
	Videos-(Related to the Module/ Topic)	
	Session IV (Presentation and Case study)	3:30 – 5:00 pm
Outdoor Management Activities – 6:30- 7:30 pm		

Teaching Methodology

The various teaching methods used for this training program were:



1. Lecture (Power Point Presentation)



2. Management Exercise



3. Management Game



4. Management Quiz



5. Group work

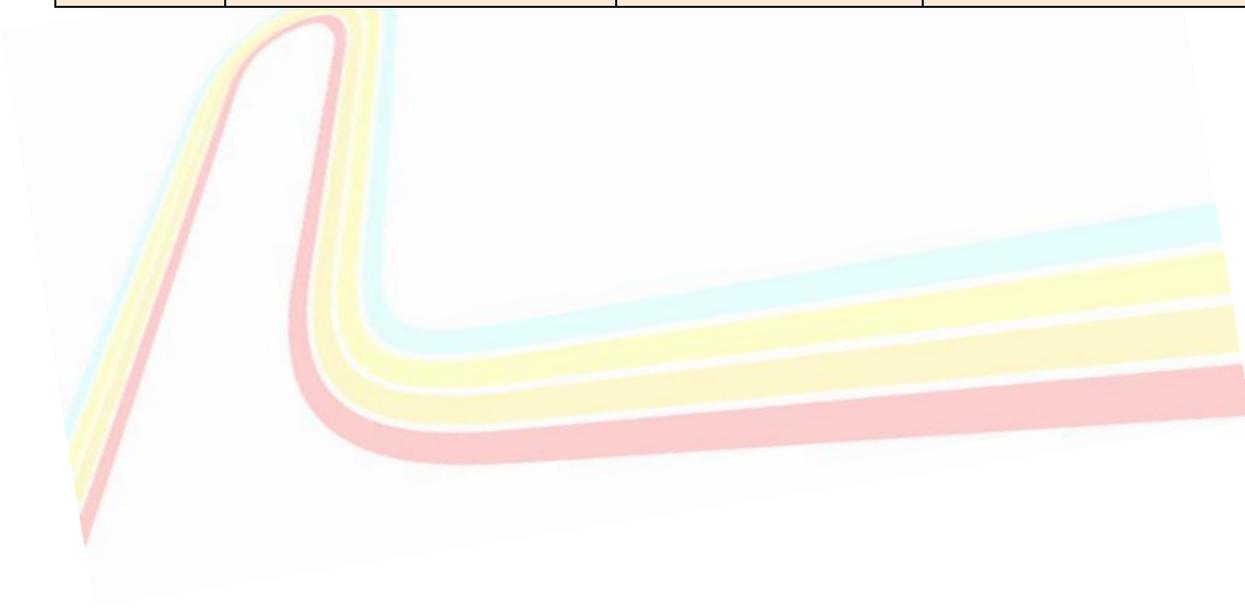


6. Case study

Program Schedule

Days	09.30 AM to 11.00 AM	11.30 AM to 01:00 PM	02.00 TO 03.30 PM	03.30 TO 05:00 PM	6.00 TO 08.00
	MODULE 1: MANAGEMENT PRINCIPLES		MODULE 2: LEADERSHIP IN PUBLIC HEALTH		
FRIDAY 16 TH DEC	Dr. Rana J Singh (The Union) Role of public health management and leadership in attaining health related goals of SDG	Dr. Rakesh Gupta (Government of Haryana) How management principles help in strengthening the health systems	Dr. Vivek Adhish (NIHFW) - Leadership: Concepts and theories - Levels and styles - Application of leadership principles/theories in Public Health	Inaugural and Plenary Session 1. Dr. Soumya Swaminathan (ICMR) 2. Mrs. Vini Mahajan (Govt. of Punjab) 3. Dr. Rajesh Kumar (PGIMER) 4. Dr. Rana J Singh (THE UNION)	
	MODULE 3: CHANGE MANAGEMENT		MODULE 4: PROJECT/ PROGRAM STRATEGIC PLANNING AND MANAGEMENT		
SATURDAY 17 TH DEC	Prof. Preethi Pradhan (Chitkara University) - Theory of change management	Dr. Soumya Swaminathan (ICMR) - Importance of change management and factors affecting organizational change: - Stages of effective change management; - Steps of change management process and resistance to change	Dr. Rakesh Pillai (INCLEN) - Strategic planning and tools - Logical Framework Approach	Prof. Keerti Pradhan (Chitkara University) - Project and program concepts - Project management planning	OUTDOOR ACTIVITY
	MODULE 5: SUPPLY CHAIN AND LOGISTICS MANAGEMENT		MODULE 6: FINANCIAL MANAGEMENT AND BUDGETING		
SUNDAY 18 TH DEC	Dr. Manjushri (Panjab University) - Inventory management techniques - Condemnation procedures	Prof. Arun Kumar Aggarwal (PGIMER, Chandigarh) - Material planning and forecasting Technique - Purchase and procurement procedures/rules	Dr. Shankar Prinja (PGIMER, Chandigarh) - Cost and cost analysis for managerial decisions - Program costing, monitoring and use of cost data by program managers - Budgeting for a health program and projects		OUTDOOR ACTIVITY
	MODULE 7: TOTAL QUALITY MANAGEMENT		MODULE 8: MONITORING AND EVALUATION		
MONDAY 19 TH DEC	Dr. Jeetu Lal Meena (Govt. of Gujarat) - Service quality in hospitals - Quality standards for public hospitals - Quality management systems in hospitals - Developing quality indicators - Accreditation		Prof. Rajesh Kumar (PGIMER, Chandigarh) - Concepts for M&E - Indicators for M&E (Pertaining to health program/project)	Dr. Satya Lenka (WHO-Country Office, India) - Theories of change for M&E	DINNER AND CULTURAL EVENT

	MODULE 9: PUBLIC HEALTH COMMUNICATION, ADVOCACY AND REPORT WRITING		MODULE 10: HUMAN RESOURCE MANAGEMENT	
TUESDAY 20 TH DEC	Dr. Amit Gupta (NIHFW) -Strategic planning and evaluation of communication campaigns -Public health advocacy -Effective report writing	Prof. Amarjeet Singh (PGIMER, Chandigarh) -Effective community participation in health care -Co-ordination in health care Delivery system -Strategic communication in Health care	Prof. Preethi Pradhan (Chitkara University) -HR planning and job analysis -Training need assessment and skill development -Recruitment and selection	Dr. Sonu Goel (PGIMER, Chandigarh) -Performance appraisal methods -Supportive supervision
BETWEEN THE LINES: MANAGEMENT IS FUN				
DAYS	Tea Break 11.00 am to 11.30 am (चाय पे चर्चा) Video Lesson	Lunch 1.00 pm to 2.00 pm (जागो मोहन प्यारे) Role Play	Tea Break 3.30 pm to 3.45 pm (चाय पे चर्चा) Video Lesson	
FRIDAY 16 TH DEC	Functions of Management	Create your Brand	Leaders V/s Managers	
SATURDAY 17 TH DEC	1. Overcoming resistance to change 2. Everybody is doing it	Transforming the Roles	The Turtle and Rabbit Redefined	
SUNDAY 18 TH DEC	Stock box innovations in logistics	Cash or Deal	Do you Budget Enough	
MONDAY 19 TH DEC	TQM Real time	Name a Skill	Medical Monitoring and Evaluation Visit in Nigeria	
TUESDAY 20 TH DEC	Communication and Advocacy in Real Life	Communication Skill	Useless Department	



Program Proceedings

Day 1, 16/12/2016, (Friday)

04.00 PM TO 5.00 PM

Inaugural Session

Dr. Soumya Swaminathan, Secretary to Government of India, Department of Health Research cum Director General ICMR was Chief Guest of occasion. Mrs Vini Mahajan (IAS), Additional Chief Secretary, Government of Punjab and Dr. Rana J Singh, Deputy Regional Director for Tobacco Control and NCD, The Union, were guest of honour. Prof. Rajesh Kumar, Head School of Public Health welcomed all the dignitaries and participants.

Dr. Sonu Goel, Program Director, gave an overview of the program in which he told the importance of Public Health Management in achieving Universal Health Coverage and in addressing public health challenges in limited resource settings. He briefed that this program is designed to enhance the public health management skills and competencies of middle and senior level program managers, both from public and private sector, for developing effective health systems in overall achievement of Sustainable Development Goals.



Panel Discussion

The inaugural session was followed by Panel Discussion on **How Management and leadership in health organizations: Challenges and Opportunities.**

The panel comprised of Dr. Soumya Swaminathan, Ms Vini Mahajan, Dr. Rana J Singh and Dr. Rajesh Kumar.

Dr. Swaminathan while praising the initiative of PGIMER in conducting series of management workshop for senior level managers, deliberated the importance of change management in leadership and steering various organizations. She told participants that one should not be afraid of missed



opportunities in life as you may get something better in later stage if you continue to strive harder towards your goal. She told that one should work with passion even if people do not recognize you at initial stage. She emphasized the importance of collaboration, team work, communication in increasing the efficiency and effectiveness of organizations.

Mrs. Vini Mahajan told the tips of enhancing leadership skills which helped her in taking the team forward for achieving positive health indicators in Punjab. She told that management is part of day-to-day life and learn its principles by facing situations and interacting with people. She emphasized the importance of keen observation and understanding the behavior of persons working with you to get things done for effective leadership within organization.

Dr. Rana enlisted principles and importance of advocacy to the participants which helped him in convincing the senior bureaucrats in taking decisions. He emphasized that knowing the consumer and their needs is important in designing strategies for better advocacy. The role of presenting the true picture in comprehensive fashion through facts and figures is important for any advocacy with senior beaurocrats. While consistency, hard work and persistency pay in advocacy, one should be brief and clear during the presentation.

Dr. Rajesh briefed the participants about the critical principles for efficient management of health care organizations. He told that one should gel the individual goals with organizational goals. The organization is successful when it can work even in the absence of its leader. He also emphasized that one should do small things gradually, but think 'big' towards the goal.

9.30 AM to 11.00 AM

Role of Public Health Management and Leadership in Attaining Health Related Goals of SDG -Dr. Rana J Singh

Dr. Rana J Singh, Deputy Regional Director, International Union against Tuberculosis and Lung Disease, provided an overview of how India has moved towards Sustainable Development goals (SDG) from Millennium Development Goals (MDG) and the related Vision 2030. He elaborated on the progress made towards achieving MDG. Further he mentioned limitations in achieving MDGs which are addressed in SDGs. Emphasizing on Health Related Goal of SDG and its targets, Dr. Rana told that progress in health is linked to other non-health goals. Later he discussed role of public health management and leadership in a program for effectively reaching SDG.

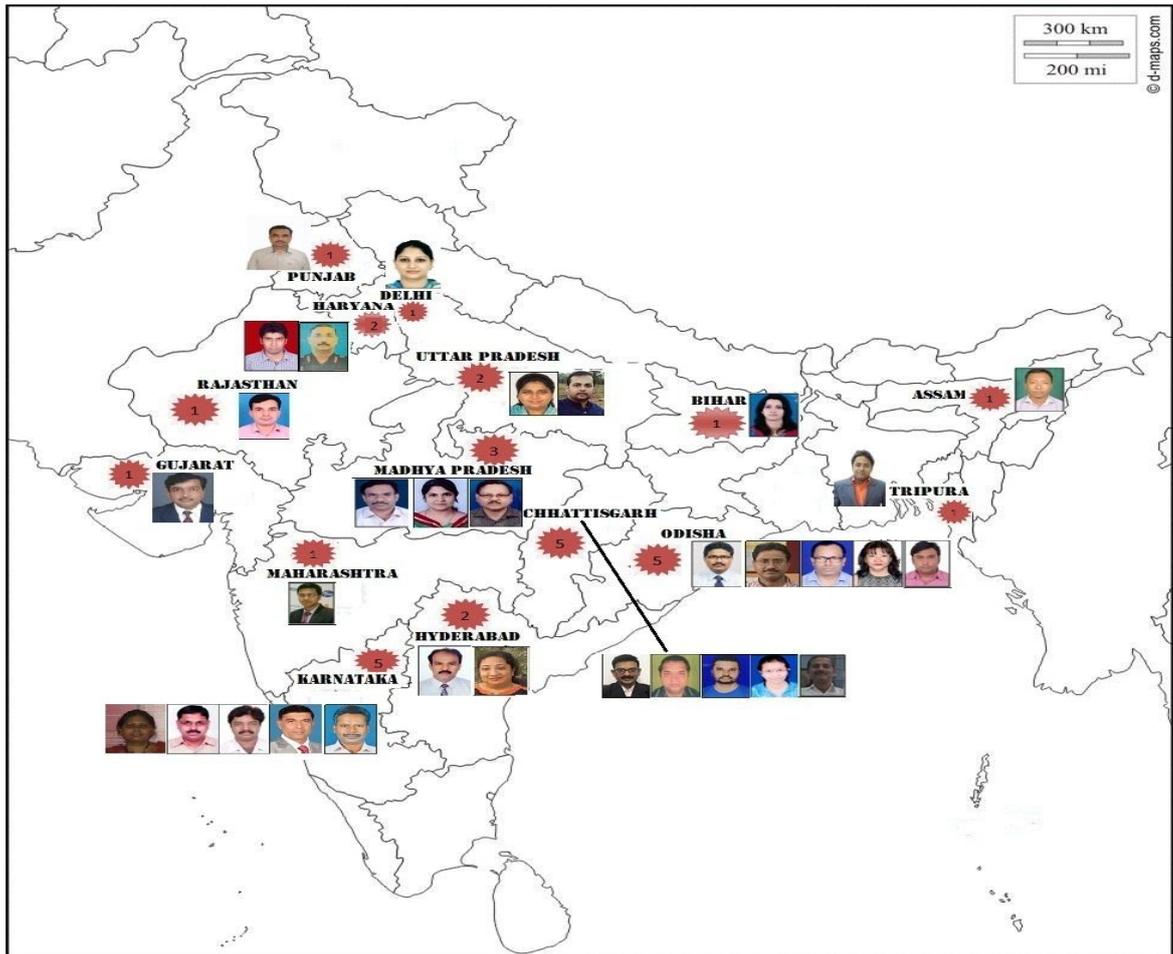


A case study entitled ‘Can Himachal Pradesh reduce MMR to <50 from current 63/100,000 live births by 2020’ was discussed where participants were informed about the current infrastructure, human resource position and achievements in MMR over past few decades. They were then asked whether these proposed targets are achievable and what services need to be provided to achieve these targets. By this case study participants learned to critically review current situation, proposed targets and suggested interventions. It also gave them an idea about role of various stakeholder involvements in achieving SDG target.

11.00 AM to 12.00 PM

Self introduction of Participants

The participants, faculty members introduced themselves to the group in a unique and memorable manner. A power-point had been prepared by organisers which highlighted the details of the participants, their name, designation, hospital/institute name and their photo which enabled them to introduce better. The participants were distributed into 4 groups: movers, shakers, rockers and hoppers. The random mixing of participants was ensured each day resulting in optimal interaction among the participants throughout the program.



32 Participants from 15 states of India

1.00 PM to 2.00 PM

How management principles help in strengthening the health systems-Dr Rakesh Gupta

Dr. Rakesh Gupta (IAS), Principal Secretary to CM, Government of Haryana addressed as to how management principles helped in strengthening the health care delivery system in state of Haryana by taking examples of current running programmes like Bet Bachao Beti Padhao, Rastriya Bal Swasthya Karyakram (RBSK) etc. He shared three critical points which need to be followed in any program: Where are we right now?- understand the current status; How can the adversities be converted into opportunities?; If conviction is there, then perseverance is important to get it implemented. During his tenure, he found that there



was gross mismatch between the ground realities and the reported data. Based on this understanding, an effective strategy was formulated and government introduced the concept of supportive supervision which was supported strongly with accurate and timely data collection for evidence based management and decision making, rigorous monitoring, updated online drug logistics system, advocacy, skills enhancement and inter-sectoral partnership, which helped in improving effectiveness and efficiency of organisations.

At the end of his session he asked audience about the various management principles he applied in his journey of health system strengthening. This gave participants an understanding about management principles- Planning, Human Resource Management, Situational Analysis, Team Building, Strategic Leadership, Supportive Supervision, Budgeting, Stakeholder Analysis and Change Management and many more.

2.00 PM TO 2.30 PM

Curtain raiser

A video, narrated by Dr Sonu Goel, was released which showcased public health development in the country over the years and how this was aligned to the need for IPHMDP course.

2.30 PM to 4.00 PM

Leadership in Public Health: Dr. Vivek Adhish

Dr Vivek Adhish, Professor & Dean NIHFW, New Delhi took a session on Leadership in Public Health. He discussed various leadership style taking day to day examples. He discussed key leadership principles and important foundation skills which a leader must have to perform in an organization. He explained five important foundation skills which a leader must have, which are listening skills, advocacy, networking, emotional competencies and dealing with difficult people. He said that one type of leadership style may not be fit for all types of organisations and situations. He explained management grid and leadership cycle theory. Most of the programs suffer at the implementation phase due to lack of leadership qualities in health managers. A leader should help his employees in developing skill and maturity. One should encourage his employees to be independent and



let them grow keeping in mind your organization goals. Further he stressed on continuing educational needs for Health Managers.

Towards the end of his presentation, he gave one scenarios each to 4 teams (total 4 scenarios) and asked them to comment on which leadership style is required to address them. By this the participants gained an insight into which leadership style works for different situation. This would help them in applying leadership principles in in improving health outcome of their respective health facility.

3.00 PM TO 3.45 PM

Quiz during tea break

Participants were shown pictures of famous management personalities/ leaders (followed by hints) and were asked to guess their names. The participants found it very informative and interactive learning.

Day 2, 11/12/2016, (Saturday)

09.00 AM TO 9.30 AM

Case study

Dr. Pragma, one of the participants of program, gave presentation of her case study- '**evin: Online vaccine & Inventory Management in Bihar**'. With this she described how one can get live updates for vaccine and logistic management, ensure adequate vaccine stock and prevent stock out events, minimise risk of expiry, do online temperature monitoring, share weekly updates at district, division and state level and regularly monitor support and share feedback on CCVLM.

09.30 AM TO 11.00 AM

Change Management- Prof. Preethi Pradhan

Dr Preeti Pradhan, Dean, Chitkara School of Health Sciences Chitkara University, Punjab deliberated on Change management. Session started with Kurt Lewin model which has 3 steps viz Unfreezing,

Implementation of change and Refreezing. She explained the model taking an example of Small Pox Vaccine and Demonitisation etc. Next discussion move to Kotters model where Kotter studied failure in bringing a change. With examples of health programs, use of toilets, etc. she



gave an indepth understanding of model steps which included establishing sense of urgency, forming guiding coalition, developing the vision and strategy, communicating change vision, empowering broad based actions, creating short-term wins, not declaring victory too soon and need to anchor changes in the organizational culture. Next the William Bridges change model was discussed. It includes endings, neutral zone and beginnings with dimensions of time and importance. With examples from day to day life such as life cycle of a person she explained metamorphosis or transition. The change curve was also discussed by taking an example of people reaction when a change process is initiated, implemented and absorbed into the system.

It was followed by case study ‘Ensure physicians practice good hand hygiene’ wherein, each team was asked to use different models as Hospital In-charge to ensure physicians practice good hand hygiene. It helped participants understand change management process and how to apply to improve the current practices in their respective health setting.

11.30 AM TO 1.00 PM

Project/ Program Management- Dr. Sonu Goel

Dr. Sonu Goel, Associate Professor, School of Public Health, PGIMER, Chandigarh and Program Director introduced the concept of project management. He started his session with explaining terms like inputs, process, outputs, outcome, impact, objective and goal. He used examples form various national health programmes to explain these terms.



He explained the relevance of planning, organizing, monitoring and controlling in effectively managing projects/ program in an organization. Further he discussed who uses project management, why it is used, time taken for project management, its importance and its advantage and road to better project management. Later he discussed the consequences of not using project management. He concluded his session by explaining the difference between project and a program.

