INSTITUTIONAL ASSESSMENT AND ACCREDITATION
(Effective from July 2017)

Accreditation - (Cycle - 1)

PEER TEAM REPORT ON

INSTITUTIONAL ACCREDITATION OF
INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH
S-70

New Delhi
Delhi
110075

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission
P.O. Box No. 1075, Nagarbhavi, Bengaluru - 560 072, INDIA

Section I:GENERAL INFORMATION		
1.Name & Address of the institution:	INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH New Delhi Delhi 110075	
2.Year of Establishment	2008	
3.Current Academic Activities at the Institution(Numbers):		
Faculties/Schools:	1	
Departments/Centres:	1	
Programmes/Course offered:	1	
Permanent Faculty Members:	21	
Permanent Support Staff:	34	
Students:	298	
4.Three major features in the institutional Context (Asperceived by the Peer Team):	1. Well qualified faculty 2. Good number of projects from Government and other agencies. 3. Good infrastructure	
5.Dates of visit of the Peer Team (A detailed visit schedule may be included as Annexure):	From : 30-05-2023 To : 31-05-2023	
6.Composition of Peer Team which undertook the on site visit:		
	Name	Designation & Organisation Name
Chairperson	DR. RANJIT SINGH	Vice Chancellor,Shobhit University
Member Co-ordinator:	DR. VIVEK RANJAN SINHA	Professor,Panjab University
Member:	DR. GEORGEE K I	FormerPrincipal,Mar Ivanios College
NAAC Co - ordinator:	Prof. Prashant P Parhad	

Section II:CRITERION WISE ANALYSIS
Observations (Strengths and/or Weaknesses) on each qualitative metrices of the key Indicator under the respective criterion(This will be a qualitative analysis of descriptive nature aimed at critical analysis presenting strength and weakness of HEI under each criteria)

Criterion1 - Curricular Aspects (Key Indicator and Qualitative Metrices(QlM) in Criterion1)	
1.1	Curriculum Design and Development
1.1.1 QlM	**Curricula developed and implemented have relevance to the local, national, regional and global developmental needs which is reflected in Programme outcomes (POs), Programme Specific Outcomes(PSOs) and Course Outcomes(COs) of the Programmes offered by the Institution.**
1.2	Academic Flexibility
1.3	Curriculum Enrichment
1.3.1 QlM	**Institution integrates crosscutting issues relevant to Professional Ethics ,Gender, Human Values ,Environment and Sustainability into the Curriculum**
1.4	Feedback System

Qualitative analysis of Criterion 1
The curriculum is designed and developed through a formal process ensuring participation of all stakeholders including students, faculty, experts from industry & academia followed by approval of the concerned authority. There is provision for periodic review of the curriculum based on the inputs from various stakeholders received formally & informally. The IQAC is also playing its role in the process of curricular review post its formation. Co is defined. PO CO mapping has been done however require further strengthening. The meetings of concerned committees and authorities are held regularly to effect the curricular reviews and modifications after due deliberations and considering the inputs received from various stakeholders. The feedback from all the stakeholders, i.e., students, alumni, recruiters and parents to improvise the academic curriculum is analyzed and included. The curriculum is delivered effectively by following the academic calendar and the continuous internal & external assessments are conducted following a predefined schedule. The Choice Based Credit System (CBCS) is followed. Various value added courses of short duration tare offered to students to enhance the skills. Cross cutting areas like gender equity, environment & sustainability, human values, professional ethics and human rights are intrinsic part of the curriculum to inculcate these essential values among the students. The curriculum is enriched with the topics on entrepreneurial skills to make the students employable. To encourage team and participatory learning and to improve group dynamics group projects are allocated. Experiential learning is facilitated through courses like life coping skills and corporate readiness through its simulations to give a real life feel & to make students more industry oriented. The industry-academia interface and summer trainings provide the much required exposure of translating theory into practice. This make students better equipped for better placements as budding health professionals.

Criterion2 - Teaching-learning and Evaluation (Key Indicator and Qualitative Metrices(QlM) in Criterion2)	
2.1	Student Enrollment and Profile
2.2	Catering to Student Diversity
2.2.1 QlM	**The institution assesses the learning levels of the students and organises special Programmes for advanced learners and slow learners**
2.3	Teaching- Learning Process
2.3.1 QlM	**Student centric methods, such as experiential learning, participative learning and problem solving methodologies are used for enhancing learning experiences**
2.3.2 QlM	**Teachers use ICT enabled tools including online resources for effective teaching and learning process.**
2.3.4 QlM	**Preparation and adherence of Academic Calendar and Teaching plans by the institution**
2.4	Teacher Profile and Quality
2.5	Evaluation Process and Reforms
2.5.3 QlM	**IT integration and reforms in the examination procedures and processes including Continuous Internal Assessment (CIA) have brought in considerable improvement in Examination Management System (EMS) of the Institution**
2.6	Student Performance and Learning Outcomes
2.6.1 QlM	**Programme and course outcomes for all Programmes offered by the institution are stated and displayed on website and communicated to teachers and students.**
2.6.2 QlM	**Attainment of programme outcomes and course outcomes are evaluated by the institution.**
2.7	Student Satisfaction Survey

Qualitative analysis of Criterion 2
The institute offers AICTE approved two-year PGDM (Hospital & Health Management) with an intake of 180 enhanced from 120 in the year 2021. The student enrolment in terms of number is satisfactory. The students are provided with equal learning opportunity and the slow learners and advanced learners are facilitated as per the requirement. Mentor-mentee system exists in the institute. The institute has adequate well qualified faculty. The qualification and experience of the faculty is worth appreciation. Most of the faculty members are Ph.D./MD and carry extensive experience in their respective fields. The student grievance cell meetings are done on regular basis. The institute has follows Outcome-Based-Education (OBE) and has designed well thought of Course Outcomes (Cos). The students' performance in each course is utilized to compute the achievement of POs by the mapping of questions to COs and COs to POs. The students are assessed via internal assessments and term-examinations by computing cumulative scores along with the grades. The weaker segments of the society are given due consideration during the admissions. Despite the fact that there is no clear directive from the government about reservation for the private institutes, the institute reserves 10 percent of the seats of intake capacity for reserved categories such as SC/ST/OBC etc. However, if such seats remain vacant, they are transferred to general category students.

