The IIHMR University, Jaipur
Annual Training Report for FY 2016 – 2017

The IIHMR University, Jaipur is a leading University in the country for skill development of professionals to improve the leadership and managerial competencies working health and allied sectors. The training and capacity building efforts of the university benefited huge number of policy makers, advisors, strategic planners, hospital managers, health managers, nursing and pharmaceutical professionals at national and international levels to improve the leadership and management skills.

The IIHMR University organize the training programs, which can be classified into three broad categories:

- Management Development Programs (MDPs)
- Custom Training Programs (CTPs)
- Professional Development Courses (PDCs)

During the financial year April 2016 – March 2017, the University conducted 36 training programs which included 9 MDPs of 5-day duration each; 25 CTPs of 3-day to 10-day duration; and 2 PDCs of 70-day each. In all, 756 participants attended the University’s training programs.

### University’s Overall Progress towards Training
(April 2016- March 2017)

<table>
<thead>
<tr>
<th>#</th>
<th>Program Category</th>
<th>Duration of Programs</th>
<th>Number of Programs</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Management Development Programs (MDPs)</td>
<td>5-day</td>
<td>9</td>
<td>91 (12%)</td>
</tr>
<tr>
<td>2</td>
<td>Custom Training Programs (CTPs)</td>
<td>3-day to 10-day</td>
<td>25</td>
<td>628 (83%)</td>
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<tr>
<td>3</td>
<td>Professional Development Courses (PDCs)</td>
<td>70-day</td>
<td>2</td>
<td>37 (5%)</td>
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<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>36</td>
<td>756</td>
</tr>
</tbody>
</table>
The University had strong presence at international level for training and capacity building programs. Out of 756 participants, 689 were from India and 67 were from other countries, namely Afghanistan, Bangladesh, Bhutan, Indonesia, Malaysia, Maldives, Lao PDR, Sudan, Timor-Leste, Zimbabwe. The national participants were from Delhi, Gujarat, Madhya Pradesh, Karnataka, Rajasthan and West Bengal. The pie chart below shows the percentage of National and International participants attended the programs at the University during financial year 2016-17.

**National/ International Participants in University’s Training Programs in FY 2016-17**

![Pie Chart]

**University’s Institute/School-wise Performance on Training in FY 2016-17**

<table>
<thead>
<tr>
<th>#</th>
<th>Institute/School</th>
<th>Number of Programs</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>MDP</td>
<td>CTP</td>
</tr>
<tr>
<td>1</td>
<td>Institute of Health Management Research (IHMR)</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>2</td>
<td>School of Pharmaceutical Management (SPM)</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>School of Rural Management (SRM)</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>9</td>
<td>25</td>
</tr>
</tbody>
</table>
Management Development Programs (MDPs)

The University announces the program in the open market to seek nominations from various agencies such as Governments, International agencies, hospitals, NGOs and pharmaceutical organizations. During the April 2016–March 2017, total nine MDPs were organized at IIHMR University, Jaipur. These MDPs were organized by Institute of Health Management Research (IIHMR) and School of Pharmaceutical Management (SPM). The School of Rural Management (SRM) did not contribute in any MDP during this period.

- **Patient Medication Safety and Rational Use of Drugs:** The School of Pharmaceutical Management organized a 5-day MDP on “Patient Medication Safety and Rational Use of Drugs” during April 25-29, 2016. The specific objectives of the program were to enable participants understand the concepts and need of medication safety culture in organization, to develop error-reduction strategies around the use of high-alert medications, to understand the problems and factors influencing irrational use of drugs in community and to get an exposure of techniques improving access to medicines. The course was coordinated by Mr. Abhishek Dadhich, Assistant Professor, School of Pharmaceutical Management.

- **Planning and Managing Social and Behavioral Change Communication Interventions in Health Sector (SBCC):** The Institute of Health Management Research organized a 5-day MDP on “Planning and Managing Social and Behavioral Change Communication Interventions in Health Sector” during July 18-22, 2016. The major objective of the program was to provide clarity on the basic concepts of information, education and communication (IEC) and Social
Behavior Change Communication (SBCC), to assess communication needs and evolve program based interventions, to plan and implement a SBCC program, to select appropriate media channels and produce BCC messages and materials that are adapted to people’s needs, to use of new technologies, to apply different methods of monitoring and evaluation, to assess the impact of communication interventions. The course was coordinated by Dr. Neetu Purohit, Associate Professor, Institute of Health Management Research.

- **Developing Sales Force Effectiveness:** The School of Pharmaceutical Management organized a 5-day MDP on “Developing Sales Force Effectiveness” during July 20-24, 2016. The major objectives of the program were targeting specific market and customers, sales organization deployment, talent selection, sales force rewards. The program had elaborate sessions on sales force structure, performance management, incentive compensation, segmentation of clients, learning and development. The participants were from pharmaceutical companies. The course was coordinated by Dr. Sandeep Narula, Associate Professor, School of Public Health.

