



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



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

REPORT



Elite Panel of Experts

Blend of Teaching Methods



Learning Management with Fun

Participants from 15 states of India



Over 200 applied but only 36 made it

Financial Support



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



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

Email: iphmdp@gmail.com

स्नातकोत्तर चिकित्सा शिक्षा एवं अनुसंधान संस्थान, चण्डीगढ़ - 160 012 (भारत)
POSTGRADUATE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH, CHANDIGARH - 160 012 (INDIA)

दूरभाष / Phone : (Off.) 0172-2748363, 2755556, फैक्स / Fax: 91-172-2744401, 2745078
ई-मेल / E-mail: dpgi@pgimer.edu.in वेबसाईट / Website: http://pgimer.nic.in, http://pgimer.gov.in

Dr. Yogesh Chawla
M.D., D.M. (GASTRO), F.A.M.S.

DIRECTOR
Professor & Head
Department of Hepatology



डॉ. योगेश चावला
एम.डी., डी.एम. (गैस्ट्रो), एफ.ए.एम.एस.
निदेशक
प्राचार्य एवं अध्यक्ष
यकृत रोग विभाग

संख्या / No. DPGI-4/5/464

दिनांक / Date 9/6/2016

Foreword

It gives me a sense of pride in bringing out the report of first International Public Health Management Development Program (IPHMDP) conducted by School of Public Health, PGIMER, Chandigarh, from 16th to 20th May, 2016 in academic partnership with International Union against Tuberculosis and Lung Diseases (The Union) and Chitkara University, Punjab.

Management is not taught but learnt in an apt manner throughout our life time. Public health challenges faced by a developing country like India calls for building capacity of manpower on major skills of public health management. The management competencies are absolutely essential for a good manager for enhancing the performance and productivity of any organization.

I am pleased with the overwhelming response of over 200 participants across country who applied for this program, and 36 of them completed it successfully. I had an opportunity to see the contents of the program along with the reading materials. These were really excellent and updated.

This is the first program of its series and enthused by the response of participants. The next program is scheduled for 16-20th December, 2016.

I hope that the program was able to meet its pre-set objectives and this has been evident with the overwhelming positive feedback received from the participants.

I would like to congratulate the entire team of School of Public Health for the grand success of this first program.

(Yogesh Chawla)

Preface

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 management skills are absolutely essential for enhancing the efficiency and effectiveness of any organization. There are enormous public health challenges confronted by the developing countries, including India, which requires positioning of qualified and skilled health care professionals in national health programmes and projects who can effectively plan, execute and monitor the public health initiatives for optimizing health care delivery system. The current Internal Public Health Management Development Program (IPHMDP) 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.

I am pleased with the overwhelming response of over 200 participants across country who applied for this program, from which we shortlisted the current thirty six participants from 15 states after detailed deliberations. This is the first program of its series and enthused by the response of participants, we are organizing similar program in month of December 2016. In this way, we could accommodate more participants in future programs to build nations capacity on public health management.

I sincerely hope that the program will 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 will surely reach to fruitful conclusions to solve management related complex public health issues.

I must also acknowledge the support from sponsors like The Union, Indian Council of Medical Research, National Academy of Medical Sciences, Medical Council of India, State Bank of India- PGIMER Chandigarh for the program. I would also like to pay special thanks to our academic partners; Dr. Rana. J Singh, International Union against Tuberculosis and Lung Diseases (The Union), Dr. Preeti Pradhan and Dr. Keerti Pradhan from Chitkara University, Punjab for extending full support in organizing this mega event. I also like to take this opportunity to thank Dr. Sidharth Mishra, Dr. Harleen Kaur, Ms. Kanchan Thakur, Ms. Parabjot Kaur and my entire team who had made no stone unturned in providing best of hospitality, cuisine, entertainment and an academically rewarding environment to program participants. I sincerely hope that this program will go a long way in developing skills of public health managers towards achievement of Universal Health Coverage in the country.



(Dr. Sonu Goel)

Program Director (IPHMDP)

Contents

1. Executive Summary.....	4 - 5
2. Key Highlights of Program	6
3. Introduction.....	7
4. Goal	7
5. Program Objective.....	8
6. Program Benefits.....	8
7. List of Modules.....	9
8. Program Target Audience.....	9
9. Program Duration and Venue.....	10
10. Session Flow	10
11. Teaching Methodology.....	11
12. Program Schedule.....	12
13. Program Proceedings.....	13 - 27
14. Management Games.....	28 - 30
15. Evening Events.....	31 - 32
16. Valedictory Session	33
17. Program participants.....	34 - 38
18. Distinguished Resource Faculty.....	39 - 43
19. Participation of Participants.....	44 - 45
20. Participant Feedback.....	46 - 54
21. Pre-test–Post-test analysis.....	55
22. Action Plan	56 - 57
23. Press Coverage.....	58 – 59
24. Material Development.....	60 – 61

Executive Summary

The public health challenges faced by developing countries call for positioning qualified and skilled professionals, who can plan, execute and monitor national health programs and public health initiatives in order to improve effectiveness and efficiency of health care delivery system. To address these challenges, a five day 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 and Chitkara University, Punjab from 16th to 20th May, 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 36 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 (exercises, real case scenarios, management games, videos, mobile applications); 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 “Application of management principle and leadership in uplifting organizations” moderated by top administrators and directors of institutes of excellence.

IPHMDP contest was also carried out in which best poem, slogan, logo, jingle, case study, telfie, mobile app, participant, personality, performer (cultural event), emerging young talent (male and female) were honored during 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, delegating responsibility to participants for organizing cultural event at gala dinner and organizing management games during lunch and evening sessions by the organizing team.

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 aspire to scale up the program in other parts of India. The general proceedings and events were widely covered by the audio-visual media. This program is the first in the series of future programs which will be held on bi-annual basis. The next program is scheduled from 16-20th December 2016.

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 IPHMDP (M01S), 16th-20th May, 2016

Introduction

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

Healthcare Managers are usually designated to higher ranks based upon their seniority without consideration of managerial and administrative capabilities. 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. Thus, the managers face difficulty in planning, executing and monitoring national health programs and public health initiatives. These management competencies are absolutely essential for a good manager for enhancing the performance and productivity of organizations. 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 Objective

1. To enable participants understand the concepts and principles of health management.
2. To build capacity of middle and 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 Logical Framework Analysis technique 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

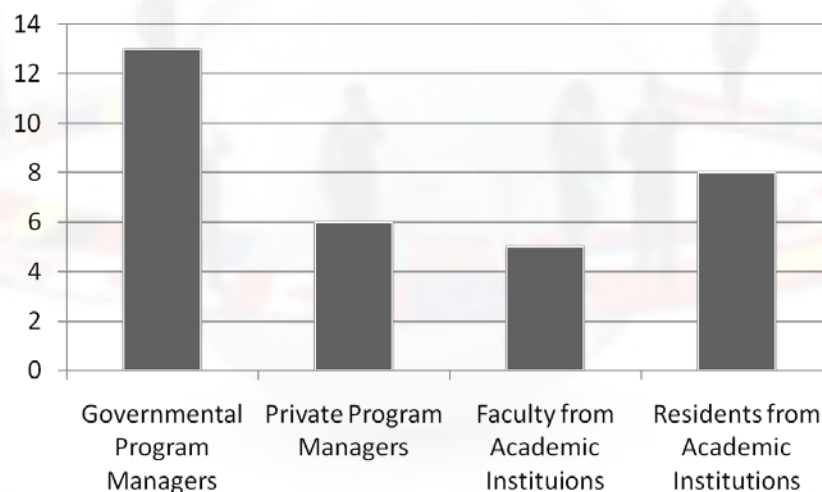
1. Health care managers can be effectively designated to senior leadership positions.
2. Improved managerial capabilities for dealing with public health management challenges.
3. Enhanced decision making in routine and crisis situations faced by organizations.
4. Overall increased performance and productivity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

Program Duration and Venue

Duration

The duration of programme was five days from 16th to 20th May, 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 8:00 a.m. and they reached SPH, PGIMER by 8:15 a.m.

From 8:30- 9:00 a.m. 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- 08:30 am-09:00 am		
Morning Session	Session I (Presentation and Case study)	09:00 – 11:00 am
	Tea Break Morning – 11:00 – 11:15 am Videos-(Related to the Module/ Topic)	
	Session II (Exercise)	11:15 – 12:30 pm
Lunch & Management Games – 12:30 – 1:30 pm		
Afternoon Session	Session III(Presentation and Case study)	1:30 – 3:30 pm
	Tea Break Evening – 3:30 – 3:45 pm Videos-(Related to the Module/ Topic)	
	Session IV (Exercise)	3:45 – 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. Management Application (Mobile Apps)



6. Case study



7. Group Work



8. Case based learning (Videos)

Program Schedule

<i>Days</i>	09.00 AM TO 11.00 AM	11.15 AM to 12.30 PM	01.30 TO 02.30 PM	02.30 TO 03.30 PM	03.45 TO 04.45 PM	6.00 TO 08.00PM (OPTIONAL)
MONDAY 16 TH MAY	MODULE 1: MANAGEMENT PRINCIPLES			MODULE 2: LEADERSHIP IN PUBLIC HEALTH		—
	Inaugural Session	How Management Principles Help Strengthening the Health System (Dr. Rakesh Gupta) (11.00 am to 12.00 pm)	Participant Introduction (12.00 pm to 12.30 pm)	Dr. Sanjiv Kumar (NHSRC) (01.30 pm to 04.15 pm)	Role of Public Health Management and Leadership in Attaining Health Related Goals of SDG (Dr. Rana J Singh) (The Union) (04.15 pm to 05.00 pm)	
TUESDAY 17 TH MAY	MODULE 3: HUMAN RESOURCE MANAGEMENT			MODULE 4: PROJECT/ PROGRAM STRATEGIC PLANNING AND MANAGEMENT		OUTDOOR ACTIVITY
	Dr. Sonu Goel (PGIMER)	Prof. Preethi Pradhan (Chitkara University)		Dr. Rakesh Pillai (INCLN)	Prof. Keerti Pradhan (Chitkara University)	
WEDNESDAY 18 TH MAY	MODULE 5: SUPPLY CHAIN AND LOGISTICS MANAGEMENT			MODULE 6: FINANCIAL MANAGEMENT AND BUDGETING		OUTDOOR ACTIVITY
	Dr. Ashish Gupta (Government of Haryana)	Prof. Arun Kumar Aggarwal (PGIMER)		Dr. Shankar Prinja (PGIMER)		
THURSDAY 19 TH MAY	MODULE 7: TOTAL QUALITY MANAGEMENT			MODULE 8: CHANGE MANAGEMENT		DINNER AND CULTURAL EVENT
	Dr. Dileep Mavalankar (IIPH) (08.00 am to 11.00 am)	Mr. CP Malhotra (11.15 am to 12.45 pm)		Prof. N. K. Ganguly (Translational Health Science & Technology Institute)	Prof. Preethi Pradhan (Chitkara University))	
FRIDAY 20 TH MAY	MODULE 9: MONITORING AND EVALUATION			MODULE 10: PUBLIC HEALTH COMMUNICATION, ADVOCACY AND REPORT WRITING		Valedictory (04.45 pm to 05.45 pm)
	Prof. Rajesh Kumar (PGIMER)	Dr. Sonu Goel (PGIMER)		Dr. Sanjay Gupta (NIHFW)	Prof. Amarjeet Singh (PGIMER)	

Program Proceedings

Day 1, 16/05/2016, (Monday)

09.00 AM TO 11.00 AM

Inaugural Session

Prof. Yogesh Kumar Chawla, Director, PGIMER, Chief Guest of the occasion inaugurated the Program. 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.



The inaugural session was followed by Panel Discussion on “*Application of management principles and leadership in uplifting organizations and achieving Universal Health Coverage*”. The panel comprised of Prof. Yogesh Chawla, Director, PGIMER, Chandigarh Mrs. Vini Mahajan (IAS) Principal Secretary Department of Health and Family Welfare, Government of Punjab; Dr. Jamie Tonsing, Regional Director, South East Asia, International Union against Tuberculosis and Lung Disease; Dr. Sanjiv Kumar, Executive Director, National Health Systems Resource Centre.

Panel Discussion

The inaugural session was followed by Panel Discussion on “*Application of management principles and leadership in uplifting organizations and achieving Universal Health Coverage*”. The panel comprised of Prof. Yogesh Chawla, Director, PGIMER, Chandigarh Mrs. Vini Mahajan (IAS) Principal Secretary Department of Health and Family Welfare, Government of Punjab; Dr. Jamie Tonsing, Regional Director, South East Asia, International Union against Tuberculosis and Lung Disease; Dr. Sanjiv Kumar, Executive Director, National Health Systems Resource Centre.



