

GDC Fellowship Programme in Public Health Management

Project Report

1st Batch

23rd February – 7th March 2020



Table of CONTENTS

Programme Overview	02
Objectives of the Programme	03
Partners	03
▶ Global Development Centre (GDC)	
▶ Research and Information System for Developing Countries (RIS)	
▶ Public Health Foundation of India (PHFI)	
Programme Pedagogy	04
Programme Implementation	04
▶ Pre-preparatory Phase	
▶ Preparatory Phase	
▶ Implementation Phase	
Participant Feedback	16
Way Forward	17
Annexures	19
1. Programme Agenda	
2. Faculty Profile	
3. Participant Profile	
4. Day Wise Proceeding	
5. Institutions Visited	
6. Certificate	
7. Participant Testimonials	

Programme Overview

Developing countries like India, other Asian and African countries are faced with similar challenges in the health sector – increasing demand due to growing population and increasing life expectancy; double burden of communicable as well as non-communicable diseases; issues of equity and access, resource constrained health system, cost of care and quality of services. Some of the most important challenges of strengthening public health systems are in governance and management. Going by India's experience, especially in the context of reforms guided by the National Health Mission (NHM) and Ayushman Bharat, which is a major step forward for universal health coverage, with their overarching institutional framework of the health sector provide significant platform to learn from their experience.

To achieve the health-related goals, developing nations need to significantly scale up coverage of priority health services. This requires resources, technological innovations and better leadership & management for effectively using these resources to achieve measurable results. One of the effective ways to overcome the challenges is to enhance cooperation among the developing countries through exchange of ideas and sharing of experience.

The GDC Fellowship Programme in Public Health Management has been designed and developed for public health professionals belonging to Asian and African countries with an aim to provide them with comprehensive orientation of Public Health Management Initiatives in the developing nation context using India's flagship health programmes as examples for understanding the challenges and the innovative approaches for successful implementation.

Objectives of the Programme

The objective of the programme is to appraise the international participants about the framework and technical features of India's flagship health programmes and its application in their respective national contexts.

Partners

Global Development Centre (GDC)

Established at RIS, the Global Development Centre (GDC) aims to institutionalize knowledge on India's development initiatives and promote their replication as part of knowledge sharing in Asia and Africa with the help of its institutional partners, including civil society organisations. It attempts to explore and articulate global development processes within a micro framework and works as a unique platform to collate and assimilate learning processes of other countries towards promotion of equity, sustainability and inclusivity based on a multi-disciplinary and multi-functional approach.

For more information kindly visit : www.gdc.ris.org.in

Research and Information System for Developing Countries (RIS)

Research and Information System for Developing Countries (RIS) is a New Delhi-based autonomous policy research institute that specialises in issues related to international economic development, trade, investment and technology. RIS is envisioned as a forum for fostering effective policy dialogue and capacity-building among developing countries on global and regional economic issues.

The focus of the work programme of RIS is to promote South-South Cooperation and collaborate with developing countries in multilateral negotiations in various forums. RIS is engaged across inter-governmental processes of several regional economic cooperation initiatives. Through its intensive network of think tanks, RIS seeks to strengthen policy coherence on international economic issues and the development partnership canvas.

For more information kindly visit : www.ris.org.in

Public Health Foundation of India (PHFI)

The Public Health Foundation of India (PHFI) is a public private initiative that has collaboratively evolved through consultations with multiple constituencies including Indian and international academia, state and central governments, multi & bi-lateral agencies and civil society groups. PHFI is a response to redress the limited institutional capacity in India for strengthening training, research and policy development in the area of Public Health.

PHFI recognizes the fact that meeting the shortfall of health professionals is imperative to a sustained and holistic response to the public health concerns in the country which in turn requires health care to be addressed not only from the scientific perspective of what works, but also from the social perspective of, who needs it the most.

For more information kindly visit : www.phfi.org

▶ Programme Pedagogy

The 14-day GDC Fellowship programme was planned to be delivered in a workshop mode coupled with field/institutional visits to deliver the field experiences of the national health programmes. The programme utilised the official facts/figures coupled with the experience of delivering the flagship national health programmes delivered by key programme leaders and experts associated with the same. It had strong emphasis on showcasing various aspect of national health programmes, its components and challenges in the delivery in diverse geographical regions of India. Field visits and institutional visits were organised to further enhance participants understanding of the programme context and implementation.

▶ Pre-preparatory Phase

Signing of Memorandum of Agreement (MoA)

The MoA between PHFI and RIS to implement the GDC Fellowship Programme in Public Health Management was signed on 11th November 2019. Following this, PHFI and RIS discussed and finalized the structure of the programme and participation criteria.

▶ Preparatory Phase

Nomination of GDC Fellows

Based on the participation criteria, PHFI worked with its partners and collaborators in Asia and Africa to advocate the programme. Despite short advocacy period, we received nominations from 11 countries. Nominated participants were requested to provide relevant background and experience details. Based on the same, participation of 15 candidates from 9 countries were confirmed who are either working with health departments/government institutions or in leadership position in the domain of public health.

Clearance from Ministry of Home Affairs and Ministry of External Affairs

On confirmation of nominations, clearance for 15 participants was obtained from Ministry of Home Affairs and Ministry of External Affairs by RIS.

Participant Visa and travel arrangement

PHFI arranged economy class air tickets from participant's country capital to New Delhi in consultation with them. Participants were also provided invitation and visa letters for obtaining visa and institutional clearance.

Programme Agenda

Keeping in view the objectives of the programme, PHFI developed the draft agenda for the 14-day programme. The agenda focussed on showcasing India's flagship health programmes. It included lecture sessions, institutional and field visits. The agenda focused on the following broad areas:

- India's Healthcare System
- India's flagship health programmes – challenges and learning
- Integration of traditional/alternative medicine in the health system
- Planning, monitoring and evaluation of national health programs
- Innovations in health
- Capacity building in public health
- Leadership and motivation
- Patient safety and quality in healthcare

The day wise agenda for 14 days was finalized in consultation with RIS. The final programme agenda is given in Annexure 1.

Faculty for the Programme

The faculty for the programme were selected based on their experience in implementing various flagship programmes and their excellence in delivering the sessions. A total of 32 technical sessions were planned to be delivered by eminent academicians and functionaries. Most of the faculty were from the Ministry of Health & Family Welfare, Government of India and other government institutions supporting the implementation of national health programmes. The institution wise list of faculty is given in the following table:

Table 1 – List of faculty and programme/topic covered

S. No	Faculty Name & Designation	Department/Institution	Programme/ Focus Area
1	Dr Indu Bhushan <i>Chief Executive Officer</i>	Ayushman Bharat-PMJAY and National Health Authority, Government of India	Ayushman Bharat-PMJAY
2	Dr Ajay Khara <i>Commissioner</i>	Maternal and Child Health Division, Ministry of Health and Family Welfare, Govt. of India	Maternal and Child Health Programme
3	Mr N Yuvaraj, IAS <i>Director</i>	Ministry of Health & Family Welfare, Government of India	National Health Mission
4	Dr S K Sikdar <i>Addl Commissioner</i>	Immunization Division, Ministry of Health & Family Welfare, Government of India	National Immunization Programme

5	Dr D C Katoch <i>Advisor (Ayurveda)</i>	Ministry of AYUSH, Government of India	AYUSH
6	Dr Alok Mathur <i>Additional DDG</i>	Directorate General of Health Services, MoHFW, Government of India	National Mental Health Programme
7	Dr Indu Grewal <i>Chief Medical Officer</i>	National Mental Health Programme, Directorate General of Health Services, Government of India	National Mental Health Programme
8	Dr Suhas Dhandore <i>Deputy Director</i>	National Centre for Disease Control, MoHFW, Government of India	Integrated diseases Surveillance Programme (IDSP)
9	Dr Himanshu Bhushan <i>Advisor</i>	National Health Systems Resource Centre, MoHFW, Government of India	Comprehensive Primary Health Care (CPHC), Ayushman Bharat
10	Ms Mona Gupta <i>Advisor</i>	National Health Systems Resource Centre, MoHFW, Government of India	District Health Action Plan under National Health Mission
11	Dr J N Srivastava <i>Advisor</i>	National Health Systems Resource Centre, MoHFW, Government of India	Patient Safety & National Quality Assurance Standards
12	Mr Rakesh Munshi <i>Joint Director</i>	Department of health & Family Welfare, Government of Madhya Pradesh	National Health Mission - Monitoring & Supervision
13	Dr T K Mukherjee <i>Advisor (Health)</i>	Kolkata Municipal Corporation, Government of West Bengal	Capacity Building for NCD programme (NPCDCS)
14	Dr Shalley Kamra <i>State Nodal Officer</i>	Directorate General of Health Services, Government of NCT of Delhi	Mohalla Clinic
15	Dr Shirshendu Mukherjee <i>Mission Director</i>	Biotechnology Industry Research Assistance Council (BIRAC), Department of Biotechnology, Government of India	Strategic research & Innovation capabilities
16	Dr Anita Singh <i>Senior Director</i>	Healthcare Sector Skill Council, Ministry of Skill Development and Entrepreneurship (MSDE), Government of India	Capacity building of healthcare professionals
17	Dr Neera Dhar <i>Professor</i>	National Institute of Health and Family Welfare, MoHFW, Government of India	Spiritual Health
18	Dr Suneela Garg <i>Professor</i>	Maulana Azad Medical College, Government of NCT of Delhi	Health Programme Planning, National Health Mission
19	Dr Arun Sharma <i>Professor</i>	University College of Medical Sciences, Government of NCT of Delhi	Monitoring & Evaluation, National Health Mission
20	Dr Khushboo Jain <i>Assistant Professor</i>	Morarji Desai National Institute of Yoga, Ministry of AYUSH, Govt. of India	Yoga (AYUSH)