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**New Initiative in Training**  
**Leadership and Strategic Management in Healthcare for Senior Management Executive**  
**September 19-23, 2016, Goa**

Technological advancements, new standards in healthcare and increased demand for affordable services are driving significant change in the healthcare sector. In addition, cost pressures make it challenging to deliver high-quality patient care. Thriving in this tough environment requires new strategies, innovation and strong leadership capabilities. The IIHMR University, Jaipur has exclusively designed a short duration program to strengthen leadership and managerial competencies of senior management professionals. It is designed to transform senior management executives into high-performing leaders who can capitalize on existing opportunities and organizational strength for improved management. It provides insights to enable them to manage organizational weaknesses and limitations strategically, thereby delivering effective healthcare services.

Through this program, we have delivered significant benefits to participants from public, private and NGOs sectors. The program provided a unique opportunity to senior professionals to examine current and future challenges and interact with the eminent subject and industry experts. The program was organized during September 19-23, 2016 in Goa by a team of faculty including academicians,
researchers, and established leaders in the healthcare industry who are widely recognized as skilled educators and path breaking researchers. In all there were 17 participants from four countries namely Bangladesh, Bhutan, India and Maldives. The participants had varied experience and engaged at senior management level in their respective organizations. The participants are from for-profit and not-for-profit organizations including, hospitals, healthcare management organizations, consulting organizations, academic and research organizations.

• **Safeguarding Quality of Medicines in Resource Limited Settings**: The School of Pharmaceutical Management organized a 5-day MDP on “Safeguarding Quality of Medicines in Resource Limited Settings” during September 19-23, 2016. The major objectives of the program were to provide technical guidance for establishing a robust quality assurance framework for ensuring good quality of medicines despite limited human and financial resources, to comprehend key concepts and principles pertaining to quality of medicines. The course was coordinated by Dr. Saurabh Kumar Banerjee, Assistant Professor, School of Pharmaceutical.

• **Pharmacovigilance and Drug Monitoring**: The School of Pharmaceutical Management organized a 5-day MDP on “Pharmacovigilance and Drug Monitoring” during November 14-18, 2016. The major objectives of the program were to understand medication safety and pharmacovigilance in practice, safety concern of the medicines regarding risks/benefits of medicine use in humans including the cause, manifestations and consequences of adverse drug effects (ADEs), detection and monitoring of the Adverse Drug Reaction (ADR), to manage a pharmacovigilance center. The course was coordinated by Mr. Rahul Sharma, Assistant Professor, School of Pharmaceutical Management.

• **Results Based Management in Health Programs**: The Institute of Health Management Research organized a MDP on “Results Based Management in Health Programs” during November 21-25, 2016. The overall aim of the course was to enhance participant’s understanding of results based management and its use to achieve results. The program covered understanding Results Based Management approach, operationalizing RBM, logical framework analysis, performance management framework, risk management and developing results based reporting system. The course was coordinated by Dr. P.R. Sodani, Dean (Training) at the University.

• **Qualitative Data Analysis in Healthcare Services**: The Institute of Health Management Research organized a MDP on “Qualitative Data Analysis in Healthcare Services” during November 23-27, 2016. The specific objectives of the training program were to develop understanding of qualitative research methods and their application to professional practice, to develop insight for designing qualitative data collection tools and techniques, to develop
skills in content analysis of the data collected through various techniques in qualitative research for example interviews, observations, focus groups, letters, diaries, newspapers articles and minutes of meetings, to develop skills in computer assisted qualitative data analysis, to develop critical appraisal skills for assessing the quality and rigor of published qualitative research, to develop writing skills for publication on qualitative research. The course was coordinated by Dr. Neetu Purohit, Associate Professor, Institute of Health Management Research.

- **Healthcare Operations Management - Techniques and Applications**: The Institute of Health Management Research organized a three-day MDP on “Healthcare Operations Management: Techniques and Applications”, during December 19-21, 2016. The program covered hospital project management using PERT/CPM, Logical Frame Analysis (LFA) as a tool of Project Management, forecasting techniques, facility location and layout techniques, supply chain and inventory management techniques, quality management techniques, queuing in hospitals, Using decision sciences software for analysis. The program was coordinated by Dr. Susmit Jain, Assistant Professor at the University.