1.00 PM TO 4.00 PM

Strategic Planning and Management- Dr. Rakesh Pillai

Dr. Rakesh Pillai, Program Officer, INCLEN, took this session by giving an overview about strategic planning and management. He described the set of tools that allows a leader to get a clearer picture of opportunities and threats it faces from the environment and competitors in an organization. He also explained the strategic planning process, components of strategic planning document and strategic implementation process, useful tools and instruments of strategic planning. Further he took a session on one of the tools used in strategic planning that is Log Frame Approach (LFA). He explained the components of LFA viz. objectives and indicators, activities, means of verification and assumption. With an example of health care setting he explained the LFA matrix and thereafter discussed steps involved in LFA as situational analysis, Strategy Analysis, Project Planning Matrix and Implementation.



The participants of 4 teams were provided 4 scenarios to form a LFA matrix. With this participants learned to develop LFA which can be applied to manage various projects.

3.00 PM TO 3.45 PM

Quiz during tea break

Video clips of movies were shown and the groups were asked to identify the 'movie' as well as the management principles followed in them.

Day 3, 18/12/2016, (Sunday)

09.00 AM TO 9.30 AM

Case study

After the daily feedback of previous day by two participants of program, Dr. B.G Prakash Kumar from Karnataka presented a case study '**Innovations under NVBDCP**'. Here he described Public Private Partnership model in implementation of Malaria Control Program through information technology. He described role of each partner viz. NGO, Government and Private institutions in improving the malaria incidence reporting system efficiency, cutting down response time, effective implementation of proper action to prevent malaria, strengthening communication and documentation of program and improving supervision & monitoring. Another case study from Odisha was presented on **Mahila Arogya Samiti (MAS)**. MAS is a community based group, responsible for promotion of behavior change and demand generation related to health and hygiene in the slum population. Here they

described planning for MAS, its objectives, members, mandate, assessment and grading of MAS, its best practices and achievements.

09.30 AM TO 11.00 PM

Inventory Management: Dr. Manjushri

Dr. Manjushri Sharma, Faculty of Punjab University deliberated on Inventory Control Techniques in Healthcare Organizations. She discussed that the purpose of inventory management is to know when items should be ordered and how large an order should be

considering three key aspects- lead time, safety stock and Reorder Level. Two types of inventory control system- continuous and periodic review were explained. Later various techniques of inventory management viz. ABC, VED,



Economic Order Quantity, Reorder Point, Safety stock and Buffer Stock, and Service Level were explained in detail with different examples in health care. By means of case studies, she mentioned role of correctly projecting drugs/ equipments in hospitals to avoid stock outs and improve drug supplies, so that all patients get drugs timely. Further she briefed about Bullwhip effect which results in low level of throughput, high operating cost and longer patient wait. She concluded her session with condemnation policy of equipment in hospitals. Here she discussed reasons for condemnation, categories of items to be condemned, steps of condemnation and functions of condemnation committee.

Later, participants were given 3 case studies. In first, they are asked to calculate the optimal number of units per order, the number of orders, the expected time between orders, demand per day, the reorder point and to determine the combined annual ordering and holding cost. In second, they have to perform ABC analysis on a list of drugs, while in third; Bullwhip effect in Health Care Organization was discussed. With this participants felt confident in applying Inventory management techniques in their respective organization.

Material Planning, Purchase and Procurement- Prof. Arun Kumar Aggarwal

Prof. Arun Aggarwal, Professor of Community Medicine, School of Public Health, PGIMER, Chandigarh deliberated on Material Planning, Purchase and Procurement. He started his session with purchase cycle which includes purchase & procurement, inspection & quality control, storage, inventory control, issue procedure, maintenance & repairs, Condemnations and Need/Demand. He briefed audience about material planning and discussed forecasting techniques. Further he talked in detail about purchase and procurement procedures and various committees. He described that all steps followed in purchase and procurement should be expedited for optimal functioning of hospitals and better patient care. He discussed stages of procurement citing examples from hospital viz. Requirement/ Demand, Prioritization of plan grant equipment, Budget, Indent, Technical specification, Tender/NIQ/Repeat Order/Rate Contract, Technical bid evaluation, Approval by CTC, Opening of price bid, Evaluation of price bid, Approval of CTC, Accounts clearance, Approval by IPC/SPC, Financial sanction of minutes, Supply order, Opening of L/C (Letter of Credit), Delivery, installation and commissioning of equipment, Balance payment and AMC/CMC (Annual Maintenance Contract/Comprehensive Maintenance Contract). Later he asked the participants about model used in their respective institutes, programs for supply chain and logistics management. Moving further he explained the components of chain one by one with examples from PGIMER and other healthcare settings. Participants understood the stages of procurement before supply order, steps in purchase of equipment before and at time of supply order and about the issues to be dealt with after the issue of supply order for purchase of the equipment.



2.00 PM TO 5.00 PM

Financial Management and Budgeting- Dr. Shankar Prinja

Dr. Shankar Prinja, Associate Professor, PGIMER, took the session on financial management. He introduced the concept of costing and described the difference between cost and price. He explained various types of cost and principles of costing with examples. Then he discussed various cost centres in Health Care, methods of costing, perspective of costing and how resources are measured. Then he took a session on analysis of cost data. Different steps involved are deciding the purpose of analysis, choosing the reference period for data, identifying activities and cost centres, dealing with capital cost and shared cost, and estimating unit cost. Thereafter, application of cost analysis was explained with examples.



Then he took a session on budget process and techniques. In this he briefed what is a budget, its key features and why budget is required. He explained various types of budget viz. Plan and Non-plan funds, Revenue and capital budget, Need based and resource based budget, Conventional budget, Incremental budget, Performance based budget, Zero based budget and Activity based or flexible budgeting. Further he explained budgetary flow and its major heads. He concluded his session with a case study where participant learned how to review budget.

3.00 PM TO 3.45 PM

Quiz during tea break

Teams were shown pictures depicting different public health campaigns where they had to identify and tell the name of the campaign/ disease/ health condition.

Day 4, 19/12/2016(Monday)

09.00 AM TO 9.30 AM

Case study:

After daily feedback, Dr. Rakesh Gupta from Punjab presented a case study with an objective to **institutionalize the monitoring mechanism for abuse of ENDS (Electronic Nicotine Delivery System)** in the state of Punjab. He told that State Drug Controller (SDC) invoked Drugs and Cosmetics act and declared ENDS as illegal under the Act. To address this use of ENDS is being monitored monthly by Permanent District level Task force by Deputy Commissioners, awareness campaign was launched and the media was effectively used to sensitise general public about the harms of ENDS.

Total Quality Management –Dr. Jeetu Lal Meena

Dr. Jeetu Lal Meena, State Quality Assurance Medical Officer, DOHFW, Govt. of Gujarat deliberated on Quality Management System in Hospital and Quality Standards for Public Hospitals. He explained quality management through lens of his work on quality improvement (QI) in state of Gujarat. He discussed the program mission, vision, objectives, methodology and strategies adopted. Various activities done under QI were Swachta Mission audit in all hospitals, kayakalp awards, NABH/NAQS/NABL accreditation of government health care facilities, radiation safety, fire and non fire emergency management, capacity building in QI, WASH Project and bio medical waste management.



Later he took another session on National Accreditation Structures in health in India and Internationally. He discussed National Accreditation Structure wherein different accreditation agency, certification and grading agencies were explained. In accreditation agencies he discussed Quality Council of India (QCI), National Accreditation Board for Hospital and Health care Providers (NABH) and National Accreditation Board for Testing and Calibration of Laboratories (NABL). In Certification and grading Agencies, ISO standards, National Quality Assurance Certification (NQAS), IPHS and NHSRC Standards for public Health facilities were described. In Grading and Rating Agencies, Credit Rating Information Service of India Ltd (CRISIL), Indian Credit Rating Agency (ICRA), Beuro of Indian Standards (BIS) and Indian Confederation for Health Care Accreditation (ICHA) were described. He described Accreditation Procedure for NABH, Accreditation Procedure for NABL and Certification Procedure for NQAS. He concluded his session by explaining how accreditation is beneficial for patient, health care staff, hospital, communities and to the government.

By means of case studies from Gujarat on ‘Roadmap to attaining quality in Rural Healthcare sector through Accreditation’ and ‘How to change scenario after Quality Improvement Program–NABH in Mental Hospital Ahmedabad’, participants gained an in-depth understanding on quality improvement, accreditation, quality assessment, quality assurance, quality audit and quality indicators in improving health facilities of country. In the end he played few short informative videos on quality management issues.

2.00 PM TO 3.30 PM

Monitoring and Evaluation- Dr. Sonu Goel

Dr. Sonu Goel, Associate Professor, School of Public Health and Program Director took a session on monitoring and evaluation. He explained and discussed terms like Monitoring, Evaluation, Surveillance, Audit and Review. Further he discussed the difference between monitoring and evaluation by means of various examples from national health programmes. Then he explained surveillance where active, passive and sentinel surveillance were discussed. He covered different domains of evaluation by asking participants about why one should evaluate, what to evaluate, how it should be done, when one should evaluate, which is the best method for it and who should do evaluation? Thereafter he described different steps involved in Monitoring and evaluation viz. Situational Analysis, Indicator Selection, Stakeholder Analysis, Plan for data collection and management, Data Analysis, Reporting and Human Resource Management. By means of examples from different health care settings, he explained all the steps. He told that monitoring and evaluation guides key decisions such as informational needs, methodological approaches, capacity building and allocation of resources.



Each team were given a health programme (in total 4 programs) and were asked to identify one impact, two coverage and three activity related indicators for the allotted program. This session helped in identifying and categorising type of indicators and enhancing participants' skills in effective evaluation of health program/ projects in their respective health care setting

3.30 PM TO 5.00 PM

Theory of Change- Satya Lenka

Dr. Satya Ranjan Lenka, National Professional Officer (M& E), WHO Country Office, briefed audience about the Theories of Change (TOC) for Monitoring and Evaluation. He briefed audience about theory of change as a model which describes objectives of an initiative, the sequence of events through which the objectives are to be



achieved and factors affecting results. It was explained with an example from Primary Health Centre Enhancement Project where provision of HIV/AIDS services at PHC were done by placing contractually recruited Nurse Practitioners (NP). The components of TOC include Outcomes, Interventions, Causal Pathway, Assumptions, Rationales, Indicators and Narrative. Further he discussed uses of TOC in communication, program design, and designing an evaluation. Dr. Lenka described the steps in developing TOC viz. understanding the problem, goal, target group, outcomes, preconditions, interventions, indicators, contextual factors, stakeholders accountability ceiling, causal linkage, assumptions and description of overall change process. Later he told that TOC is beneficial in involving various stakeholders and defining their roles, improving the design and potential effectiveness of the intervention, and making gap analysis easier and improving overall evaluation.

He gave a scenario from Bihar where children under five years of age are underweight or stunted and a popular foundation has sent out a request for proposal from NGOs and other public health organizations for a five year grant of 10 million US\$ to work in the priority districts to address the growing burden. Participants were asked to develop a TOC for the proposed project to reduce malnutrition. Later he discussed and prepared a TOC with the participants.

3.00 PM TO 3.45 PM

Quiz during tea break

Pictures of Iconic ladies were shown to the participants and were asked to identify them.

Day 5, 20/12/2016 (Tuesday)

09.00 AM TO 9.30 AM

Case study

As a routine, two participants presented the feedback of 4th day. It was followed by a case study by Dr. Prabhakar Tiwari from Madhya Pradesh on Human Resources- ‘**NHM Appraisals**’. He discussed the need for revamping appraisal process as existing appraisal process was subjective, informal, not time bound and not clear to supervisors. Then he discussed a model appraisal planning and procedures in MP which helped in utilising existing cadres optimally, eliminate redundant positions, retention of trained manpower from terminated cadres by way of redeployment, multi-tasking and Integrated services approach and Upgrading/Downgrading of positions based on skill and need. Later he discussed challenges and benefits of appraisals and rationalization.

09.30 AM TO 11.00 AM

Strategic Planning & Evaluation of Communication Campaigns, Advocacy and Report Writing-

Dr. Amit Kumar Gupta, Consultant (Immunization) NIHFV took a session on Strategic Planning & Evaluation of Communication Campaigns, Advocacy and Report Writing. He started his session by explaining the fact that communication as an art which intends to inform, influence and motivate members of community/organizations to take action toward health. He described various types of communication i.e. Based on media, Based on formality and Based on parties. Further he introduced strategic communication concepts and key steps involved in it. Dr. Gupta discussed Information, Education and Communication (IEC) and Behaviour Change Communication (BCC) and the key difference between them. Then he discussed various methods in Public Health Communication categorized under Mass Approach, Group Approach and Individual Approach. Further he discussed barriers in communication which can be physical, physiological, psychological and semantics. He described how public health communication can be made effective.



Through real examples, he described advocacy as an activity by an individual or group which aims to influence decisions within political, economic and social systems/institutions. He explained various activities under advocacy and its difference with lobbying. He also explained the objectives, targets, types, process and barriers in advocacy and how to use it for effective decision making. He showed picture of message and slogans used in public health communicating and advocacy. He concluded with session on report writing where he discussed types of reports, approach to report writing and reporting formats used by different funding agencies.

11.30 AM TO 1.00 PM

Community Participation and coordination in healthcare setting- Prof. Amarjeet Singh

Prof. Amarjeet Singh, Professor, School of Public Health, PGIMER elaborated on the topic of Public Health Communication. He used role plays to demonstrate different



aspects of communication, types of communication, communication styles, barriers in communication and its implication in public health. Almost all participants were given one or the other role in various role plays during his session. One of the role plays was to demonstrate barriers to communication. Here two patients approached a doctor and told their problems in their local terms, which the doctor could not understand. By this participants learned that doctor should be aware of common terms used in the community for understanding their problems and effective treatment. In other role play a message was supposed to be communicated from one person to other but it passed through many other persons. Through this participants learned that message or any other communication should be directly conveyed and it should be comprehensive and clear. By means of examples from Bollywood movie titles and songs he described societal norms prevalent in different areas and role of effective communication. The last role play was about a blind folded person while second person was helped him in directions to reach the third person. With this exercise the participant understood how one should communicate to the other person so that target can be achieved in given time.

2.00 PM TO 3.30 PM

Human Resource Management: Dr. Preethi Pradhan

Dr. Preethi Pradhan, Dean, Chitkara School of Health Sciences Chitkara University, Punjab took a session on Human Resource Management (HRM). She told that Human Resource Management consisted of

activities used to attract & retain employees and ensure they perform at a high level in meeting organizational goals. These activities are recruitment & selection, training and development, performance appraisal and feedback,



pay and benefits and labor relations. Further she described job analysis, types and sources of job analysis information and types of data collected through it. Later she described HR planning as the process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, is available when they are needed. Further he described HR planning process and HR forecasting techniques. Under recruitment and selection she discussed external and internal recruitment, outsourcing,

selection tools and process. Later she took a session on training need assessment and skill development. In this she described importance of training, difference between training, education and development; ASK concept, the nine steps in the training process and how to develop an appropriate training plan.

Dr. Pradhan described the 4 main human resource management functions through 4 caselets. The first case study brought out how to bring the situational analysis from a HR perspective. The second focused on strengthening the capacity of staff by need based training. The third case study focused on identifying the appropriate motivational strategies from the life cycle of the employee in the career, both from a doctor and other cadre of staff perspective. The final case study sought to review a performance report from the point of HR availability, capacity and productivity perspective. The session helped participants in applying principles of human resource management like recruitment and selection, performance appraisal in their respective health care settings.

3.30 PM TO 5.00 PM

Performance Appraisal Methods-Dr. Sonu Goel

Dr. Sonu Goel, Program Director, provided an overview of the best practices in HR management in different settings including hospitals. He introduced the concept of potential appraisal which measures what a participant is capable of in comparison to performance appraisal where participant's actual achievement at work is measured. He briefed the advantages of appraisal process viz. to know to competency of managers, to recommend transfer or promotion, employee development and carrier planning, designing training and development programs etc. He thereafter discussed various appraisal methods with their strengths and limitations by means



of examples. The methods discussed were annual confidential report, essay evaluation method, critical incident technique, checklist method, graphic rating scale, forced choice method, management by objectives, ranking method, paired comparison method, team

appraisal or 360° appraisal, field review technique, personal interview and feedback and assessment centres. He told that key objective in HR was not only development of people but development of their job and organization. He further suggested non monetary simple strategies for motivation like- letter of appreciation from supervisor, public felicitation of employee, naming an employee as star of the month, celebrating birthdays etc. The session helped participants realize the importance of performance appraisal methods and supportive supervision in health system strengthening.

3.00 PM TO 3.45 PM

Quiz during tea break

Participants were shown some acronyms pertaining to public health management and asked to give their full form.



Management Games

In order to make participants understand the practical application of the concepts of management, interactive management games were organized throughout the program at the commencement of post lunch session.

1. Create Your Brand-

(Time- 2:00 PM- 2:10 PM)

On the first day, all the groups of participants were grouped into 4 teams and were asked to design the logos of their respective teams. In the discussion following the activity, the leader of every group discussed what led to the particular team logo and what it says about them. This activity promoted self and mutual awareness, and also enabled participants to get to know about each other on a more personal level.



Day 2 – Transforming the Roles

(Time- 2:00 PM- 2:15 PM)

On the second day, all the groups of participants were given specific instructions as follows:

1-Stand Up; 2- Start moving; 3-Raise your Hand;4-Duck; 5-Sit Down; 6-Laugh;7-Spot Running;8-Shake Hands;9-Jump. These commands were randomly delivered to the participants to see how good the participants are at conforming to the change. Thereafter, there was a discussion regarding reluctance towards change, working out of their comfort zone and improving on changes that might come in day to day life.



Day 3 – Cash or Deal

(Time- 2:00 PM- 2:10 PM)

Participants were divided into pairs. Each participant was given 1 red and 1 black card. All had a starting amount of \$20 each. Rules were changed in every round. Rules for price were told to the participants only for the first round. Participants had a third option of opting out of play. For the first round playing a red card earned \$2 for the player and playing a black card earned \$3 for their partner. For second round onwards:

Round	Red	Black
2	\$3 for self	\$8 for partner
3	\$5 for self	\$6 for partner
4	\$0 for self	Self-savings halved
5	Double self-savings	Self-savings - \$1 to partner
Discussion	These were your gains	This was your spending

In the end we discussed about how the participants felt on their budget being cut down by their spending and were they satisfied by the gains. This activity correlated with how a budget or its absence can affect their decision making.



Day 4 – Name a Skill

(Time- 2:00 PM- 2:15 PM)

All participants were tagged one blank sheet of paper on their back. The participants were asked to write down one skill (this might be a personal attribute or a professional quality) of other participant on the paper sheet tagged at their back. A participant was allowed to write one skill on maximum of three participants. At last, participants read their own skills as attributed by their colleagues and then discussion was carried out on how and what do people take into consideration while attributing a certain characteristic to someone.



Evening Activities

Management outdoor activities were organized in the evening at various locations in Chandigarh for inculcating practical concepts of Public Health Management.

1. Hunt for Riddles – Sector 17

17th December, 2016

Time- 6:30 pm-7:30 pm

Participants were divided into 4 groups. Each group was given some riddles in which there was hidden a name of a shop at The Plaza, Sector-17, Chandigarh. The groups had to find the hidden shops and click a photograph of the shops name which they think matched their riddle. In the end the groups were ranked on the number of riddles got correct. It was a fun activity which tests the participants' skills on deciphering, communicating amongst each other, inter-dependency and teamwork. In the end the groups were assembled together in front of the fountain for conclusion of the evening.



2. Yell and Sell- Sukhna Lake

18th December, 2016

Time- 6:30 pm-7:30 pm

The participants were divided into groups 4-6 and posters designed by orphan children from Bal Niketan Orphanage cum NGO, were given to each group to sell at Sukhna Lake, Chandigarh. They were desired to convince people, basically sell their ideas so that they can get a good price. This activity taught them time management, team work, motivation; generate new ideas, communication, abstract thinking and innovation. It mobilized the

participants to apply their skills in a real life scenario – how they manage the customers and how effective they are in communicating their product and in the end selling it.