21	Dr Sanjeev Kumar <i>Ex-Director</i>	International Institute of Health management Research and National Health Systems Resource Centre	Overview of Public Health in India
22	Dr Girdhar Gyani <i>Ex-Secretary General & Director General</i>	Quality Council of India and Association of Healthcare Providers (India)	Quality in Healthcare
23	Prof K Srinath Reddy <i>President</i>	Public Health Foundation of India	Universal Health Coverage
24	Prof D Prabhakaran <i>Vice President (Research & Policy)</i>	Public Health Foundation of India	NCD Management in India
25	Dr Sunil S Raj <i>Project Director</i>	Public Health Foundation of India	Swasthya Sahayak (Health technology)
26	Dr Haresh R Chandwani <i>Public Health Specialist</i>	Training Division, Public Health Foundation of India	Capacity Building Model for Primary Care Physicians
27	Dr Devraj Jindal <i>Lead m-Health</i>	Centre for Chronic Disease Control	m-Health for NCD management in India
28	Dr A M Chandrasekaran <i>Junior Research Fellow</i>	Centre for Chronic Disease Control	Yoga & NCDs
29	Dr Indu Arneja <i>Director</i>	Indian Institute of Healthcare Communication	Transforming Healthcare culture, Cooperative synergies
30	Dr V K Singh <i>Managing Director</i>	Innovatiocuris	Innovations in health sector
31	Mr Sachin Gaur <i>Director Operations</i>	Innovatiocuris	Cybersecurity in health
32	Dr Shuchin Bajaj <i>Director</i>	Cygnus Hospitals, Delhi NCR	Private sector linkage with Ayushman Bharat
33	Dr Sanjay Kalra <i>President</i>	Endocrine Society of India	Diabetes burden & strategies for Prevention & Control

A detailed faculty profile is given in Annexure 2.

Venue and logistics arrangements

A team of 5 PHFI personnel worked in close coordination with the RIS to finalize the venue and other logistics arrangements. The venue and lodging for the participants were arranged at India Habitat Centre.



Implementation Phase

Arrival of participants

The air tickets and accommodation for 15 participants from Bhutan, Myanmar, Nepal, Maldives, Mauritius, Sri Lanka, Kazakhstan, Ghana and Kenya were arranged by PHFI based on their confirmation. However, due to recent outbreak of Corona virus and its implications in countries across the globe, 6 participants conveyed their inability to attend the programme during the days leading to the start of the programme. The remaining 9 participants from 7 countries – Bhutan (2), Myanmar (2), Nepal, Maldives, Sri Lanka, Kazakhstan and Kenya arrived on 23rd February 2020 and were received at the airport by PHFI representatives. All 9 participants were doctors working with the government's public health department or national/teaching hospitals of respective countries. The final list of participants and their profile is given in Annexure 3.

Inaugural Programme

An inaugural programme was organised on 24th February 2020. The programme started with a special session on Universal Health Coverage: Principles and Pathways by Prof K Srinath Reddy, President, PHFI. The session provided the overall context of flagship national programmes leading to achievement of universal health coverage. The session was followed by the Inaugural Programme that was attended by dignitaries, faculty and other invitees. The programme started with lamp lighting followed by address by dignitaries on the dais that included Prof Sachin Chaturvedi, Director General, RIS, Prof K Srinath Reddy, President, PHFI, Dr Sanjay Kalra, President, Endocrine Society of India and Mr Jayanto Narayan Chaudhary, Vice President Operations, PHFI. The gathering was also addressed over the phone by Dr Indu Bhushan, CEO, Ayushman Bharat & NHA. Programme ended with vote of thanks by Dr Pushkar Kumar, Senior Public Health Specialist, Training Division, Public Health Foundation of India.



Glimpses of inaugural function

Technical Sessions

Technical sessions and their speakers were carefully selected to showcase national health programmes and flagship initiatives of the government. The programmes showcased in the sessions include Ayushman Bharat Yojna including Health and Wellness Centre under Comprehensive Primary Health Care and Prime Minister's Jan Arogya Yojna, National Health Mission, Maternal & Child Health Programme, Universal Immunisation Programme, Integration of AYUSH, Integrated Diseases Surveillance Programme (IDSP) and National Mental Health Programme. In addition, various other sessions such as planning, monitoring, innovations, quality, patient safety etc also focussed on strengthening different components of the national programmes and health system strengthening initiatives.

Technical sessions on all days started at 9:30 in the morning and finished at 5:30 in the evening. Each day had 4 sessions of 90 minutes each. There were tea breaks after the 1st and 3rd session and a lunch break after the 2nd session. The sessions were a mix of lecture using slides and question & answer. The day wise proceedings of technical sessions are given in Annexure 4.



Field Visits

Field visits were planned to showcase India's health care system and orient the participants on actual implementation of the flagship health programmes at primary and community levels. Accordingly, the visits to Primary Health Centre (PHC) and Subcentre (rural) and Mohalla Clinic (urban) were undertaken during the GDC Fellowship programme.

During the visit to Jahangirpur PHC cum Health & Wellness Centre in Jhajjar district of Haryana on 26th February 2020, participants were briefed by district health officials and faculty from nearby medical college regarding the Ayushman Bharat that emphasised on prevention of non-communicable diseases along with the existing primary healthcare services. The fellows were joined by Dr Manoj Saini, Deputy Chief Medical Officer of Jhajjar and Dr R B Jain, Senior Professor, Community Medicine, PGIMS Rohtak. On arrival at the PHC, participants were briefed about the area, population and primary healthcare services. Participants took a round of the PHC to see the facilities and had extensive interaction with the Medical Officer, nursing personnel and other functionaries. They also interacted with Homeopathy doctor and Yoga instructor. Participants witnessed Yoga session at the PHC. Integration of AYUSH at primary healthcare level, provision of free medicines & diagnostic tests and disease surveillance were some of the areas in which participants showed keen interest.

In order to demonstrate the linkage of primary health centre with the community level health interventions, participants were taken to the Subcentre at Kherijatt village under the Jahangirpur PHC. They were briefed about community level implementation of maternal and child health programme, immunisation programme and screening of population for early detection of non-communicable diseases. Participants had rich interaction with the Auxiliary Nurse Midwife (ANM), Multipurpose Health Worker (MPHW) and Accredited Social Health Activist (ASHA). Participants had several queries on how ASHAs managed community mobilisation, screening for NCDs, financial incentives to ASHA, promotion of institutional deliveries and referral linkages.

A visit to Mohalla Clinic near Kashmiri Gate in Delhi was organised to demonstrate innovative approach to improve accessibility of primary healthcare services in urban areas. The project was conceptualized as quality primary health care services affordable and accessible within the communities in Delhi at their doorstep. Participants were shown a fully functional clinic in a pre-engineered insulated, air-conditioned box type structure of 60 m², that can be easily relocated so that the services are available within 1 km/ 10-minute distance. During the visit, participants interacted with the doctor and other officials regarding the functioning of the clinic. Participants had several queries regarding its linkages with the health system which was explained by the coordinator of the clinic. Preceding the visit, Dr Shalley Kamra, State Nodal Officer the Mohalla Clinic took a session to explain the concept behind the project and implementation challenges.



Field visit to Jahangirpur PHC cum Health & Wellness Centre, Jahangirpur, Jhajjar



Interaction with ANM and ASHAs at Kherijatt Subcentre



Briefing by Medical Officer at Mohalla Clinic in Delhi

Institutional Visits

Institutional visits were planned to showcase the research and technical support provided by various specialised institutions for policy development, effective planning, implementation, monitoring and evaluation of flagship health programmes. The visit included National Centre for Disease Control (NCDC), National Health Authority (NHA) and National Institute of Cancer Prevention and Research (NICPR). A brief profile of the institutions visited is given in Annexure 5.

On 28th February participants visited the National Centre for Disease Control (NCDC). NCDC plays leading role in undertaking investigations of disease outbreaks all over the country employing epidemiological and diagnostic tools. It also provides referral diagnostic services to individuals, community, medical colleges, research institutions and state health directorates. It also makes available scientific research material, teaching aids, storage and supply of vaccines and quality control of biologicals. Purpose of the visit was to orient the participants on how the NCDC is providing technical support to India's National Health Programmes through research, surveillance, diagnostics, prevention and treatment protocols. During the visit participants were briefed about the activities of NCDC by officials of respective departments.

National Health Authority is the apex institution responsible for implementing India's flagship public health insurance/assurance scheme 'Ayushman Bharat Pradhan Mantri Jan Arogya Yojana' (PM-JAY). PM-JAY is the world's largest fully Government funded health insurance scheme for providing coverage to nearly 10.74 crore poor families by providing financial protection for selected secondary and tertiary care hospitalisations. The objectives of the PM-JAY are to reduce catastrophic out-of-pocket health expenditure, improve access to quality health care and meet the unmet need of the population for hospitalisation care. During the visit, participants were briefed about PM-JAY, its relevance, design, implementation, eligibility and eco-system. They were explained regarding challenges and strengthening of anti-fraud unit and analytics of PM-JAY. The participants were also given a presentation as to how the whole system of PM-JAY was made paperless and how do the hospital get empanelled into the system. There were questions about how the target population for the scheme is identified which were answered by the officials.