The excerpts of panel discussion are as follows:

After introducing the experts, Prof Yogesh Kumar Chawla, Director, PGIMER was asked that what are the challenges he had faced in managing PGIMER and how he addressed them and further requested to throw light on which areas are most critical for efficient management of health care organization and Why?

To which he replied that it is really challenging to maintain a balance between academics and management for a clinician. His advice to the group regarding the critical areas of management for a leader was managing interpersonal relationships between different groups of people, financial and stress management.

Next, Mrs. Vini Mahajan, IAS was asked to give key tips for enhancing the participant's leadership skills in achieving Universal Health Coverage and Sustainable Development Goals.

According to her, every person is managing his/her life to the maximum level of efficiency. Even though management is derived from common sense, yet evidence and research are required to better understand it. One very important tip she recommended was to use the opportunity of current program to build professional and individual networks. If it is maintained over time, it makes one hugely empowered as there is always someone to reach out to in the times of doing work well, which is a core principle of Sustainable Development Goals. In the end she said that as healthcare requires administrators, it is important to add skills of leadership and management to the clinical expertise in order to make a big impact in healthcare towards achieving Universal Health Coverage.

Madam Tonsing, Director, The Union was asked that across her career in various organizations she would have observed the advent of technology (m-health and e-health), how this has changed program management as well as advocacy campaigns, and how it will pave the way towards achieving Universal Health Coverage.

To which she gave insights on Information and Communication technology, helpline, SMS, reminders, appointment reminders used by The Union in effectively managing their projects and expressed her foresight that these shall revolutionize the health systems in India towards achieving Universal Health Coverage

Next Dr. Sanjiv Kumar, Executive Director, NHSRC was asked to share his experiences about managing programs and bringing about change in different cultural settings.

To which he replied that earlier he had this mindset that having qualification from premier institutes and possessing gold medal makes you a good administrator. But steadily he realized that he was only able to manage merely one-fifth of his daily work and majority were left pending for days to come, which made him realize the importance of application of management learnt during course curriculum. He linked his speech to other key experts ideology that leadership is also a key component in achieving Universal Health Coverage.



Vote of thanks and Group Photo

Vote of thanks to the panel dignitaries was given by Dr. Sidharth Mishra, which was followed by a group photograph of the program participants along with the dignitaries and resource persons.

11.15 AM to 12.30 PM

Improving Health System by Applying Management Principles towards Universal Health Coverage- Dr. Rakesh Gupta

Dr. Rakesh Gupta, Ex MD NHM, Haryana, explained the management principles followed by them at NHM, Haryana for achieving Millennium Development Goals (MDG) paving the way for Universal Health Coverage (UHC). He shared several case studies of what was done to improve health outcomes in the state of Haryana. He shared three critical points which need to be followed in any program:

1. Where do we right now- understand the current status?
2. How can the adversities be converted into opportunities?
3. If conviction is there, then persevere 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. They 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 to improve the health system in a shorter period of time. These are based on management principles- Human Resource Management, Situational Analysis, team building, strategic leadership and many more.

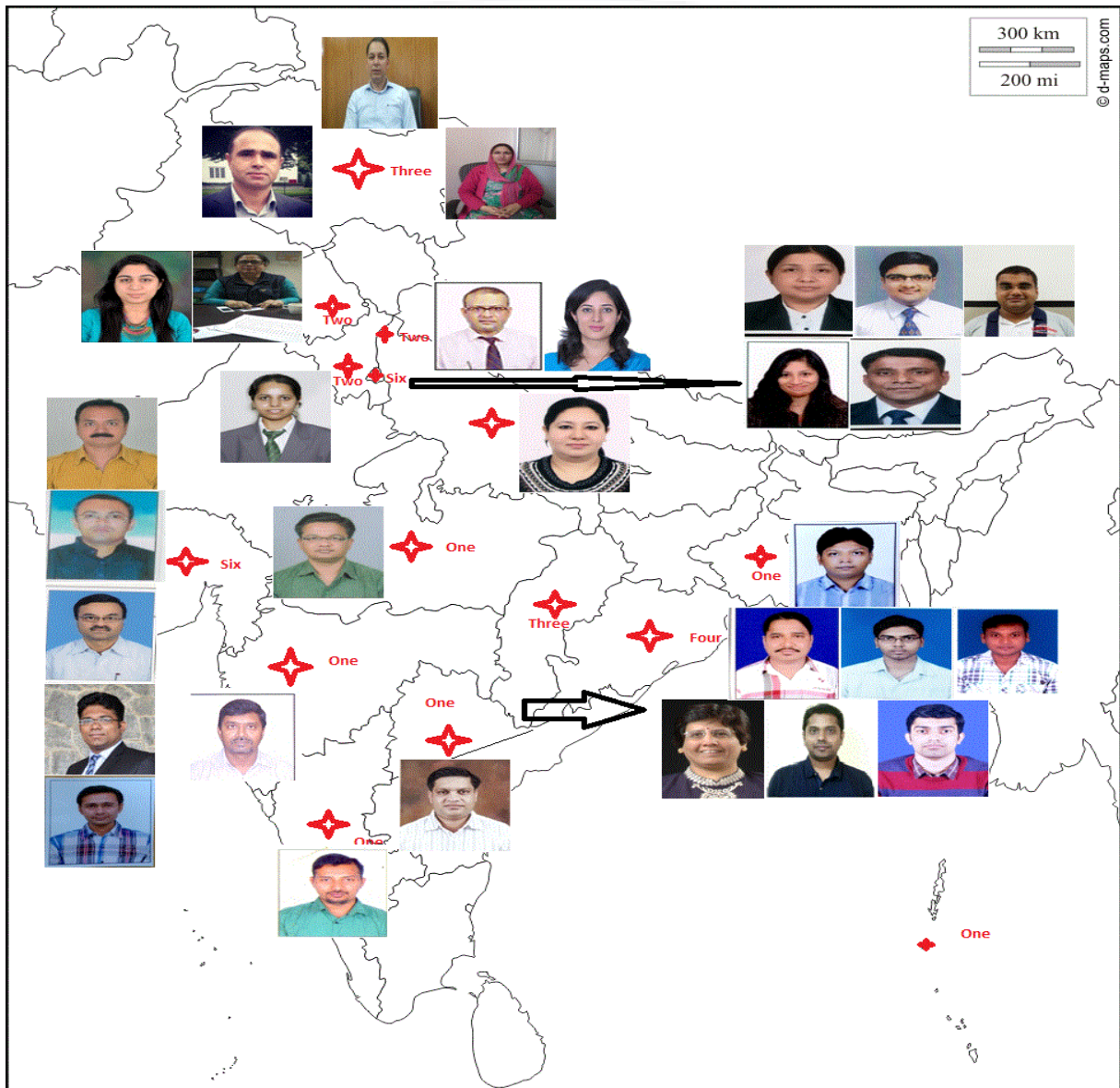
Curtain raiser

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.



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 6 groups: movers, takers, shakers, rockers, choppers and hoppers. The random mixing of participants was ensured each day resulting in optimal interaction among the participants throughout the program.



36 Participants from 15 states of India

02.00 PM TO 03.00 PM

Leadership in Public Health-

Dr. Sanjiv Kumar

Dr. Sanjiv Kumar, Executive Director, NSHRC, discussed key leadership principle and important foundation skills which a leader must have to perform in an organization and mentioned about 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 most of the programs suffer at the implementation phase due to lack of leadership qualities in health managers.



Exercise-How Universal Health Coverage can be achieved through effective leadership in health sector

Exercise was given on emotional competence wherein everyone was asked to write down an incident from their life where they had lost their temper and behaved in an illogical manner. The purpose of the exercise was to make the participants inculcate the leadership competencies and maintain inter-sectoral harmony, core principles of Universal Health Coverage. This exercise also promoted them to handle similar situations in a better way based on their learning from that experience.

03.00 PM TO 03.30 PM

Quiz during tea break

Participants were shown pictures of famous management personalities/ leaders (followed by hints) and were asked to guess their names.



03.45 PM TO 04.45 PM

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 from Millennium Development Goals and the related Vision 2030. He further mentioned regarding achievements made and limitations of MDGs and measures to be followed to achieve SDGs. Then he emphasized on multi-stakeholder integration and role of public health management and leadership in a program for effectively reaching SDG.



05:00 PM TO 05:15 PM

Mobile Application (APP) Time

Ms. Kanchan Thakur, MPH scholar, introduced the concept of using ‘Apps’ at work. She demonstrated various applications which can be used in daily routine; healthcare as well as applicable to the modules taught during the workshop. The 6 Apps demonstrated by her were: Uber, State Bank anywhere, Drink water reminder, Cam scanner, Dropbox and Remember the milk (RTM). The participants were also referred to the handout in the course binder which provided a list of recommended public health management apps along with their details categorized according to the different modules/ session of current program.



Day 2, 17/05/2016 (Tuesday)

08:30 AM TO 09:00 AM

Reflections of the previous day

One member each from all 6 teams came forward to summarize key learning of previous day sessions.



Case study

Dr. Nirpal Kaur Shukla gave presentation of her case study- 'Better Birth Program in Uttar Pradesh' wherein management concepts like Change Management, Quality Control and Human Resource Development were used in the program to make it a success and demonstrate Universal Health Coverage at micro level.

09.00 AM TO 11.00 AM

Human Resource Management-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. A 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 motivating like- Letter of appreciation from the director, public felicitation of employee, naming an employee as star of the month, celebrating birthdays etc. The other lessons learnt were importance of uniform HR policy, producing more quality HR resources, attracting and retaining them along with concept of 360 degree appraisal.



11.15 AM to 12.30 PM

HRCaselets -Prof. Preethi Pradhan



Dr. Preethi Pradhan, described the 4 main management functions through 4 caselets. The main objective of the case studies was to learn different aspects of human resource management which any program manager should know for effectively managing the program. These case studies also demonstrated as to how human resources can be leveraged to improve health systems in India. 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 for application of learning. 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. Animated discussions occurred in each of the groups as they brainstormed various options and presented them to each other. The session was summed up by bringing out the sustainability of HR in terms of availability, competence, responsiveness to community needs of the program as well as ensuring productivity of the human resources.

02:00 PM TO 04.15 PM

Project/ Program Management- Prof. Keerti Pradhan

Prof. Keerti Pradhan, Professor and Head, Health Care Management, Chitkara School of Health Sciences explained about the difference between project and a program. He said that management is different from clinical subjects as clinical science is a more exact and factual with specific answers unlike management which is context specific and hence more options or solutions are available for the same problem, all of which maybe correct. He explained the relevance of planning, organizing, monitoring and controlling in effectively managing an organization. He concluded by discussing the difference between “doing right things” and “doing things rights”. When one focuses on right things, it means designing of right plan for accomplishing objectives whereas doing things right is related to implementation of the plan.



Group activity

Project planning activity was given to all the groups wherein they had to plan the sequence of activities for a hypothetical project. Prof. Keerti Pradhan led the participants through this challenging exercise which served to internalize the concepts taught and make the participants aware of their own skills.



Quiz

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

4:15 PM TO 04.45 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 and said it is a set of tools that allows a leader to get a clearer picture of opportunities and threats it faces from the environment and competitors. He also explained the strategic planning process, useful tools and instruments of strategic planning like Affinity Diagrams, Process Flow Diagrams, Tree Diagrams, Fish-Bone Diagram - Cause & Effect Diagrams, Control Charts, R Chart and X Bar Charts. The session was followed by an exercise to each of 6 groups on usage of these tools.



5:00 PM TO 5:15 PM

Application Time

One of the participants showed “Stop Tobacco” app to the participants designed by his team. This app is going to be launched on 31st May 2016- World No Tobacco Day.

Day 3, 18/05/2016 (Wednesday)

08:30 AM TO 09:00 AM

Daily Feedback Session

One of the members from each of 6 teams briefly summarized the learning from the previous day.

09:00 AM TO 11:00 AM

Supply Chain and Logistics Management- Dr. Ashish Gupta

Dr. Ashish Gupta, Executive Director, HSHRC, emphasized the fact that availability of right product at the right time at the right place is necessary to avoid any critical event occurrence in a healthcare setting. He gave various examples from the management practices used in supply chain management practices in Hospitals in Haryana. One of them is standardization of Essential drug list for easy procurement. LMIS-



Logistics management information system play a central role in supply chain management across government hospitals in Haryana. Then he gave a group exercise based on planning of procurement of some medicines for a year within a specified budget. Three important points were: stock on hand, average monthly consumption and month of stock. He also explained about the three types of records to be maintained which are- stock keeping, transaction and consumption. He further explained about managing inventory- maximum and minimum stock to be kept.