3. Cultural event

19th December, 2016

Time- 7:30 pm-11:00 pm

On the fourth day, the participants were asked to organize and manage a cultural activity in which they needed to prepare different activities on the basis of their talent and willingness. One of the participants, Dr. Medhavi Agarwal took the responsibility and organized the program which was tremendously entertaining and stress relieving. The participants learnt to organize, manage and implement any activity within existing resources. It also explored the hidden talent among the participants.



Valedictory Session

The program concluded in the evening with valedictory session. Prof. Vikas Bhatia, Dean, All India Institute of Medical Sciences, Bhubaneswar distributed certificates of participation and group photographs to the participants. He congratulated the entire team for the grand success of the program.



Best Cultural Performer



Best Jingle for IPHMDP



Best Participatory participant



Best Poster



eIPHMDP Winner



Best IPHMDP Photo Capture



Voracious Reader Winner



IPHMDP Quiz Winner

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- Medical Doctor with M.D in Community Medicine and MSc (Epidemiology)
- Has around 40 years of experience in various field of Public Health
- Areas of Specialization: Epidemiology
- Received Endeavour executive award from Australian Government, Dr. R.N. Roy Memorial Award.



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- Medical doctor with MD in Community Medicine with 15 years of experience
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- Awarded public health excellence of India by Hon'ble Union Minister of Health & Family Welfare -2014



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- Medical Doctor with M.D in Community Medicine, DNB, MSc (Health economics)
- Temporary Advisor to the WHO SEARO (HTA) and member of the Government of India's Task Force on Costing of Health Care Services
- Developed India's first online training program in Basic Health Economics

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- Fellowships of IPHA, IAPSM, IMSA and MNAMS
- Alumnus of John Hopkins School of Public Health, Baltimore, US and Maastricht University, The Netherlands
- Awarded public health excellence of India by Hon'ble Union Minister of Health & Family Welfare -2014



Dr. Rana J Singh
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- Medical doctor with MD in pulmonary medicine
- 25+ years of experience in public health focusing on management and tobacco control
- Master trainer of courses for mid and senior level managers
- Currently supporting tobacco and NCD control programmes in South-East Asia Region

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- Dental doctor with Masters in Public Health and MBA in Healthcare Management
- 5+ years of experience in Public Health focusing on implementation of various National Health Programs
- Currently working in Health Management Unit of School of Public Health, managing various research projects and conducting trainings.

Distinguished Resource Faculty

External Faculty

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1.	Mrs. Vini Mahajan (IAS) Principal Secretary pshfwpunjab@gmail.com	Department of Health & Family Welfare, Government of Punjab	
2.	Dr. Rakesh Gupta (IAS) Additional Principal Secretary to Chief Minister rguptaias@gmail.com	Government of Haryana	
3	Dr. Jeetu Lal Meena Principal Assessor NABH & NQAS drjlmeena@gmail.com	Government of Gujarat	
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7.	Dr. Rakesh N. Pillai Program Officer rakesh.pillai@inclentrust.org	International Clinical Epidemiology Network	
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10.	Dr. Rana J Singh Deputy Regional Director, International Union Against Tuberculosis and Lung Disease, New Delhi Phone: 8800796585 rjsingh@theunion.org	Program Co-Director	



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5.	Dr. Shankar Prinja Associate Professor shankarprinja@gmail.com	Associate Professor, School of Public Health	

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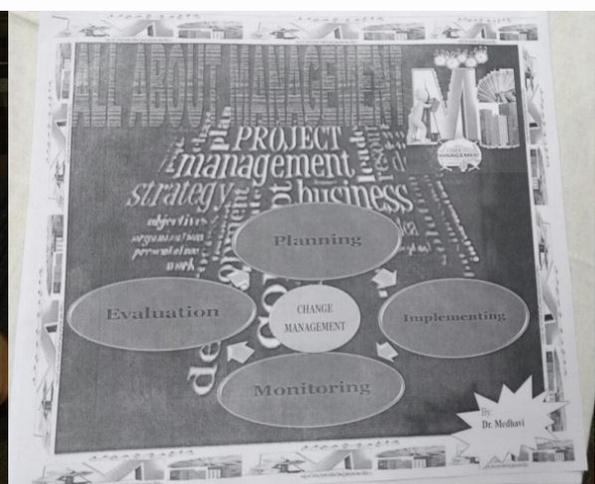
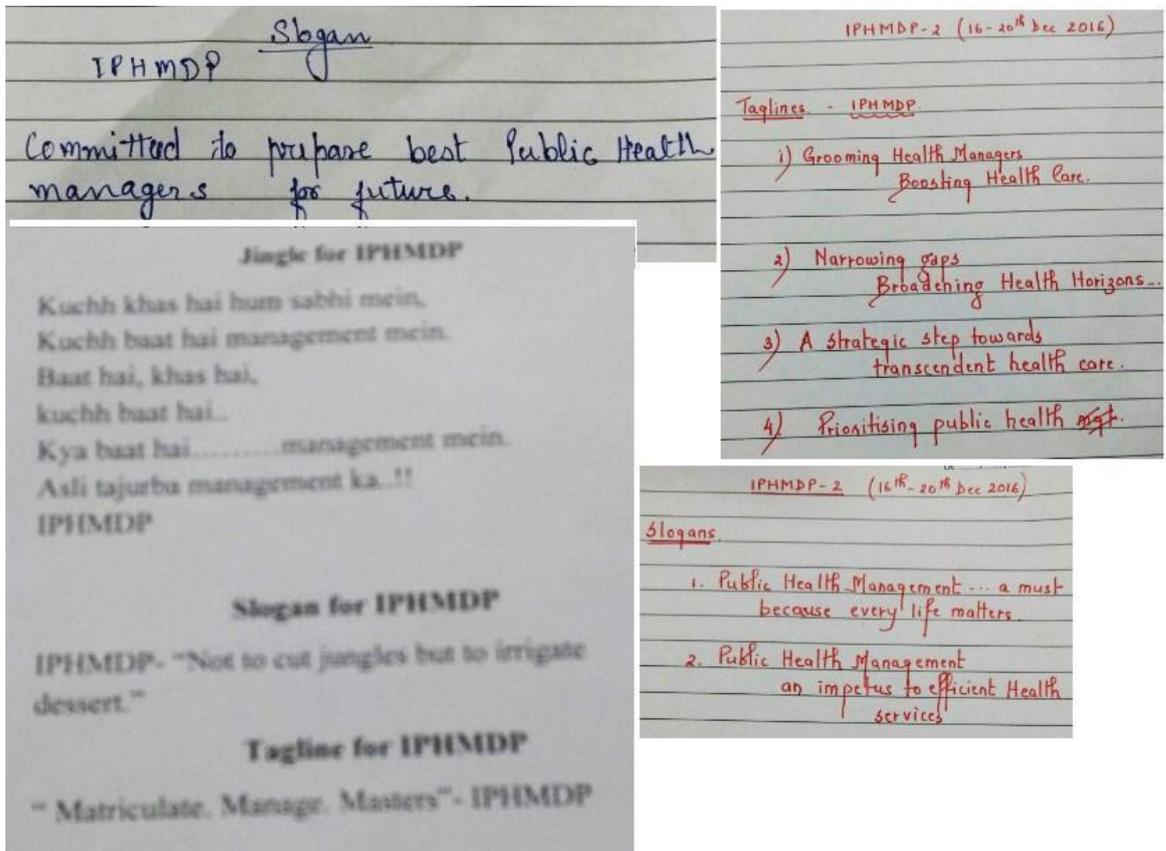
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17	Dr. Mrutyunjay Rath Sr. Consultant, Training Email : Mjagyasanu@rediffmail.com Mob: +91-9439990218	SMCS Cell, <i>National Health Mission.</i> Odisha	
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27	Dr. Shubha Davalgi Assistant Professor Email:shubhadavalgi@gmail.com Mob: +91-9986328997	JJM Medical College Karnataka	

*Out of 32 registered participants,5 participants could not attend the program.

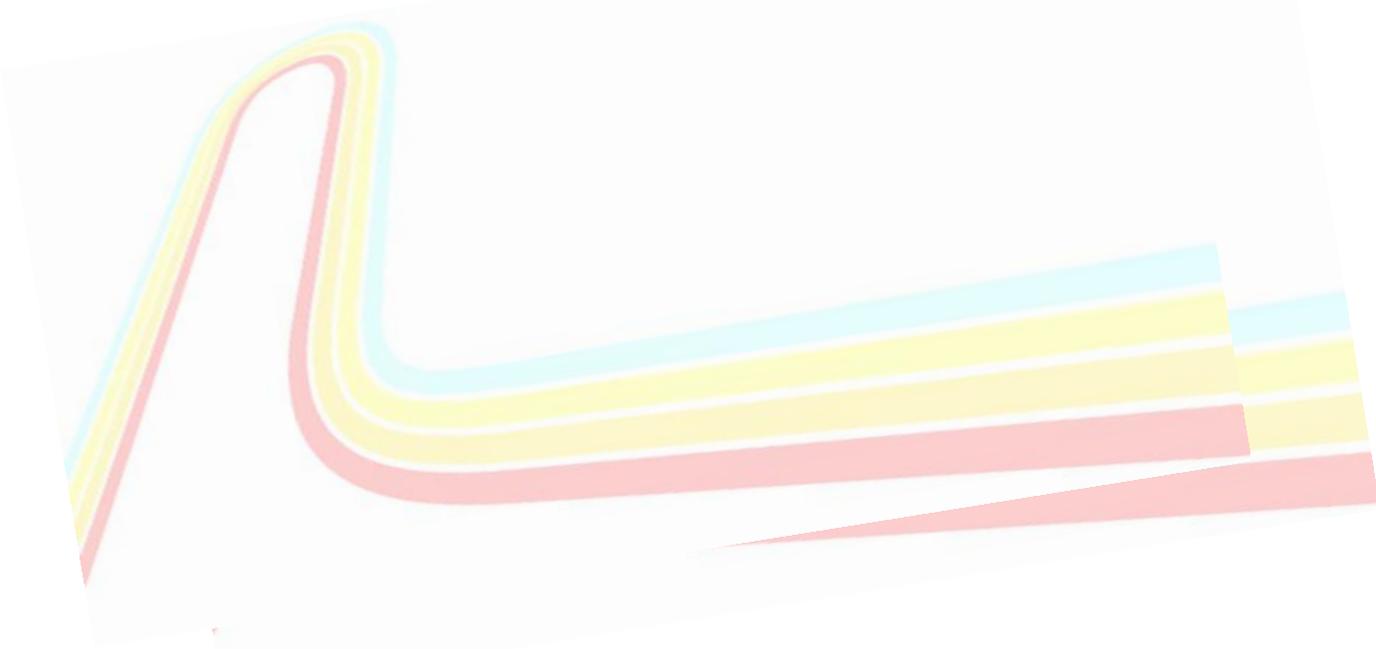
Participation of Participants

To ensure full participation of participants various contests were organized throughout the program. The idea behind them was to explore the hidden talent and make the program participatory. The certificates and prizes were given to winners in the valedictory function.



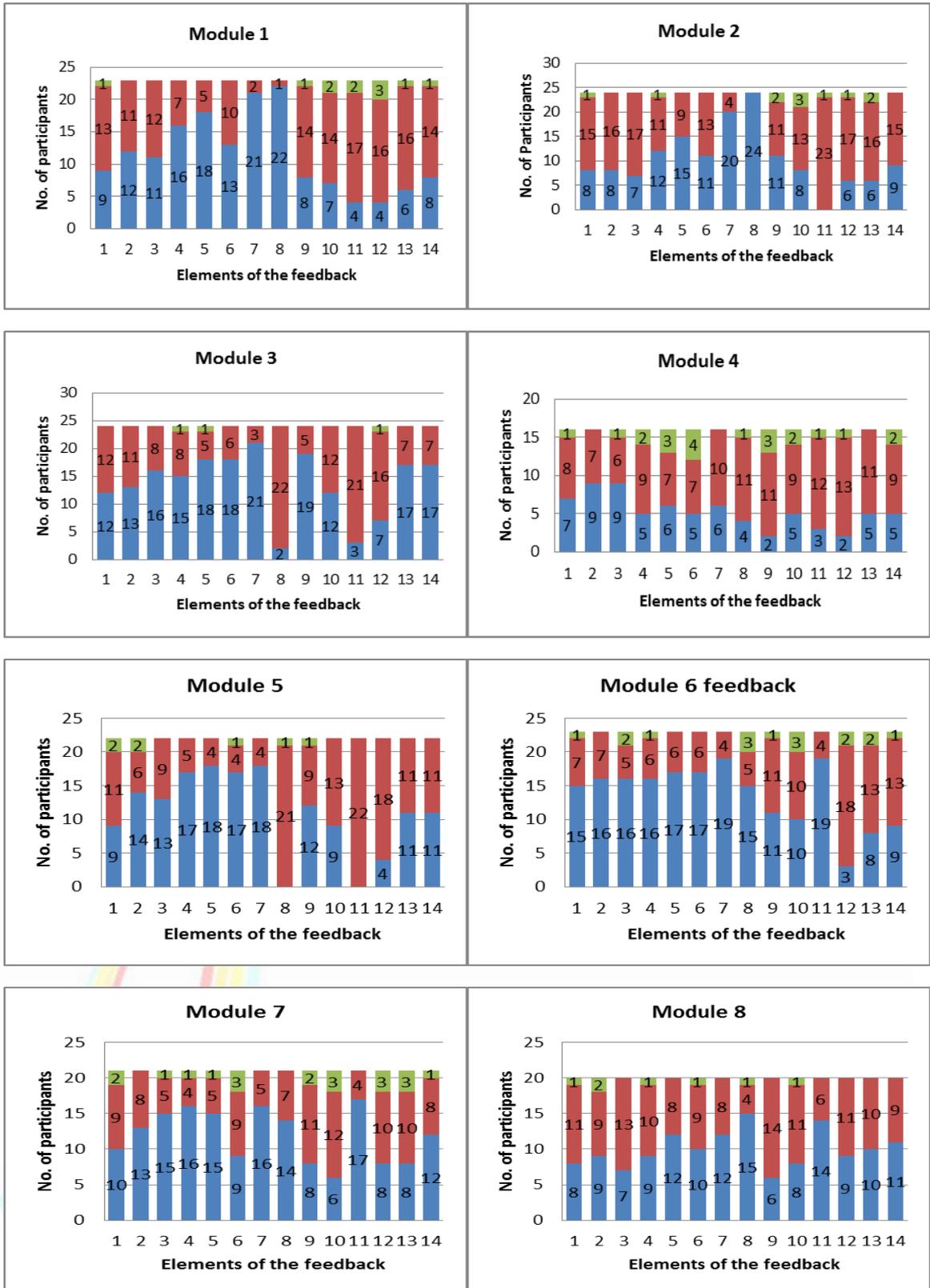
IPHMDP Contest Winners

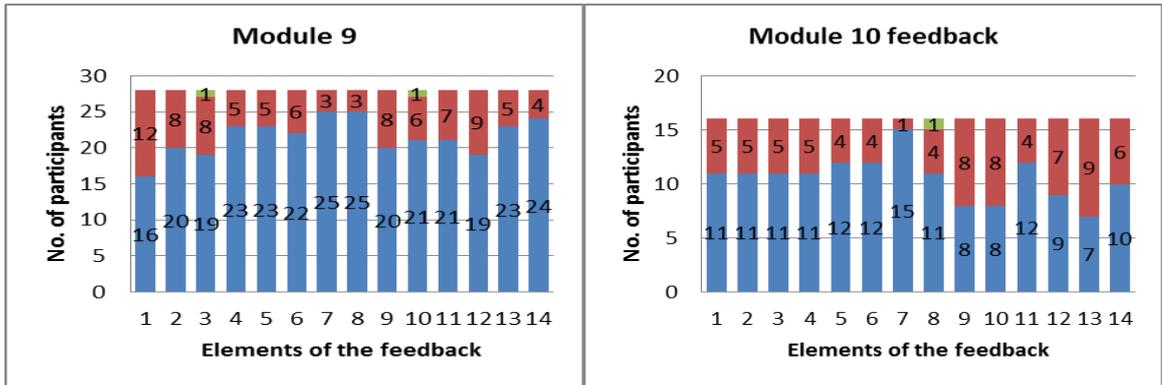
S.No.	Contests	Winners
1.	Best Cultural Performer	Dr. Parkash Kumar B.G
2.	Best Poster	Dr. Pragya Tiwari
3.	Best Jingle for IPHMDP	Team Karnataka
4.	Voracious Reader	Col. Manik Anand
5.	Eiphmdp	Dr. MedhavAggarwal
6.	Best Participatory participant	Dr. Biswajit Modak
7.	Best Case Study	Dr. Pragya Kumar
8.	IPHMDP Photo Capture	Dr. Sudip Deb
9.	IPHMDP Quiz	Dr. Pragya Kumar



Participants Feedback (Quantitative)

Module wise feedback



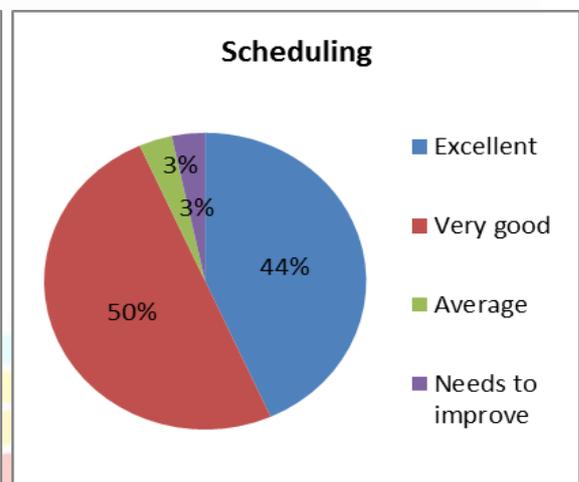
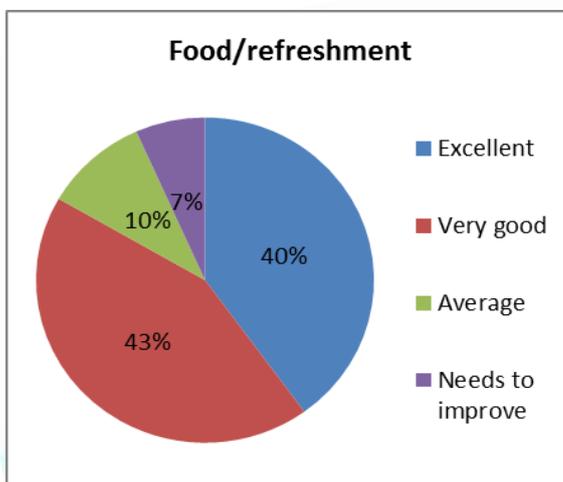
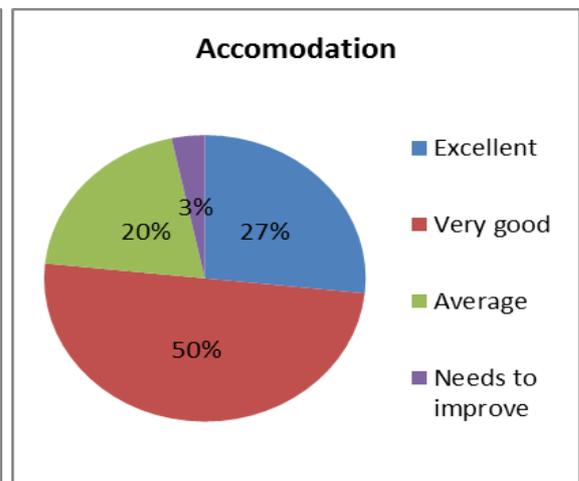
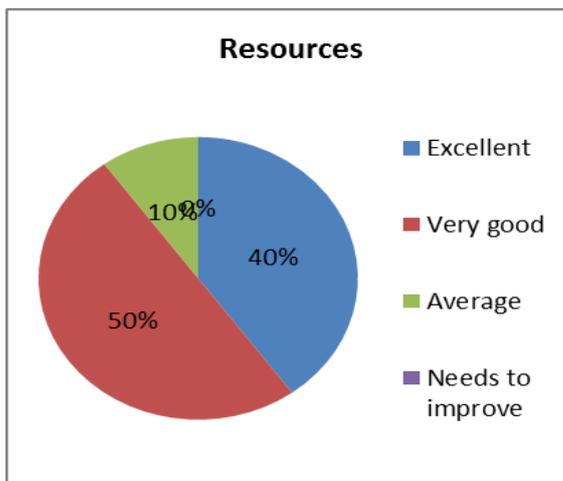
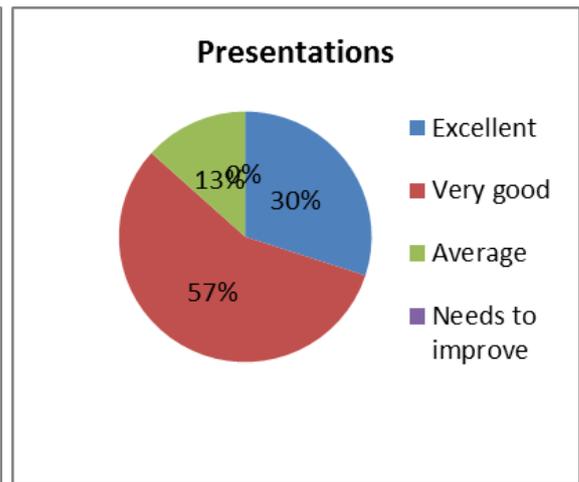
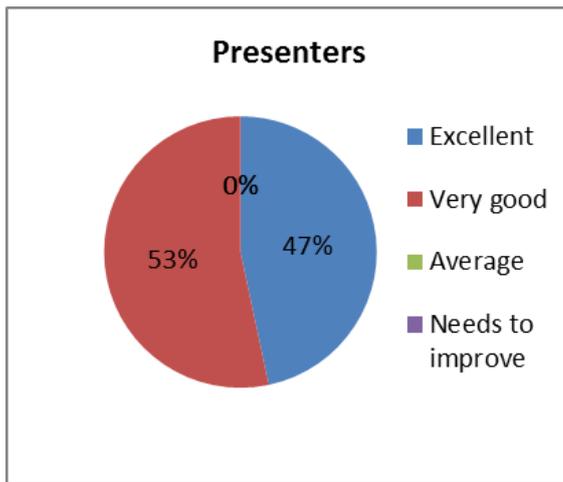