**Custom Training Programs (CTPs)**

The University receives request from various agencies to organize training program for their organization. CTPs are designed and conducted based on request received from an organization. During the April 2016 –March 2017, the University conducted the 25 Custom Training Programs. The CTPs were organized by Institute of Health Management Research (IIHMR) and School of Rural Management (SPM). These programs were organized for Government of Rajasthan, Government of West Bengal, UNFPA, Govt of Madhya Pradesh and HISP, India. The School of Pharmaceutical Management (SPM) could not contribute in these programs. The Custom Training Programs conducted are as follows:

- **Orientation Courses on Atal Mission for Rejuvenation & Urban Transformation (AMRUT) for IIHS/GOR**: The Institute of Health Management Research has organized “Orientation Course on AMRUT” in 10 batches during April 2016-March 2017. The Orientation Courses on Atal Mission for Rejuvenation & Urban Transformation (AMRUT) under the Individual Capacity Building Programme of AMRUT was supported by Ministry of Urban Development, Government of India. The Indian Institute for Human Settlements, Bengaluru was the empaneled training entity for conducting the orientation courses for Government of Rajasthan. The aim of the training program was to engage the Urban Local Bodies (ULB) staff in understanding existing challenges of urban India, especially with respect to basic services, infrastructure and civic amenities, to comprehend the need for this Mission and understand its guidelines, components and processes. The Mission aims to improve urban infrastructure and amenities in 500 cities across India with a focus on services like water supply, sewerage, storm water drainage, public transport and green spaces and parks. These orientations courses were coordinated by Dr. P.R. Sodani, Dean (Training) at the University.
• **Training Program on Personal and Professional Excellence for Department of Panchayat and Rural Development, Govt of West Bengal**: The School of Rural Management conducted training programs on “Personal and Professional Excellence” for Department of Panchayat and Rural Development, Government of West Bengal during April-July, 2016. The programs focused on roles and functions of managers and administrators, specially in the context of rural development and Panchayat bodies. The program included strategies of conflict management and to develop understanding of team working. The programs were coordinated by Dr. Tanjul Saxena and Dr. Goutam Sadhu, School of Rural Management.

• **Training Program on Rejuvenating Nursing Staff for Behavior Change: Power of Positive Attitude and Motivation for Government of Madhya Pradesh**: The Institute of Health Management Research organized a 3-day custom training program on “Rejuvenating Nursing Staff for Behavior Change: Power of Positive Attitude and Motivation” during May 15-17, 2016. The program was coordinated by Dr. Neetu Purohit, Associate Professor, Institute of Health Management Research.

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**UNFPA (Asia and Pacific Region Office) has entered MOU with the IIHMR University for Offering International Training Programs in Reproductive Health Commodity Security and Family Planning (RHCS/FP)**

In 2014, UNFPA Asia Pacific Regional Office (UNFPA-APRO) initiated the process of identification of suitable institutions in the region for capacity building in Reproductive Health Commodity Security and Family Planning (RHCS/FP). Based on the assessments, the IIHMR University, Jaipur has been identified as having the potential to act as a Regional Training Centre and to offer comprehensive courses on various aspects of RHCS/FP. A Memorandum of Understanding (MoU) has been signed between UNFPA-APRO and IIHMR University to ensure that international standard training courses are regularly available on a range of topics related to Reproductive Health Commodity Security and Family Planning (RHCS/FP) through a recognized regional institution in Asia that can address the learning needs of Government and Non-Government health officials working in the sector across the Asia Pacific region.

Under this MOU, UNFPA-APRO and IIHMR University will work together to ensure the development and availability of quality, international standard curricula on a range of related courses on RHCS and FP, which will be used to strengthen technical and programme management capacity and skills of course participants. The training curricula will include topics on: a) Program planning and implementation (forecasting, procurement, warehousing, logistics and supply chain management,
policy and strategy formulation); b) Monitoring, supervision and evaluation (LMIS, monitoring system, evaluation of targeted interventions); c) Communications for Family Planning; d) Evidence based advocacy and mobilization of policy makers and other stakeholders; e) Leadership, governance and RH programme management; and f) Sustainability planning including strengthening linkages with other existing national programmes. Under this MOU, IIHMR University will develop a training curriculum for a 10-day training course in topics related to RHCS and FP in consultation with UNFPA-APRO. UNFPA-APRO will provide technical support, including the services of an international expert for the formulation, development and finalization of the training curriculum.

IIHMR University, committed to run RHCS/FP courses on an annual basis for at least 5 years. The course curriculum and training package developed under this initiative would be used to conduct future courses to contribute to developing the critical mass of professionals for scaling-up RHCS and Family Planning and Reproductive Health programming across the region. It is assumed that with high quality of programme and need in the region requisite resources could be generated to meet the cost of future training programmes.