11.15 AM to 12.30 PM

Supply chain and logistics management- Prof. Arun Kumar Aggarwal



Prof. Arun, Professor, PGIMER, started his session by showcasing a video on supply chain and logistics management in Hospitals. The video enlightened about the device named as Stock box which uses automated Kanban system of inventory management. Later he asked the participants about model used in their respective institutes, programs for supply chain and logistics management. Participants explained models from their institute for e.g. Delhiveri, e-aushadhi. Moving further he explained the components of chain one by one with examples from PGIMER and other healthcare settings.

02:30 PM TO 04:30 PM

Financial Management and Budgeting- Dr. Shankar Prinja

Dr. Shankar Prinja, Associate Professor, PGIMER, took the session on financial management. He said that the first thing you need to know is cost. He explained the concept of cost, types of cost and how to design a cost study. He also described the difference between cost and price. He gave different examples to explain different types of cost. Like to explain the difference



between indirect and direct costs, he took the examples of HIV, which is one disease where indirect cost incurred is more than direct cost incurred. Further he talked about planned and unplanned budgets. Finally, he explained the principles of costing.

04:30 PM TO 04:45 PM

Quiz during tea break

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



04:45 PM TO 05:00 PM

Discussion was held about the feedback given by the participants for module 1 and module 2.

05:00 PM TO 05:15 PM

Dr. Kartik, one of the participants showed case study on 'Divyaang certification', to the audience. 'Divyaang' is a new term used by our current Prime minister for disabled persons. Earlier there was problem between coordination amongst the medical and health services which prevented beneficiaries to take the certificates. This led to achieve the target of Gatisheel Gujarat phase 3 in the district and approx. 3500 certificates were distributed.

Day 4, 19/05/2016 (Thursday)

08:00 AM TO 11:00 AM

Total Quality Management- Dr. Dileep Mavalankar, Director, IIPH



Dr. Dileep Mavalankar, Director, IIPH, started his session with the story of 'Florence Nightingale-lady with the lamp'. He said that she pioneered the concept of hospital improvement. She was a terrific person who transformed hospitals. Then he asked the participants about the lessons learnt from her life. Various responses which came were-measuring data, self-involvement, training the subordinates, sensitizing

higher officials with statistics, leadership and empathy. He further said that there are two types of quality- technical and service quality. He said that- 'Quality is an important strategic importance' - it provides competitive advantage and is also important for government health service. He also explained sixteen important concepts about service quality. He discussed with relevant case studies how principles of total quality management can be leveraged to improve the overall competitiveness within the organization, focus on peripheral services and core services.

11.15 AM TO 12.30 PM

Basic Rules of Accounting- Mr.C.P Malhotra

Mr. C.P Malhotra, Principal, Accounts Training Institute of Treasuries & Accounts Department, Haryana (Rtd.), took the session on basic rules of accounting. While explaining the relevance of accounting in healthcare organizations he said that accounting enables to prepare financial statements, facilitate the production of timely and accurate information for different levels of management and ensure the



operation of a sound system of internal control so as to protect the assets of the organisation. He further enlightened the participants regarding some accounting concepts like-Books of Accounts, Cash Book, Rules for Cash/Bank Transactions, Rules of Journal, ledger and other mandatory requirements under NHM program and various projects.

01:30 PM TO 03:30 PM

Change Management- Prof. N. K. Ganguly

Prof. N. K. Ganguly, Visiting Professor of Eminence, Former Director General, ICMR, shared his experience while managing various prestigious institutions of the country and how he managed to influence the policy makers by presenting the data in support of his argument. He stressed the importance of data generation and its policy-focused analysis, which can be aptly used for decision making. He advised the participants to be persistent if they want to bring change and overcome roadblocks.



Quiz

Participants were shown some diagrams/charts pertaining to public health management and asked to identify them.

03:45 PM TO 05:00 PM

Change Management- Prof. Preethi Pradhan

Prof. Preethi Pradhan, Dean, Chitkara School of Health Sciences, discussed about the concepts and principles of change management. She discussed the example of hand hygiene campaign, as well as the global implementation of checklist in the operation theatre for reducing surgical site infection. This was illustrated with reflection to the 8 step change process proposed by John



Kotter. The change curve was also discussed to illustrate the normal curve as far as people reaction when a change process is initiated, implemented and absorbed into the system. The discussion revolved around the challenges and importance of initiating the change process, the leadership support, the need for evidence to establish the urgency and the persistence required by the person driving the process.

Day 5, 20/05/2016 (Friday)

09:00 AM TO 11:00 AM

Monitoring and Evaluation- Prof. Rajesh Kumar

Prof. Rajesh Kumar, Professor and Head, School of Public Health, explained the concept of monitoring and evaluation in the context of health program implementation and also the steps about how to monitor and evaluate a national program. He further explained the difference between monitoring, evaluation and audits. He told that monitoring and evaluation guides key decisions such as informational needs, methodological approaches, capacity building and allocation of resources. In last he explained the steps involved in monitoring and evaluation.



11:15 PM TO 12:30 PM

Monitoring and Evaluation- Dr. Sonu Goel



Dr. Sonu Goel, Associate Professor of Health Management, School of Public Health, PGIMER, explained about the input, process and output indicators. Further he discussed regarding activity, coverage and impact indicators which are currently being used in monitoring and evaluation of national health programs.

01:30 PM TO 03:30 PM

Public Health Communication, Advocacy and Report Writing-Dr. Sanjay Gupta

Dr. Sanjay Gupta, Sub Dean Training, NIHFWS, told that communication is an art which intends to inform, influence and motivate members of community/organizations to take action toward health. Communication increase awareness of a health issue, demonstrate or

illustrate skills, demonstrate a demand for health services and remind of, or reinforce, knowledge, attitudes or behavior. After that he explained various types of communication in different settings. He discussed about advocacy and said that it is an activity by an individual or group which aims to influence decisions within political, economic and social systems/institutions. He also explained the objectives, targets, types, process and barriers in advocacy and how to use it for effective decision making.



Quiz

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

03:45 PM TO 04:45 PM

Public Health Communication, Advocacy and Report Writing- Prof. Amarjeet Singh

Prof. Amarjeet Singh, Professor, School of Public Health, PGIMER further elaborated on the topic of Public Health Communication. He elaborated the importance of good communication in advocacy for public health. He used 4 role plays to demonstrate simple rules of advocacy and communication and also highlighted the barriers to the same.



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- 1:30 PM- 1:40 PM)

On the first day, all the groups of participants were grouped into 6 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. Not only did this activity promote self and mutual awareness, but it also enabled participants to get to know about each other on a more personal level.



2. Rope and Blindfold

(Time- 1:30 PM- 1:45 PM)

The game commenced by formation of 6 groups. Each of these groups formed a circle and put blindfolds on their eyes. Then each member of the team was given the rope, which has been tied into a circle. Everyone stood outside the rope. The problem statement for the blindfolded group was to form a shape (like square, triangle, pentagon etc.) with the rope as directed by the game coordinator after they are blind folded. Through this game, participants learned the practical application of skills of creative problem



solving especially under unfamiliar circumstances. Participants also ascertained the importance of unity of command, efficient leadership, communication, team commitment and learning from others.

3. Rings and Straws-

(Time- 1:30 PM - 1:45 PM)



In this game, the problem statement for the groups was to transfer rings of one packet held by first participant to another and then another until it reached the last participant who is holding an empty packet using straw only. Participants were forbidden to use their hands and allowed to accomplish the task using straws holding in their mouth only. The objective of the game was to show the importance of coordination and team-spirit in solving the problem. In the discussion following the game, participants shared their experience that team with better coordination and team commitment achieved better results.

4. What Shape You Are In-

(Time- 1:30 PM - 1:40 PM)

In this game, every participant was given an A4 size sheet and asked to close eyes. After it coordinator issued a series of commands like folding and tearing the paper. Then participants were asked to open their eyes and observe the differences in shape of paper despite similar commands. With the help of this game, participants learned the importance of two-way communication. As participants were not allowed to ask counter questions, hence differences in resultant shape of paper.



5. Act It Out-

(Time- 1:40 PM- 1:50 PM)

In this game, two volunteers were selected from each group. One of the volunteers was given a printed figure and second volunteer was asked to draw the figure without looking just on the basis of description given by the first volunteer. This describes the importance of accuracy of commands in performing a task. Participants learned that accurate commands are helpful during their everyday communications on the job.

Thus, management games played a vital role in helping participants imbibe the concept of management through the help of practical application. These games were coordinated by Dr Gaurav Jyani, a Master of Public Health scholar at School of Public Health, PGIMER.



Evening Events

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

1. Treasure Hunt- Sukhna Lake

17/05/2016

Time- 6:30 pm-7:30 pm

The participants were grouped into 2 teams and players of each team were asked to search for hidden objects by following a trail of clues and instructions given by the mentors. This activity promoted time management; mutual awareness; leadership quality, communication; team commitment and abstract thinking.



2. Sell your Ideas- Sector-17 Plaza

18/05/2016

Time- 6:30 pm-7:30 pm

On the second day of outdoor activity, the participants were grouped into 4 teams and were asked to sell bananas so that each team earned a profit. They needed 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.



3. Cultural event-

19/05/2016

Time- 7:30 pm-11:00 pm



On the third 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 Maninder Kaur 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 a certain resource constraint of time, budget, and human resource skill set. 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. They congratulated the entire team for the grand success of the program.



IPHDMP contest winner (Best case study)



Awarding certificate of completion



Honouring Guest of occasion



Facilitating Guest faculty










Red cap (Best Personality) of the day



Blue cap (Participatory Participant) of the day

Program Participants

S.No.	Name& Designation	Organization	Image
1	Dr. Biswajit Pal Assistant Director pal.biswajit@mant.org.in	MANT Kolkata, West Bengal	
2.	Dr. Manjushri Sharma Assistant Professor manjushriuiams@gmail.com	Panjab University Chandigarh	
3.	Dr. ManishaMadhukarRuikar Professor & HOD manisharuikar@rediffmail.com	AIIMS, Raipur Raipur, Chattisgarh	
4.	Mr. Prabhakara Project Coordinator biprabhakar.kar@gmail.com	State Anti Tobacco Cell Bangalore, Karnataka	
5.	Mr. Ashish Kumar Pandey Technical officer apandey@theunion.org	The Union New Delhi	
6.	Dr. ManinderKaur Tutor maninder_kaur96@yahoo.com	Punjab Institute of Medical Sciences Jalandhar, Punjab	
7.	Dr. Ramesh J Kumar Additional Chief Medical Director rjkbvp@gmail.com	Western Railway Mumbai, Maharashtra	

8.	Dr. Jangamreddy Anki Reddy Senior Resident ankireddy.pg@gmail.com	AIIMS, New Delhi	
9.	Dr. Priti Goel Deputy General Manager priti3@gmail.com	Apollo Medvarsity New Delhi	
10.	Dr. Somen Kumar Pradhan Junior Resident somenpradhan@gmail.com	Pt.J.N.M. Medical College Raipur, Chhattisgarh	
11.	Ms. Chhavi Garg Project Associate chhavigarg671@gmail.com	Christian Medical Association of India New Delhi	
12.	Mr. Vikrant Prabhakar, Project Manager vikrant.prabhakar@gmail.com	ACCESS Health International Hyderabad, Telangana	
13.	Dr. Kaushik K Lodhiya Assistant Professor kaushiklodhiya@gmail.com	GMERS Medical College Junagadh, Gujarat	
14.	Dr.Arjun A L Management trainee arjunher@gmail.com	Cipla Limited Mumbai, Maharashtra	
15.	Mr. Aayam Gupta Research Associate (Project) draayamgupta@gmail.com	IIT, Kharagpur Kurukshetra, Haryana	

16.	Ms. Pratima Miglani Asst. Operations Manager pratimamiglaniii@gmail.com	Eye Vision Pvt. Ltd. Pehowa, Haryana	
17.	Dr. Nirpal Kaur Shukla Junior Resident dnirpal@gmail.com	HIND Medical Institute Lucknow, Uttar Pradesh	
18.	Dr. Arun M. Kokane Additional Professor and Head arun_kokane.cfm@aiimsbhopal.edu.in	AIIMS Bhopal Madhya Pradesh	
19.	Dr. Sudip Bhattacharya Senior Resident drsudip81@gmail.com	PGIMER Chandigarh	
20.	Dr. Jaya Singh Kshatri Junior Resident jainvincible@gmail.com	MKCG medical College Berhampur, Odisha	
21.	Dr. Akhil Goel Senior Resident doc.akhilgoel@gmail.com	AIIMS, New Delhi	
22.	Dr. Ruchir Rustagi Junior Resident ruchirrustagi@gmail.com	Maulana Azad Medical College New Delhi	
23.	Dr. Prem Sagar Panda Junior Resident drpspanda@gmail.com	Pt. J.N.M. Medical College Raipur, Chhattisgarh	