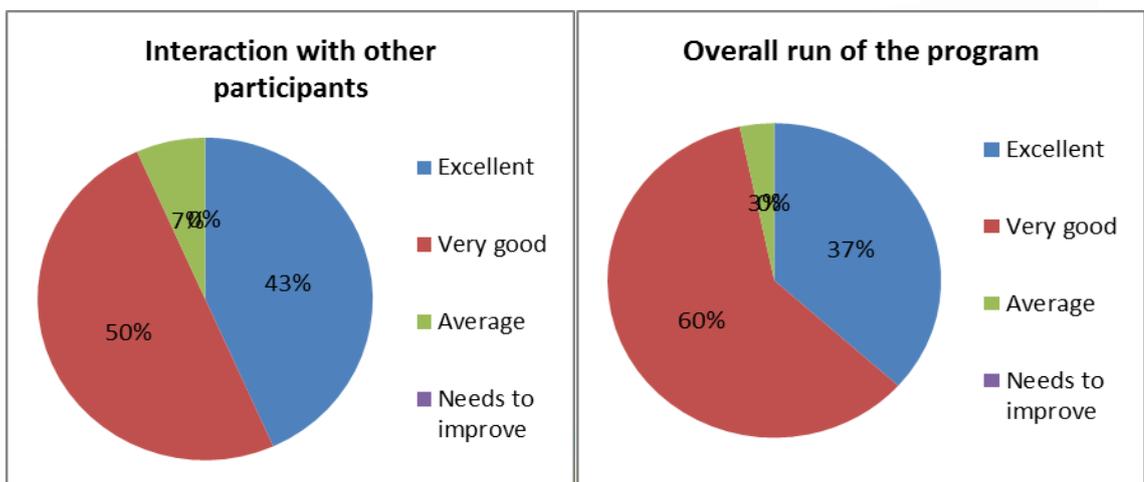
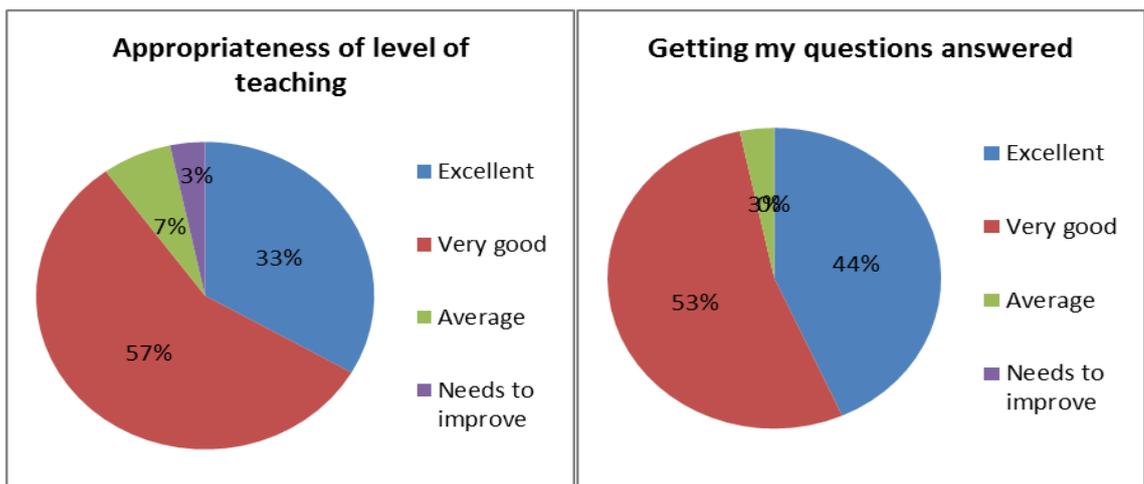
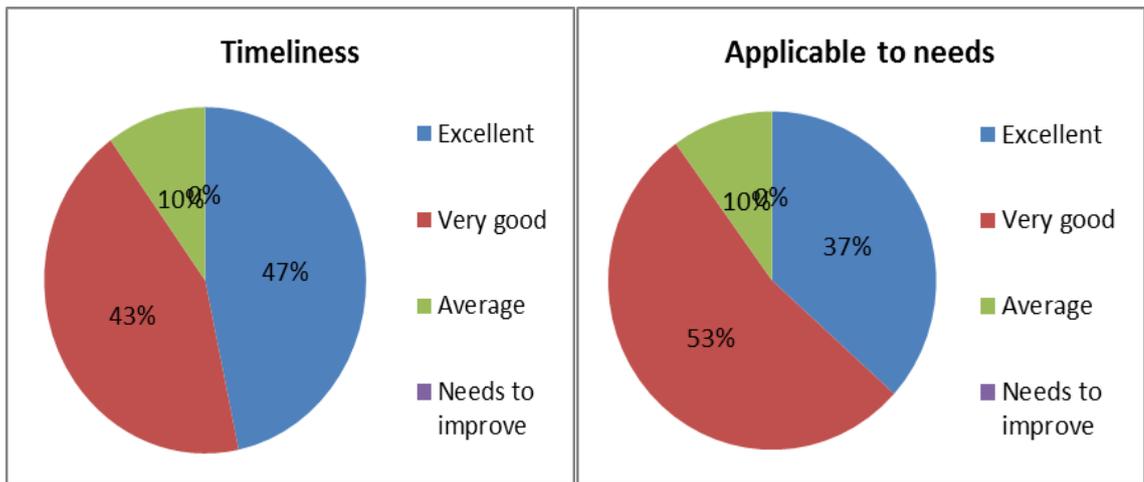
Elements of the feedback: 1-The content was adequately covered in the module. 2- Module was relevant to participant's current/future work. 3- Module was appropriate for public health management. 4- Introduction to the module by facilitator. 5- Aims and objectives of the module. 6- The flow of module. 7- Summary of the module. 8- Module length sufficient to meet learning goals. 9- Teaching method was appropriate. 10- Mix of teaching methods. 11- Reading materials given for the module. 12- The complementary learning methods (videos, apps, exercises). 13- The participation of participants. 14- Module meets the expectations.

Score: ■ Needs to improve ■ Good ■ Excellent

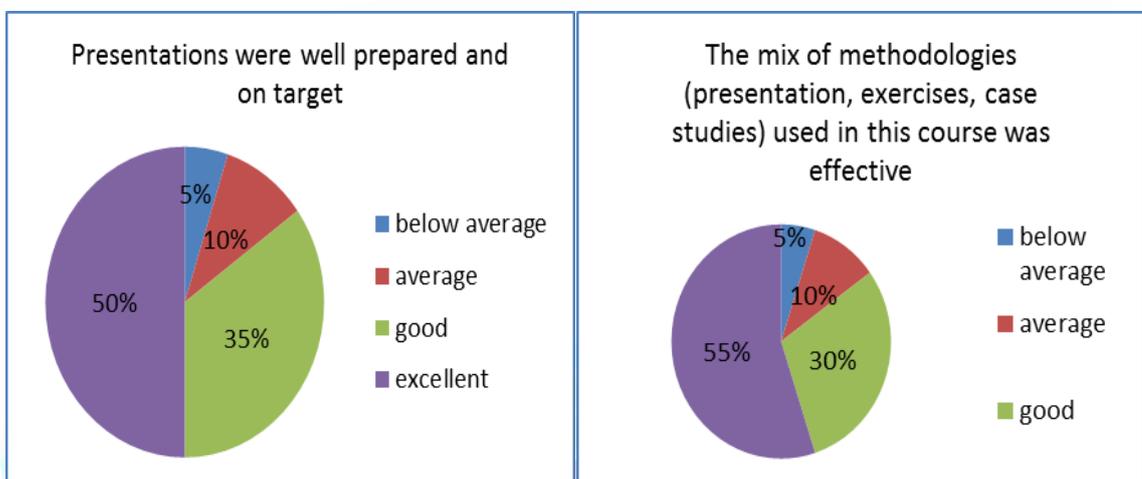
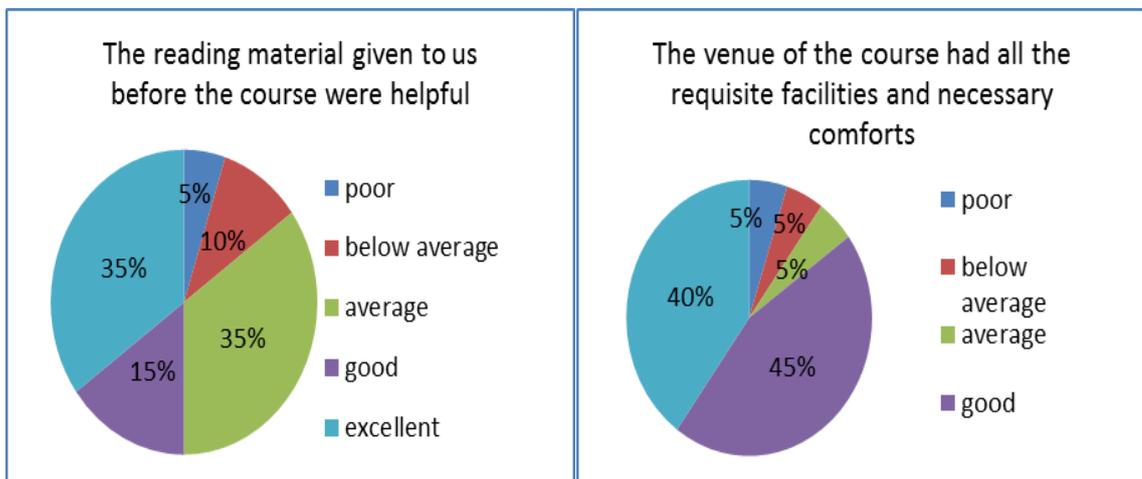
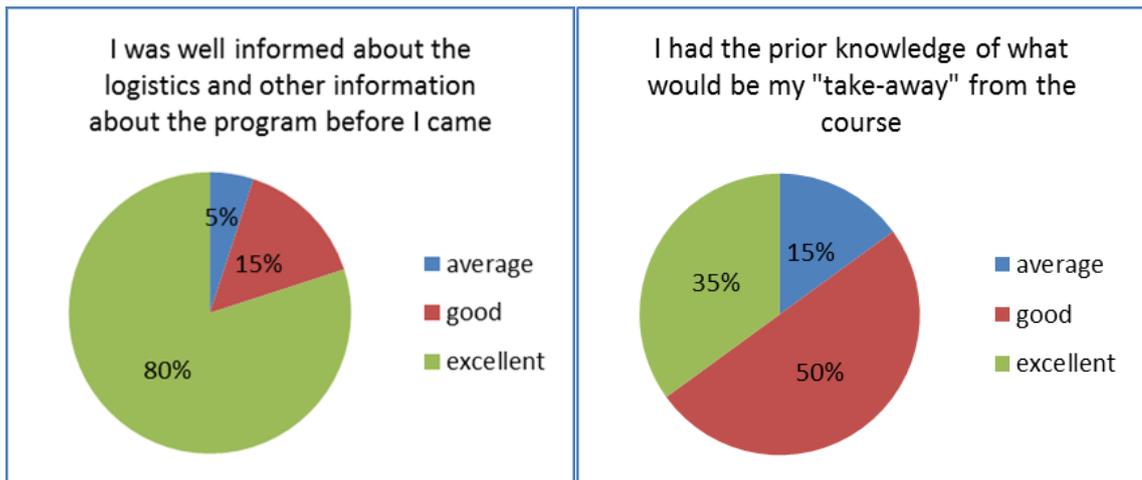


I. Mid-Module feedback

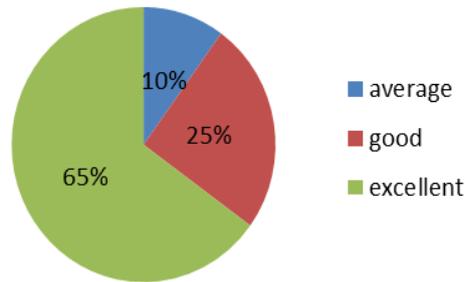




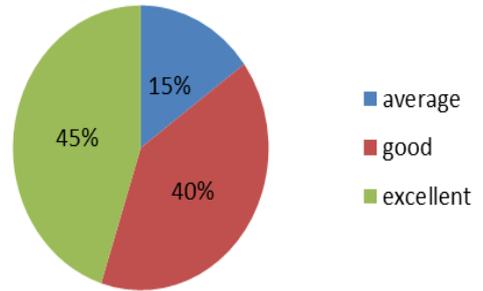
II. End Program Feedback



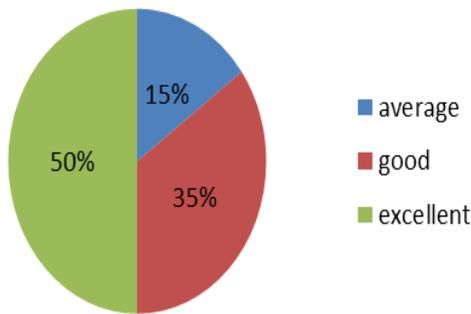
Non-conventional teaching methodology (videos, group work, apps) were relevant and effective



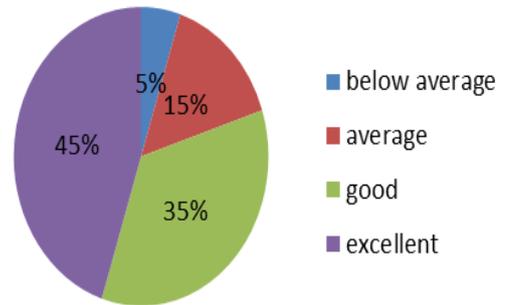
The pace and the sequencing of the sessions facilitated easy transfer of learning inputs



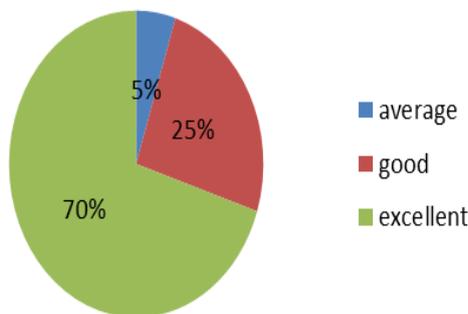
The workshop program engaged me in active learning related to its goal



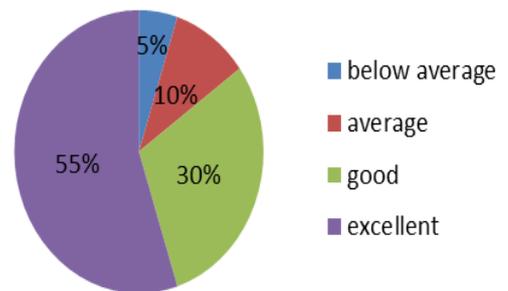
The course met its stated objectives

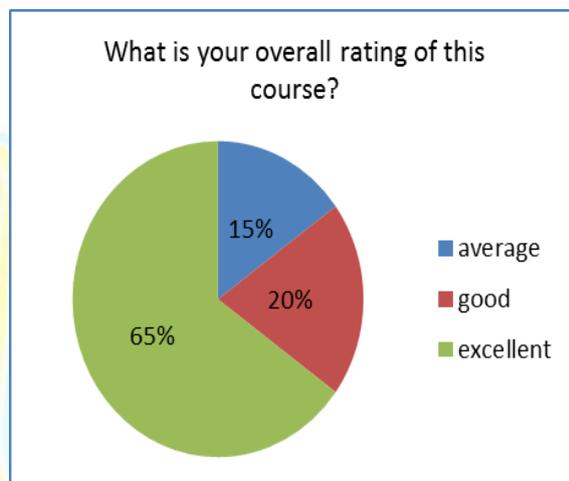
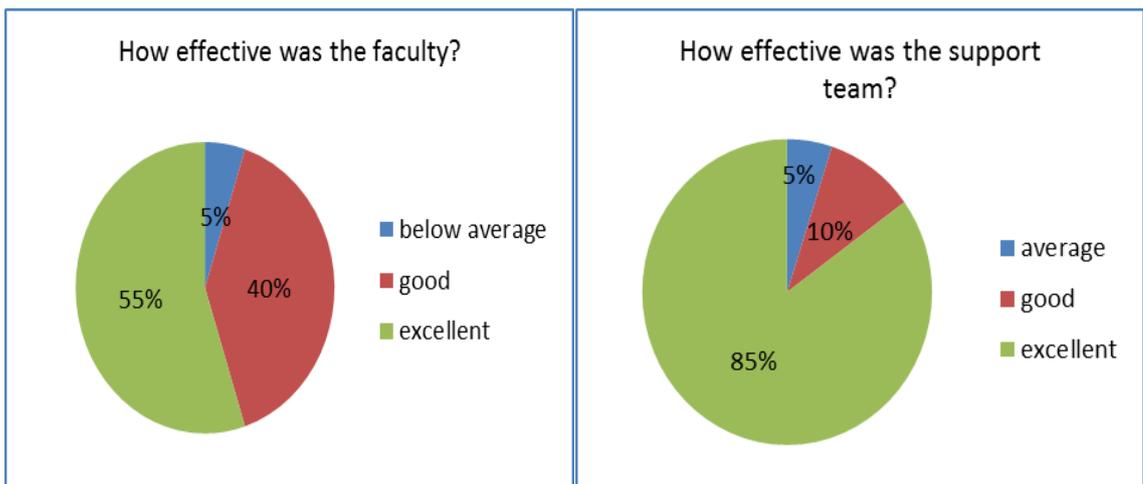
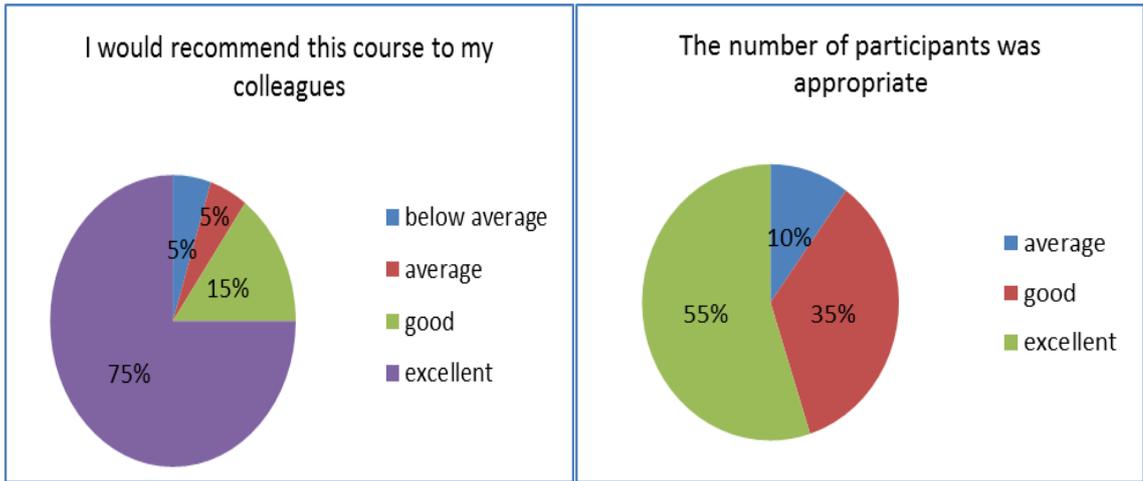


