

## ***MDPs/Training/Workshops***

### ***Annual Report 2013-14***

IIHMR Jaipur has taken up the role as a leading training institution in the country to improve management practices in health and related systems and embarked upon developing knowledge and skills of management among health managers, planners, decision-makers, trainers and research scientists at the national and international levels. This is done through organizing a series of short duration Management Development Programmes (MDP), WHO Fellowship Programmes, Professional Development Courses, Continuing Medical Education (CME) Programmes, and Workshops.

This year, the Institute organized and conducted 48 programmes for capacity building and 20 countries nominated over 1000 participants in our programmes. This year, the following countries showed their interest in our programmes, namely, Afghanistan, Bangladesh, Bhutan, Brazil, DRR Korea, India, Indonesia, Malawi, Maldives, Myanmar, Namibia, Nepal, Netherland, Nigeria, Pacific Islands, Sri Lanka, Sudan, Tanzania, Thailand, Uganda.

The major areas of training were Leadership and Strategic Management, Programme Management, Results Based Management, Monitoring and Evaluation, Data Management, Public Health Management, Quality Management, Patient Safety, Human Resources for Public Health, and Enhancing Competence of Trainers, etc. This year, we have introduced new area for conducting the training programme for health sector professionals, these included - Health Economics, Supply Chain Management, Pharmaceutical Management, Healthcare Operations Management, Pharmacovigilance, among others. Apart from these, we have also made a new initiative by designing and conducting Continuing Medical Education (CME) on Food Fortification for Medical Officers. A brief about the various programmes organized this year is mentioned below.

#### **WHO Fellowship Programmes**

As a *WHO Collaborating Center* the institute receives regular request from WHO-SEARO to conduct fellowship programmes for the officials in South-East-Asia countries. The institute has conducted following WHO fellowship programmes this year:

- **Strengthening Human Resources for Health, Sri Lanka:** A WHO Fellowship Programme on Strengthening Human Resources for Health was organized for the officials of Sri

Lanka. The fellowship was organized during 06-10 April 2014 at IIHMR, Jaipur. The overall aim of the course is to improve the planning and management skills of public health professionals involved in planning, strategizing, implementing, and controlling various functions in Health Systems. The specific objectives of the course were to provide an overview of Health Systems including key stakeholders, objectives and functions; to provide better understanding on issues related to health planning and development for improving health care delivery; to enable the participants to enhance planning and implementing skills to better plan and manage health programmes; to enable the participants to upgrade their competencies in monitoring of health programmes and managing evaluations; to provide skills to better develop action plan.

- **Public Health Management, DPR Korea:** A WHO Fellowship Programme on Public Health Management was organized for the officials of DPR Korea. The fellowship was of four-week duration and was organized during 22 July 2014 to 16 August 2014 at IIHMR, Jaipur. The objective of the fellowship was to understand health systems conceptual foundations and health systems strengthening; to understand public health planning with a focus on health service delivery; to understand strategic planning, management and implementation for improving public health service delivery; to learn knowledge and skills of Health Management Information Systems Management at district level.

## **Professional Development Courses in Management, Public Health and Health Sector Reforms**

The Ministry of Health and Family Welfare, Government of India has identified IIHMR, Jaipur as a *Collaborating Training Institute*, to conduct Professional Development Courses on Management, Public Health and Health Sector Reforms. The course is of 10-week duration. The nodal agency for PDC is National Institute of Health and Family Welfare (NIHFW), New Delhi. The institute has conducted two courses this year.

- **Professional Development Courses (PDC) in Management, Public Health and Health Sector Reforms:** Two PDCs were organized with supported by the Ministry of Health and Family Welfare, Government of India during 24 April, 2013 to 30 July, 2013 and 09 September 2013 to 17 November 2013. The aim of the course was to improve the managerial competence of district and block levels medical officers in public health, management and health sector reforms; understand provisions of National Health Policy; understand the conceptual framework for implementation of National Rural Health Mission; develop skills and competencies to prepare and implement District Action Plan under NRHM and develop managerial skills in planning, implementing, monitoring and evaluating various National Health Programmes. The major contents were health systems and NRHM: implementation issues; strategic planning and

management; managing quality in health care; fund flow under NRHM; financing health care; motivation and supportive supervision; health sector reforms: PPP and convergence; managing data for decision making; fundamentals of computers; performance management; bio-medical waste management; procurement system in government; child health & neo natal care; immunization Programme; IMNCI; field visits etc. Two field visits were organized under the programme. Participants visited to Shimla, Himachal Pradesh and New Delhi. Participants learnt from the various successful experiences in management, public health and health sector reforms took place in Shimla, HP and visited various eminent government and non government institutions in New Delhi. The courses were coordinated by Dr. P.R. Sodani.