GDC Fellows visited National Institute of Cancer Prevention and Research (NICPR) on 5th March 2020. The purpose of the visit was to understand the research and technical support being provided to the National Programme for Cancer prevention. NICPR is the apex institution under the aegis of Indian Council of Medical Research which undertakes research for the development of preventive and therapeutic approaches for prevention/diagnosis of cancer in community settings. During the visit, participants visited departments of preventive oncology, cytopathology, molecular biology, epidemiology & biostatistics, bioinformatics, clinical oncology and the national tobacco testing lab.



Institutional visit to National Centre for Disease Control (NCDC)



Interaction with officials at National Health Authority (NHA)



Institutional visit to National Institute of Cancer Prevention and Research (NICPR)

Presentations by participants

In tune with the objective of cross learning, each participant gave presentation on their country's health system, challenges faced and learnings from India's flagship programmes that could be useful to their country context. In general, participants agreed that their health systems have a lot of similarities with India, yet their challenges are more contextual. For example, large inaccessible mountainous area with sparse population in Bhutan, scattered island with very small population in Maldives and resource constraints in Kenya were some of the challenges faced by the participant's country.

Following are some of the key learnings from government's flagship programmes that has prospects of their possible replication in participant's countries :

- Yoga as wellness component for NCD prevention under Ayushman Bharat
- Community level screening for NCDs by ASHA
- Integration of AYUSH at primary care level
- Use of mHealth for population screening
- Capacity building programmes for primary care physicians in management of chronic conditions



Valedictory

The valedictory session for GDC Fellowship programme in Public Health Management was organised by RIS on 6th March 2020 jointly with GDC Fellowship Programme on Women's Economic Empowerment and ITEC Programme on International Economic Issues and Development Policy (IEIDP). Shri Akhilesh Mishra, Additional Secretary, Development Partnership Administration, Ministry of External Affairs, Govt. of India was the chief guest at the function. GDC Fellows were given a certificate of participation and a memento by the dignitaries. A sample participation certificate is given in Annexure 6.

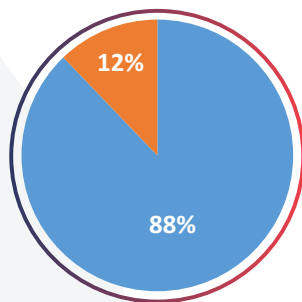


Participant Feedback

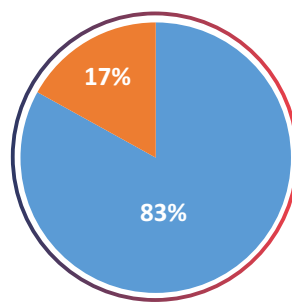
A concurrent session feedback and evaluation was done on all days which intended to summate the feedback, satisfaction and experiences of the participants during the course. The feedback obtained will further enable to suitably modify the course curriculum content and delivery of future cycles of this course thereby strengthening the quality, going forward. On the last day of the programme an experience sharing & feedback session was organised where participants provided their feedback on the programme which also included accommodation, travel arrangements, food, speakers, lectures, programme format and venue. Participant also provided testimonials which are given in Annexure 7.

Technical Sessions: Participants were satisfied with the speakers and appreciated their knowledge and experience of flagship health programmes. Regarding duration of each session, participants felt that the sessions could be shortened to 1-hour and include more interactive tools such as group discussions. Participants also suggested to have technical sessions in the morning and activities in the afternoon. The afternoon session duration could be shortened to 4.30 pm. There were suggestions to include sessions on emergency management system and research in health. Participant feedback on technical sessions are summarised below:

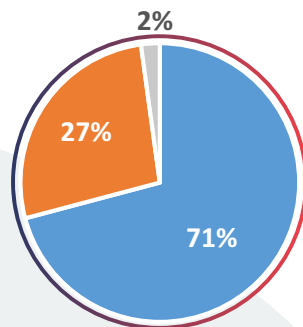
Did the session meet its objective?



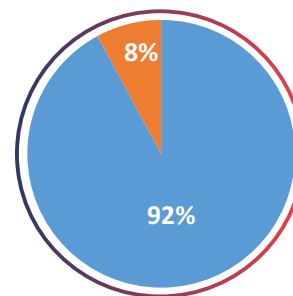
Were the teaching methods used appropriate?



■ Fully satisfied
■ Somewhat satisfied
■ Not at all



Was the session interactive?



Training environment was conducive to learning?

Accommodation & logistics arrangements: Participants were happy with the travel arrangements from their country as well as local travel. Participants liked the location and ambience of the venue. They also appreciated that the venue and accommodation were in the same place. The accommodation was clean and comfortable. The participants were not too keen on Indian food daily and change of cuisine was suggested.

Programme Format & Duration: The programme was appreciated by all participants though they would have preferred a smaller duration of 8-10 days. The field/institutional visits were appreciated for being in line with the course objectives. The participants felt more field visits could be added.

Future collaborations: Participants expressed their willingness to support in connecting with authorities of their countries for adoption of learnings from the programme. Some of the responses are as follows: "... I would be happy to collaborate with PHFI, m-Health & see how we can improve Healthcare..." Dr Evans, Kenya. "... I will link you with the community health team because they are the main body involved in community health so that further programmes could be established. We lack an institution like PHFI in Sri Lanka, a body that looks after capacity building and these kinds of collaborative efforts..." Dr Sonali, Sri Lanka. "... What I hope to take back is that PHFI has launched many courses on CVD, Diabetes and NCDs in general. Although I may not be in a position to actually implement it at the ministry or country level. I will take this further and speak to the health authorities in Bhutan & try to see if we can implement these projects, especially in NCDs..." Dr Kinley Tshering, Bhutan.

Way Forward

All GDC Fellows have strong linkage with their government as they are working with the Health Departments of the respective Governments or their Government National Hospitals /Teaching Hospitals. During the programme, participants showed their keenness to learn about the flagship programme especially those that are relevant to their country context. Participants felt that some of the learnings could be adopted by their government. As introduction of new programme or changes in the existing programme require concurrence of decision makers at the highest level of the government and it requires advocacy at the highest level, in this regard, most participants expressed their willingness to act as a bridge to connect RIS-PHFI with their officials and suggested brainstorming sessions of 2-3 days in their respective countries with their policy makers and technical leaders for further advocacy and collaboration.

Annexures

Annexure 1: Programme Agenda



PUBLIC
HEALTH
FOUNDATION
OF INDIA



RIS
Research and Information System
for Developing Countries
विकासशील देशों की अनुसंधान एवं सूचना प्रणाली

GDC Fellowship Programme in Public Health Management

23rd February – 7th March 2020

Venue: India Habitat Centre, Lodhi Road, New Delhi

Agenda

Time	Session	Speaker
Day	23rd February (Sunday)	
	Arrival & Registration	
Day – 1	24th February (Monday)	
9.00 – 9.30 am	Introduction of the Course and the Participants	Public Health Foundation of India (PHFI) Team
9.30 – 11.00 am	Session 1: Overview of public health in India & developing countries	Dr. Sanjeev Kumar, Ex Director, The International Institute of Health Management Research (IIHMR), New Delhi & Ex Executive Director, NHSRC
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Implementation of Maternal & Child Health programme under National Health Mission	Dr. Ajay Khara, Commissioner, Maternal and Child Health Division, Ministry of Health & Family Welfare (MOHFW), Govt. of India
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: Development of traditional Medicine in India	Dr. D C Katoch, A dviser (Ayurved), Ministry of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH), Govt. of India
	Inaugural Programme	
4.15 – 5.00 pm	Inaugural Lecture on Universal Health Coverage: Principles and Pathways	Prof. K Srinath Reddy, President, Public Health Foundation of India
5.00 – 5.30 pm	<i>Tea Break</i>	
5.30 – 7.00 pm	Inauguration Ceremony <ul style="list-style-type: none"> Lamp Lighting Welcome address Address by the Guest of Honour Address by the Chief Guest Felicitation of delegates Vote of Thanks 	<ul style="list-style-type: none"> Chief Guest - Dr. Indu Bhushan, CEO, Ayushman Bharat – PMJAY and NHA Guest of Honour Dr. Sanjay Kalra, President, Endocrine Society of India Prof. Sachin Chaturvedi, Director General, RIS

		• Prof. K Srinath Reddy, President, PHF
7.00 pm onwards	Dinner	
Day - 2	25th February (Tuesday)	
9.30 – 11.00 am	Session 1: National Health Mission - Context and the journey so far	Mr. N Yuvaraj, IAS, Director, Ministry of Health & Family Welfare, Govt. of India
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Comprehensive primary healthcare and reducing out-of-pocket expenditure	Dr. Himanshu Bhushan, Advisor, Public Health Administration Division, National Health System Resource Center (NHSRC)
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.00 pm	Session 3: Capacity Building Model for Primary Care Physicians	Dr Haresh R Chandwani, Public Health Specialist, Training Division, Public Health Foundation of India
3.00 – 3.30 pm	<i>Tea Break</i>	
3.30 – 4.30 pm	Session 4: Integrated Disease Surveillance Programme	Dr Suhas Dhandore, Deputy Director National Centre for Disease Control (NCDC), Govt. Of India.
4.30 – 5.30 pm	Session 5: National Immunization Programme	Dr. S K Sikdar, Addl. Co mmissioner, Immunization Division, Ministry Of Health & Family Welfare (MOHFW), Govt. of India
Day - 3	26th February (Wednesday)	
	Field visit <ul style="list-style-type: none"> • PHC cum Health & Wellness Centre, Jhajjar • Kherijatt Sub-center 	
Day - 4	27th February (Thursday)	
9.30 – 11.00 am	Session 1: Spiritual Health	Dr. Neera Dhar, Professor, National Institute of Health & Family Welfare (NIHFW)
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Health Programme Planning	Dr. Suneela Garg, Professor, Dept. of Community Medicine, Maulana Azad Medical College, Delhi
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: M-Health for NCD Management	Dr. Devraj Jindal, Lead m-Health, Centre for Chronic Disease Control
3.30 – 4.00 pm	<i>Tea Break</i>	
4.00 – 5.30 pm	Session 4: Mohalla Clinic in Delhi	Dr. Shalley Kamra, State Nodal Officer, Aam Admi Mohalla Clinic Project, Govt of NCT of Delhi
Day 5	28th February (Friday)	
9.30 am – 12.00 pm	Visit to Mohalla Clinic (Delhi)	