I intend to use what I learned from the course in my work

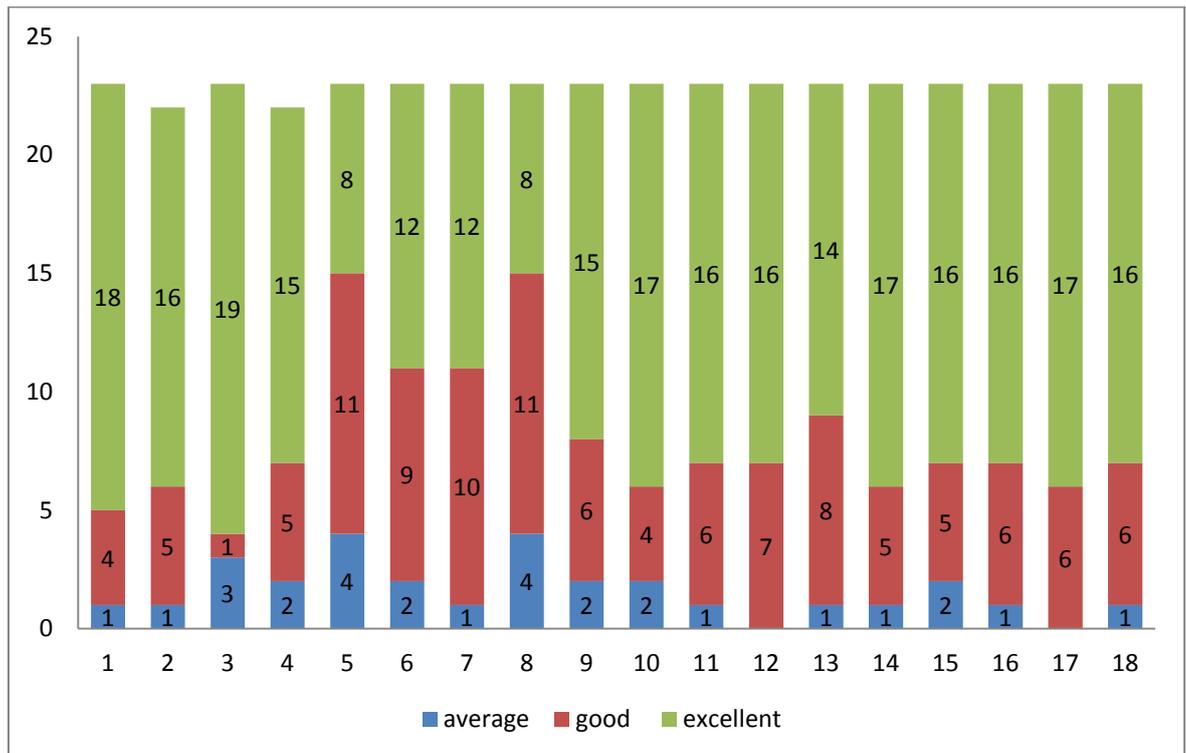


The concept target during program will be helpful in application to any organization





III. Overall feedback of the program

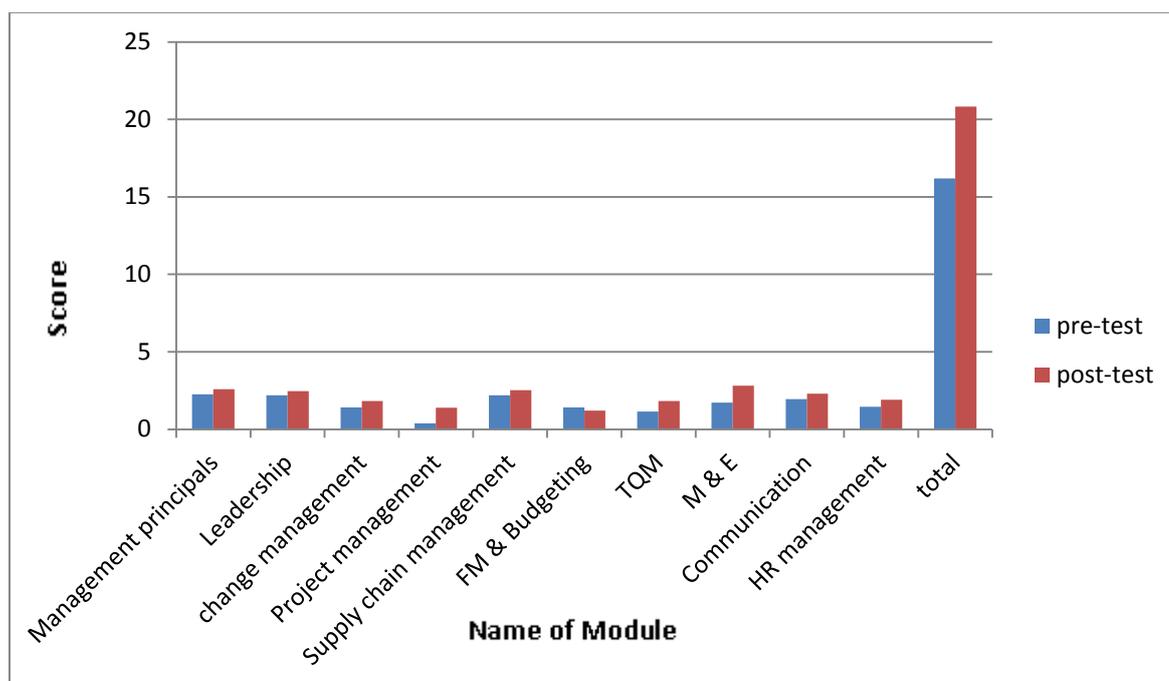


X-axis: Elements of the feedback:

1-I was well informed about the logistics and other information about the program before I came, 2- I had the prior knowledge of what would be my "take-away" from the course, 3- The reading material given to us before the course were helpful, 4- The venue of the course had all the requisite facilities and necessary comforts, 5- Presentations were well prepared and on target, 6- The mix of methodologies (presentation, exercises, case studies) used in this course was effective, 7- Non-conventional teaching methodology (videos, group work, apps) was relevant and effective, 8- The pace and the sequencing of the sessions facilitated easy transfer of learning inputs to me, 9- The workshop program engaged me in active learning related to its goal, 10- The course met its stated objectives, 11- This course was relevant to my job responsibilities, 12- I intend to use what I learned from the course in my work, 13- The resources provided will be helpful in apply what I learned in this workshop, 14- I would recommend this course to my colleagues, 15- The number of participants in the course was appropriate, 16- How effective was the Faculty?, 17- How effective was the Support Team?, 18- What is your overall rating of this course?

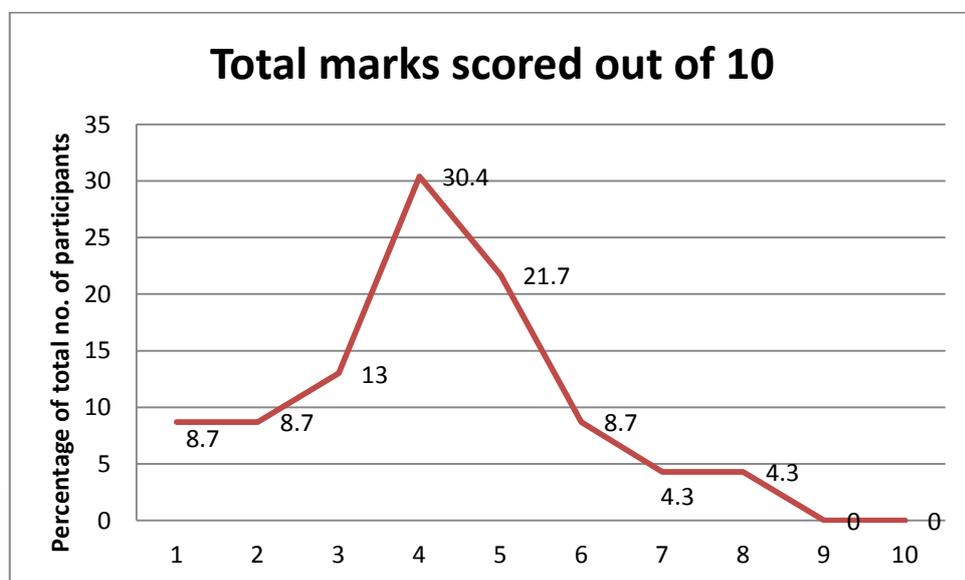
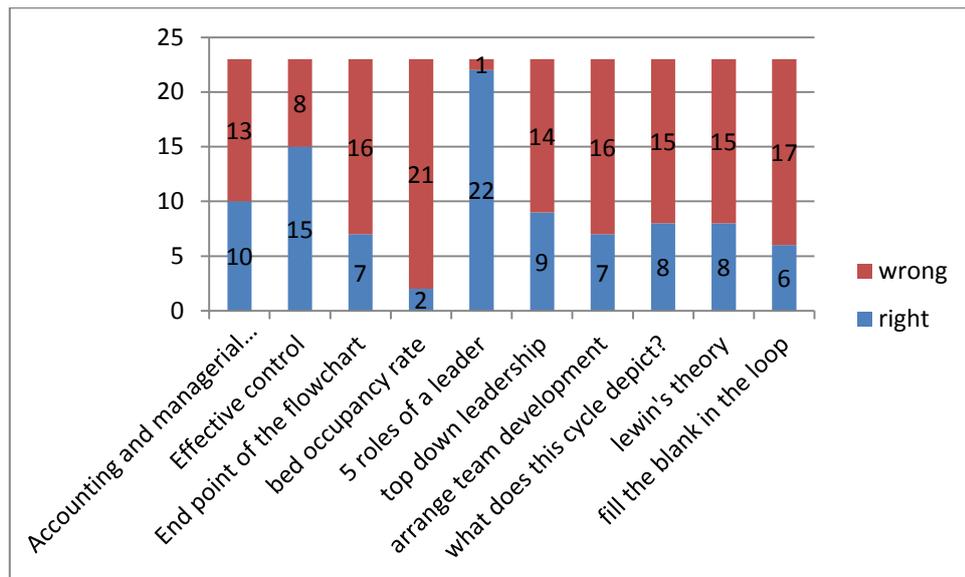
Y-axis: No. of participant

Pre- Post-Test Analysis



<i>Modules</i>	<i>Pre-test mean score</i>	<i>Post-test mean score</i>	<i>Range pre-test</i>	<i>Range post-test</i>
<i>Management principles</i>	2.26	2.6	1-3	1-3
<i>Leadership</i>	2.19	2.47	1-3	1-3
<i>Change management</i>	1.42	1.82	0-3	1-3
<i>Project management</i>	0.38	1.39	0-2	0-3
<i>Supply chain management</i>	2.19	2.52	1-3	0-3
<i>Financial management & budgeting</i>	1.42	1.21	0-3	0-2
<i>Total quality management</i>	1.15	1.82	0-2	0-3
<i>Monitoring & evaluation</i>	1.73	2.82	0-3	1-3
<i>Communication</i>	1.96	2.3	0-3	1-3
<i>Human resource management</i>	1.46	1.91	0-3	0-3
	16.19	20.82	12-20	16-26

Voracious Reader Contest



Qualitative Feedback

Module 1 (Management principles)

Strengths

- The module was relevant, as was the teaching techniques.
- Practical experiences shared during the session were interesting and motivating.
- Understood the module very well through realistic results and case studies, using very simple language and presentation handouts.
- Resource persons facilitated these sessions perfectly in a lively environment and made these sessions very informative and explanatory with key concepts such as MDGs, SDGs and management principles.

Suggestion

- Some videos depicting real management principles in health sector can be incorporated.

Module 2 (Leadership in public health)

Strengths

- The content was very well covered which can be applied in our organizations.
- Session was very impressive and informative with cited examples, group tasks, case studies, graphical presentation and learner's participation.
- Excellently covered the leadership theories and practices with good examples.

Suggestion

- Videos and role plays showing various leadership theories and styles can be added to make it more interesting.

Module 3 (Change management)

Strengths

- The topic was highly relevant and was nicely facilitated. The presenter was able to connect with participants.
- Module content was very contextual and relates to practical problems and present needs of any organization.
- The case studies were relevant which makes the theory clear with the involvement of all participants.

- Way of teaching was excellent with learning exercises, examples along with theory, elaboration of graphs, models and charts.

Suggestion

- Live examples to health care situation with perspective to India could be added.

Module 4 (Strategic planning)

Strengths

- Log frame approach was interesting with examples such as Nokia; 1972 war against Pakistan- a winning strategy.
- The first part of module pertaining to difference between program and project, explanation of terms like goals, objective, strategy etc. made the session clear.

Suggestion

- The use of AV aids can be strengthened by using bigger flipcharts and whiteboard.

Module 5 (Supply chain and logistics management)

Strengths

- The session cleared the concepts of inventory management and techniques for its use at all levels of hospital.
- Both the sessions were interactive, participatory and there was an adequate mix of lecture and exercise.

Suggestion

- A group activity could be added to 2nd part of the module.

Module 6 (Financial management and budgeting)

Strengths

- Conduct of the speaker was good with satisfactory knowledge delivery, handling of queries, excellent presentation, and way of teaching.
- Content covered in module is explained in a very systematic and simple way.

Suggestion

- Cost-effective analysis and practical exercises should be included to understand the concept in a better way.

Module 7 (Total quality management)

Strengths

- Presentation was good as it included a model of one state (case study in Gujarat).
- Detailed discussion of quality standards, definition of quality, TQM system, accreditation authorities/ bodies, Overview of NABH standards in PHC & CHC.

- Ice breaking after each session.

Suggestions

- Content taken by resource faculty through power point presentation can be shared with participants through mail or CD.

Module 8 (Monitoring and evaluation)

Strengths

- The entire topic was covered by good examples.
- The way of explaining Theory of change was excellent by the facilitator. We got a thorough idea on how to develop a theory of change.

Suggestion

- More time could have been allotted to the facilitator to conduct the practical exercises with the participants.

Module 9 (Public health communication)

Strengths

- Explanation of verbal and non-verbal communication through role play was excellent. It depicted a unique type of teaching with immense participation of participants and an “awesome” way of communication.
- Different and easiest types of communication, IEC/BCC, advocacy and report writing, strategic planning and situational analysis.

Module 10 (Human Resource management)

Strengths

- Case study helped a lot to understand the theoretical concepts in a better way.
- Knowledge imparted, teaching and presentation skills of presenter was excellent.

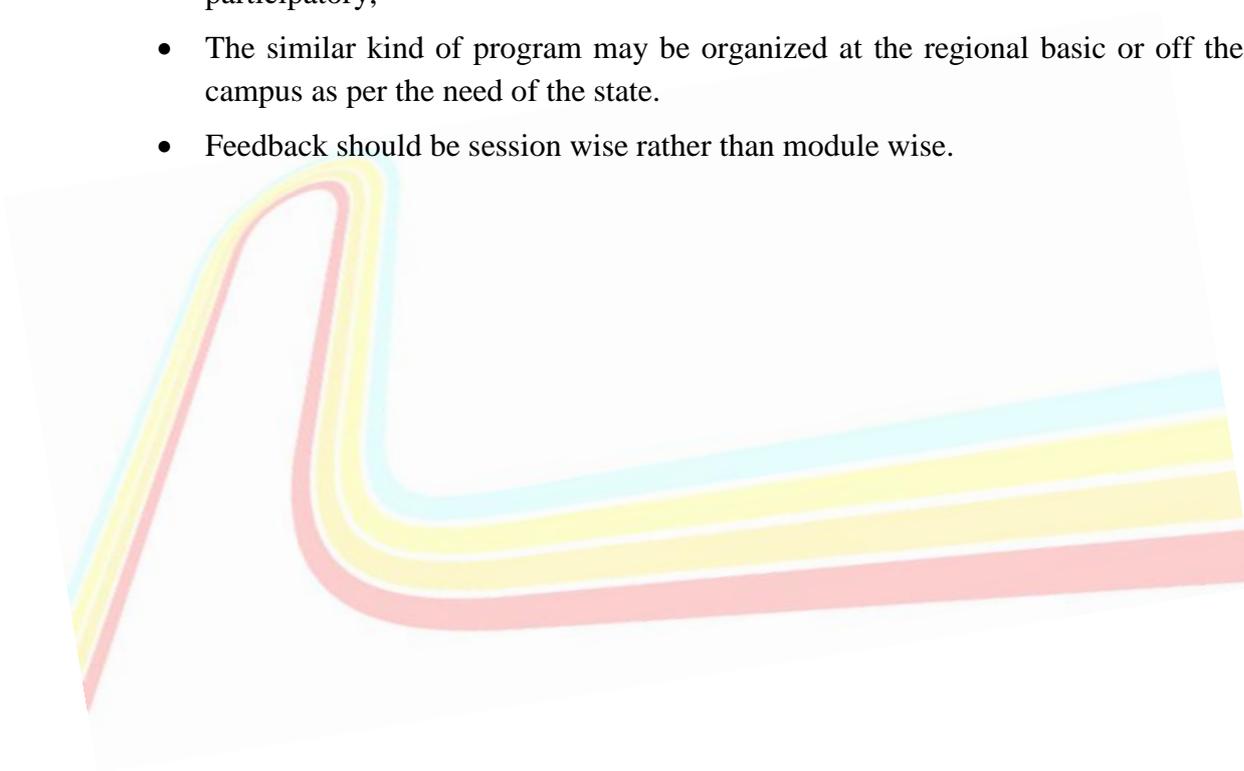
Overall Feedback of the Program

Most liked elements

- Presenters (their capacity, mix of teaching methodology and knowledge), presentations, management plays, games, quiz, videos, case studies, team work, cooperation, responsiveness, time management, preparedness, follow-up and systematic approach of organizers.
- Program planning, program organization, resource faculties and logistics were excellent. The program had a conceptualization with the felt need of country.
- Sessions were excellent from very good professionals with case scenarios and group activities. Transition from one module to other was smooth and outlined concepts in a capsule.

Suggestions

- Elements to be included in the program- hand holding exercise of management, field visits, cadre/ position based participants, international delegates for exposure to international scenario, some laptop based exercises, more outdoor activities to show best examples.
- Alterations needed in the program- Reconsider allocation of time to each presentation, a well-ventilated room, timing of start of program may be from 9:30 am, stay arrangement and program venue could be same for convenience.
- Content of the modules- SDG and leadership modules can be more participatory,
- The similar kind of program may be organized at the regional basic or off the campus as per the need of the state.
- Feedback should be session wise rather than module wise.