## Management Development Programmes

The institute based on its faculty's area of interest announces Management Development Programmes (MDPs) and seeks nominations from the market in the programmes. The industry has been very positive and shown keen interest in the institute's self announced programmes. IIHMR Jaipur also collaborates and partners with select organizations to plan, design and conduct custom training programmes that address organization's specific training needs to enhance managerial competencies of the programme managers for better outcomes and performance. The expected outcome of training programme is a determined learning experience that enables the governmental/non-governmental organization to improve its performance. The institute has organized the following MDPs during the year:

- **Monitoring and Evaluation for WHO SERO:** A two-day training programme was designed and conducted for WHO-SERO on Monitoring and Evaluation during April 9-10, 2013 at New Delhi. The major objectives of the training programme were to understand the concepts of Monitoring and Evaluation; assess project results through Results-Based management approach; promote learning in developing indicators; present and disseminate Monitoring and Evaluation findings. In all 24 participants from WHO SERO participated in the programme from India, Nepal, Sri Lanka, Thailand, Myanmar. The programme was coordinated by Dr. P.R. Sodani and Dr. Anoop Khanna.
- **SAARC Regional Training on 'Leadership and Strategic Management' for Tuberculosis & HIV/AIDS Control Programmes, Maldives:** This training program was conducted in Maldives during June -6-10, 2013 in collaboration with the SAARC Tuberculosis and HIV/AIDS Centre. The major objective of the training was to enhance the knowledge on Leadership and Strategic Management skills of Managers and to scale-up and strengthen the TB and HIV/AIDS prevention and control activities in the Country. The specific objectives of the training were to strengthen the existing understanding of

importance of management & leadership skills among Programme Managers for prevention and control of both TB and HIV/AIDS, strengthen the existing knowledge on the managerial skills to handle the issues in relation to programme management among programme managers, strengthen the existing leadership skills among Programme Managers for successful implementation of National TB and HIV/AIDS Control Programmes in the region in order to achieve the desired goals and strengthen the collaboration and coordination among TB and HIV/AIDS Control Programmes. In all 16 participants from Afghanistan, Bhutan, Nepal, Maldives, Sri Lanka, India participated in the programme.

- **Rational Use of Medicines: A Focus on HIV/AIDS, TB and Malaria:** A Management Development Programme on Rational Use of Medicines: A Focus on HIV/AIDS, TB and Malaria was organized during August 19-30, 2014 at IIHMR, Jaipur. The specific objectives of the programme were to enable participants understand and comprehend the concepts and principles of access to medicines with tools and intervention to promote rational use of medicines; to facilitate appreciation of the significance of a national and international medicine policy environment and how it affects the course of healthcare system; to provide key information and expertise towards ensuring better affordable access to medicines and healthcare services; to share strategies and conscious actions to promote rational use of medicine with focus on HIV/AIDS, malaria and tuberculosis; to expose the participants to practical approaches in developing effective strategies for change. The programme included participants from Afghanistan, Uganda and Tanzania. The programme was coordinated by Dr. Nirmal Gurbani.
- **Capacity Strengthening of Teachers on Life Skill Based Education:** A two-day training on Capacity Strengthening of Teachers on Life Based Education during September 20-21, 2013 for the at Subodh Public School, Sanganer, Jaipur. The objectives of the training was to sensitize teachers of the Subodh Public School on adolescents needs and development, their reproductive and sexual health issues and life skills; develop skills on transacting life skills in day-to-day sessions; develop skills for integrating life skills in education and making it learner-centered; develop action plan to conduct session with the students periodically for the current academic session. The training programme was attended by the teachers of Subodh Public School, Jaipur. The programme was coordinated by Dr. Nutan Jain.
- **Enhancing Competence of Trainers:** A Management Development Programme on Enhancing Competence of Trainers was organized during October 7-11, 2013 at IIHMR, Jaipur. The overall objective of the programme was to equip the participants with important training competencies in the area of management of training and ensure that

they will be able to use the learning in their trainer's role. At the end of the training, the participants were able to develop an understanding of the systems concept of training, and identify stages of training cycle and their changing roles and responsibilities during stages; explain appropriateness of selecting and using appropriate training methods and techniques including audio-visual aids to make the training learner centered; describe concept and application of quality assurance in management of training; and develop a training plan. The programme included participants from Bangladesh and India. The programme was coordinated by Dr. Nutan Jain and Dr. Neetu Purohit.