24.	Dr. Avijit Roy Deputy Director (Health) dravijit@gmail.com	Directorate of Health Services Port Blair Andaman and Nicobar Islands	
25.	Mr. Shakti Kumar Digal District Manager RCH shakti4jaanu@gmail.com	NHM Kandhamal, Odisha	
26.	Mr. Krushna Chandra Luha District Manager RCH krushnaviswass@gmail.com	NHM Paralakhemundi, Odisha	
27.	Mr. Hrudananda Rout Training Coordinator hrudananda_rout@rediffmail.com	NHM Bhubaneswar, Odisha	
28.	Dr. MukeshchandraH.Trivedi Addl. DHO adho.health.banaskantha@gmail.com	NHM Palanpur, Gujarat	
29.	Dr. Chandramani Kumar Prasad RCH Officer drchandra1965@gmail.com	NHM Gandhinagar, Gujarat	
30.	Dr. KartikR.Shah AddlDHO qamopanchmahal@yahoo.com	NHM Godhra, Gujarat	
31.	Dr.ChandreshL.Vyas Addl DHO dso.health.junagadh@gmail.com	NHM Junagadh, Gujarat	

32.	Dr. Alpesh S.Salvi RCH Officer dralpeshsalvi1979@gmail.com	NHM Mehsna, Gujarat	
33.	Dr. Mohd Shafi Koka State Nodal Officer snonhmjk@gmail.com	NHM Srinagar, Jammu & Kashmir	
34.	Dr. Mushtaq Ahmad Dar Divisional Nodal Officer dnokashmir@gmail.com	NHM Srinagar, Jammu & Kashmir	
35.	Dr. Asmat Jan Program Manager pmjsynrhmk@gmail.com	NHM Srinagar, Jammu & Kashmir	
36.	Ms. Opinder Preet Kaur Arora President gsa338@gmail.com	Generation Saviour Association Mohali, Punjab	

Distinguished Resource Faculty

External Faculty

S. No.	Name	Organization	Image
1.	Mrs. Vini Mahajan (IAS) Principal Secretary	Department of Health and Family Welfare, Government of Punjab	
2.	Dr. Rakesh Gupta (IAS) Additional Principal Secretary to Chief Minister	Government of Haryana	
3.	Dr. Jamie Tonsing Regional Director, South East Asia	International Union against Tuberculosis and Lung Disease	
4.	Dr. Sanjiv Kumar Executive Director	National Health Systems Resource Centre	
5.	Dr. Dileep Mavalankar Director	Indian Institute of Public Health	
6.	Prof. N. K. Ganguly Visiting Professor of Eminence Former Director General, ICMR	Policy Centre for Biomedical Research	
7.	Dr. Sanjay Gupta Sub Dean Training	National Institute of Health and Family Welfare	




8.	Dr. Rakesh N. Pillai Program Officer	International Clinical Epidemiology Network	
9.	Dr. Ashish Gupta (IRS) Executive Director	State Health Resource Centre, Government of Haryana	
10.	Dr. Preethi Pradhan Dean	Chitkara School of Health Sciences	
11.	Mr. C. P. Malhotra Ex Chief Accounts Officer and Principal	Government of Haryana	

IPJHM DR




Internal Faculty

S. No.	Name	Designation	Image
1.	Prof. Yogesh Kumar Chawla dpgi@pgimer.edu.in	Director, PGIMER	
2.	Prof. Rajesh Kumar dr.rajeshkumar@gmail.com	Professor and Head, School of Public Health	
3.	Prof. Amarjeet Singh dramarjeet56@gmail.com	Professor, School of Public Health	
4.	Prof. Arun Kumar Aggarwal aggarwal.arunk@pgimer.edu.in	Professor, School of Public Health	
5.	Dr. Shankar Prinja shankarprinja@gmail.com	Associate Professor, School of Public Health	

Program Directors

S.No.	Name	Designation	Image
1.	Dr. Sonu Goel Associate Professor of Health Management, School of Public Health, PGIMER, Chandigarh Phone: 9914208027 sonugoel007@gmail.com	Program Director	
2.	Dr. Rana J Singh Deputy Regional Director, International Union Against Tuberculosis and Lung Disease, New Delhi Phone: 8800796585 rjsingh@theunion.org	Program Co-Director	
3.	Dr. Keerti Pradhan Professor and Head, Health Care Management, Chitkara School Of Health Sciences Phone: 9501119651 keerti.health@gmail.com	Program Co-Director	

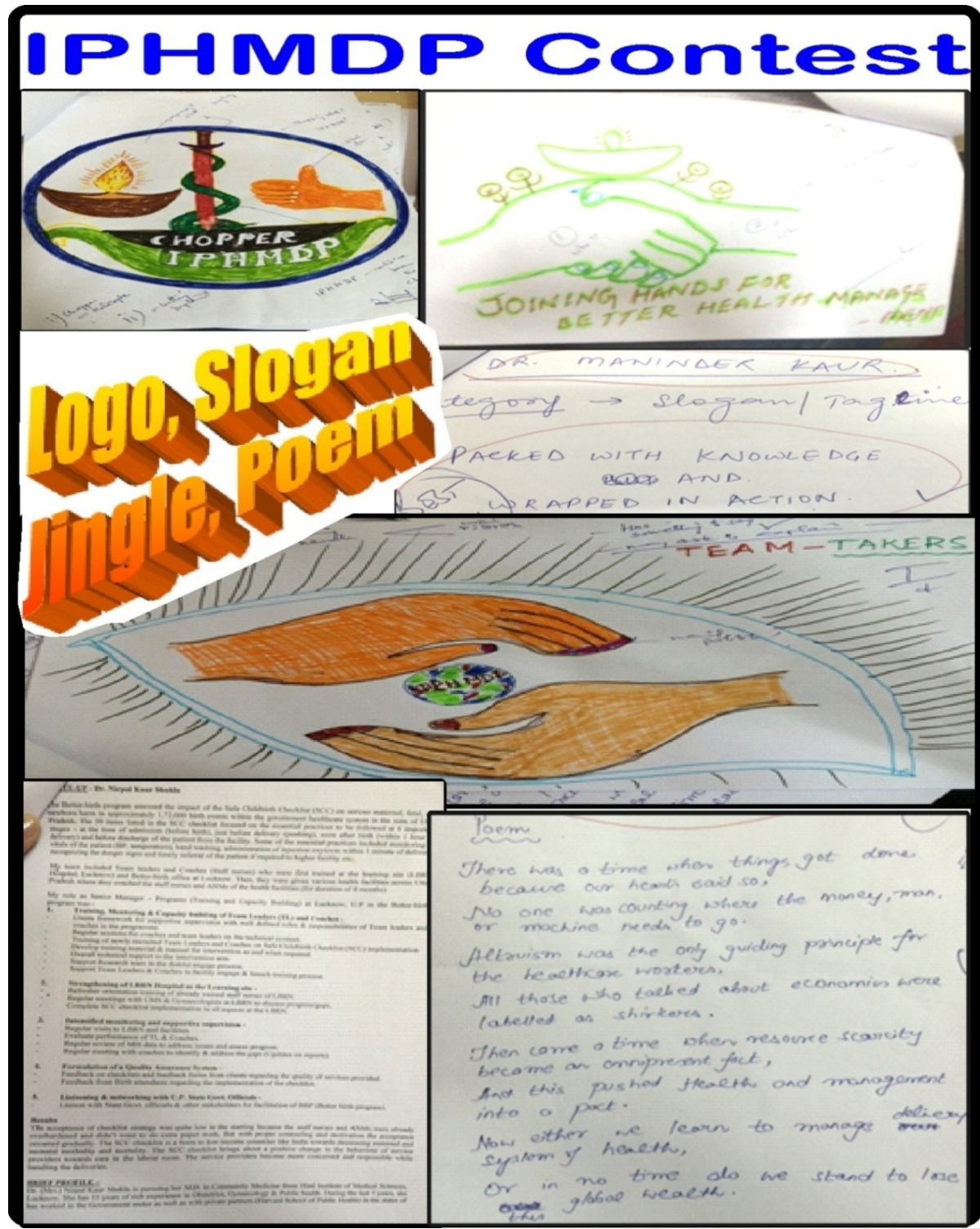
Program Coordinators

S.No.	Name	Designation	Image
1.	Dr. Sidharth Sekhar Mishra	Senior Resident SPH, PGIMER	
2.	Dr. Harleen Kaur Arora	Junior Demonstrator SPH, PGIMER	
3.	Dr. Prabhjot Kaur	Junior Research Fellow (Project Staff) SPH, PGIMER	

4.	Ms Kanchan Thakur	Junior Research Fellow (Project Staff) SPH, PGIMER	
5.	Dr. Divya Khandelwal	Implementation Expert Hitachi System Micro- clinic Ltd. (Haryana)	
6.	Mr. Tarun Jawa	Implementation Experts Hitachi System Micro- clinic Ltd. (Haryana)	
7.	Dr. Neha Chanana	PhD Scholar SPH, PGIMER	
8.	Dr. Ruchi Sharma	PhD Scholar SPH, PGIMER	
9.	Dr. Risha Gupta	PhD Scholar SPH, PGIMER	
10.	Dr. Gaurav Jyani	MPH Scholar SPH, PGIMER	
11.	Dr. Rahul Pandey	MPH Scholar SPH, PGIMER	

Participation of Participants (IPHMDP Contest Winners)

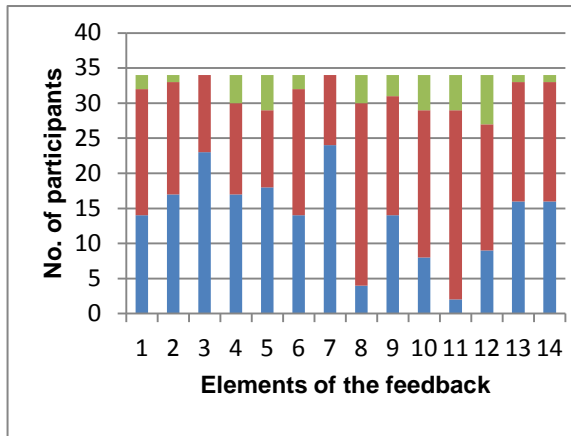
To ensure full participation of participants various contests were organized throughout the program. The idea behind them was to explore the hidden talent and make the program participatory. The certificates and prizes were given to winners in the valedictory function.



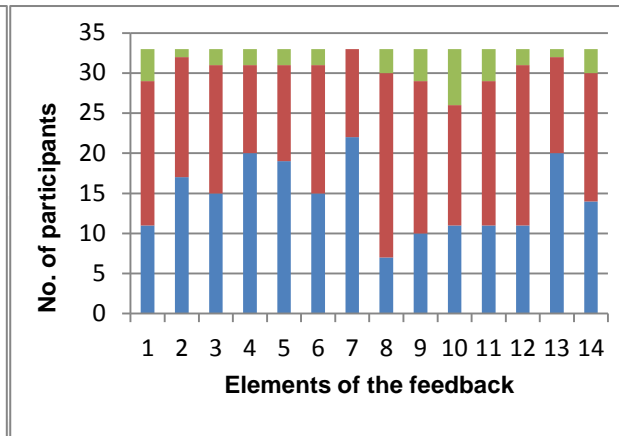
S.No.	Contests	Winners
1.	Best Logo	Team Takers
2.	Best Jingle “IPHMDP Hai Jaha, Public health Leaders Hai Wahan”	Dr Priti Goel
3.	Best Slogan “Packed with knowledge and wrapped in action”	Dr Maninder Kaur
4.	Best case study “Better- Birth Program in Uttar Pradesh”	Dr Nirpal K. Shukla
5.	Best Poem “Redefining boundaries of healthcare delivery systems”	DrManjushri Sharma
6	Best Telfie	Dr. Ramesh J. Kumar
7.	Best Personality	Dr. Manjushri Sharma (Day 2) Mr. Aayam Gupta(Day 3) Dr. PremSagar Panda(Day 4)
8.	Best Participatory Participant	Dr. Maninder Kaur (Day 2) Dr. Kartik R.Shah (Day 3) Dr. Ramesh J Kumar(Day 4)
9.	Best Performer- Cultural Event	Dr. Akhil Goel
10.	Best Mobile App	Mr. Prabhakara
11.	Best Ethnic Wear-Cultural Event	Dr. Asmat Jan
12.	Young Talent (Female)	Ms.Chhavi Garg
13.	Young Talent (Male)	Dr. Jaya Singh Kshatri

Participants Feedback (Quantitative)