2.00 – 5.00 pm	Visit to National Centre for Disease Control (NCDC), Sham Nath Marg, Delhi	
Day - 6	29th February (Saturday)	
9.30 – 11.00 am	Session 1: Skill India - Preparing Healthcare professional for the World	Mr. Ashish Jain, Chief Executive Officer, Healthcare Sector Skill Council
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Capacity Building Model for Primary Care Physicians	Dr Sandeep Bhalla, Director- Training & Adjunct Additional Professor PHFI
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: Swasthya Sahayak	Dr Sunil S Raj, Project Director, PHFI
3.30 – 4.00 pm	<i>Tea Break</i>	
4.00 – 5.30 pm	Session 4: Country presentation	Delegates
Day - 7	1st March (SUNDAY)	
	<i>OFF DAY</i>	
Day - 8	2nd March (Monday)	
9.30 – 11.00 am	Session 1: Enhancing the strategic research and innovation capabilities	Dr. Shirshendu Mukherjee, Mission Director, Biotechnology Industry Research Assistance Council (BIRAC)
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Innovations in Health Sector	Surgeon Rear Admiral V. K. Singh, VSM (Retd.) Managing Director, InnovatioCuris
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: Cybersecurity in Health	Mr. Sachin Gaur, Director Operations, InnovatioCuris
3.30 – 4.00 pm	<i>Tea Break</i>	
4.00 – 5.30 pm	Session 4: Role of private sector in achieving health goals	Dr. Shuchin Bajaj, Director, Cygnus Hospitals, Delhi NCR
Day - 9	3rd March (Tuesday)	
9.30 – 11.00 am	Session 1: Programme monitoring & evaluation: Examples from India and other developing countries	Prof. Arun Sharma, Director-Professor, Dept. of Community Medicine, UCMS, Delhi University
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Demographic Indices - NHM Goals and Tools of Monitoring and Supervision	Mr. Rakesh Munshi, Joint Director, Department of Health & Family Welfare. Govt. of Madhya Pradesh
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: Positive attitude leading to Success Mantra	Mr. Rakesh Munshi, Joint Director, Department of Health & Family Welfare. Govt. of Madhya Pradesh
3.30 – 4.00 pm	<i>Tea Break</i>	
4.00 – 5.30 pm	Session 4: Developing District Health Action Plan	Ms. Mona Gupta, Advisor, Health Policy and Integrated Planning, National Health System Resource Centre
Day - 10	4th March (Wednesday)	
9:30-11:00 am	Session 1: Quality in Healthcare: Indian scenario	Dr. Girdhar J. Gyani, Ex Secretary General, Quality Council of India & Director

		General, Association of Healthcare Providers (India)
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 am – 1.00 pm	Session 2: Overview of Patient safety	Dr. J N Srivastava, Advisor Quality Improvement, NHSRC
1.00 – 2.00 pm	<i>Lunch</i>	
2.00 – 3.30 pm	Session 3: Creating cooperative synergies	Dr. Indu Arneja, Director, Indian Institute of Healthcare Communication
3.30 – 4.00 pm	<i>Tea Break</i>	
4.00 – 5.30 pm	Session 4: Transforming Healthcare Culture	Dr. Indu Arneja, Director, Indian Institute of Healthcare Communication
Day – 11	5th March (Thursday)	
9.30 am – 12.00 pm	Visit to National Health Authority	
2.00 – 4.30 pm	Visit to National Institute of Cancer Prevention and Research (NICPR), Noida	
Day - 12	6th March (Friday)	
9.30 – 11.00 am	Session 1: Yoga & NCDs	Dr Khushboo Jain, Assistant Professor, Morarji Desai National Institute of Yoga, Ministry of AYUSH, Govt. of India Dr. Ambalam M Chandrasekaran, Research Fellow, Centre for Chronic Disease Control, New Delhi
11.00 – 11.30 am	Tea Break	
11.30 am – 1.00 pm	Session 2: Mental Health – Gaps & Challenges and National Mental Health Programme	Dr. Alok Mathur, Addl. DDG, Director & Dr Indu Grewal, Chief Medical Officer, General Health Services (DGHS), Govt. of India
1.00 – 2.00 pm	Lunch	
2.00 – 3.30 pm	Session 3: Diabetes burden and strategies for prevention & control	Dr. Sanjay Kalra, President, Endocrine Society of India
3.30 – 4.00 pm	Tea Break	
4.00 – 5.30 pm	Valedictory Session	
	7th March (Saturday)	
9.00 – 11.00 am	Valedictory sessions	
9.30 – 10.30 am	Session 1: NCD Management in India	Prof. D Prabhakaran, Vice President , Research and Policy, PHFI
10.30 – 11.00 am	Session 2: Impact of capacity building programme on Health System strengthening – A case study of Kolkata Municipal Corporation	Dr T K Mukherjee, Advisor - Health, Kolkata Municipal Corporation
11.00 – 11.30 am	<i>Tea Break</i>	
11.30 – 1.00 pm	Session 3: experience sharing & feedback	All Delegates
1.00 – 1.30 pm	Closing remarks	
1.30 pm onward	<i>Lunch & departure</i>	

Annexure 2: Faculty Profile



Dr Ajay Khera

Commissioner, Maternal and Child Health Division, Ministry of Health and Family Welfare, Government of India

Dr. Khera is Commissioner for the Child Health Program at the Ministry of Health & Family Welfare, Government of India. He is also in charge of the Adolescent Health Program. He is a medical graduate with a post-graduate qualification in Public Health, with more than 25 years of experience in Public Health programs at the national level. Previously, he has worked with the National AIDS Control Organization, Government of India, the National Integrated Disease Surveillance Program, and the National Institute of Communicable Disease. He has investigated a number of outbreaks of communicable diseases and published more than 50 articles in national and international journals.



Dr Alok Mathur

Additional Deputy Director General, Director General Health Services (DGHS), Government of India

Dr Mathur joined the Ministry in 2010. At present, he is a focal point for the National Mental Health Program and the National Program for Palliative Care. Before taking up this current responsibility, he had also worked for the implementation of cancer control and tobacco control programs in the country. He is interested in planning, conceiving and executing strategies for promotion, prevention, and control of non-communicable diseases. Dr Mathur is a graduate in medicine and post-graduate in public health. He is a Fellow of Rethinking Care toward the End of Life, in 2016.



Dr. Ambalam M Chandrasekaran

Junior Research Fellow, Centre of Chronic Disease Control

Dr Chandrasekaran is a junior research fellow at Centre of Chronic Disease Control. He is a part of the Yoga-CaRe Trial which is one of the largest cardiac rehabilitation trials assessing the effects of a yoga based cardiac rehabilitation programme on cardiovascular morbidity and mortality in patients following acute myocardial Infarction.



Mrs Anita Singh

Senior Director, Healthcare Sector Skill Council

Dr Anita Singh is a pathologist by training and currently working as Senior Director at Healthcare sector Skill Council. In her prior assignment she was Associate Director Medical Affairs for Central and South Asia for BD Life Sciences –Preanalytical Systems. Prior to her corporate experience she practiced pathology for more than 12 years and was Consultant Pathologist and Quality Control In charge in a NABL accredited laboratory in Delhi before joining BD. She had opportunity to meet experts and engage with laboratories in Singapore, Malaysia, Philippines, Vietnam, Thailand , Indonesia, India, Bangladesh, Srilanka, Nepal, Korea and ANZ in her tenure in BD. Also worked as a volunteer for Labs for life program in India and BD fellow for PEFAR Cambodia project for initial assessments and also Phlebotomy Master Training Program. Attended National and International conferences annually like ACIBICON, ABICON APCON and Medlabs Singapore. Speaker at CME's organized across India by BD in association with CAP under the banner of “Advancing Quality and Outcomes” educational initiative . Presented in national and international conferences in the region.



Professor Arun Sharma

Professor, Dept. of Community Medicine, University College of Medical Sciences, Delhi University

Dr. Sharma is Director-Professor in the department of Community Medicine at University College of Medical Sciences, and Head of the Department in University of Delhi. He is the professor in-charge of the tele-medicine unit, and Head of the Biostatistics and Medical Informatics department of the college. He is a guest faculty at Faculty of Management Studies, University of Delhi and Occupational Health Consultant to Delhi Metro Rail Corporation and Quality Austria Central Asia Pvt. Limited. His current research interests are environmental health, spatial epidemiology, and chronic respiratory illnesses.



Dr D C Katoch

Advisor (Ayurveda), Ministry of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homeopathy (AYUSH), Government of India

Dr. D. C. Katoch is Joint Advisor in the Department of AYUSH, Ministry of Health and Family Welfare, where he is assigned with the responsibility of AYUSH Drug Control matters, coordinating formulation of 12th Five Year Plan for AYUSH and dealing with International Cooperation issues in the area of Traditional Medicine.