Best Action Plan Implementation Report of IPHMDP-1

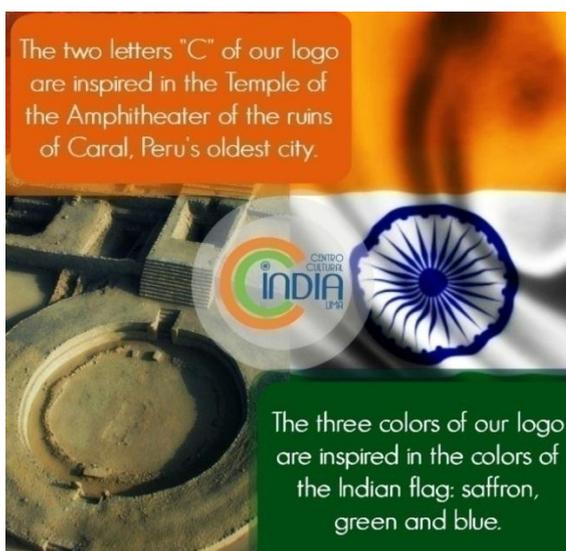
Dr. Aayam Gupta, Director- Centro Cultural India (CCI)

1st International Public Health Management
Development Program (M01S)

(16-20 May, 2016), School of Public Health, PGIMER-Chandigarh



PLANNING, EXECUTING AND MONITORING PUBLIC HEALTH PROJECTS IN PERU, (LATIN AMERICA) THROUGH CENTRO CULTURAL INDIA C/O EMBASSY OF INDIA



We strive for friendship through culture

The Cultural Centre logo is inspired in Caral, the oldest city in Peru and in the colors of the Indian flag. Our objective is to create a cultural fusion between Peru and India.

The Context

It was on August 15, 2015 in appreciation and recognition of the deep and abiding interest of the people of Peru and Bolivia in Indian culture, Ambassador Sandeep Chakravorty announced that soon a Cultural Centre would start to function in the Embassy of India, Lima. This became a reality on December 15, 2015 with the beginning of Hindi classes inside the premises of the Embassy of India with 25 students, all Peruvians. In March 2016, CCI had its newly constructed multipurpose Hall 'Salon Nataraja' ready and has since expanded its activities related to both Indian and Peruvian culture as well as organization of cultural activities in Bolivia. Peru has a long history of use of natural remedies. Peru's rich flora and fauna offers immense opportunities for development of traditional healthcare systems. In the year 2016, the Embassy of India in Peru (concurrently accredited to Bolivia) took serious note of the growing interest in Peru regards Ayurveda and herbal remedies and succeeded to collaborate with Ministry of AYUSH, Govt. of India to undertake capacity building of Health professionals and general public. Dr. Aayam Gupta joined Embassy of India in Lima as Yoga teacher on June 16, 2016. He now coordinates the functioning of CCI as Director. He is helped by Maria Isabel as Secretary of Cultural Centre. His responsibilities includes administration, teaching Yoga, and promotion of AYUSH systems in this region of Latin America.

Strategic Goal in relation to Traditional Health Systems and Public Health

Promotion of Ayurveda and Yoga in order to facilitate their integration in the Peruvian Health System.

Strategic Collaboration

The Centre follows a strategy of mutually rewarding collaborations and networking for learning and development in various arts and forms reinforcing a cultural diffusion in Peru and Bolivia. The Centre has a plethora of activities and tries to involve people from all walks of life and all age groups. Since his joining Dr. Aayam Gupta is working on providing opportunities for capacity building in AYUSH to professionals (medical doctors/paramedical staff, Ayurveda therapists, local folk healers, marketers and sales professionals from pharmaceutical sector) and non-professionals in Peru. The modus operandi is to search, communicate with and influence suitable local partners and generate funds to cover the local administrative expenses for organizing various activities.

Our principal collaborators for cultural festivals and events include Ministry of Culture Peru, Association de Amistad Peru India (AAPI), Indian Chamber of Commerce in Peru (INCHAM), The Himalaya Drug Company, Megawe Care, Restaurante India, EsSalud, Peruvian Society of Complementary and Alternative Medicine, Lima Yoga, Vedika Institute, Gopesvara Danza, Biblioteca Nacional del Peru (BNP), Centro de Estudios Orientales de la Pontificia Universidad Catolica del Peru (PUCP), Peru Yoga Foundation, Bolivia India Chamber of Commerce (CABINCO) and Dil Deewana in Bolivia.

AYUSH in Peru and Latin America: Promotion and Perspectives for the Future

Between June 16, 2016 and November 30, 2016, Dr. Aayam Gupta has successfully planned and organized five (5) International Training Workshops in Ayurveda and Yoga. The main focus has been to provide training to the medical and allied health professionals of EsSalud- Seguro Social de Salud del Peru (Peruvian Social Health Insurance Agency) and also to general public to increase awareness of benefits of Ayurveda and Yoga and applicability of these systems in Peru. EsSalud is the largest public health agency in Peru (<http://www.essalud.gob.pe>) with a well-developed infrastructure. They have a separate wing of complementary medicines and are currently running 73 centres in Peru (29 complementary medicine centers (CAMECs); 43 complementary medicine units (UMECs), which are basic attention units and one complementary medicine unit in palliative care (UCPMEC). The themes of all training workshops are being planned after a careful need-based assessment and feedback from the prospective stakeholders. These training workshops serve as a bridging platform for interaction and discussions among various stakeholders from academics (Universities), public institutions (Ministry of Health, EsSalud), industry (Himalaya Drugs, Mega we care), entrepreneurs (Vedika,

RestauranteIndia) and general masses etc. The expected outcome is empowerment of individuals, institutions and industry through (1) meaningful collaborations for education between Indian and Peruvian institutions of higher learning through establishment of AYUSH Chairs and pooled AYUSH scholarships schemes for non-The Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) countries, (2) academic/industrial research and product development and (3) practice of Ayurveda and Yoga (including entrepreneurship). We are also encouraging participation of Peruvians and Bolivians in Special Training Programme for Yoga Trainers under the Indian Technical and Economic Cooperation Programme (ITEC).

Day	Topic	Participants and Instruction Hours	Venue	No. of Beneficiaries
September 23-27, 2016	Orientation Training Workshop in Ayurveda for Health Professionals http://www.indembassy.org.p/e/english/media/2016-ayurveda.html	Health Professionals and General Public (40 hours)	Vedika Institute, Miraflores, Lima.(25 Medicos on deputation from EsSalud + 10 from private sector + 23 Non-medicos from general public)	58
November 16 – 17, 2016 (Forenoon)	Ayurveda and Self-Care: Food as Medicine	General Public (7 hours)	LimaYoga, Magdalena, Lima	25
November 17, 2016 (Afternoon)	Fundamentals of Ayurveda: Common Medicinal plants used in Natural Products	General Public (4 hours)	Centro Cultural India San Isidro, Lima	30
November 18-20, 2016	Orientation Training of Ayurveda and Yoga: Scope for Integration in Cancer and Palliative Care	Medical and Allied Health Professionals (18 hours)	Centro de Adulto Mayor, EsSalud, Trujjio (North Peru),	85
November 22-24, 2016	Orientation Training of Ayurveda and Yoga: Scope for Integration in Cancer and Palliative Care	Medical and Allied Health Professionals (18 hours)	Polyclinico Metropolitano, EsSalud, Arequipa (South Peru)	40
Total				238

<p>Ayurveda training (Sept 23-27, 2016)</p>			
	<p>Ambassador addressing the gathering and Guests of honour during opening ceremony on September 23, 2016 9.00 AM</p>	<p>Ambassador welcoming the resource person</p>	<p>Dr. Aayam Gupta, Resource person, Ms. Yvonne (journalist) and Ambassador posing before the press after the opening ceremony</p>
			
	<p>Academic sessions in progress Sept 23, 2016</p>	<p>Group photo with EsSalud Staff</p>	<p>Feedback forms</p>
<p>Ayurveda training (Nov 15-24, 2016)</p>			
<p>Press Releases (in Spanish)</p>			

Curso Internacional de Medicina Ayurveda y yoga, organiza EsSalud

Trujillo (Nuevo Norte).- La Medicina Ayurveda es un sistema tradicional de medicina natural de la India se traduce como la "ciencia o conocimiento de la vida", se

le considera un sistema holístico de salud por que trata la totalidad del ser humano. El Ayurveda es la medicina tradicional de la India y el legado de una sabiduría milenaria, es un término que significa "ciencia (veda) de la vida (ayus)"

Con la finalidad de una mejora continua en la atención del paciente el Centro de Atención Medicina Complementaria, EsSalud La Libertad en coordinación con el Centro Cultural de la India, realizaran el "I Curso Internacional de Ayurveda y Yoga", evento que contara con la presencia del Jefe de Canciller de la Embajada de la India Señor Arup Saha. Está dirigido a los profesionales que están a cargo las Unidades de Medicina Complementaria de esta institución y de los hospitales del Ministerio de Salud, se llevara a cabo los días 18 al 20 de noviembre del año en curso, lo informo el Dr. Juan Huber Mallma Torres, Gerente de la Red Asistencial La libertad.

Tras señalar que en este Curso Taller de Medicina de Ayurveda y Yoga, participarán destacados profesionales de la India como: los doctores Pankaj Wanjarhedkar, especialista en Ayurveda y Aayam Gupta especialista en Yoga y Director del Centro Cultural de la India y es auspiciado por el Laboratorio HIMALAYA.

Por su parte el doctor José Luis Fernández Sosaya, Coordinador departamental del Centro de Medicina Complementaria, manifestó que este centro cuenta con su farmacias naturales, totalmente implementada, con un equipo de profesionales multidisciplinario muy competentes e identificados con la filosofía del programa y una concepción Holística y humanístico en la atención.



Las principales autoridades estuvieron presentes en la inauguración del Curso Internacional de Medicina Ayurveda y yoga.

Developmental Projects under process	Developmental Milestones	Supported by	Anticipated Beneficiaries	Batch size
<p>Academic collaboration in Ayurveda between EsSalud and Centro Cultural India (CCI)</p> <ul style="list-style-type: none"> A proposal has been submitted to start a post graduate Diploma in Ayurveda Medicine in 2017 with Department of Continued Education, Faculty of Medicine, Universidad Nacional Mayor de San Marcos (public university) & Centro Cultural India. Establishing AYUSH Chair for academic and research collaboration as per guidelines of Ministry of AYUSH, Govt. of India. 	<p>First meeting held on October 19, 2016 at Embassy of India</p> <p>Second Meeting scheduled on Nov 29, 2016 at the Office of Rector, San Marcos University</p>	<p>Complementary Wing of EsSalud,</p>	<p>Medical and paramedical students</p>	<p>30</p>



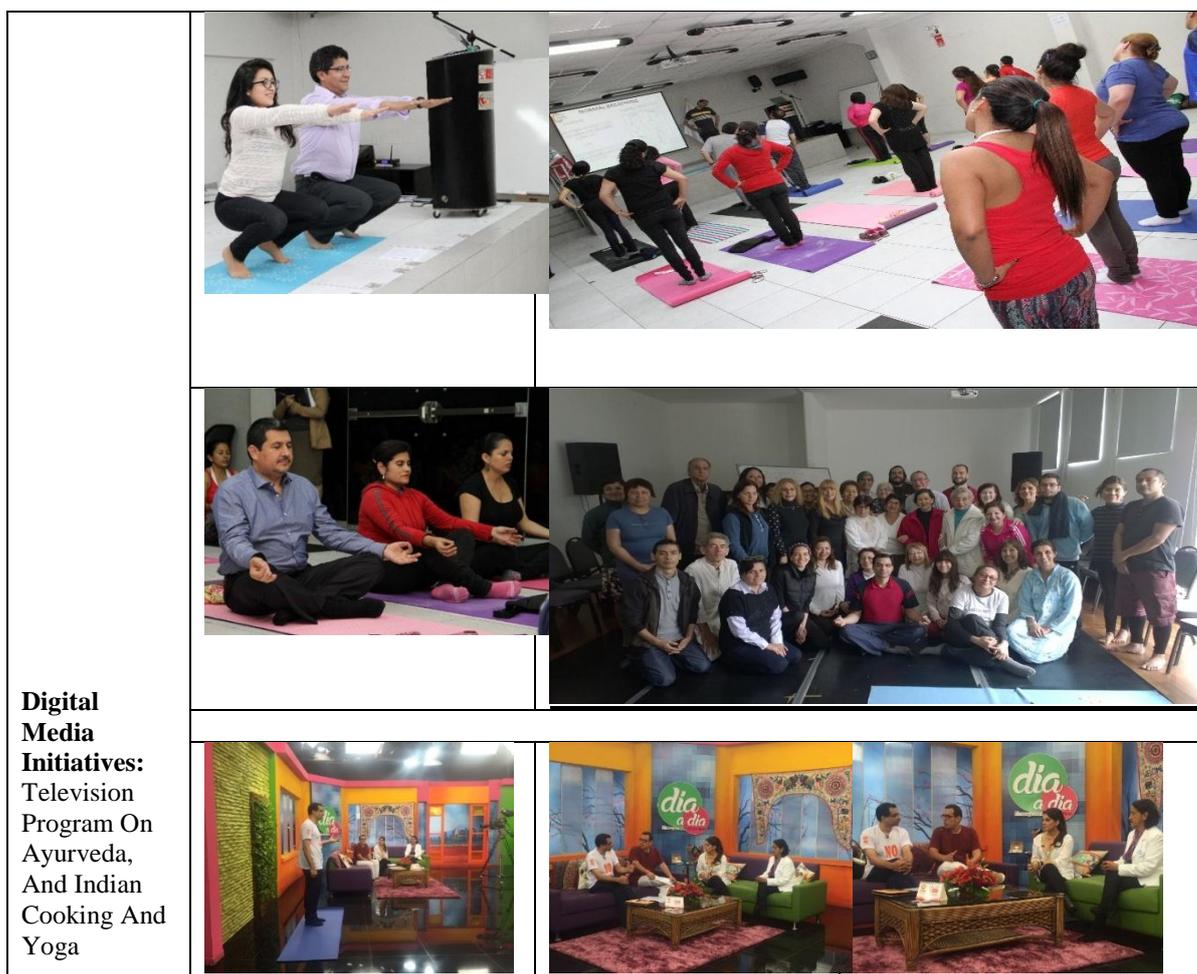
Standing left to right in the picture(October 19, 2016)–

1. Dr. Martha Villar, Manager, Complementary Medicine Wing of EsSalud
2. Dr. Aayam Gupta, Director, Centro Cultural India, Embassy of India, Lima
3. Dr. Jorge Aparicio, Chief of unit of continued post graduate education, Faculty of Medicine, San Marcos University (Universidad Nacional Mayor de San Marcos)
4. Dr. Yolanda Angulo, Specialist, Medical Management of Complementary Medicine, EsSalud
5. Dr. Gerge Meza, Office of Normatives and Policies in Integral Health Attention, EsSalud

Initiatives in Yoga for Self-Care, Palliative Care and Service Quality Management

Courses	Objectives	Venue	Batch size	Duration	Month	Profile of Participants
Yoga for Self-Care (12 hours)	Promotion of Healthy and active life style	Centro Cultural India, Embassy of India	30	1 month	July till date	General Public
Yoga and Palliative Care (2 hours)	Improving quality of life and perception of well-being of elderly	Old Age Home (CAM Pablo), EsSalud,	25	2 hours	Sept. 9, 2016	Elderly above 60 years of age
Yoga for Stress Management (6 hours)	Occupational health and well being	Ministry of Education, Peru	50	1 month	October , 2016	Employees of Ministry of Education, Peru
Yoga Pravesh (72 hours)	Service Quality Management and introducing Yoga in Complementary Medicine wings of EsSalud	Centro Cultural India, Embassy of India	30	3.5 hours per session on Saturday and Sundays	October 1-Dec 11, 2016	Public Health Professionals EsSalud (Medicos/ Nurses, Physiotherapists (20) & Yoga professionals (10)

	<ul style="list-style-type: none"> • To promote Yoga as an art and science of healthy living in Latin America and particularly Peru. • To educate Health professionals/Yoga professionals/Yoga enthusiasts on various topics related to Yoga philosophy, research and practice in everyday life. • To develop the knowledge and skills of the participants in both theoretical and practical aspects of Yoga and encourage them to seek certification under the scheme for “Voluntary Certification of Yoga Professionals (SVCYP)” launched by Ministry of AYUSH, Government of India and managed by QCI as per the competence criteria laid down in the scheme document. • To prepare the participants for an “Online examination for Certification of Yoga Instructors (Level-1)” conducted by Quality Council of India (QCI) under the Scheme for Voluntary Certification of Yoga Professionals (SVCYP) launched by Ministry of AYUSH, Government of India and managed by QCI. 		
	<p>Impact: The participants of this program have already started application of the teachings of Yoga in their field work in various community health settings such as in factories (Yoga for Occupational Health). One candidate Ms. Roxana Pacheco (a professional nurse in EsSalud) has shared some photos of the community development work they are doing with the factory workers in Lima, Peru.</p>		
<p>Yoga training (June – October 2016)</p>			
	<p>San Jacinto Factory San</p>	<p>Saga Falabella Company</p>	<p>Textimax factory</p>
			
	<p>Yoga for Self Care (August)</p>	<p>Yoga for Self-Care (September)</p>	<p>Yoga Session under progress</p>
			
	<p>‘Yoga for Stress Management’ (October 4, 2016 onwards) for Employees of PRONABEC, Ministry of Education, Peru</p>		



Digital Media Initiatives:
Television Program On Ayurveda, And Indian Cooking And Yoga

September 29, 2016: Dr. Aayam Gupta talked and demonstrated about importance of Ayurveda, Food as Medicine, and Yoga for Healthy Active Aging in 'Dia a Dia' Program (live show) conducted by reporter Lorena Caravedo as host on Panamericana Television, Channel 5). Dr. Martha Villar, Head of the Complementary Wing of EsSalud (sitting in right corner in photos) praised the initiatives taken by the Embassy for organizing Ayurveda and Yoga training for Medical doctors in Peru.

Initiatives for Public Health Management Training in Peru and Africa

Dr. Aayam Gupta proposed the empanelment of International Public Health Management Development Program (IPHMDP) under [Indian Technical & Economic Cooperation \(ITEC\)](#) Scheme of Ministry of External Affairs (MEA), Govt. of India and later took the initiative to coordinate and facilitate communication between the Program Director - IPHMDP and MEA. A recommendation to initiate such program was also sent through the office of the Ambassador, which led to the submission of the proposal and conceptualization of the forthcoming project of organization of IPHMDP under ITEC scheme for the participants from African continent (13th to 18th February 2017) at PGIMER, Chandigarh. Further talks with local agencies are underway to seek opportunities to organize IPHMDP in Peru/Bolivia and through support of ITEC Scheme in Peru.

Date: November 28, 2016

Dr. Aayam Gupta

CHANDIGARH NEWSLINE

FIVE-DAY PROGRAMME FROM DEC 16

Module for public health managers

EXPRESS NEWS SERVICE
CHANDIGARH, DECEMBER 14

A FIVE-DAY 2nd International Public Health Management Development Programme will be organised by the School of Public Health, PGI, from December 16 to 20.

The programme is being organised in collaboration with International Union Against Tuberculosis and Lung Disease 2016.

According to PGI doctors, this programme is the second of its bi-annual series after the success of the first programme in May 2016, where senior programme managers and academicians from 16 states will participate.

"It has been said that health initiatives in developing countries often fail not because of lack of scientific knowledge but because of lack of managerial competence. The public health challenges faced by the developing countries call for positioning qualified and skilled professionals, who can plan,

execute and monitor national health programmes and public health initiatives in order to improve effectiveness and efficiency of health care delivery system. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organizations," said a PGI statement.

"This programme aims at enhancing the skills and competencies of middle and senior level programme managers for addressing public health challenges and strengthening efficiency of organisations in limited resource settings."

It further said, "The resource persons of the program shall be eminent healthcare management professionals and experts from various public and private healthcare organizations, health care program leaders from national and international agencies, faculty from centres of excellence in healthcare and management sector, and grass root community health senior program managers involved in innovative healthcare Initiatives."