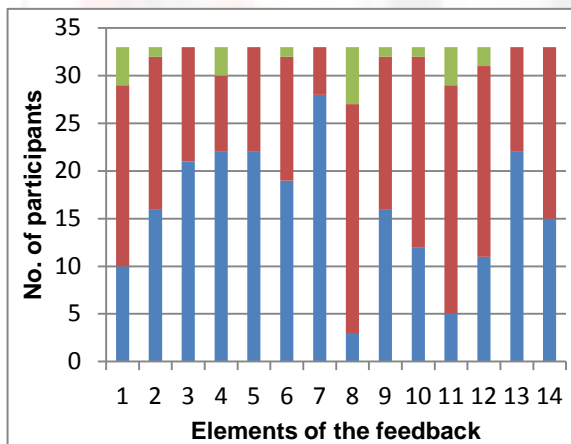
I. Module Wise Feedback



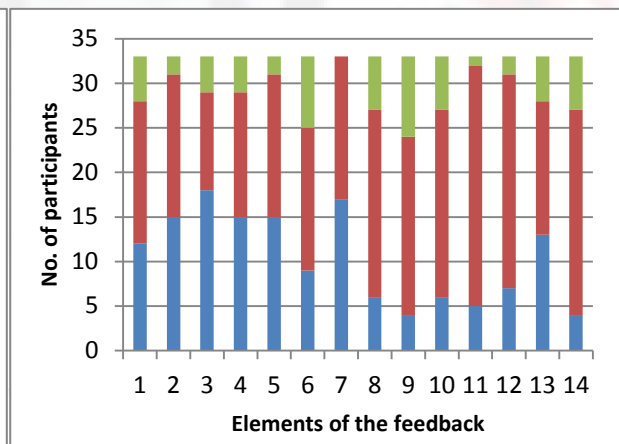
Module 1



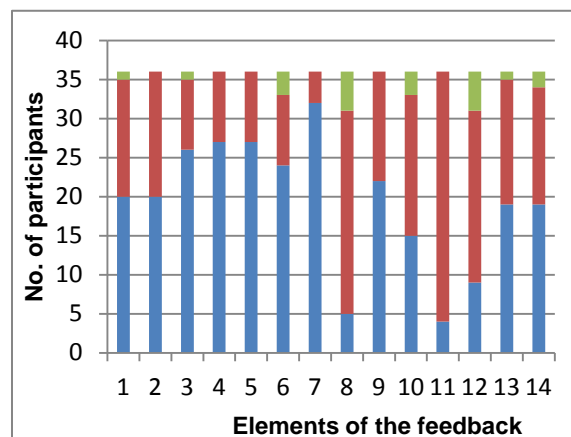
Module 2



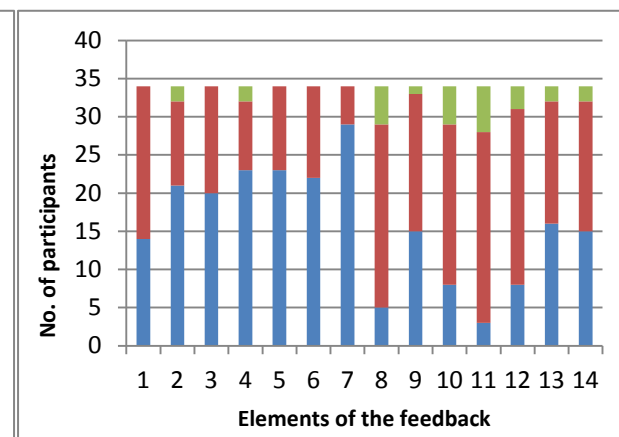
Module 3



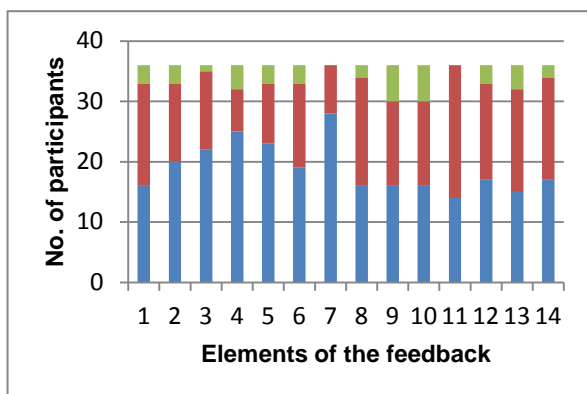
Module 4



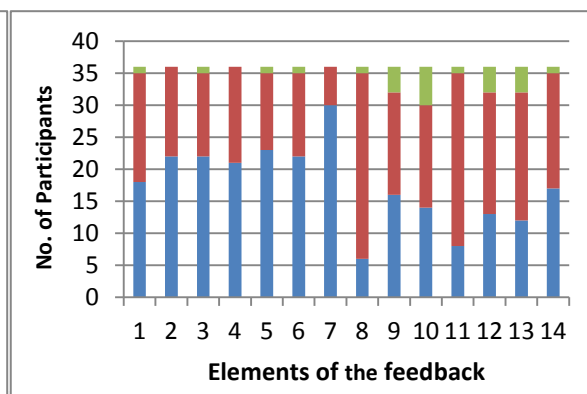
Module 5



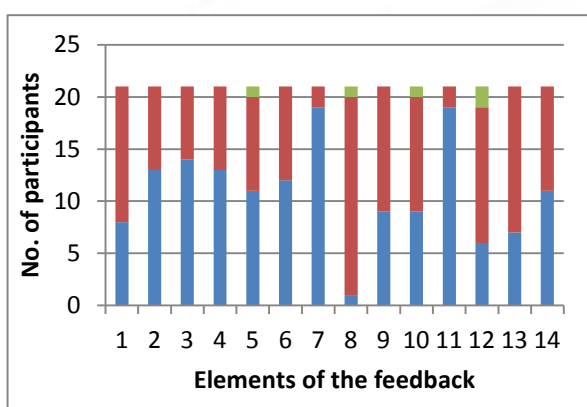
Module 6



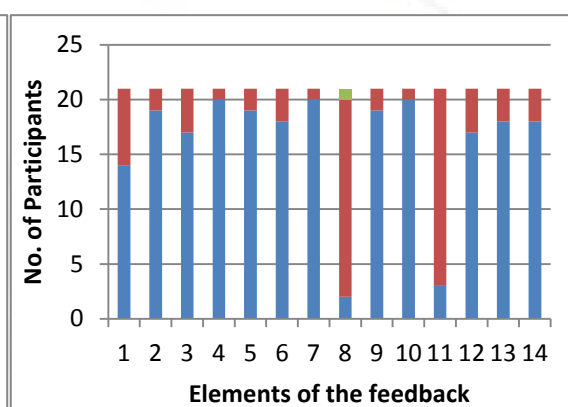
Module 7



Module 8



Module 9

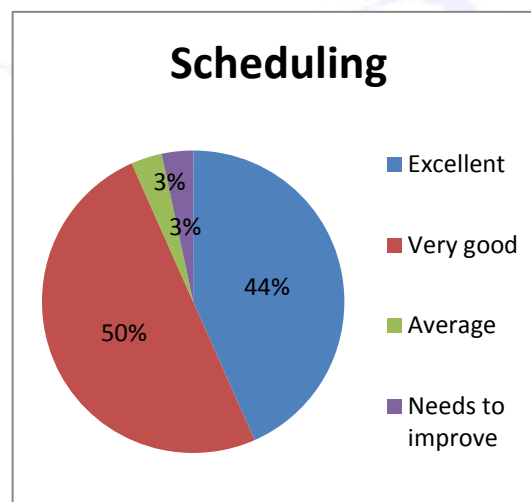
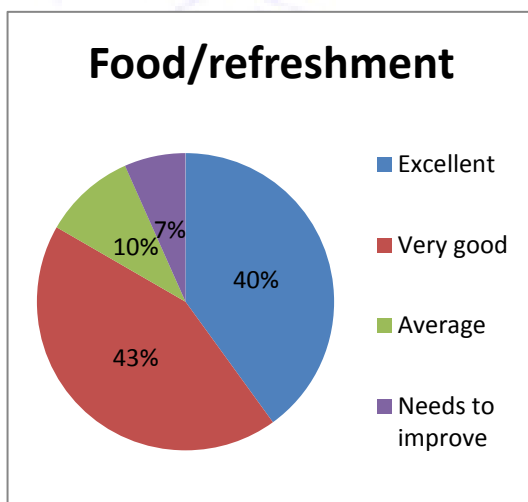
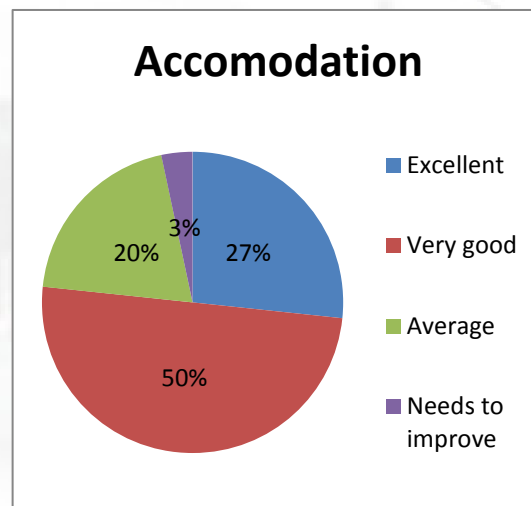
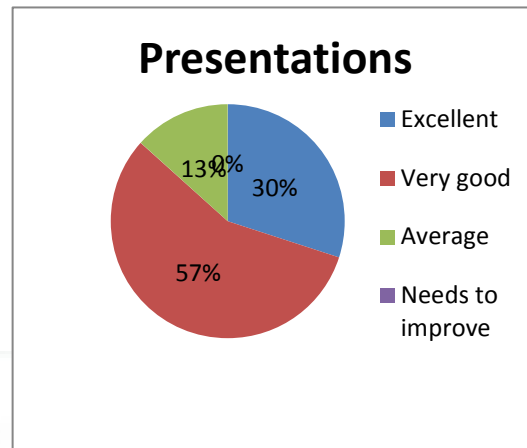
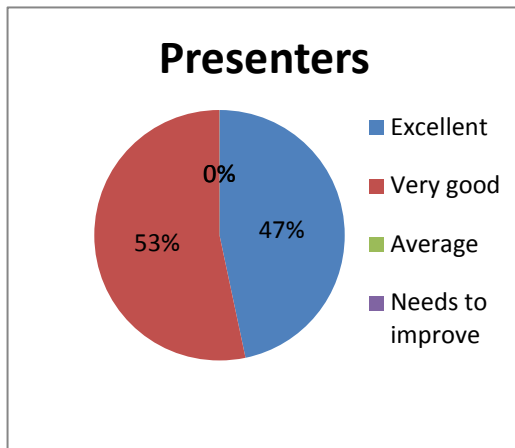


Module 10

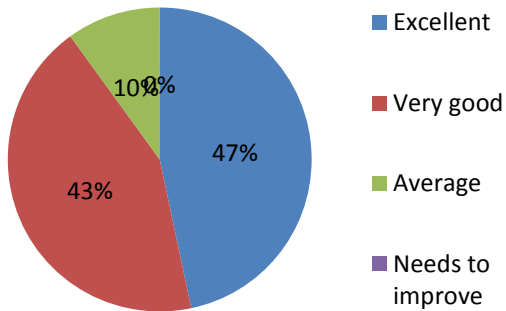
Elements of the feedback: 1-The content was adequately covered in the module. 2- Module was relevant to participant's current/future work. 3- Module was appropriate for public health management. 4- Introduction to the module by facilitator. 5- Aims and objectives of the module. 6- The flow of module. 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 ■