Dr. Katoch started his professional career in April 1983 as Ayurveda teacher in one of the oldest Ayurveda colleges of India and after ten years joined Central Government Health

Scheme. His contributions for the cause of Ayurveda and traditional medicine are numerous, which include amendment of the Indian Central Council Act for vesting powers with the Central Government for grant of permission to open new colleges and courses of study, development of Re-orientation training & CME program, introduction of safety monitoring system for Ayurveda medicines, creation of databases of Ayurveda & Homeopathic publications, standard treatment guidelines, standardization of AYUSH terminologies and publication of Traditional Herbal Remedies for Primary Health Care brought out by WHO -South East Asian Regional Office.



Dr Devraj Jindal

Lead m-Health, Centre for Chronic Disease Control

Dr Jindal began his career in health sector working for SDSU research foundation, California and then shifted to India to work at PHFI and CCDC, New Delhi. Currently, he is involved in the implementation and management of projects in hospitals settings that are designed to provide evidence-based management for non-communicable diseases using mobile health technology. Fueled by his passion for mHealth, he quickly became an expert in transferring complex medical algorithms into software tools to be used by the medical professionals. He is among the team which holds copyrights for mHealth software. The first ever decision support tool for managing hypertension and diabetes in India. The Indian Council for Medical Research selected his work on the mHealth technology “mPower Heart Project” as a showpiece for the 'Exhibition on Innovations in Medical Science and Biotechnology' held at the Rashtrapati Bhavan of India in March 2015. Dr Jindal has presented his work in several national and international conferences.



Dr Girdhar J Gyani

Ex-Secretary General, Quality Council of India & Director General, Association of Healthcare Providers (India)

Dr. Gyani is currently working as Director General, Association of Healthcare Providers (India), which is engaged in building capacity in India's health systems. He has previously been associated as Secretary General, Quality Council of India during 2003-12. He was instrumental in setting up of National Accreditation Board for Hospitals and Healthcare Providers. He has over 40 years of service in the areas of Teaching, Research and Quality Management. He has been involved in research & development with the DRDO for 15 years and has designed & launched India's first M S Programme in Quality Management.



Dr Himanshu Bhushan

Advisor, Public Health Administration Division, National Health Systems Resource Centre

Dr. Himanshu Bhushan Advisor Is presently working as the Head of Public Health Administration division of NHSRC, A technical support wing of Ministry of health and family welfare, Govt. of India. He was formerly Deputy Commissioner and head of Maternal Health Division in the Ministry of Health and Family Welfare, Government of India Dr Himanshu Bhushan has rich and diverse experience both as clinician and public health expert, wherein in the past he served remote areas of India as a clinician and then in the ministry of health, Government of India. Operationalizing Emergency Obstetric Care, Training of MBBS doctors in EmOC & Life Saving Anesthetic Skills, Establishing Blood storage centre, Strengthening pre-service teaching and training of Nursing, Dedicated Maternal and Child Health Wings in the country, prioritizing resources to delivery points, setting up skills lab, Quality Assurance, assured referral transport are some of the key initiatives which have been spearheaded by him. He was also instrumental in many other policy decisions like, Permitting ANMs, Staff Nurses to prescribe and give drugs and injectable, Universal supplementation of calcium and Deworming during pregnancy, Screening and management for GDM, hypothyroidism, making care during pregnancy and child birth a free entitlement and many more are due to his initiative and efforts.



Dr Indu Arneja

Director, Indian Institute of Healthcare Communication

Dr Arneja is Psychologist in private practice, working for the last 30 years in the field of Health and Psychology. She is presently associated with Indian Institute of Healthcare Communication. She is a Professor and Soft Skills Trainer imparting in depth knowledge and skills to the students of Medicine, Dentistry, Nursing and Management on various subjects like understanding human behavior; applied psychology, interpersonal skills and communication. She is also a core member of Advisory Group Health and Mental Health, National Human Rights Commission.



Dr Indu Bhushan

CEO, Ayushman Bharat, Pradhan Mantri Jan Arogya Yojana (PMJAY)

Dr Bhushan is an ex-Indian Administrative Service (IAS) officer of the Indian Civil Services, 1983 Rajasthan cadre. He holds a Doctorate in Health Economics and a Master of Health Sciences from the Johns Hopkins University, USA. He is an alumnus of the prestigious Indian Institute of Technology-Banaras Hindu University (IIT BHU) and IIT Delhi where he

completed his B. Tech and Post-Graduate Diploma, respectively. He is also a Chartered Financial Analyst (CFA). Dr Bhushan is a bureaucrat-turned-economist with a career spanning 35 years across a multitude of sectors. He served for nine years in the IAS prior to leaving government service. Thereafter, he worked as Senior Economist with the World Bank Group prior to moving to ADB. Until his appointment as CEO, AB - PMJAY, he served as Director General, East Asia Department of the Asian Development Bank (ADB). He has held multiple positions within ADB including Director General, Strategy and Policy Department and led ADB's engagement with the People's Republic of China (PRC), Hong Kong, Republic of Korea, Mongolia, and Taiwan including management of \$12.6 billion portfolio comprising of 113 projects.



Dr Indu Grewal

CMO, National Program for Control of Blindness & Visual Impairment National Mental Health Program, Directorate General of Health Services DGHS, GOI

She has had over 22 Years of Experience in Public Health. She Specializes in Public health, Healthcare Management, Health Promotion, Epidemiology



Dr J N Srivastava

Advisor, Quality Improvement, National Health System Resource Centre

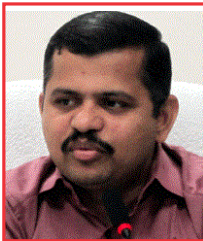
Dr. J N Srivastava, is working as Advisor Quality Improvement at the National Health Systems Resource Centre, which is a Technical Advisory Body to the Ministry of Health & Family Welfare, GOI. He and his team lead Quality Improvement initiatives under the National Health Mission (NHM). Under his leadership, the National Quality Assurance Standards for every level of Primary and Secondary care facility have been developed. The Standards have been accorded International Accreditation of International Society of Quality in Healthcare (ISQua). For addressing the issue of cleanliness and strengthening infection control practices, 'Kayakalp' initiative has been launched. For improving Quality of Care around birth, he led technical consultations on 'LaQshya' initiative. He supported Government of India constituted task-force on 'Standard Treatment Guidelines'. He is also WHO Consultant in Health Quality & STGs for Republic of Maldives. He is an elected member of National Academy of Medical Sciences and founder member of Indian Society of Hospital Waste Management and Health Systems Action Network; and visiting faculty at Tata Institute of Social Science Mumbai & guide to PhD scholars.



Dr Neera Dhar

Professor, National Institute of Health and Family Welfare

Dr. Dhar holds a PhD degree in Social Psychology and M.S. degree in Psychotherapy/Counseling (University of Hartford, Connecticut, USA). She is presently working as Professor and Head of Department of Education and Training at National Institute of Health and Family Welfare (NIHFW), New Delhi. She has been involved in designing, coordinating and conducting various training courses in Inter-personnel Communication, Training technology, Motivation, Leadership and Conflict management and Spiritual health. She has also written a book on 'Stress- Learn to manage it'.



Mr N Yuvaraj, IAS

Director, Ministry of Health & Family Welfare, Govt of India

He is a 2005 batch IAS from Andhra Pradesh cadre and currently he is the Director, National Health Mission, MoHFW, Govt. of India. He is also looking after the Health & Wellness Centers. Earlier he was Private Secretary to Vice President of India.



Mr Rakesh Munshi

Senior Joint Director, Department of Health and Family Welfare, Govt. of Madhya Pradesh

Currently holding the post of Senior Joint Director in the Directorate of Health Services, Madhya Pradesh. He is also holding the charge of Additional Project Director, M.P. AIDS Control Society. He is having a very rich experience of working in various aspects in health sectors. He is looking after trainings and has brought qualitative change in it, he has started PG Diploma courses in district hospitals with affiliation from College of Physicians and Surgeons, Mumbai. He has been also entrusted the responsibility of strengthening the blood banks and State Blood Transfusion Council in the state and implementation of Haemoglobinopathy. He also has credit of developing MP Health Sector Investment Promotion Policy and its execution.



Mr Sachin Gaur

Director, Operations, InnovatioCuris

Sachin Gaur is a researcher cum entrepreneur in space of mobile and Internet solutions. He was in top 10 innovators in India under India Innovates Growth Programme 2013 by FICCI. He is involved in multiple ventures in the domain of digital marketing, mobile

solutions and Internet of Things. He has a double M.Sc. (tech) in Mobile Security and Cryptography from Aalto University, Finland and University of Tartu, Estonia. He has worked in past with organizations like Adobe, C.E.R.N. and in research at the Aalto University in security related topics. Also, he has a dozen patents issued/pending in USPTO apart from contributing book chapters in two books on topics of Innovation and Healthcare.



Dr Sanjay Kalra

President, Endocrine Society of India

An Endocrinologist by profession, Dr. Kalra is the proprietor of Bharti Research Institute of Diabetes & Endocrinology (BRIDE), Karnal, Haryana. Currently he is the President of Endocrine Society of India. His extensive professional journey of 14 years covers several stellar achievements in his field of specialty. Dr. Kalra is a MBBS graduate from Punjab University (Chandigarh) with additional MD (Medicine) and DM (Endocrinology) qualifications from MDU (Rohtak) and AIIMS (New Delhi) respectively. Further, a Post-Graduate Diploma in Rural Development (PGDRD) from IGNOU provided Dr. Kalra the essential skills related to planning, formulation, monitoring and evaluation of rural development projects and programmes together with an understanding of basic aspects of research and project work. Backed by a sound scientific foundation, Dr. Kalra is instrumental in providing editorial skills to several national and international medical journals focused on Endocrinology, Diabetes, Geriatrics, Family Practice, Medical Research, Pharmacology, Hypertension and Nutrition. He is an Executive Editor of the Indian Journal of Endocrinology & Metabolism and Editor-in-Chief of the International Journal of Clinical Cases & Investigations. He enjoys various prominent positions in medical societies, one of them being the rank of the Vice President of South Asian Federation of Endocrine Societies, since 2013.