- **Results Based Management in Health Sector:** A Management Development Programme on Results Based Management in Health Sector was organized during October 7-11, 2013 at IIHMR, Jaipur. The overall aim of the course is to enhance participants' understanding of Results Based Management and use the tools effectively to achieve results. At the end of the course the participants were be able to understand results management and its importance; facilitate better use of the RBM management tools; enhance skills in analyzing problems and formulating a results strategy; deepen understanding of the results-chain and understand developing performance measurement framework. The programme included participants from Afghanistan, Bangladesh, Namibia and India. The programme was coordinated by Dr. P.R. Sodani.
- **Pharmaceutical Management in Hospitals:** A Management Development Programme on Pharmaceutical Management in Health Sector was organized during November 18-22, 2013 at IIHMR, Jaipur. The objectives of the programme was to enable participants understand and comprehend the concepts and principles of access to medicines with tools and interventions to promote rational use of medicines in hospitals; to facilitate appreciation and significance of Drug and Therapeutics Committees (DTCs) towards pharmaceutical management in hospitals; to enable participants understand the goals, role, structure and functions of DTCs; to expose the participants to practical approaches in developing effective strategies for change. The programme included participants from Afghanistan, Nigeria and India. The programme was coordinated by Dr. Nirmal Gurbani.
- **Capacity Building on Data Management of Mid-Level Managers from High Priority Districts of Gujarat:** A Training of Trainers (TOT) on data management for Block Supervisors from UNICEF Focus Districts of Gujarat was held during in 11 batches in Ahmadabad. The programme is supported by Department of Health and Family Welfare, Government of Gujarat and UNICEF. The objective of training was to build capacity of the participants in data management. The training programme covered data

review, data analysis, data presentation and data use. In all 254 mid-level managers were trained in 11 batches. The programme was coordinated by Mr. N.K. Sharma.

- **Quality Management and Patient Safety in Hospitals and Health Care:** A Management Development Programme on Quality Management and Patient Safety in Hospital and Health Care was organized during January 27-31, 2014 at IIHMR, Jaipur. The major objectives of the programme were to develop an understanding of the concepts of quality and its importance in health care; to develop an understanding of patient safety; to develop an understanding of standards and indicators of quality; to develop the basic skills in the assessment and measurement of quality; to learn the quality improvement process, tools and managerial skills; to develop skills in monitoring quality of services and in planning and implementing quality assurance programmes. The programme included participants from Afghanistan and India. The programme was coordinated by Dr. Santosh Kumar.
- **Pharmacovigilance in Clinical Research:** A Management Development Programme on Pharmacovigilance in Clinical Research was organized at IIHMR, Jaipur. The objective of the programme was to understanding the various aspects of Pharmacovigilance in practice; preparing for regulatory inspection; pharmacovigilance audit preparation; risk management planning for improved post-marketing drug safety surveillance; adapting to new EU Pharmacovigilance legislations; complying with PV regulations whilst meeting global safety requirements. The programme included participants from Afghanistan. The programme was coordinated by Mr. Rahul Sharma.
- **Promoting Rational Use of Drugs in the Community:** A Management Development Programme on Promoting Rational Use of Drugs in the Community was organized by IIHMR, Jaipur during February 23-March 04, 2014. The aim of the programme was to an exposure to methods to study and remedy inappropriate medicine use in the community; to analysis of what shapes medicines demand; to get exposed to practical approaches to investigating and prioritizing medicine use problems and how to develop effective strategies for change; to understand the rational use of drug for reproductive health and HIV/AIDS. The programme included participants from Afghanistan, Brazil, Pacific Islands, Tanzania, Netherlands and Sudan. The programme was coordinated by Dr. J.S. Bapna.
- **Healthcare Operations Management:** A Management Development Programme on Healthcare Operations Management was organized during march 10-14, 2014. The overall objective of the course is to make the healthcare managers more effective in

using modern operations management techniques. The course specifically aimed to develop competency in judgment based forecasting in healthcare operations; enable the participants to understand the concept of resource allocation through linear programming methodology; build in-depth understanding on healthcare project management for effective administrative and clinical programme operations; help the participants understand the concept of supply chain management in health care organizations; apply quality control mechanisms in healthcare operations. The programme included participants from Nigeria and India. The programme was coordinated by Dr. Susmit Jain.