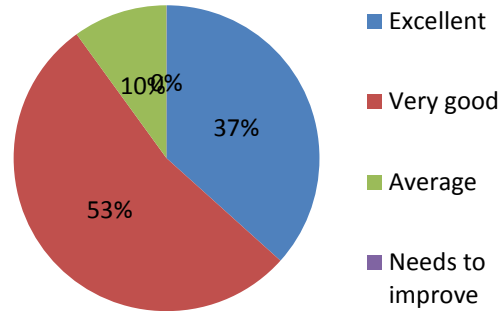
II. Mid-program feedback



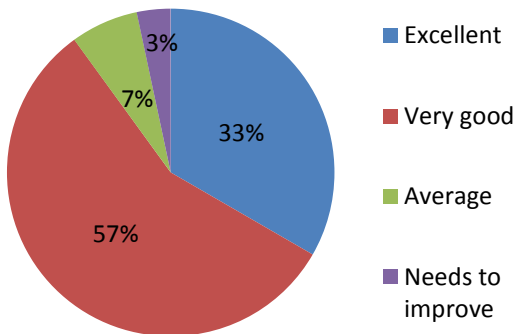
Timeliness



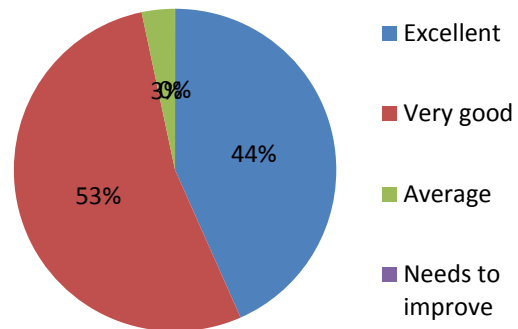
Applicable to needs



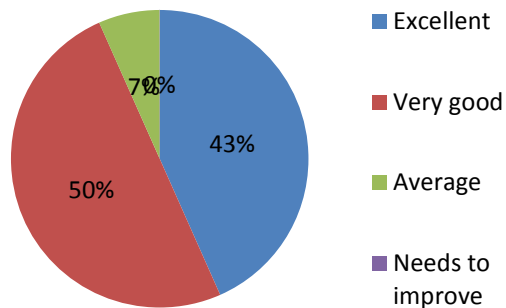
Appropriateness of level of teaching



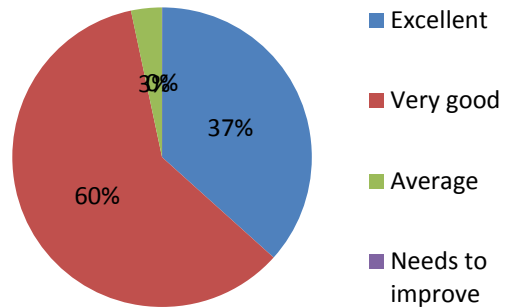
Getting my questions answered



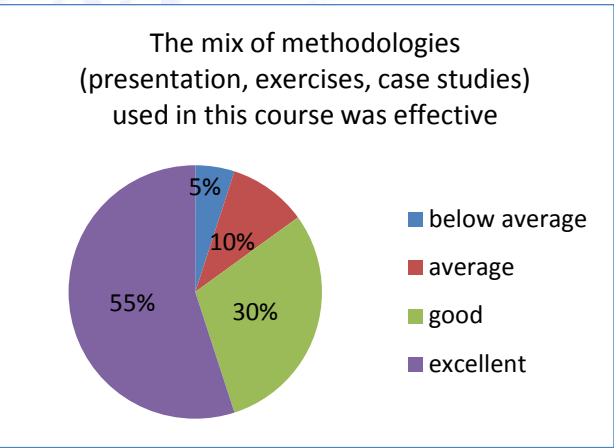
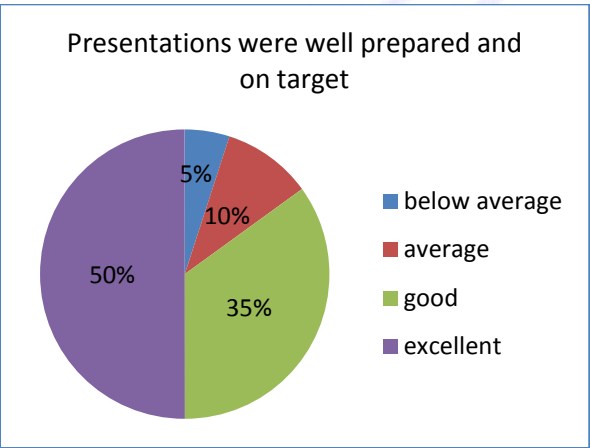
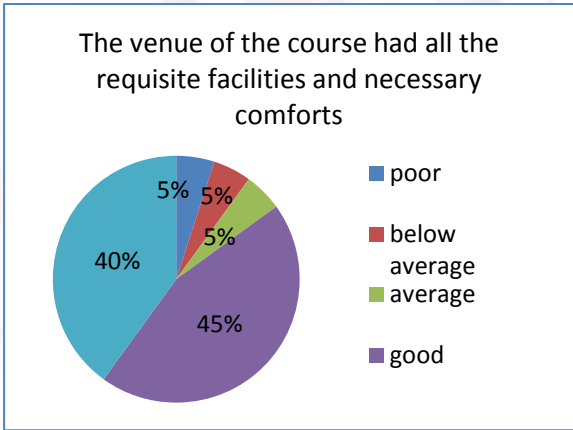
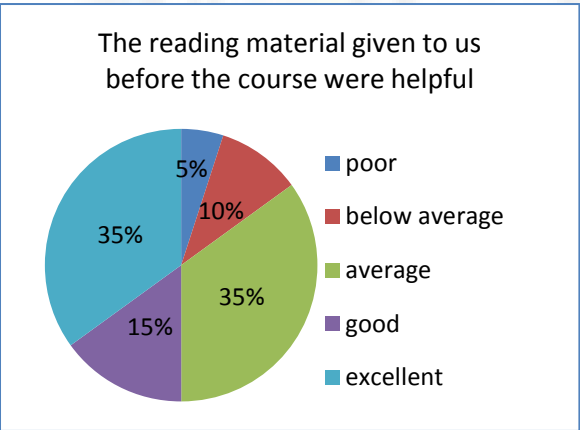
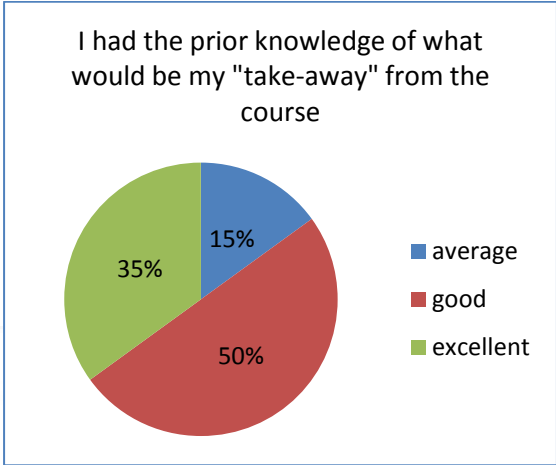
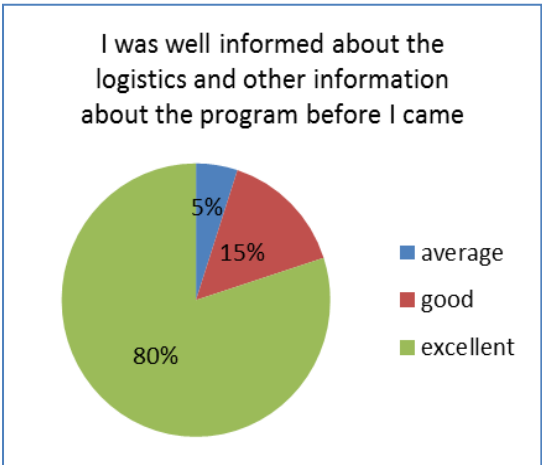
Interaction with other participants



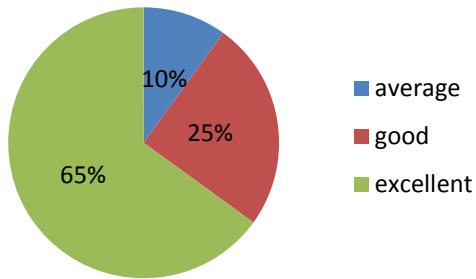
Overall run of the program



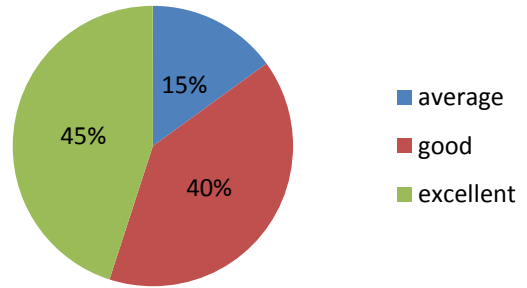
III. End Program Feedback



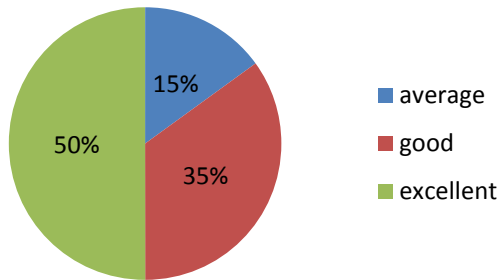
Non-conventional teaching methodology (videos, group work, apps) were relevant and effective



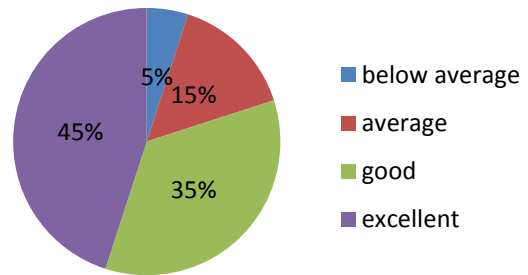
The pace and the sequencing of the sessions facilitated easy transfer of learning inputs



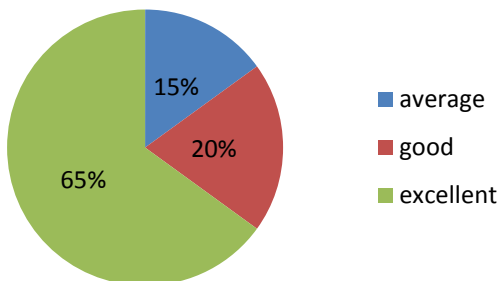
The workshop program engaged me in active learning related to its goal



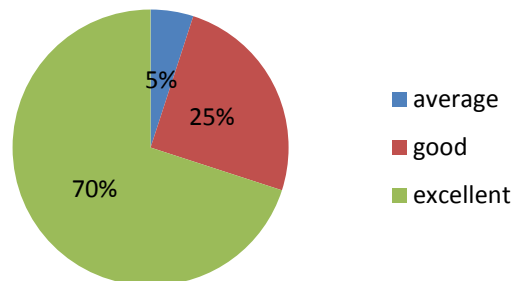
The course met its stated objectives



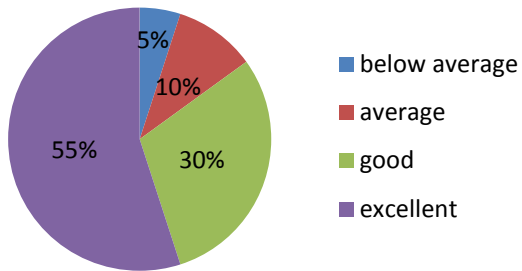
This course was relevant to my job responsibilities



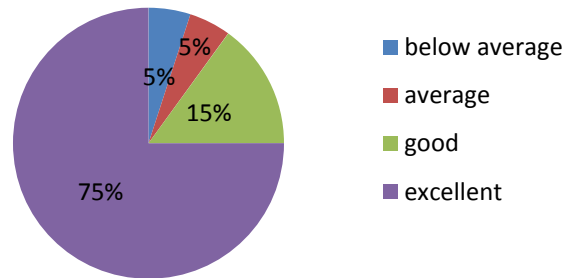
I intend to use what I learned from the course in my work



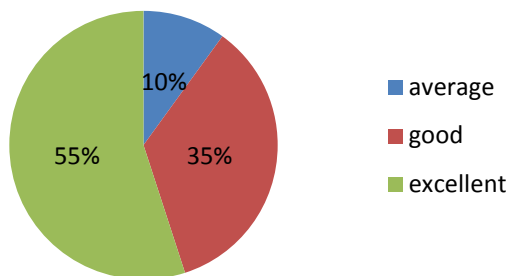
The concept target during program will be helpful in application to any organization



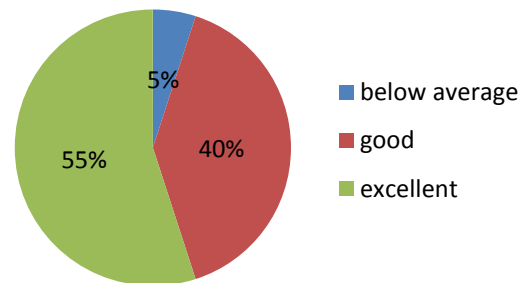
I would recommend this course to my colleagues



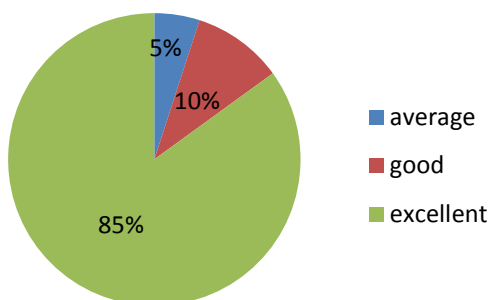
The number of participants was appropriate



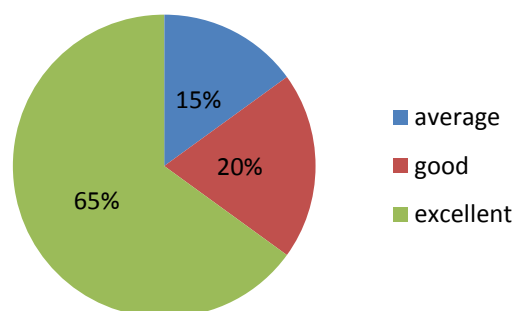
How effective was the faculty?