Dr Sanjiv Kumar

Ex- Director, International Institute of Health Management Research, National Health Systems Resource Centre

Dr Kumar started his career as a Medical Officer in Indian Army. Later he worked at PHCs in Haryana, urban slums in Delhi, and in UNICEF as health specialist at state and national level in India and moved to international positions as Chief of Health, Nutrition, Child Survival & Development and Senior Advisor in Iraq, Kenya, Uganda and Somalia and Regional Advisor for 22 countries in Central Asia, Central and Eastern Europe. He has developed and facilitated courses for government officials and NGOs in leadership and strategic management for mid and senior level health officials and supervised research

projects for reputed national and international organizations. His current interests are capacity building in leadership, strategic management team building for the corporate sector, UN and health institutions. Dr Kumar has 43 years of experience in public health in 29 countries in Central and South Asia, Eastern and Southern Africa, Central Eastern Europe and in academics.



Dr Shalley Kamra

State Nodal Officer, Aam Admi Mohalla Clinic project, Delhi

Dr Shalley Kamra is a MBBS graduate (University College of Medical Sciences, 1990) and PGDHHM with more than 25 years of experience with Delhi Government. Currently she is working as the Project In charge/ State Program Officer of Aam Aadmi Mohalla Clinic. She has also worked as State Level Program In charge for Reproductive and Child health Programs including Maternal health/ Family Planning/ Child Health



Dr Shirshendu Mukherjee

Mission Director, Biotechnology Industry Research Assistance Council (BIRAC)

Dr Shirshendu Mukherjee, trained as Medical Microbiologist and has Global and national exposure with more than two decades of high level work experience in top organizations, which helps to bring to fore cumulative perspectives on issues related to healthcare (especially public health issues and unmet medical needs), food and nutritional challenges in India as well as across the globe, he has devised and formulated strategies for mitigating challenges and bridging gaps through impact funding. He has worked independently as well as with multitudes of partners (both national & international) for a complete oversight of cutting edge translational research and deep understanding of issues that impinge up on national and global translational research. He has deep knowledge in pharmaceuticals, bio-pharmaceuticals and med-tech industry globally. Before joining Wellcome Trust as Senior Strategic Advisor, (India), Dr Mukherjee was Staff Scientist at International Centre for Genetic Engineering and Biotechnology (ICGEB). Dr Mukherjee, works on the India Initiative of Wellcome Trust and manages the R&D for Affordable Healthcare in India, a £30 million Initiative of the Wellcome Trust in India. The Initiative funds translation research leading to affordable healthcare solution in India and beyond. Presently Dr Mukherjee is the Mission Director, of the Program Management Unit of BIRAC, which manages the Grand Challenges Program of Bill and Melinda Gates Foundation and also the Affordable Healthcare in India Initiative of the Wellcome Trust. Dr Mukherjee holds Ph.D. in Microbiology, Law graduate, Advance Course in Strategy Management form IIM Kolkata and management and leadership course form Said Business school university of Oxford.



Dr Shuchin Bajaj

Director, Cygnus Hospitals, Delhi-NCR

Dr. Bajaj, is an alumnus of prestigious institutions like INSEAD, King's College, London, IIM Calcutta and PGIMS Rohtak. After completing his MBBS from PGIMS, Rohtak, Dr Bajaj did his Doctorate in Internal Medicines (MD) from Dr S N Medical College, Jodhpur in 2004. Apart from the foregoing, he also did Certified Professional course on Diabetes Management and Total Control from American Academy of Continuing Medical Education, USA in 2008, Advanced Program in Strategic Management from I.I.M. Calcutta in 2013 and Advanced Program in Cardiac Emergencies from Boston University in 2014. Dr Bajaj was the recipient of the British Government's 2015 Chevening Gurukul Fellowship for Leadership and Excellence award at King's College London, where he spent considerable time studying the various facets of Leadership, its various challenges and its learnings for India..



Dr S K Sikdar

Additional Commissioner, Immunization Division, Ministry of Health and Family Welfare, Government of India

Dr Sikdar is a medical doctor and a post graduate in public health. Over the last 35 years, he has made significant contribution to strengthening the health systems in the country through his work both as clinician as well as the National technical lead for the Family Planning and Aspirational district program. In his current position he is leading the Immunization program of the country. Dr Sikdar is an expert in the field of population stabilization and reproductive health. As an Additional Commissioner in-charge to Family Planning division Ministry of Health and Family Welfare, he has been devising, implementing and monitoring country's reproductive health strategies, which have an impact on the masses in improving the overall health indicators. He has been instrumental in formulating policies for popularizing family planning and spacing methods in particular. Dr Sikdar is also heading and a driving force for the Aspirational district program in the country. Travelling all over the most backwards parts of rural India has provided him a broad perspective of the ground realities of our country, which has helped him in drafting and implementing realistic and viable policies & programmes.



Dr Suhas Dhandore

Deputy Director, National Centre for Disease Control (NCDC)

Dr. Dhandore is Deputy Director at National Centre for Disease Control (NCDC). He looks after Integrated Disease Surveillance Program (IDSP). He joined as Public Health Specialist to CSU, IDSP in year 2014. Before that he was working as Health Officer in State Health Service, Maharashtra since year 2009



Dr. Sunil Raj

Project Director, Affordable Health Technology Division, Public Health Foundation of India

Dr Sunil Raj is the Project Director of the Affordable Health Technology Division at PHFI. He is a paediatrician by training. He completed his MBBS from Maulana Azad Medical College and completed his MD from Lady Hardinge Medical College. He has worked as Registrar Paediatrician with NHS UK before moving on to serve as a consultant for the integrated disease surveillance program. He has also worked as a program officer (paediatric care) for NACO.



Dr Suneela Garg

Professor, Community Medicine, Maulana Azad Medical College, Delhi

Dr Garg has been in the field of Community Medicine since the last 36 years. She has professional and research experience with National and International Organizations viz. WHO, UNFPA, Population Council and Rockefeller Foundation. She is Member Global Advisory Group of WHO. She is an advisor to CBM for National & International initiatives on disability. She has been on Board of MCI for curriculum Reforms and advisor to Diplomat of National Board of Examination. She has been involved in capacity building and research related to Geriatrics for over a decade. She has been contributed to development of WHO modules on Strategy development in Ear and Hearing Care .She has published and presented over 200 papers International and National peer reviewed journals and conferences. She was conferred fellowship of the Indian Public Health Association and Indian Association of Preventive & Social Medicine. She has been awarded a WHO Biennium Fellowship in 1992-93 and Fellowship by Overseas Development Agency in 1996, and CBM Fellowship in 2011. She has been conferred with the State Doctor's Award for her meritorious services and also awarded State AIDS Award for contribution in the field of HIV/AIDS.



Dr Tapan Kumar Mukherjee

Advisor- Health Kolkata Municipal Corporation

Dr Mukherjee has done his MBBS and DPH from University of Calcutta. He is also the Chairman, State Level Expert Appraisal Committee, Department of Environment, Govt. of West Bengal (2017-2020) and National Observer, Public Health Foundation of India. Dr Mukherjee has played an important role in reduction of vector-borne diseases like Malaria, Dengue, Strengthening of Routine Immunization and care of non-communicable disease like Diabetes, Hypertension.



Surgeon Rear Admiral V K Singh (Retd.)

Managing Director, InnovatioCuris

Surgeon R Admiral Singh, is Managing Director of InnovatioCuris (IC), he also is the Adjunct Professor-World Health Innovation Network, Odette School of Business and University of Windsor, Canada. He is an honorary Professor at Australian Institute of Health Innovation, Macquarie University, Australia and visiting professor of Indian Institute of Management and Indian Institute of Technology. He has served as Deputy Chief Medical Officer of United Nations. He is also the Founder Director of International Institute of Health Management & Research.

Annexure 3: Participant profile



Dr Akylbek Saktapov (Kazakhstan)

Dr. Saktapov did Master's degree in Public Health at Kazakhstan School of Public Health (KSPH), Almaty, Kazakhstan. From October 2015 to September 2019, he has worked as a lecturer at KSPH, department of Healthcare Management. The subjects he was teaching included Management, Public Health, HR-management, Organizational Behavior, Corporative Management and Health Insurance. While working there he did number of publications on public health issues, participated in local health issue projects and was a trainer for the implementation of health insurance in the Republic of Kazakhstan. Since September 2019, he has been working as a senior lecturer in al-Farabi Kazakh National University, department of Epidemiology, biostatistics and evidence-based management. His professional interests include Healthcare Management, Strategic Management, Public Health, Health Economics, Biostatistics, Risk Management and other topics connected to Healthcare Management.



Dr Evans Mwangi Manuthu (Kenya)

Dr Manuthu works as a consultant physician and diabetologist working in the Kitale County Hospital in the county of Trans Nzoia, Kenya. He is currently in charge of the medical department in the hospital. In the hospital, he and his team have managed to establish a comprehensive center whose main focus is management of diabetes and hypertension as well as other heart diseases. The clinic is run by a multidisciplinary team including clinicians, nurses and nutritionists, among other staff and is open daily, but with two major clinic days during the week. In order to decongest the clinic and capacity build in chronic disease management in the county, Dr Manuthu and his team have managed to train staff to run similar although smaller clinics in seven satellite affiliate sub-county hospitals. His main areas of interest include diabetes and cardiovascular diseases. His other interests and hobbies include reading and travelling and also take part in singing in the local church.