- **Supply Chain Management with focus on ARVs and Related supplies in Low Resource Settings:** A Management Development Programme on Supply Chain Management with focus on ARVs and Related supplies in Low Resource Settings was organized during March 10-14, 2014. The specific objectives of the programme was to enable participants understand and comprehend the concepts and principles on scope, importance and issues pertaining to Supply Chain Management System (SCMS); various components and elements associated with SCMS; outline the main discussion topics under SCMS; special nature of health care commodities due to the need for provider advice and counseling; information flows in the supply chain and opportunities for breakdown; ARVs and related supplies in low resource settings. The programme included participants from Tanzania, Sudan, Sri Lanka and Malawi. The programme was coordinated by Dr. Nirmal Gurbani.
- **Training of HIV/AIDS Field Staff and Mid-Level Managers of the National AIDS Programme Myanmar:** The Institute of Health Management Research, Jaipur in collaboration with WHO SERO organized a Training of HIV/AIDS field staff and mid-level managers of National AIDs Programme in Myanmar. The objective of the training was to enhance the understanding of programme management and apply the tools effectively by the mid-level programme managers and national HIV/AIDS programme staff of Myanmar. The programme was especially designed for HIV/AIDS field staff and mid-level managers of the National AIDS programme, Myanmar. The programme was coordinated by Dr. P.R. Sodani.

### **Continuing Medical Education (CME) on Food Fortification**

- **Continuing Medical Education (CME) on Food Fortification for Medical Officers of the Department of Medical and Health, Government of Rajasthan:** The Institute designed a



CME on Food Fortification for state and district level officials Rajasthan. The CME was supported by GAIN (Global Alliance for Improved Nutrition). The overall objective of the Counting Medical Education (CME) is to orient and sensitize the medical officers of the Department Medical and Health, Government of Rajasthan on food fortification program and related issues. The specific objectives were to involve medical fraternity in the field areas to facilitate food fortification through different food vehicles; encourage them to create awareness among community through their centers and community based activities; medical fraternity act as catalyst in generating awareness and demand of fortified products. The Department of Medical Health and Family Welfare nominated 309 medical officers from all the districts of Rajasthan. The CME was coordinated by Dr. P.R. Sodani and Mr. N.D. Sharma.

## Workshops

- **Workshop on Learning Approaches for Better Coordination and Negotiation with Different Stakeholders in WHO Fellowship Programme:** The Institute of Health Management Research, Jaipur organized a three-day Workshop on Learning Approaches for Better Coordination and Negotiation with Different Stakeholders in WHO Fellowship Programme during December 18-20, 2013. The objective of the programme was to understanding the process of negotiation; issues and challenges of negotiation in different countries; assertive communication; negotiation skills development; team building and interpersonal relationships; conflict management. The workshop included WHO Officials from Bangladesh, Indonesia, India, Nepal, Sri Lanka and Thailand. The workshop was coordinated by Dr. P.R. Sodani.
- **Capacity Building Workshop for Programme Officers and CDPOs on SABLA:** Government of Rajasthan has implemented SABLA – Rajiv Gandhi Scheme for Empowerment of Adolescent Girls to empower adolescent girls in the age group of 11-18 years across 10 districts of Rajasthan. In order to implement the objectives of this scheme, UNFPA Rajasthan collaborated with the Directorate of Women Empowerment (DWE), After two years of launching the scheme in Rajasthan, the SABLA guidelines have been developed by Directorate of Women Empowerment and UNFPA. It was found necessary to build capacity of the SABLA functionaries and therefore a UNFPA supported, 3-day training programme was designed and implemented by IIHMR, Jaipur during January 8-10, 2014 and January 15-17, 2014 in two batches. The training aimed at clarifying various components of the scheme for reaching out to both, the dropouts and school going adolescent girls and improve their knowledge on nutrition, sexual and



reproductive health and basic rights, in addition to linking those above 16 years of age with vocational skills opportunities. The training was coordinated by Dr. Nutan Jain.

- **Health Economics Workshop for Policy Makers and Managers in India:** The Institute of Health Management Research, Jaipur in collaboration with Eli Lilly and Company India Pvt. Ltd organized one-day Workshop on Health Economics for Policy Makers and Mangers in India on March 10, 2014 at New Delhi and March 12, 2014 at Chennai. The programme was aimed to sensitize and orient the key stakeholders which include mainly policy makers, hospital administrators, healthcare administrators and health managers towards applied aspects of health economics. The workshop was attended by senior healthcare administrators, policy makers and managers from Government and Private sector across India. The workshop was coordinated by Dr. P.R. Sodani.