How effective was the support team?



What is your overall rating of this course?



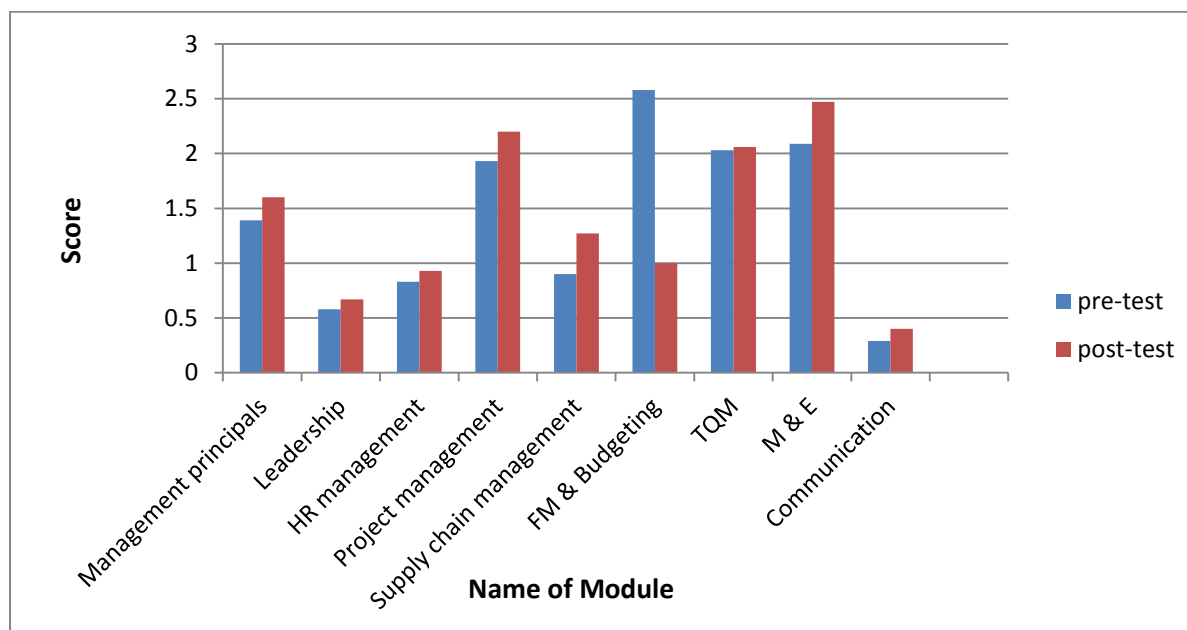
Qualitative Feedback

- *It was one of the best course, I have ever attended, Hats off to you and Excellent.*
- *Candidates' enthusiasm, co-ordination was tremendous.*
- *Enjoyable learning environment and planning was invincible.*
- *Motivation and enthusiasm of participants till last day was ensured by organizers.*
- *We were taught through wonderful learning material.*
- *We learnt the theoretical concepts of public health management and now we can implement them with determination in our organization.*
- *The coordination of organizing team was outstanding.*
- *We will try to apply the learning's from the program in our work settings as much as we can.*
- *I have attended many courses but IPHMDP was very unique.*
- *The program was comprehensive and complete in all the topics.*
- *Time management was good.*
- *Monitoring and support from the organizers was outstanding.*
- *Everybody in coordinating team was helping during the program.*
- *The continuous five day program looks intensive but organizers made it interesting by incorporating videos, exercises, apps and games.*
- *I have learnt how to improve the things in which I am lacking; now I am thorough with every topic.*
- *Organization and participation were the best parts.*
- *I learnt a lot, so I have bag load of knowledge which I will give to my students in future.*
- *I am taking lots of knowledge and things with me.*
- *The course was itself managed well. Discussion could have been given more time.*
- *Program was managed wonderfully.*
- *It was time bound and systematically managed and so I learnt time management from the program.*
- *The program helped in my personal development, which will help me in my career.*
- *It was a wonderful and energetic program.*
- *This program will definitely be role model to other programs in India and Globally.*

- *There were great speakers and great experience, I would apply in my life everything taught by them.*
- *Exhausting but still energizing and interesting.*
- *Network has buildup between the facilitators and participants which will provide benefit to us.*
- *Organization of this event is itself a case study.*
- *Team coordination was remarkable.*
- *I am from rural background and currently working in rural area. Thus, need to connect with your program material updates.*
- *We learnt time management and punctuality in this program.*
- *Plan and design of the program was wonderful.*
- *Program was designed in such a way to improve better learning and innovation.*
- *I have a request to scale up this course to different parts in India and I will like to conduct this type of course in my college also.*



Pre- Post-test analysis



Modules (No. of Questions)	Pre-test mean score (Range)	Post-test mean score (Range)
Management principles(2)	1.39 (0-2)	1.6 (1-2)
Leadership(3)	0.58 (0-2)	0.67 (0-2)
Human resource management(3)	0.83 (0-3)	0.93 (0-3)
Project management(3)	1.93 (0-3)	2.2 (2-3)
Supply chain management(2)	0.9 (0-2)	1.27 (0-2)
Financial management & budgeting(3)	2.58 (0-3)	1 (0-2)
Total quality management(3)	2.03 (0-3)	2.06 (1-3)
Monitoring & evaluation(5)	2.09 (0-4)	2.47 (1-4)
Communication(1)	0.29 (0-1)	0.4 (0-1)
Total	11.35 (4-17)	12.6 (10-16)

Action Plan- Application of Learning in the Workplace

The main goal of this program was to ensure that the learnings from the program is translated to implementation at their workplaces. Each participant was asked to prepare an action plan which would provide the organizers an idea how the participant will implement the learnings. Organizers have developed a follow-up mechanism to ensure the implementation of action plan.

What ideas you have got from the program? A sample of the learning they reflected on while preparing the action plan

- *Lots of ideas touched my mind during this programme after hearing and interacting with various mentors and participants. Particularly, the sessions on Leadership & Health economics were very much interesting to me. My college is associated with lots of projects on public health in which we get opportunities to work. These principles would be very much helpful in the field, Like while managing financial issues and managing field volunteers, the inputs I have received would be very much applicable.*
- *Innovative games & group activities to be incorporated while teaching Public Health Planning & Management to medical students.*
- *I learnt the leadership importance in Public health program.*
- *The TQM concepts in healthcare institution was novel to me*
- *Costing principles in public health program was really wonderful*
- *Supply chain – inventory management and ordering level was very nicely explained which I would like to implement in my institution*
- *Application of principles of management to activities of daily life was nicely explained.*
- *Importance of personal attributes of a public health manager and networking was good.*
- *Implementing Surgical checklist in an institution was great.*

What do you plan to implement upon your return from here? Sample of actions the participants plan to take forward in their workplace

- *Another change that I have decided about myself is that I would no more hesitate to express my thought in any forum. This programme taught me to be more expressive without caring how others may take my idea or comments.*
- *I would try to apply the ideas on how to conduct a workshop by making participants more involved in the discussion.*
- *To incorporate innovative games & group activities while teaching.*
- *To assess hand hygiene practices in different settings (Ward, OT, OPD etc.) of our Hospital.*

- *Check list procedure to most of business research activities I am planning to implement*
- *I would use the concepts of 'service quality management, health advocacy and communication' at my work place in Lima, Peru, South America.*
- *I would immediately implement checklist in RHTC, UHTC under the department of community medicine*
- *I will organise a one day workshop with all health worker personnel to discuss about the situation analysis, Human Resource Management and Risk management*
- *Preparation of Action plan for Model district and other health activities one hand holding support training to the front line workers for how to implement the action plan*
- *I would also try to generate some evidence on role of AYUSH in comfort care through qualitative research on 'Indic perspectives of end of life care' as a continuation to my work at IIT Kharagpur*
- *Client satisfaction must be the core of any service and I will practice that.*
- *Potential Appraisal and 360* appraisal of staff should be done before planning/assigning any responsibility and I will try to implement this in my organization.*
- *Promotion of Hand Hygiene will be done with in planned period of 6 months.*
- *Share my learning about HRM with the HR team of our office*
- *Share my learning about management of supply chain and logistics with the HR team in our office*
- *I am planning for camps for Disability Certification*
- *Improvement in the trainings provided to the taluka level participants*
- *Improvement in reporting system*
- *Implementation of TQM in Zonal Hospital (330 beds)*
- *Evaluation of service quality in Zonal hospital*
- *Start Surgical check list in the OT of Zonal Hospital*

Press Coverage

DAILY POST, 20.5.16

Five-day international public health management programme held

DP CORRESPONDENT Chandigarh

A five-day international public health management development programme has been organised by School of Public Health, PGIMER, Chandigarh in collaboration with International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab from May 16 to 20 at Seminar Hall, School of Public Health, PGIMER, Chandigarh. Yogesh Kumar Chawla, Director, PGIMER, was the chief guest on the occasion and inaugurated the programme.

A total of 36 participants from 15 states of country participated in the programme. The inaugural session was followed by Panel Discussion on "Application of management principles and leadership in organisations".

Following the sessions, Dr Rakesh Gupta, IAS explained the management principles they followed at NRHM and what was done to improve health outcomes in the state.

They implemented the concept of supportive supervision, monitoring, data collection, online drug logistics system, advocacy, skills enhancement and partnership to improve the system.

A case study discussion was also conducted by Dr Preeti Pradhan, Dean, Chitkara School of Health Sciences. The main purpose of this being as every programme manager had the responsibility for human resource management from a line management function. There were 4 main functions brought out through the 4 case let-situational analysis, capacity building and appropriate motivational strategies and reviewing performance report from an HR perspective.

Dr Ashish Gupta, IRS, Executive Director of Haryana emphasised on the fact that availability of right product at the right time at the right place is necessary to avoid any critical event occurrence in a healthcare setting.



Members of School of Public Health, PGIMER, holding a meeting in Chandigarh, on Thursday.

15 states participating in health workshop at PGI

CHANDIGARH: To better address the public health challenges and enhance the efficiency of organisations in dealing with epidemics, a workshop is underway at Postgraduate Institute of Medical Education and Research (PGIMER).

The five-day international public health management development programme organised by School of Public Health, PGIMER, in collaboration with International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab is training senior level programme managers, academicians from medical colleges and national institutes and non-governmental organisations in this regard.

This programme aims 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.

A total of 36 participants from 15 states of country are participating in the programme. The programme will conclude on Friday.

DAILY POST 16.5.16

Int'l public health management development programme at PGI

DP CORRESPONDENT Chandigarh

A five-day International Public Health Management Development Programme will be organised by School of Public Health, PGIMER, Chandigarh, in collaboration with International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab will be starting from May 16-20. The programme aims 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.

The resource persons of the program shall be eminent healthcare management professionals and experts from various public and private healthcare organisations, health care programme leaders from national and international agencies, and faculty from Centers of Excellence in healthcare and management sector, and grass-root community health senior programme managers involved in innovative healthcare Initiatives. About 36 participants with representation from 15 states of country will be participating in the

WHAT'S NEW ABOUT PROGRAMME?

- ◆ The formal class room academic teaching (lectures and power-point presentations) will be strengthened by in-formal methods of teaching like management games.
- ◆ Audio visual aids such as videos, latest applications and different management exercises will be conducted during the program for imbibing management skills.
- ◆ Problem based learning, group discussions, assignments and participant's presentations will be the highlight of the course.

programme. Most of them are senior and mid-level government programme managers from National Health Mission of different states. Rest are from private sector including NGOs, senior faculty and residents from of academic institutions.

TIMES of CHD 16

PGI to hold health programme today

TIMES NEWS NETWORK

Chandigarh: A five-day international public health management development programme would be organized by School of Public Health, PGI, in collaboration with International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab from May 16 to 20.

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 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, said experts. These management competencies were absolutely essential for a good manager for enhancing the performance and productivity of organizations. This programme aimed to enhance skills and competencies of middle and senior level programme managers for addressing public health challenges and strengthening efficiency of organizations, said experts.

CHANDIGARH TRIBUNE

Health management programme at PGI

Chandigarh: A five-day international public health management development programme to be organised by the School of Public Health, PGIMER, Chandigarh, in collaboration with the International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab, will be

held from May 16-20.