Dr Faisham Mohammad (Maldives)

He is working as a consultant in Internal Medicine in Indira Gandhi Memorial Hospital, Maldives. The hospital is the largest government healthcare facility, providing tertiary level healthcare in the Maldives. It is located in the capital city 'Male', with approximately 300 beds, IGMH provides services to around 150 thousand people living in the city, plus specialist referral services for both domestic and foreign patients.



Dr Khin Mg Than (Myanmar)

Dr Than is a MBBS graduate from University of Medicine, Yangon. Currently he is Township Medical Officer at Pauk Taw Township, Rakhine State. Dr Than started his career as Assistant Surgeon from North Okkalapa General Hospital, Yangon.



Dr Kinley Tshering (Bhutan)

Dr. Kinley has worked in the capacity of general doctors in various basic and district hospitals of Bhutan. Having seen many infectious diseases and nutritional related disorders of children he has studied Pediatrics, followed by tropical pediatrics. He has also contributed to various national health programs in the ministry of health as technical advisor while formulating national health policies. His special interest include infections and childhood disabilities and would like to contribute more through public health interventions. His hobbies include playing archery and basketball and reading spiritual books.



Dr Kuenley Pedon (Bhutan)

Dr Pedon is working as a Pediatrician in Jigme Dorji Wangchuk National Referral Hospital. She is also the member of National Committee of Immunization Practices. She is the main focal person of Adverse Events Following Immunization Investigation and a member of AEFI committee, Bhutan. Her hobbies include music, dance, yoga and gardening.



Dr Pau Sian Lian (Myanmar)

Dr Lian is currently employed in Ministry of Health & Sports as “Township Medical Officer” at Kanpetlet Township since 5th June, 2015 till date. The Past experience of Dr Lian includes “Station Medical Officer” at Rih village under Falam Township during the period between 8th August, 2013 and 4th June, 2015. His primary job assignment was “Assistant Surgeon” in Hakha Township during the period between 16th June, 2009 and 7th August, 2013. All these areas are remote areas in which community have challenges and constraints to access health services smoothly. His professional interests are that as public health care professional, 6 key pillars (based upon WHO HSS Framework) are performing at township level. So, as Township Medical Officer he had to manage daily on job activities of public health sectors based upon that 6 key pillars by balancing on planning and operating smoothly. In case of advance level health plan management,

public health professional is mandatory to seek technical guidance and knowledge through channels via workshop & on job training.



Dr Sonali Shindi Chapa Gunatilake (Sri Lanka)

Dr. Gunatilake, is a junior Consultant in Diabetes and Endocrinology, currently working at National Hospital, Kandy, Sri Lanka. She has completed her undergraduate and postgraduate qualifications obtaining merit positions - MBBS(SL), MD(Colombo), MRCP(UK), MRCP(Diabetes and Endocrinology). She was trained in endocrinology at Oxford Centre for Diabetes, Endocrinology and Metabolism, UK in 2018 and at Cambridge University Hospitals NHS Foundation Trust, UK in 2019 as a part of postgraduate training prior to return to Sri Lanka to serve as a Consultant in Endocrinologist in one of the leading centers in diabetes and endocrinology in Sri Lanka. Her role as a Consultant Endocrinologist extends to treatment as well as implementing strategies in community for improving education and prevention of diabetes & non communicable diseases (NCD). Her professional interests are in Pituitary Disorders, especially related to steroids and HPA axis, parathyroid disorders and type 2 diabetes, especially on the role of prevention and early interventions to treat diabetes. She has conducted several research projects and have publications both nationally and internationally. Further, she has actively participated in community projects, especially the WDF funded island wide Sri Lanka diabetes and cardiovascular initiative (NCD prevention and training program) as a coordinator. This project ran 3 years in Sri Lanka, aiming on improving both medical professional and public awareness as well as implementing NCD preventive programs in collaboration with government and NGOs.



Dr Vijay Kumar Khanal (Nepal)

Dr Khanal has been working as an Associate Professor from 2016 till present. He is also the member of HIV core committee. He has done research on a) Study of epidemiological factors, clinical profile and opportunistic infections in HIV/AIDS patients from Eastern Nepal. b) Knowledge, attitude and practice regarding environmental tobacco smoke among pregnant women of sunsari: A cross-sectional study. c) Ongoing research Stigma and Depression among people living with HIV/AIDS in Eastern Nepal: A community based cross-sectional study.

Annexure – 4: Day Wise Proceedings

24th February 2020 (Monday)

As per the Agenda, sessions on Overview of public health in India & developing countries, Implementation of Maternal & Child Health programme under National Health Mission and Development of traditional Medicine in India were held on time.



Sessions on Public Health and AYUSH on Day-1

25th February 2020 (Tuesday)

The sessions on day-2 focused on flagship health programmes that included National Health Mission - Context and the journey so far; Comprehensive primary healthcare and reducing out-of-pocket expenditure; National Immunization Programme and Integrated Disease Surveillance Programme. Sessions were interactive and participants shared their country experiences. First two days of sessions provided the background of the Indian health system and its flagship programme.



Sessions on flagship health programmes – National Health Mission and Ayushman Bharat

26th February 2020 (Wednesday)

On day-3 GDC fellows were taken for a field visit to Jahangirpur PHC cum Health & Wellness Centre and Kherijatt Subcentre in Jhajjar district of Haryana. The fellows were joined by Dr Manoj Saini, Deputy Chief Medical Officer of Jhajjar and Dr R B Jain, Senior Professor, PGIMS Rohtak. On arrival at the PHC, participants were briefed about the area, population and health services. Participants took a round of the PHC to see the facilities and had extensive interaction with the Medical Officer, nursing personnel and other functionaries. They also interacted with Homeopathy doctor and Yoga instructor. Participants also visited a nearby Subcentre in Kherijatt village and had great interaction with the ANM, MPHW-Male and ASHAs. The visit served as an orientation on the actual implementation of flagship programmes in the field.



Field visit to PHC and Subcentre in Jhajjar, Haryana

27th February 2020 (Thursday)

Day 4 started with a session on Spiritual Health by Dr Neera Dhar, Senior Professor, NIHF. Other sessions of the day included Health Programme Planning, mHealth for NCD Management and an overview of Mohalla Clinic in Delhi.



Sessions on Spiritual Health and Programme Planning

28th February 2020 (Friday)

On day-5, GDC Fellows visited Mohalla Clinic near Kashmiri Gate in Delhi. Participants interacted with the doctor and other officials regarding the functioning of the clinic. Participants had several queries regarding its linkages with the health system which was explained by the coordinator of the clinic.

In the afternoon participants visited National Centre for Disease Control (NCDC) at Shamnath Marg, Delhi. Participants were briefed about the activities of NCDC by officials of respective departments. The participants were given a brief overview on the integrated disease surveillance programme by Dr Jyoti, the deputy director. The microbiology department gave an overview of the various surveillance activities including antimicrobial resistance, training and diagnostic services. The zoonosis division talked about their activities on outbreak investigation and support to the national health programme by providing technical & lab support. They also visited the entomology museum at the centre.

**Visit to Mohalla Clinic and National Centre for Disease Control (NCDC)****29th February 2020 (Saturday)**

The 1st session on Day-6 was taken by Dr Anita Singh from Healthcare Sector Skill Council. The session titled “Skill India - Preparing Healthcare professional for the World” focused on the mandate of the HSSC and the resources and systems developed by it. The earlier planned session on Capacity building case study was covered on day-2. Instead, we had a case study on technology integrating medical devices and IT for frontline workers called Swasthya Sahayak.

**Sessions on skill development and use of technology in health**

This was followed by 7 country presentation by the delegates. The presentation included an overview of country health systems and indicators and their learnings so far that could be relevant to their country context.



Presentation by participants

1st March 2020 (Sunday)

The GDC Fellows were given a one-day rest. They utilised this time to visit Tajmahal at Agra. PHFI helped in organising the trip and one of our personnel accompanied the participants.

2nd March 2020 (Monday)

The day focussed on innovations in health. The 1st session was taken by Dr Shirshendu Mukherjee, Mission Director BIRAC. Dr Mukherjee described the eco-system and funding support for innovations in India and the scope for other South Asian countries to collaborate. Dr V K Singh further elaborated on various initiatives with regard to innovations in India. and The session on “Cybersecurity in Health” by Mr. Sachin Gaur was very well received and there were several queries from participants regarding security. Dr Shuchin Bajaj presented a model for high quality and low cost service by private sector and its linkages with Ayushman Bharat for achieving health goals”.



Sessions on innovations in health sector

3rd March 2020 (Tuesday)

The sessions on this day were dedicated on Monitoring, evaluation and Supervision. The opening session was taken by Prof. Arun Sharma on Programme Monitoring and Evaluation. This was followed by two sessions taken by Mr. Rakesh Munshi. The first session of Mr Munshi was on “NHM goals and tools of monitoring and supervision”. His second session was “Positive attitude leading to Success Mantra”. The concluding session of the day was taken by Ms. Mona Gupta on “Developing District Health Action Plan” under the National Health Mission.



Sessions on planning, monitoring & evaluation under National Health Mission

4th March 2020 (Wednesday)

The first half of the day focused on Quality in Healthcare and Patient Safety by Dr Girdhar Gyani and Dr J N Srivastava respectively. Both speakers have vast experience of leading policies and programmes for improving quality in public health in India. Dr Indu Arneja took the very informative and interactive sessions on Creating Cooperative Synergies and Transforming Healthcare Culture. Dr Arneja's session were completely activity based and kept the GDC Fellows involved till the last.