With this background, in May 2016, UNFPA and IIHMR had a joint consultation of 2-week duration during May 9-20, 2016 to design and develop the course curriculum, training methodology, and course coverage for the first International Training Program on Reproductive Health Security and Family Planning (RHCS/FP). The joint consultation produced the first course under this MOU, was offered during October 10-21, 2016 at IIHMR University, Jaipur. The major objectives of the program were as follows: a) Develop better understanding on FP from development and quality of life dimensions; b) Better understand the concept and application of RHCS and SPARHCS; c) Learn program management and implementation skills and competencies in RHCS/FP; d) Learn techniques for monitoring, supervision and evaluation of RHCS/FP program; e) Develop competencies for effective advocacy, networking and strategic thinking; f) Strengthening linkages with other national health programs; g) Develop skills in preparing RHCS country work plan; and h) Sharing country experiences for best practices. In all there were 26 participants in the program comprising from eight countries namely Afghanistan (4), Bangladesh (3), Bhutan (5), India (1), Lao PDR (3), Malaysia (3), Myanmar (1), and Timor-Leste (6). The program was coordinated by Dr. P.R. Sodani, Dean Training at the University.
• **Use of District Health Information System:** The Institute of Health Management Research organized a 5-day custom training program on “Use of District Health Information System” during August 20-24, 2016. The major focus of the program was to strengthen the development and use of integrated health information systems within a public health inspired framework in India and the South Asian region. The program trained the officials working with NHM, NVBDCP, PGIMER, TVHA, PSI, IHAT and WHO. The program was coordinated by Dr. P.R. Sodani, Dean (Training) at the University.

• **Policy Advocacy for Health Professionals:** The Institute of Health Management Research organized a 3-day custom training program on “Policy Advocacy for Health Professional” for West Bengal Voluntary Health Association during December 5-7, 2016. The major objectives of the program were to develop the understanding of policy advocacy, policy making and implementation, policy advocacy in Health and related programs. Project directors, researchers, managers and public health specialist attended the program. The program was coordinated by Dr. P.R. Sodani, Dean Training at the University.

• **Hospital Management for Senior Executives of Afghanistan:** The Institute of Health Management Research organized 5-day custom training program on Hospital Management in two batches during November 27-Feb 3, 2016 and December 10-15, 2016 for the hospital directors and administrators from Afghanistan. The overall aim of the program was to improve the managerial practices in hospitals for improving efficiency of service delivery in various department of hospitals. The program covered discussions on emergency preparedness, supply chain management, leadership and managing hospital teams. The programs were coordinated by Dr. S.K. Puri, Advisor at the University.

• **Program Management Monitoring and Evaluation:** The Institute of Health Management Research organized a 5-day Custom Training program on “Program Management Monitoring and Evaluation” during December 20-24, 2016. The program is designed for the team engaged with Strengthening *Beti Bachao Beti Padhao Program* Initiative in four districts of Rajasthan. This initiative was supported by the UNPFA Rajasthan and implemented by CEDECON. The Program was coordinated by Dr. Anoop Khana, Professor, Institute of Health Management Research.

• **Induction Training for Hospital Administrators:** The Institute of Health Management Research organized a 10-day Induction Training Program for the newly recruited hospital administrators for the Government of Madhya Pradesh. The program was organized during January 16-27, 2017. The overall aim of the program was to improve the managerial practices in hospitals for improving efficiency of service delivery in various department of hospitals. The program covered discussions on emergency preparedness, supply chain management, leadership and managing hospital teams. The program was coordinated by Dr. S.K. Puri, Advisor at the University.
Managing Stress in Work and Life: A three-day Custom Training Program (CTPs) was conducted based on request from Power Grid Corporation of India Limited on “Managing Stress in Work and Life” during February 6-8, 2017 at IIHMR University, Jaipur. The overall aim of the programme was to improve the participants understanding towards stress management and healthy living. There were total 23 managers who took part in the training program. The program was coordinated by Dr P.R. Sodani, Dean Training at the University.

Professional Development Courses in Management, Public Health and Health Sector Reforms for Government of Rajasthan

The University’s Institute of Health Management Research organized two Professional Development Courses in Management, Public Health and Health Sector Reforms for district level Medical Officers of Government of Rajasthan. These courses were organized during April 25- July 2, 2016 and December 19, 2016 to February 26, 2017. The PDC is supported by the Ministry of Health and Family Welfare, Government of India. The Department of Medical, Health and Family Welfare, Government of Rajasthan nominates the district level Medical Officers in these courses. The Government of Rajasthan nominates district level medical officers such as Deputy CMHO, Senior Medical Officers, Medical Officers working at District Hospitals, SDH, CHC and PHC. The 10-week duration course consists of 8-week class room training at IIHMR University, Jaipur and 2-week training at other State as exposure visit to learn from the health sector reforms being implemented. The lessons learned from these exposure visits could be utilized by the participants at their work place. The PDC courses had been very useful for the doctors working at the district level in program planning and implementation. The courses were coordinated by Dr. P.R. Sodani, Dean-Training at IIHMR University, Jaipur.

Number of Participants Trained in PDC for Rajasthan Since 2005 to 2017