The programme aimed at improving skills and competence of the middle and senior-level programme managers to meet the public health challenges.

The resource persons for the programme will be eminent healthcare management professionals and experts from various public and private healthcare organ-

isations, healthcare programme leaders from national and international agencies and the faculty from centres of excellence in healthcare and management sector and grassroots community health, senior programme managers involved in innovative healthcare Initiatives. As many as 36 representation from 13 states will participate in the programme. — TNS

20.5.16

DAILY POST

PGIMER organises international health development programme

DP CORRESPONDENT
Chandigarh

A five-day International Public Health Management Development Programme is being organised by School of Public Health, PGIMER, Chandigarh in collaboration with International Union Against Tuberculosis and Lung Disease and Chitkara University, Punjab from 16th to 20th May, 2016 at Seminar Hall, School of Public Health.

A total of 36 participants from 15 states of country participated in the programme. The participants ranged from senior level programme managers, academicians from medical colleges and national institutes and non-governmental organisations. This programme aims to enhance the skills and competencies of middle and senior level programme managers

The importance of Public Health Management briefed that the health of the people is directly related to effective health systems.

for addressing public health challenges and strengthening efficiency of organisations in limited resource settings. Inaugural session Prof. Yogesh Kumar Chawla, Director, PGIMER, chief guest of the occasion inaugurated the Program. Prof. Rajesh Kumar Head School of Public Health welcomed all the dignitaries and participants.

Dr. Sonu Goel, Programme Director, gave an overview of the programme in which he said the importance of Pub-

lic Health Management and briefed that the health of the people is directly related to effective health systems.

The key highlight of the Course design was its focus not only on learning but more importantly application of the learning back in the workplace.

This was done through employing diverse learning methods like power point presentations, case studies, group exercises, problem based learning, internalisation of the learning and translating its application to the workplace was done through extensive discussions, question-answer sessions, case study presentation by participants, management quizzes, games and exercises besides the use of videos and related management apps and meet the expert sessions.

स्कूल ऑफ पब्लिक हेल्थ की वर्कशॉप

गेम्स और मोबाइल एप से बता रहे हेल्थ मैनेजमेंट के बारे में

चंडीगढ़ | पीजीआई के स्कूल ऑफ पब्लिक हेल्थ द्वारा आयोजित इंटरनेशनल पब्लिक हेल्थ मैनेजमेंट डेवलपमेंट प्रोग्राम का उद्घाटन पीजीआई डायरेक्टर प्रो. चावला ने किया। प्रोग्राम डायरेक्टर डॉ. सोनु गोयल ने बताया कि वर्कशॉप के दौरान परंपरागत और गैर-परंपरागत तरीके से लर्निंग की ट्रेनिंग दी जा रही है। मैनेजमेंट गेम्स, वीडियो और मोबाइल एप के दम पर वर्कशॉप को मनोरंजक बनाया जा रहा है। पंजाब सरकार की प्रिंसिपल सेक्रेटरी विनी महाजन ने समारोह की अध्यक्षता करते पेनल डिस्क्रिप्शन में हिस्सा लिया।

डॉ. चावला से वर्कशॉप के दौरान पूछा कि बतौर डायरेक्टर वह कैसे अलग-अलग ग्रुप के लोगों से मैनेज करते हैं और यह कितना मुश्किल होता है? डॉ. चावला ने कहा कि यह मैनेजमेंट किसी चुनौती से कम नहीं है क्योंकि उन्हें एकेडमिशियन और नॉन-एकेडमिक स्टाफ के बीच संतुलन बैठाना होता है। ऐसे ही सवाल के जवाब में विनी महाजन ने कहा कि बेशक मैनेजमेंट कॉमन चीज है। लेकिन इसके बावजूद चीजों को समझने के लिए अकेडमिक और साइंटिफिक चीजों में परंपरागत बहत् ही जरूरी है।

Material Developed


Certificate



The certificate is framed in blue and contains the following elements:

- Logos:** CHITKARA UNIVERSITY (top left), The Union (top right), and the logo of the National Board of Medical Education (top center).
- Title:** *International Public Health Management Development Program*
- Code:** M01S (in a blue box on the left).
- Recipient:** A portrait of Dr. Manjushri Sharma on the right.
- Text:** "Certifies that **Dr. Manjushri Sharma** has successfully completed International Public Health Management Development Program organised by School of Public Health, PGIMER, Chandigarh from 16th to 20th May, 2016 (IPHMDP has been awarded 20 credit hours from Punjab Medical Council)".
- Signatories:** Prof. Keerti Pradhan (Program Co-Director), Prof. Rajesh Kumar (Head, School of Public Health), Registrar (Punjab Medical Council), Dr. Sonu Goel (Program Director), and Dr. Rana J Singh (Program Co-Director).

Name Tag



The name tag is a vertical rectangular card with a blue header and footer. It contains the following information:

- Header:** "International Public Health Management Development Program School of Public Health, PGIMER, Chandigarh 16th to 20th May, 2016" with the IPHMDP logo on the left.
- Portrait:** A photo of Dr. Jaya Singh Kshatri.
- Name:** *Dr. Jaya Singh Kshatri* (in red, between two horizontal lines).
- Location:** *Odisha* (below another horizontal line).
- Footer:** CHITKARA UNIVERSITY logo, The Union logo, and the National Board of Medical Education logo.

Module Cover

CHITKARA UNIVERSITY

POST GRADUATE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH

The Union

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"

effective management leadership development change practical lead improve

16th to 20th May 2016

Dr. Akhil Goel

Banners

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

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

EXTERNAL RESOURCE PERSONS

INTERNAL RESOURCE PERSONS (PGIMER Chandigarh)

PROGRAM ORGANIZERS

CHITKARA UNIVERSITY

POST GRADUATE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH

PUNJAB MEDICAL COUNCIL

The Union

*International Union Against Tuberculosis and Lung Diseases
Health solutions for the poor*

under the auspices of Punjab Medical Council



INTERNATIONAL PUBLIC HEALTH MANAGEMENT DEVELOPMENT PROGRAM



Program Director
Dr Sonu Goel, Associate Professor,
School of Public Health, PGIMER



Program Co-Directors
Dr Rana J Singh, The Union
Mr. Keerti Pradhan, Chitkara University



EXTERNAL RESOURCE PERSONS



Mrs. Vini Mahajan (IAS)
Principal Secretary,
Department of Health & Family
Welfare, Government of Punjab

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



Dr. Rakesh Gupta (IAS)
Additional Principal Secretary,
CM-II, Government of Haryana

- 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. Jamie Tonsing
Regional Director, South East Asia,
International Union Against
Tuberculosis and Lung Disease

- Medical doctor with specialization in psychiatry, M.Sc. in Public Health from London School of Tropical Medicine and Hygiene
- Worked extensively in TB for WHO and FHI programme



Dr. Sanjiv Kumar
Executive Director,
National Health Systems
Resource Centre (NHSRC),
New Delhi

- MBBS & MD from AIIMS, DNB (MCH) from NBE and MBA from University of Wales
- 38 years of experience in public health and academics
- Has worked in 29 countries across Asia, Africa and Europe



Dr. Dileep Mavalankar
Director,
Indian Institute of Public
Health (IIPH), Gandhinagar

- MBBS and MD, MPH and Dr. PH from the Johns Hopkins School of Hygiene and Public Health, USA
- Faculty and research positions in National Institute of Health in Bethesda, USA, Indian Institute of Management, Ahmedabad, India and Mailman School of Public Health, Columbia University, NY, USA



Prof. N K Ganguly
Visiting Professor of Eminence,
Policy Center for Biomedical Research
Former Director General, ICMR

- MBBS MD (Microbiology) from PGIMER
- Indian microbiologist specialising in tropical diseases, cardiovascular diseases and diarrhas
- Fellow of Imperial College Faculty of Medicine
- Recipient of the prestigious "Padma Bhushan" award in the field of Medicine



Dr. Sanjay Gupta
Sub Dean Training,
National Institute of Health and
Family Welfare (NIHFW)
New Delhi

- 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 Distant Learning Course in Health and Family Welfare Management at NIHFW for 15 years



Dr. Rakesh N. Pillai
Programme Officer,
International Clinical Epidemiology
Network (INGLEN)
New Delhi

- Ample experience in implementing, monitoring and evaluating public health programs in India
- Trained under IAMP of INCLN & EPQI programme under TOHOKU University, Japan



Dr. Ashish Gupta (IRS)
Executive Director,
State Health Resource Centre
Government of Haryana

- Medical doctor by education
- Officer of Indian Revenue Services currently at the level of Commissioner Income Tax with 20+ years at senior management and leadership positions in Central and State Governments
- Established and headed two organizations in the Health Sector for Government of Haryana



Dr. P R Sodani
Dean Training,
Indian Institute of Health
Management Reseacher (IIHMR)
Jaipur

- Phd in health economics, Master of Public Health from the University of North Carolina at Chapel Hill, USA
- Associate Editor of the Journal of Health Management
- Secretary, India Public Health Education Institution Network (India PHEIN)



Dr. Preethi Pradhan
Dean,
Chitkara School of Health Sciences
Punjab

- Established a full fledged Human Resource department at Aravind Eye Care Hospitals
- Instrumental for creating and establishing a management training division at Lions Aravind Institute of Community Ophthalmology
- Led the team which spearheaded use of technology both website and online learning mediums for enriching training activities



Mr. C. P. Malhotra
Ex Chief Accounts Officer and
Principal,
Government of Haryana

- Ex Chief Accounts Officer and Principal for 10 different organizations under the Government of Haryana
- Post retirement he has worked as Financial Consultant in Sector Investment programme sponsored by European Commission through GOI for reforms in Health Sector and NHM
- Has vast experience in the field of planning, budgeting, auditing, accounting and training

INTERNAL RESOURCE PERSONS (PGIMER Chandigarh)



Dr. Yogesh Chawla
Director,
PGIMER

- A medical doctor, hepatologist and the Director of PGIMER
- Honoured by Government of India in 2015 with Padma Shri
- Recipient of Dr. B C Roy and Bloomberg Health & MNAMS
- Recipient Fellow of American College of Gastroenterology & NAMS



Dr. Rajesh Kumar
Professor and Head,
School of Public Health

- MD (Community Medicine), MSc (Epidemiology)
- 30 Years of experience
- Areas of Specialization: Epidemiology
- Endeavour executive award from Australian Government in 2010
- Dr. R. N. Roy Memorial Award for Best Paper published in IJPH by IPHA, 2006



Dr. Amarjeet Singh
Professor,
School of Public Health

- MD (Community Medicine)
- 30 years of experience
- Areas of specialization: Health Promotion, Elderly Care
- WHO Fellowship on Primary Health Care
- JICA Fellowship on Care of Aged



Dr. A.K. Aggarwal
Professor,
School of Public Health

- MD (Community Medicine), DNB (HHA)
- 20 years of experience
- Areas of Specialization: Health management, Reproductive Health, Child Health, Quality of care



Dr. J S Thakur
Professor,
School of Public Health

- MD (Community Medicine), DNB (Family Medicine)
- 18 years of experience
- Areas of specialization: Non Communicable Diseases
- Provided Technical support & assistance to WHO & MOHFW, in NCDs
- Founder President of World NCD Federation



Dr. Shankar Prinja
Associate Professor,
School of Public Health

- MD (Community Medicine), DNB, M.Sc.
- Areas of specialization: Health Economics
- Temporary Advisor to the WHO SEARO (HTA)
- 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

- Medical doctor with MD in PUBLIC HEALTH with 15 years of experience
- Fellowships of IPHA, IAPSM, IMSA and MNAMS
- Alumnus of Johns 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
- He conceived as new model, namely PGIMER-The Union OR model in 2014

Program Co-Director



Dr. Rana J Singh
Deputy Regional Director,
International Union Against
Tuberculosis & Lung Disease,
New Delhi

- 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

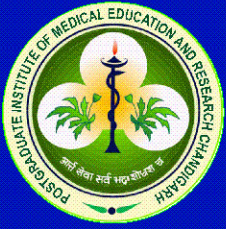
Program Co-Director



Mr. Keerti Pradhan
Professor & Head,
Health Care Management,
Chitkara School of
Health Sciences

- Adviser for Healthcare Initiatives in the country with 24 years of experience in health sector program development, planning and management
- Holds a Masters in Healthcare Management TISS and MPH from Center for Diseases Control & Emory University, Atlanta USA
- Previously a Senior Consultant of management and capacity building at Aravind Eye Care System, a WHO collaborating center

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



The Union

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



Announcing the Winter Course

*2nd International Public Health Management Development Program-MO2W
16th to 20th December, 2016*

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



SCHOOL OF PUBLIC HEALTH

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)