Activities during session on Creating Cooperative Synergies

5th March 2020 (Thursday)

On day 11, there was a field visit to the National Health Authority and National Institute of Cancer Prevention and Research. At NHA, the participants were given a brief introduction about the insurance scheme (PM-JAY) under Ayushman Bharat. They were given a presentation on the relevance, design, implementation, eligibility, eco-system, anti-fraud unit and analytics of PM-JAY. The participants were also given a presentation as to how the whole system of PM-JAY is being paperless and how do the hospital get empanelled into the system. There were questions asked on how the target population for the scheme is identified which were answered by the respected heads.

The other visit was to National Institute of Cancer Prevention and Research in Noida, New Delhi. A small introduction was given and all the participants gave their introductions. The departments of preventive oncology, cytopathology, molecular biology, epidemiology & biostatistics, bioinformatics, clinical oncology and the national tobacco testing lab were visited. This was followed by a tour of the lab facilities of molecular oncology and bioinformatics, OPD's and the smokeless tobacco lab.



Institutional visit to NHA and NICPR

6th March 2020 (Friday)

The session on this day were taken by Dr Khushboo Jain followed by Dr Ambalam M Chandrasekaran. Both the sessions were focused on Yoga and NCDs. This was followed by a session on Mental Health by Dr Alok Mathur and Dr Indu Grewal. The post lunch session was taken by Dr Sanjay Kalra on Diabetes burden and strategies for prevention and control.

The sessions were followed by a short valedictory session organized by RIS where the GDC Fellows were given a certificate of participation and a memento by the dignitaries.



Valedictory session

7th March 2020 (Saturday)

The first session was taken by Prof D Prabhakaran on NCD Management in India followed by the Impact of capacity building on Health System strengthening by Dr T K Mukherjee. The sessions were followed by short discussion and feedback from the GDC Fellows.



Concluding sessions



Implementation team

▶ **Annexure 5: Institutions Visited**

■ **National Centre for Disease Control, Delhi**

The National Institute of Communicable Diseases (NICD) had its origin as Central Malaria Bureau, established at Kasauli (Himachal Pradesh) in 1909 and following expansion was renamed in 1927 as the Malaria Survey of India. The organization was shifted to Delhi in 1938 and called as the Malaria Institute of India (MII). In view of the drastic reduction achieved in the incidence of malaria under National Malaria Eradication Programme (NMEP), Government of India decided to reorganize and expand the activities of the institute to cover other communicable diseases. Thus, on July 30, 1963 the erstwhile MII was renamed as NICD to shoulder these additional responsibilities. The institute was established to function as a national centre of excellence for control of communicable diseases.

The function of the institute also included various areas of training and research using multi-disciplinary integrated approach. The institute was, in addition, expected to provide expertise to the States and Union Territories (UTs) on rapid health assessment and laboratory based diagnostic services. Surveillance of communicable diseases and outbreak investigation also formed an indispensable part of its activities. The NICD campus at Delhi covers an approximate areas of 15.35 acres which includes the former official residence of Commander in Chief of the Indian Army and now houses the administrative block, library, divisions of epidemiology and parasitic diseases. The Institute is one of its unique kind in the city of Delhi having so much of green area with about 80% as open area.

The headquarters of the Directorate of National Anti-Malaria Programme (NAMP), now named as National Vector Borne Disease Control Programme (NVBDCP) is also located in the NCDC campus. The facilities available in the campus include research laboratories, a large lecture hall, well equipped conference and seminar rooms, animal house, fish hatcheries and two hostels with a total capacity to accommodate about 125 trainees and a well maintained canteen. The campus has the facilities of play grounds for volleyball, badminton etc. as well as for indoor facilities like carom, gymnasium etc. NCDC has its headquarters in Delhi and has 8 out-station branches located at Alwar (Rajasthan), Bengaluru (Karnataka), Kozikode (Kerala), Coonoor (Tamil Nadu), Jagdalpur (Chattisgarh), Patna (Bihar), Rajahmundry (Andhra Pradesh) and Varanasi (Uttar Pradesh).

There are several technical Divisions at the headquarters of the institute i.e. Centre for Epidemiology and Parasitic Diseases (Dept. of Epidemiology, Dept. Parasitic Disease) Division of Microbiology, Division of Zoonosis, Centre for HIV/AIDS and related diseases, Centre for Medical Entomology and Vector Management, Division of Malariology and Coordination, Division of Biochemistry and Biotechnology.

■ **National Health Authority, New Delhi**

National Health Authority is the apex body responsible for implementing India's flagship public health insurance/assurance scheme 'Ayushman Bharat Pradhan Mantri Jan Arogya Yojana'. National Health Authority is the successor of National Health Agency, which was functioning as a registered society since 23rd May, 2018. Pursuant to Cabinet decision for full functional autonomy, National Health Agency was reconstituted as the National Health Authority on 2nd January 2019. NHA has been set-up to implement the PM-JAY at the national level.

An attached office of the Ministry of Health and Family Welfare with full functional autonomy, NHA is governed by a Governing Board chaired by the Union Minister for Health and Family Welfare. Chief Executive Officer (CEO), an officer in the rank of Secretary to the Government of India manages its affairs. The CEO is the Ex-Office Member Secretary to the Governing Board. To implement the scheme in the State, State Health Agencies (SHAs) in the form of a society/trust have been set up by the States. SHAs have full operational autonomy over implementation of the scheme in the State including extending the coverage to non SECC beneficiaries.

National Institute of Cancer Prevention and Research (NICPR), Noida

The primary mandate of National Institute of Cancer Prevention (NICPR) is cancer prevention. In the effort to prevent and/ or reduce the burden of cancer in India, NICPR has been building the capacity of healthcare providers in the area of cervical, breast and oral cancer screening. These efforts had to be accelerated in view of the current population based cancer screening mandate of Ministry of health and Family Welfare that was announced in August 2016.

In addition, NICPR has trained medical doctors from the state of Tripura and Cancer Research Institute in Dehradun, AYUSH doctors from All India Institute of Ayurveda (AIIA), Delhi in the past.

Mohalla Clinic, Delhi

Govt. of NCT of Delhi has been providing accessible and quality health care services through primary, secondary and tertiary facilities out of which the primary care is delivered through dispensaries, secondary health care delivered through multi-speciality hospitals and tertiary health care services through super-speciality hospitals. These health facilities cater to the needs of not only population of Delhi but also migratory and floating population from neighbourhood states which constituted considerable patient load. Besides, there are many un-served and under-served areas particularly in JJ Clusters, slums, un-authorized colonies, densely populated areas, rural areas etc. where poor and vulnerable population has no/limited access to the primary health care services within their reach. In order to fill the gaps in services, there has been a paradigm shift in reorganizing of health care services under Govt. of NCT of Delhi vide which a four tier health care delivery system has been created which is- Aam Aadmi Mohalla Clinic- for primary health care.

The Aam Aadmi Mohalla Clinic has been conceptualized as a mechanism to provide quality primary health care services accessible within the communities in Delhi at their doorstep. The setting up of AAMCs has been envisaged in the form of Pre-Engineered Insulated Box Type Re-located Structures which are to be manufactured and installed through PWD. The clinics shall provide following services:

- Basic medical care based on standard treatment protocols which include curative care for common illnesses like fever, diarrhoea, skin problems, respiratory problems etc., first aid for injuries and burns, dressing and management of minor wounds and referral services.
- All lab investigations are to be carried out by the empanelled laboratory for the clinic.
- All drugs as per the essential drug list shall be provided free of cost to the patients.
- Preventive services such as antenatal and postnatal care of pregnant women, assessment of nutritional status and counselling and preventive and promotive component of National/State Health Programmes.
- Health information, education and awareness.

Annexure 6: Certificate



Participant Certificate



Faculty Certificate

Annexure 7: Participant Testimonials



Dr Kinley Tshering, Bhutan

“ I am very fortunate to attend such a holistic & comprehensive course which has specifically been designed for developing countries ”

Dr Kuenley Pedon, Bhutan

“ I am privileged to listen to the experts & high level people in the respective fields. I would take back the communication aspect with me ”



Dr Khin Mg Than, Myanmar

“ Very Complete, I like the programme ”



Dr Pau Sian Lian, Myanmar

“ The message that you want to give through the classes is perfect, overall it is a success ”





Dr Vijay Kumar Khanal, Nepal

“ *Very innovative approach* ”

Dr Faisham Mohammad, Maldives

“ *I didn't learn just about India but also about the healthcare system in 8 other countries. It was a wonderful experience* ”



Dr Sonali Gunatilake, Sri Lanka

“ *Good foundation for long term collaborations in these sectors* ”



Dr Akylbek Saktapov, Kazakhstan

“ *Very good implementation, great experience; before this I did not realize how complicated the healthcare system in India is. I had this great opportunity to see the challenges and development faced by healthcare system in India* ”



Dr Evans Mwangi Manuthu, Kenya

“ *This workshop has been an eye opening exercise that I have had; Keep it up* ”





For more information please contact

PHFI

Plot No. 47, Sector 44, Institutional Area Gurugram - 122002, India,
Phone: +91-124-4781400 / +91-124-4722900, Fax: +91-124-4781601
Email: training.division@phfi.org

Global Development Centre, RIS

Core IV-B, Fourth Floor, India Habitat Centre, Lodhi Road, New Delhi-110003,
India, Phone: 91-11-24682177-80, Fax: 91-11-24682173-74
Email: dgooffice@ris.org.in