चंडीगढ़ शासक

पीजीआई में पांच दिन का इंटरनेशनल हेल्थ मैनेजमेंट प्रोग्राम कल से शुरू

चंडीगढ़ पांच दिनों का इंटरनेशनल पब्लिक हेल्थ मैनेजमेंट प्रोग्राम शुक्रवार से पीजीआई में शुरू हो रहा है। पीजीआई का स्कूल ऑफ पब्लिक हेल्थ और इंटरनेशनल यूनियन अगेंस्ट ट्यूबरकुलोसिस एंड लंग डिजीज का ये प्रोग्राम 20 दिसंबर तक चलाया जाएगा। इस प्रोग्राम का मकसद ये है कि विकासशील देश में हेल्थ से संबंधित योजनाएं साइंटिफिक नॉलेज न होने से नहीं, बल्कि मैनेजरियल स्किल की कमी से फेल हो रही हैं। इस प्रोफेशनल स्किल वाले लोगों को तैयार करने की जरूरत है। प्रोफेशनल स्किल वाले हेल्थ प्रोफेशनल तैयार होने से पब्लिक हेल्थ सेक्टर की योजनाओं की प्लानिंग और कार्यान्वयन में मदद मिलेगी।

THE PIONEER

HEALTH PROGRAMME AT PGIMER FROM TOMORROW

Chandigarh: A five-days 2nd International Public Health Management Development Program will be organised by School of Public Health, PGIMER in collaboration with International Union Against Tuberculosis and Lung Disease from December 16 to 20. This program is second of its bi-annual series after grand success of first program in May 2016, where senior program managers and academicians from 16 states of country participated.

15-12-16 Daily Post

Public Health Management Development Programme to be held at PGIMER

CHANDIGARH: A five day second International Public Health Management Development Program will be organised by School of Public Health, PGIMER, and Chandigarh in collaboration with International Union Against Tuberculosis and Lung Disease from December 16-20.

This program is second of its bi-annual series after grand success of first program in May 2016, where senior program managers and academicians from 16 states of country participated.

The public health challenges faced by the developing countries call

for positioning qualified and skilled professionals, who can plan, execute and monitor national health programmes and public health initiatives in order to improve effectiveness and efficiency of health care delivery system.

These management competencies are essential for a good manager for enhancing the performance and productivity of organizations.

This program aims to enhance the skills and competencies of middle and senior level program managers for addressing public health challenges and strengthening the efficiency of organisations in limited resource settings.

DP

KEY HIGHLIGHTS OF THE COURSE:

Certified course from Punjab Medical Council (20 credit hours) Blend of senior academicians and program managers both from government and private sector Elite panel of experts and facilitators Mix of teaching methods Learning Management with fun (games, videos, apps etc)

DAILY POST



'Food handlers lack FSSAI guidelines'

CHANDIGARH: Majority of the food handlers working at tertiary care hospital have a poor knowledge of Food Safety and Standards Act (FSSAI) guidelines. This fact had been highlighted in the study conducted by School of Public Health Postgraduate Institute of Medical Education & Research (PGIMER). The study entitled as 'Effectiveness of an intervention package on knowledge, attitude, and practices of food handlers in a tertiary care hospital in north India: A before and after comparison study' highlighted that majority (68.9 percent) had a fair knowledge about food safety issues.

The study was before and after intervention trial, which was registered with CTRI. Data collection was paperless using software. Around 280 food handlers working inside the hospital were recruited. Intervention package comprised Self-Instructional Manual in Hindi for food handlers, a short film for sensitization of food handlers on food safety titled 'Gravy Extra', and a documentary titled 'Food Safety from farm to Fork'.

The study results also showed that majority (61.7 per cent) of food handlers did not pass Class X and nearly 60 per cent of them had up to five years of experience.

Health care experts to attend management programme

TRIBUNE NEWS SERVICE

CHANDIGARH, DECEMBER 14
A five-day second International Public Health Management Development Programme will be organised by the School of Public Health, PGI, Chandigarh, in collaboration with the International Union Against Tuberculosis and Lung Disease from December 16 to 20. This programme is second of its bi-annual series after the success of the first programme in May this year, wherein senior programme managers and academicians from 18 states of the country participated. It has been said that health initiatives in devel-

oping countries often fail not because of lack of scientific knowledge but because of lack of managerial competence. The public health challenges faced by the developing countries' call for positioning qualified and skilled professionals, who can plan, execute and monitor national health programmes and public health initiatives in order to improve effectiveness and efficiency of health care delivery system. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organisations. This programme aims at enhancing the skills

KEY HIGHLIGHTS

- Certified course from Punjab Medical Council.
- Blend of senior academicians and programme managers both from government and private sector.

- Elite panel of experts and facilitators.
- Mix of teaching methods.
- Learning management with fun (games, videos, apps etc).

and competencies of middle and senior-level programme managers for addressing public health challenges and strengthening efficiency of organisations in limited resource settings.

Dr Sonu Goel, Associate Professor of Health Management, PGI, Dr Rana J Singh, Deputy Regional Director, International

Union against Tuberculosis and Lung Disease, Chitkara University, Punjab, are the main organisers of the programme. Dr Harleen Kaur Arora will be coordinating.

The resource persons of the programme will be eminent health care management professionals and experts from various public and private health care organisations, health care

programme leaders from national and international agencies, faculty from Centers of Excellence in health care and management sector, and grassroots community health senior programme managers involved in innovative health care initiatives.

As many as 32 participants with representation from 20 states of the country are the part of the programme. Most of them are senior-level government programme managers from the National Health Mission of different states. Others are from private sector, including NGOs, senior faculty and residents of academic institutions.

Public Health Management programme commences

CHANDIGARH: A five-day International Public Health Management Development programme commenced on Friday at the School of Public Health, PGIMER, Chandigarh, which was organised in collaboration with the International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab from December 16 to 20 at Seminar Hall, School of Public Health, PGIMER, Chandigarh. A total of 32 participants selected from 100 entries from around 15 states of our country participated in the programme. The participants ranged from senior level program managers, academicians from medical colleges and national institutes and non-governmental organisations. This programme aimed to enhance the skills and competencies of middle and senior level programme managers for addressing public health challenges and strengthening efficiency of organisations in limited resource settings. DP

'डॉक्टरों को आनी चाहिए मैनेजर की स्किल्स'

अमर उजाला ब्यूरो
चंडीगढ़।

पीजीआई में आयोजित पांच दिवसीय इंटरनेशनल पब्लिक हेल्थ मैनेजमेंट डेवलपमेंट प्रोग्राम का उद्घाटन इंडियन कार्डिस ऑफ मेडिकल रिसर्च की डायरेक्टर जनरल डॉ. सोम्या स्वामीनाथन ने किया। इस मौके पर 15 प्रदेशों से आए डॉक्टरों और प्रोग्राम अफसरों को संबोधित करते हुए डॉ. सोम्या ने कहा कि काम भले ही छोटा हो, लेकिन सोच बड़ी होनी चाहिए। जो मौका मिले उसे जरूर भुनाने की कोशिश करनी चाहिए। यदि सफल नहीं हुए तब भी हार नहीं माननी चाहिए। अपने गोल तक जरूर पहुंचना चाहिए। पंजाब सरकार की एडिशनल चीफ सेक्रेटरी विनी महाजन ने कहा कि डॉक्टर वृत्तीनकल के क्षेत्र में बेहतरीन काम करते हैं, लेकिन मैनेजमेंट के क्षेत्र में काफी पीछे होते हैं।

डॉक्टरों को भी मैनेजर की स्किल्स आनी चाहिए। इस तरह से महिलाएं धीरे-धीरे गृहणी के कामकाज को सीखती हैं, उसी तरह धीरे-धीरे मैनेजमेंट का अनुभव आता है। मैनेजमेंट का काम रोजमर्रा के अनुभव से सीखा जाता है। डॉक्टरों को प्रोग्राम मैनेजमेंट के साथ क्राइसिस मैनेजमेंट भी आना चाहिए। उन्होंने बताया कि डॉक्टरों को संस्थान और उसमें काम करने वाले हर व्यक्ति के बिहैवियर का एनालिसिस भी करना आना चाहिए। इस दौरान डॉक्टरों को बताया गया कि वे किसी भी प्रोग्राम की प्लानिंग कैसे करें, उस प्रोग्राम को लागू कैसे करें, को-ऑर्डिनेशन के काम को कैसे संभाला जाए, अपने प्रोग्रामों को सरकार के सामने कैसे पेश करें। इन सभी मुद्दों पर विस्तार से चर्चा की गई। पांच दिवसीय कोर्स का आयोजन पीजीआई की ओर से किया जा रहा है। इसमें 15 राज्यों के 32 प्रतिनिधियों ने हिस्सा लिया।

Programme on public health starts at PGI

Chandigarh: An international public health management development programme started at PGI with feedback on previous day sessions from participants and discussion of case studies brought by participants on Saturday. Dr Preeti Pradhan, dean, Chitkara School of Health Sciences, Chitkara University, Punjab, deliberated various theories of change management. By means of case studies, she also discussed application of change management theory in public health. Dr Rakesh Pillai, INCLN, New Del-

hi, told the importance of strategic planning in health sector by using some tools such as logframe approach, SWOT analysis. Dr Sonu Goel, associate professor, School of Public Health, PGI, Chandigarh, and programme director introduced the concept of project management and importance of planning, organizing, controlling and measuring in national health programmes. All sessions were highly interactive and followed by their respective case study, relevant videos and associated management games. TNN

Session of International Public Health Management Development Programme starts

DP CORRESPONDENT
Chandigarh

The sessions started with feedback on the previous day sessions from participants and discussion of case studies brought by participants.

Dr Preeti Pradhan, Dean, Chitkara School of Health Sciences Chitkara University, Punjab deliberated on various theories of change management which included Kurt Lewin's 8 step Model, John P Kotter's 8 step Model and William Bridges Managing Transitions. By means of case studies, she also discussed application of change management

theory in public health. Dr. Rakesh Pillai, INCLN New Delhi told the importance of Strategic Planning in health sector by using some tools such as Log Frame Approach, SWOT Analysis etc.

Thereafter, Dr Sonu Goel, Associate Professor, School of Public Health, PGIMER, Chandigarh and Program Director introduced the concept of project management and importance of Planning, Organising, Controlling and Measuring in national health programs. All sessions were highly interactive and followed by their respective case study, relevant videos and



associated management games. The inauguration of program was done by Chief Guest of occasion, Dr Soumya Swaminathan, Secretary to Government of India, Department of Health Research cum Director General ICMR, Vini Mahajan (IAS), Additional Chief Secretary, Government of Punjab and Dr. Rana J Singh, Deputy Regional Director for Tobacco Control and NCD were guests of honour.

Principles of supply chain, economics in health care discussed

CHANDIGARH, DECEMBER 18
On the third day of International Public Health Management Development Program being held in School of Public Health, PGI, Chandigarh, Dr Manjushri, faculty of Punjab University, deliberated on Inventory Control Techniques in Healthcare Organisations.

She discussed purpose, importance and various techniques of inventory management in public health systems. By means of case studies, she mentioned the role of correctly projecting drugs/equipments in hospitals to avoid stock outs and improve drug supplies, so that all patients get drugs timely. Dr Arun Aggarwal, professor of Community Medicine, School of Public Health, PGI, briefed the audience about material planning and forecasting technique, and purchase and procurement procedures. He described that all steps

followed in purchase and procurement should be expedited for optimal functioning of hospitals and better patient care. Thereafter, a session on importance of budgeting and costing in hospitals and health care programs was taken by Dr Shankar Priga, associate professor of Health Economics, School of Public Health. The sessions were supported with relevant case studies, short informative videos and associated management games. Dr Sonu Goel, program director, summarised the importance of supply chain system and costing in health care settings by means of real examples from various hospitals.

Participants discussed the scenario of budgeting and drugs/equipment management in their respective settings with resource persons and committed to improve the health systems of their states by lesson learnt from during the program.—TNS

Brochure

ABOUT PARTNER INSTITUTIONS

Postgraduate Institute of Medical Education and Research (PGIMER), Chandigarh
The Postgraduate Institute of Medical Education and Research (PGIMER) is an "Institute of National Importance" by an Act of parliament and Centre of Excellence in health care. Community Medicine Department was established at PGIMER, Chandigarh in 1977 which was upgraded to School of Public Health (SPH) in 2004. It aims to conduct post graduate teaching programs and training courses in various fields of public health for national health program managers, to provide consultancy services to health departments and to carry out research in related disciplines. The Health Management unit in SPH conducts three short term teaching courses on health management for Masters of Public Health students. Besides, the unit has been regularly conducting trainings and workshops for mid-level managers on public health management. The department has a distinguished track record in conducting research and projects in the area of health management with numerous papers published in international and national journals.

International Union Against Tuberculosis and Lung Disease
International Union Against Tuberculosis and Lung Disease (The Union) aims to bring innovation, expertise, solutions and support to address health challenges in low and middle-income populations. Founded in 1920, The Union is both a non-profit institute and a federation of more than 3,300 organisations and individuals across the globe. The Union's International Management Development Program (IMDP) strengthens health system by training health professionals in the specific management competencies that are essential for health care programmes to provide quality care for patients.

Program Director
Dr. Sonu Goel (M.D, FIPHA, FIAPSM, FMSA, MNAMS)
Associate Professor of Health Management, PGIMER, Chandigarh

Program Co-director
Dr. Rana J Singh (MD)
Deputy Regional Director, International Union Against Tuberculosis and Lung Disease, New Delhi

Key Highlights of First International Public Health Management Development Program 16th - 20th May, 2016

SCHOOL OF PUBLIC HEALTH
Public Health Institute
Chandigarh

Participants from 15 states of India

Over 200 registered but only 98 males

Contact Person:
Program Co-ordinator
Dr. Harleen Kaur Avora (MPH, MBA)
School of Public Health
Post Graduate Institute of Medical Education and Research, Chandigarh (India)
Email: iphmdp@gmail.com
For related information visit: www.pgimer.edu.in (News & Events)

International Public Health Management Development Program
"Health initiatives in developing countries often fail not because of lack of scientific knowledge but because of lack of managerial competence"

16th to 20th December 2016

Programme Director
Dr. Sonu Goel (M.D, FIPHA, FIAPSM, FMSA, MNAMS)
Associate Professor of Health Management
School of Public Health
Post Graduate Institute of Medical Education and Research, Chandigarh (India)
Tel: +91-172-2752515
Email: iphmdp@gmail.com

PROGRAM RATIONALE
The public health challenges faced by the developing countries call for positioning qualified and skilled professionals, who can plan, execute and monitor national health programmes and public health initiatives in order to improve effectiveness and efficiency of health care delivery system. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organizations. There are no formal management trainings in government and private health organizations before taking up senior management positions. Most of the existing courses on Public Health Management are theoretical, extensively elaborative, does not comprehensively cover various aspects in a single program and often focus on certification only. There is a need to devise programmes which will impart the skills required to effectively manage the existing and emerging public health challenges and in turn enhance the capacity of the public health management workforce.

PROGRAM OVERVIEW
Enhance the skills and competencies of middle and senior level program managers in leadership, team building, planning, monitoring, evaluation, project management, resource allocation, budgeting, financial reporting, total quality management and public health communication for addressing public health challenges and strengthening efficiency of organizations in limited resource settings.

OBJECTIVES

- To enable the participants to understand the concepts and principles of health management.
- To build capacity of middle and senior level managers in designing, implementing, monitoring and evaluating program and project operations.
- To illustrate with relevant case studies, how the managerial functions can be leveraged to improve the overall competitiveness of the organization.
- To equip participants on appreciating gaps in current scenario and envision future trends in health care management for effective decision making.

PROGRAM MODULES

- MODULE-1: Management Principles
- MODULE-2: Leadership in Public Health
- MODULE-3: Human Resources Management
- MODULE-4: Project/Program Strategic Planning and Management
- MODULE-5: Supply Chain and Logistics Management
- MODULE-6: Financial Management and Budgeting
- MODULE-7: Total Quality Management
- MODULE-8: Change Management
- MODULE-9: Monitoring and Evaluation
- MODULE-10: Public Health Communication, Advocacy and Report Writing

WHO SHOULD ATTEND?
This program is designed for middle and senior level healthcare managers, organizational leaders, hospital administrators, faculty of medical colleges and management institutes who are working in Public Health and responsible for effective and efficient delivery of healthcare program and projects through formulation and implementation of organizational strategies. The program capacity is 35-40 participants only.

TEACHING & TRAINING METHODS
A blend of teaching methods will be used to address different learning styles and course needs. It would be a mixture of lectures, case studies, real life examples, problem based learning, group discussions and exercises, assignments and participants presentations. The courses also involve the use of LCD projector, whiteboard and the virtual learning environment. The result is a rich learning experience that is relevant, practical and up-to-date.

BENEFITS TO PARTICIPANTS
At the end of the course, the participants will be able to

- Create innovative strategies that provide a framework for future action.
- Develop performance indicators, analyze data and quality reporting.
- Design and use program budget, manage financial reporting systems to apply to organizations.
- Learn application of Logical Framework Analysis technique for planning and successfully managing projects.
- Enhance performance by building leadership competencies and strengthening leadership qualities.
- Develop in-depth understanding of effective communication, change management strategies for public health advocacy and dissemination of health education messages.

BENEFITS TO ORGANIZATION

- Health care managers can be effectively designated to senior leadership positions.
- Improved managerial capabilities for dealing with public health management challenges in organizations.
- Enhanced decision making in routine and crisis situations faced by organizations.
- Overall increased performance and productivity of organizations in attaining top ranked positions.

Registration Form (Valid till 20th December 2016)

Click on link to Registration Form: <https://www.scribd.com/document/314133535>

Name: _____ Age: _____ Yes _____ No _____
 Sex: M/F _____ Passport No. (Foreign Nationals): _____
 Highest Qualification: _____ Designation: _____
 Department: _____ Organisation: _____
 Correspondence Address: _____
 City: _____ State: _____ Zip/Pin Code: _____ Country: _____
 Telephone (O): _____ Mobile: _____ E-Mail: _____

Why this course (statement of intent)
 1. _____
 2. _____

Your current roles and responsibilities
 1. _____
 2. _____

Do you wish to apply for scholarship? Yes No

Why you should be considered for scholarship

Registration Fee Without Accommodation With Accommodation

Till 30th September INR 20,000 (₹ 20k) Twin sharing Single occupancy
 Early bird registration INR 15,000 (₹ 15k) INR 30,000 (₹ 30k) INR 45,000 (₹ 45k)
 (Only Till 28th)

*Dinner (optional) not 5000 Yes No
 *The program highlights fee include internet & book.

Payment Details
 Demand Draft/Banker's Cheque drawn in favour of "IPHMDP" payable at par in Chandigarh.
 Wire transfer: A/c No. 3051873306 State Bank of India, PGD Chandigarh-160112 Branch Code 1524, IFS Code SBIN001524, SWIFT Code SBININ33, MICR Code 160002007
 Amount (INR/₹) _____ (in words) _____ Date: _____ Bank: _____
 SOICheque/Transaction ID: _____

Date: _____ Signature: _____
 * If you are a student please fill the registration form under 18 subject to same conditions. We will allow you that student to be eligible for the award of fee. If you are employed, you need to submit the proof for salary slip.
 * Participants fee will not be refunded, but will be adjusted in the next program to be conducted in May 2017.
 * Accommodation in India: The Hotel of Choice of Chandigarh will be provided from 16th to 20th Dec at a rate of INR 1300 Room 2 night.
 * All fees are non-refundable. Please read carefully the conditions.
 * All other conditions and conditions for scholarship are available on the website.
 * The signature of the candidate is responsible for the information contained in the form.
 For details visit: www.pgimer.edu.in
 School of Public Health
 Post Graduate Institute of Medical Education and Research, Chandigarh (India)
 Signature of Official: _____

Module

GLIMPSE OF 1st IPHMDP

1st International Public Health Management Development Program - MOIS
16th - 20th May, 2016

Financial Support

School of Public Health
Post Graduate Institute of Medical Education and Research, Chandigarh (India)
Email: iphmdp@gmail.com

2nd International Public Health Management Development Program
"Health initiative in developing countries often fail not because of lack of Scientific knowledge but because of lack of managerial competence"

16th to 20th December 2016

effective management leadership change improve
development motivation change practical lead

School of Public Health, PGIMER, Chandigarh

In collaboration with

2nd International Public Health Management Development Program

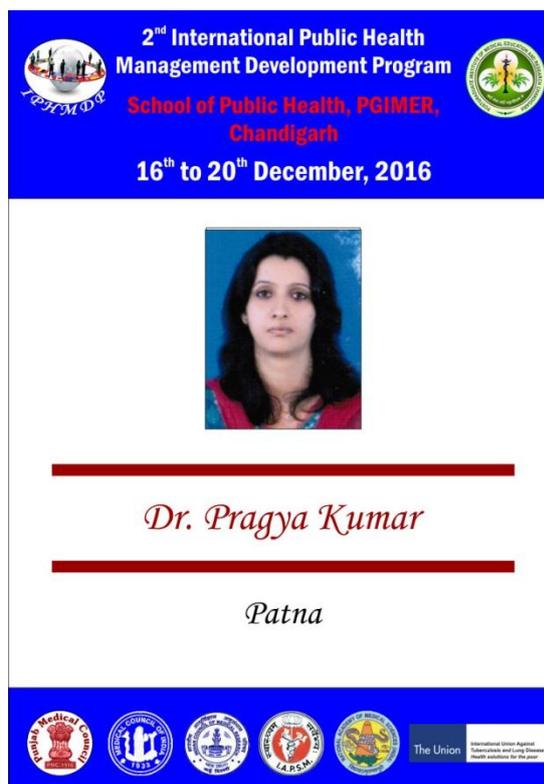
16 - 20 Dec 2016

Certificate



The certificate is framed in blue and features several logos at the top: Punjab Medical Council, Medical Council of India, Punjab University, Institute of Medical Education and Research, L.A.P.S.M., and The Union. The text reads: "2nd International Public Health Management Development Program". Below this is a globe icon with "IPHMDP" written around it. The main text states: "Certifies that **Dr. Anil Koparkar** has successfully completed International Public Health Management Development Program organised by School of Public Health, PGIMER, Chandigarh from 16th to 20th December, 2016 (IPHMDP has been awarded 20 credit hours from Punjab Medical Council)". A portrait of Dr. Anil Koparkar is on the right. At the bottom, four names and titles are listed: Prof. Rajesh Kumar (Head, School of Public Health, PGIMER, Chandigarh), Dr. Manjit Kaur Mohi (Registrar, Punjab Medical Council, Mohali, Punjab), Dr. Sonu Goel (Program Director, Associate Professor, School of Public Health, PGIMER, Chandigarh), and Dr. Rana J Singh (Program Co-Director, Deputy Director, The Union(SEA) New Delhi).

Name Tag



The name tag has a blue header with the IPHMDP logo on the left and the School of Public Health, PGIMER, Chandigarh logo on the right. The text in the header reads: "2nd International Public Health Management Development Program", "School of Public Health, PGIMER, Chandigarh", and "16th to 20th December, 2016". In the center is a portrait of Dr. Pragya Kumar. Below the portrait, the name "Dr. Pragya Kumar" is written in a red serif font, flanked by two horizontal red lines. Below the name, the location "Patna" is written in a black serif font. At the bottom, there is a row of logos including the Punjab Medical Council, Medical Council of India, Punjab University, Institute of Medical Education and Research, L.A.P.S.M., and The Union.

C.D.



Banners

**Post Graduate Institute of Medical Education and Research
Chandigarh
School of Public Health**

**Welcomes delegates for
2nd International Public Health Management Development Program
Seminar Room, School of Public Health
16th - 20th December, 2016 | 09:00am to 05:00pm**

EXTERNAL RESOURCE PERSONS

Dr. Sushant Bhasin Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Vin Manjra (MS) Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease
Dr. Rajesh Gupta (MS) Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Vivek Adhish Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease
Prof. Sangeeta Gupta Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Pradeep Pradhan Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease
Dr. Smita Lata Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Rajesh K. Puri Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease
Dr. Anish Lal Bhatt Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Manoj Sharma Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease

INTERNAL RESOURCE PERSONS (PGIMER Chandigarh)

Prof. Rakesh Kumar Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Prof. Anoop Singh Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease
Prof. Anil Kumar Aggarwal Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease	Dr. Shashi Prasad Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease

PROGRAM ORGANIZERS

Program Director Dr. Sonu Goyal Associate Professor of Health Management School of Public Health PGIMER, Chandigarh Phone: 91-172-2733000 Email: sonugoyal@pgimer.edu.in	Program Co-Director Dr. Ranaj J Singh Senior Lecturer Department of Health, Behavior and Society International Union Against Tuberculosis and Lung Disease Phone: 91-172-2733000 Email: ranaj@pgimer.edu.in
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"Health initiatives in developing countries often fail not because of lack scientific knowledge but because of lack of managerial competency"



2nd INTERNATIONAL PUBLIC HEALTH MANAGEMENT DEVELOPMENT PROGRAM

SCHOOL OF PUBLIC HEALTH, PGIMER, CHANDIGARH

16 - 20 DECEMBER 2016

EXTERNAL RESOURCE PERSONS



Dr. Soumya Swaminathan

Secretary DHR & Director General
Indian Council of Medical Research
New Delhi
Phone: +91-011-26588204
Email Id: soumya.s@nic.in

- Medical Doctor with MD (Pediatrics) from AIIMS and Fellowship in pediatric pulmonology from University of Southern California
- Awarded fellowship from National Academy of Sciences, Indian Academy of Sciences, Indian Academy of Pediatrics
- Lifetime Achievement Award, Indian Association of Applied Microbiologists and Adjunct Associate Clinical Professor, Dept. of Public Health and Family Medicine at Tufts University School of Medicine



Mrs. Vini Mahajan (IAS)

Principal Secretary
Department of Health & Family Welfare
Government of Punjab
Mobile: +91-9872690303
Email Id: pshpunjab@gmail.com

- Indian Administrative Service in the Punjab Cadre, 1987 batch
- Awarded the Hubert Humphrey fellowship
- National prize for outstanding achievement in popularising Mahila Samridhi Yojana, a women's empowerment scheme



Dr. Rakesh Gupta (IAS)

Additional Principal Secretary to CM
Government of Haryana
Mobile: +91-9780999911
Email Id: rguptalal@gmail.com

- Indian Administrative Service in the Haryana Cadre, 1997 batch
- Doctoral program in Health Systems (Public Health) from Johns Hopkins School of Public Health, USA
- Ex-Secretary (Health)-cum-MD (NHM) Haryana



Dr. Vivek Adhish

Professor
National Institute of Health & Family Welfare
New Delhi
Phone: +91-9868740629
Email: vivekadhish@gmail.com

- Medical Doctor with M.D. in Preventive and Social Medicine and M.A. in Public Administration.
- 30+ years of experience and involved in around 35 national/ regional studies and over 100 courses/workshops
- Areas of interest includes maternal and child health, epidemiology, health and hospital management and training technology



Prof. Sanjay Gupta

Sub Dean Training
National Institute of Health & Family Welfare (NIHFW),
New Delhi
Mobile: +91-0818685337
Email Id: sgupta@nihfw.org

- Medical doctor with a specialization in Community Medicine
- Trained in health policy and management from Nuffield Institute, UK and in HIV estimation advocacy from HAWAII, USA
- Coordinator of Ongoing Learning Course in National Institute of Health and Family Welfare, New Delhi



Dr. Preethi Pradhan

Dean
Chikara School of Health Sciences
Punjab
Mobile: +91 9501105731
Email Id: preethi@chikara.edu.in

- Established a Human Resource department at Aravind Eye Care Hospitals
- Instrumental for creating and establishing a management training division at Lions Aravind Institute of Community Ophthalmology
- Spearheaded use of website and online learning mediums for enriching training activities



Dr. Satya Lenka

National Professional Officer (M&E)
WHO-Country Office for India,
New Delhi,
Mobile: +91 9717226789
Email Id: dr_satyalenka@rediffmail.com

- Medical public health specialist MBA. Trained on monitoring and evaluation by Mahidol University, Thailand and Indian School of Business-UNICEF Executive education.
- Has 9.5 years of experience of working in public health programmes in different capacities through association with Unicef, PSI, FHI 360 and WHO.
- Areas of expertise are Planning, Monitoring & Evaluation with focus on HIV, NCDs, Health Systems and MCH.



Dr. Rakesh N. Pillai

Programme Officer
International Clinical Epidemiology Network (INCLIN)
New Delhi
Mobile: +91 9953635349
Email Id: rakesh.pillai@inclintrust.org

- Ample experience in implementing, monitoring and evaluating public health programs in India
- Trained under LAMP of INCLIN & EPOI programme under TOHOKU University, Japan



Dr. Jeetu Lal Meena

State Quality Assurance Medical Officer
Govt. of Gujarat
Mobile: +91-9099075162
Email Id: drjmeena@gmail.com

- Medical Doctor with MBA-HA, PGQM & AHO
- NABH Principal Assessor; NQAS Assessor and member of various Accreditation Committees of Quality Council of India and Quality Assurance Expert Group, Ministry of Health & Family Welfare, Government of India
- Instrumental in making government facilities accreditation as per NABH/ NABL
- Winner of several prestigious awards and recognitions.



Dr. Manjushri Sharma

Assistant Professor of Hospital Management
UIAMS, Panjab University, Chandigarh
Mobile: +91-769000269
Email Id: manjushriuiams@gmail.com

- Medical Doctor with Masters of Hospital Management
- Worked in staff medical services, Haryana as well as corporate hospitals at senior management positions.
- Her area of expertise includes Health Economics and operations management in healthcare.

INTERNAL RESOURCE PERSONS (PGIMER Chandigarh)



Prof. Rajesh Kumar

Professor and Head
School of Public Health
PGIMER, Chandigarh
Mobile: +91 9876617348
Email Id: dr.rajeshkumar@gmail.com

- Medical Doctor with M.D in Community Medicine and MSc (Epidemiology)
- Has around 40 years of experience in various field of Public Health
- Areas of Specialization: Epidemiology
- Received Endeavour executive award from Australian Government, Dr.R.N.Roy Memorial Award, Six Shiram Memorial Award and British Council Award for Epidemiology



Prof. Amarjeet Singh

Professor
School of Public Health
PGIMER, Chandigarh
Mobile: +91 981472226
Email Id: dramarjeet56@gmail.com

- Medical Doctor with M.D in Community Medicine and has around 40 years of experience in various field of Public Health
- Areas of specialization: Health Promotion, Elderly Care, Women's Health
- Received WHO Fellowship on Primary Health Care, JICA Fellowship on Care of Aged



Prof. Arun Kumar Aggarwal

Professor
School of Public Health
PGIMER, Chandigarh
Mobile: +91 9316133882
Email Id: aggar63@gmail.com

- Medical Doctor with M.D in Community Medicine and 30+ years of experience.
- Areas of Specialization include Health management, Reproductive Health, Child Health, Quality of care
- Received Australian Leadership Award fellowship at Sydney University



Dr. Shankar Prinja

Associate Professor of Health Economics
School of Public Health
PGIMER, Chandigarh
Mobile: +91 987281978
Email Id: shankarprinja@gmail.com

- Medical Doctor with M.D in Community Medicine, DNB, MSC (Health Economics).
- Areas of specialization: Health Economics
- Temporary Advisor to the WHO SEARO (HTA) and member of the Government of India's Task Force on Costing of Health Care Services
- Developed India's first online training program in Basic Health Economics

PROGRAM ORGANIZERS

Program Director



Dr. Sonu Goel

Associate Professor of Health Management
School of Public Health
PGIMER, Chandigarh
Mobile: +91 9914208027
Email Id: sonugoel007@yahoo.co.in

- Medical doctor with MD in Community Medicine with 15 years of experience
- Fellowships of IPHA, IAPSM, IMSA and MNAMS
- Alumnus of John Hopkins School of Public Health, Baltimore, US and Maastricht University, The Netherlands
- Awarded public health excellence of India by Hon'ble Union Minister of Health & Family Welfare -2014

Program Co-Director



Dr. Rana J Singh

Deputy Regional Director
International Union Against Tuberculosis & Lung Disease
New Delhi
Mobile: +91 08800796585
Email Id: rjsingh@theunion.org

- Medical doctor with MD in Pulmonary Medicine with 25+ years of experience in public health focussing on management and tobacco control
- Master trainer of courses for mid and senior level managers
- Currently supporting Tobacco and NCD control programmes in South-East Asia Region

"Health initiatives in developing countries often fail not because of lack scientific knowledge but because of lack of managerial competence"

Prior general information given to participants about the program

REGISTRATION

Program registration includes a delegate badge, module containing presentations and resource material, delegate kit (bag, water bottle & stationery), certificate of participation, lunch and refreshments and participation in the all scientific sessions.

ACCOMMODATION

Two forms of accommodation have been provided to the participants. Those participants who have won the accommodation scholarship had been provided accommodation in the **PGIMER Guest House, Sector 24, Chandigarh**, Phone: 0172 271 5268 on twin sharing basis from 15th December 12.00 noon to 21st December 12.00 noon. The rooms are fully furnished with air conditioners, television with dish connection, attached toilet and bathroom.

Those participants who have paid for the accommodation had been provided stay at **Hotel Mount View, Sector 10, Chandigarh**, Phone: 0172-4671111, 9041141212.

Hotel Mount View is a five star property and nestles in the backdrop of Shivalik Hills. It is ideally located in Chandigarh's upscale exclusive environs, blended with tranquility of the adjoining leisure valley. The hotel has played host to several heads of countries, states and commanding celebrities.

The hotel rooms have been booked from 15th December 12.00 noon to 21st December 12.00 noon. The rooms are fully furnished with Air conditioners, television with dish connection, attached toilet and bathroom. Other features like Gymnasium, swimming pool, Jacuzzi, restaurants and bar are also present for detailed information, please visit their website

[http://www.citcochandigarh.com/mount view/index.html](http://www.citcochandigarh.com/mount_view/index.html)

TRANSPORTATION

How to reach the program venue or guest house/ hotel from entry points to Chandigarh

If you are coming by flight to Mohali International Airport, then the distance is approximately 20 kilometers. You can hire a prepaid cab from airport which charges approximately INR 500/- or direct town bus to PGI which costs approximately INR 30/-. It takes approximately 60 minutes in peak traffic and 45 minutes in off times of the day to reach the venue.

If you are coming by train to Chandigarh railway station then please exit via platform number 1. The distance is approximately 12 kilometers and cab/ auto charges approximately INR 150 to INR 200. If you hire a direct town bus then it takes almost 45 minutes and charges INR 15/-. Both AC and non AC low floor buses are available.

If you are coming by bus and deboard at Inter State Bus Terminal 17 then it is hardly 2.5 kilometers to the venue with bus, cabs and autos all being available at ease. Approximate costs ranges from INR 10/- to INR 50/- for bus to cab/ auto respectively. Time taken is less than 15 minutes.

The accommodation is approximately 2.5 kms from the program venue and almost equidistant from Inter State Bus Terminal 17.

Local travel to and from program venue to hotel/ guest house

The program participants will be provided free travel in PGI bus from PGI Guest House/Hotel Mount View to the venue every day at 8.30 am and back at 5.30 pm for all five days of the program. The transportation for evening management games will also be provided to and from the event spot.

REFRESHMENTS

Complimentary Breakfast from organizers will be provided to the program participants at their respective place of accommodation. Tea and cookies will be provided at the program venue on all program days once in the morning from 11.00 am to 11.30 am and in the afternoon from 03.30 pm to 03.45 pm. Lunch will be provided at the program venue on all program days between 01.00 pm to 02.00 pm. A gala dinner will be provided on 19th December, 2016 from 06.30 pm onwards.

FIRST AID

A medical service will be available during the program on medical problems. All medical problems must be reported to the IPHMDP volunteers.

SOCIAL PROGRAMME

IPHMDP cordially invites all the registered delegates to the inaugural ceremony on Friday, 16th December 2016 at 4.00 pm at the program venue. A cultural program along with gala dinner has been organised in Hotel Ramgarh Fort, Sector -28, Panchkula, Haryana on Monday, 19th December 2016 from 6.30 onwards. Mobile: 09814200007

SOCIAL MEDIA

Program participants can follow our Facebook page on <https://www.facebook.com/IphmdpPgimer-1176625649094073/>

MANAGEMENT GAMES

Management games for program participants will be organised on all five days at the program venue during lunch hours and on 17th & 18th December from 5.30 pm onwards at various scenic locations of Chandigarh.

CERTIFICATE OF PARTICIPATION

A certificate of participation will be given to all delegates after completion of the program in valedictory session on Tuesday 20th December from 5.00 pm onwards.

CME CREDITS

2nd International Public Health Management Development Program is accredited by Punjab Medical Council to provide 20 CME Credits.

IPHMDP CONTEST

Various contests like Telfie, Slogan writing, Taglines, Posters, Jingles, e-iphmdp and voracious reader award etc. will be organized during the program and winners will be awarded a certificate. Besides a daily winner for best participation & attire during the program will be announced.

ORGANIZING TEAM

1. Transport & Accommodation:

- a. *Dr. Rahul Pandey* +918284096198
- b. *Dr. Malkeet Singh* +919988272050
- c. *Dr. Rahul Gogia* +919827039380

2. Admin Assistance:

- a. *Mr. Arshdeep Singh* +919855335558

3. Registration:

- a. *Dr. Rubia Shah* +919646270896
- b. *Dr. Ishita Choudhary* +918988031875

4. Audio Visuals:

- a. *Dr. Mohit Kumar* +919461818233
- b. *Dr. Akshay Chauhan* +919878122377
- c. *Dr. Gaurav Jyani* +919636820300

*For further information or queries, contact
Program Co-ordinator*

Dr. Harleen Kaur Arora
+919814827641
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About us

Post Graduate Institute of Medical Education & Research, Chandigarh

Who We Are

The Postgraduate Institute of Medical Education and Research (PGIMER) is based in Chandigarh (city beautiful in North India) and was established in 1962 by then Prime Minister of India, Pt. Jawaharlal Nehru. It was declared as an “Institute of National Importance” by an Act of Parliament of India on 1st April 1967 and is currently an autonomous body functioning directly under the Ministry of Health and Family Welfare, Government of India. PGIMER has almost all specialties and super-specialties departments. The Department of Community Medicine was instituted in 1977 with the purpose of developing effective models of health service delivery for rural communities and for providing community health orientation to public health professionals. To address emerging challenges in public health education and research, the Department of Community Medicine was upgraded to School of Public Health (SPH) in the Tenth Five Year Plan of India (2002-06).

What We Do

School of Public Health conduct post-graduate teaching programmes and short-term training

courses on various public health issues. Besides, we are also involved in several research projects in collaboration with national and international organizations (like DBT, ICMR, WHO, UNICEF, UNFPA, DFID, MOH&FW, and MOE&F etc.) and state governments. We also provide consultancy services to state and central health services on public health matters and national programs/projects. Each year nearly 45 training programs are conducted with an average attendance of 30 participants per course. We also deliver population based health services to approximately 80,000 population in rural, urban and slum communities of Haryana, Punjab and Chandigarh. SPH has developed various public health models which have been successfully scaled and replicated across country.

What We Offer

SPH offers regular Doctor of Philosophy (PhD), Doctor in Medicine (MD), Post Graduate Diploma in Public Health Management (PGDPHM), and Masters of Public Health (MPH) along with various short-term courses in areas of epidemiology, health management, health promotion, communicable and non-communicable diseases.

The Union, South East Asia, New Delhi

Who We Are

Established in 1920, the mission of the International Union against Tuberculosis and Lung Disease (The Union) is to bring innovation, expertise, solutions and support to address health challenges in low- and middle-income populations. Its scientific departments focus on tuberculosis, HIV, lung health and non-communicable diseases, tobacco control and research.

What We Do

The Union is engaged in research, provides technical assistance and offers training and other capacity-building activities leading to health solutions for the poor. Through its network of regional centres and offices across globe, The Union works to support public health management initiatives.

What We Offer

The Union has been conducting a series of **International Management Development Programme (IMDP)** courses that address challenges faced by national programme managers and healthcare administrators in limited-resource settings. Besides, the Union is involved in various training programs for public health managers, civil society and academia at international, national, sub-national and local level for strengthening capacity of health systems.



The Union

International Union Against
Tuberculosis and Lung Disease
Health solutions for the poor

Announcing Future Programs

3rd International Public Health Management Development Program

20th to 25th March 2017



4th International Public Health Management Development Program

16th to 20th December 2017



SCHOOL OF PUBLIC HEALTH

School of Public Health
Post Graduate Institute of Medical Education and Research, Chandigarh (India)
Email: iphmdp@gmail.com