Criterion3 - Research, Innovations and Extension (Key Indicator and Qualitative Metrices(QlM) in Criterion3)	
3.1	Promotion of Research and Facilities
3.1.1 QlM	**The institution's Research facilities are frequently updated and there is a well defined policy for promotion of research which is uploaded on the institutional website and implemented**
3.2	Resource Mobilization for Research
3.3	Innovation Ecosystem
3.3.1 QlM	**Institution has created an eco system for innovations, creation and transfer of knowledge supported by dedicated centers for research, entrepreneurship, community orientation, Incubation etc.**
3.4	Research Publications and Awards
3.5	Consultancy
3.6	Extension Activities
3.6.1 QlM	**Extension activities are carried out in the neighbourhood community, sensitising students to social issues, for their holistic development, and impact thereof during the last five years**
3.7	Collaboration

Qualitative analysis of Criterion 3
The institute has a well-defined research policy to promote research culture in the area of health & hospital management and incentivize good performers. The policy encompasses clear directions for various facets of the research which include. proposal development, implementation, reporting and publication of findings for all. The institute promotes inter-disciplinary & multi-disciplinary research among the faculty in an enabling environment. The institutional Review Board (IRB) of the institute is duly registered with Department of Health Research, Ministry of Health and Family Welfare, Government of India and ensures compliance with ethical principles & quality of the research. The students' research activities are overseen by Student Research Board (SRB). During last 5 years the institute could receive good amount of funds for twenty-seven projects, out of which 12 were funded by government agencies. Moreover, the institute supports the research initiatives of the faculty by providing finances in form of seed money or research grant and human resources for the project work and publications. There is budget provision of research seed money for faculty which may be improved. Innovation cell recently created. The research output of the faculty is reflected by the number of publications in form of research articles & books. The average citation per paper has increased from 0.5 to 2.3 and average citation per faculty from <1 to 13.3. A number of corporate trainings and consultancies for international and national organizations was conducted by the institute during the past five years. These trainings received participation from more than 30 countries which reflects the increasing global footprints. The institute conducted 27 research development programs for capacity building of the faculty in the areas of research and consultancies. The faculty and students of the institute successfully conducted 34 extension activities in line with government policies concerning important cross cutting issues like disease control, health promotion, awareness generation, environmental protection. There are 25 Memoranda of Understanding related to academics, research and training were carried out.

Criterion4 - Infrastructure and Learning Resources (Key Indicator and Qualitative Metrices(QlM) in Criterion4)	
4.1	Physical Facilities
4.1.1 QlM	**The Institution has adequate infrastructure and physical facilities for teaching- learning. viz., classrooms, laboratories, computing equipment etc.**
4.1.2 QlM	**The institution has adequate facilities for cultural activities, yoga, games and sports (indoor & outdoor); (gymnasium, yoga centre, auditorium, etc.,)**
4.2	Library as a Learning Resource
4.2.1 QlM	**Library is automated using Integrated Library Management System (ILMS)**
4.3	IT Infrastructure
4.3.1 QlM	***Institution has an IT policy covering wi-fi, cyber security, etc., and allocated budget for updating its IT facilities***
4.4	Maintenance of Campus Infrastructure
4.4.2 QlM	**There are established systems and procedures for maintaining and utilizing physical, academic and support facilities - laboratory, library, sports complex, computers, classrooms etc.**

Qualitative analysis of Criterion 4
The institute is centrally located in Delhi in an area of one acre. The physical resources are periodically upgraded based on the needs of the expansion. The facilities are optimally utilized for the conduct of curricular, co-curricular and extra-curricular activities. The campus is well connected to internet services. The learning resources include ICT enabled smart classrooms, seminar halls, rich library, well equipped computer lab, language lab, studio, Lecture Capturing System, e-content development facilities. The infrastructure is continuously updated to enhance the space and ambience. Barrier free environment has been provided. The provisions of budget allocation and utilization are in place and fully followed. Power back up in form of 30 KVA online UPS and 625VA generator is available. The institute provides safe drinking water and other essential amenities like restrooms, cafeteria. There are provisions for sports and related activities such as gymnasium & yoga hall. The library has KOHA as integrated library management system and a vast collection of books, Journals, CD-DVDs and a range of e-resources. The Digital library on Dspace open-source software which is available for research and document digitalization. Remote access is provided to students and faculty even beyond working hours. The Institute has over 100Mbps bandwidth for internet connection. The regular maintenance and upkeep of the infrastructure facilities and equipment is done through AMCs (Annual Maintenance Contract) and by our staff/ technicians.

Criterion5 - Student Support and Progression (Key Indicator and Qualitative Metrices(QlM) in Criterion5)	
5.1	Student Support
5.2	Student Progression
5.3	Student Participation and Activities
5.3.2 QlM	**Presence of an active Student Council & representation of students on academic & administrative bodies/committees of the institution**
5.4	Alumni Engagement
5.4.1 QlM	**The Alumni Association / Chapters (registered and functional) contributes significantly to the development of the institution through financial and other support services.**

Qualitative analysis of Criterion 5
The institute provides the students an environment for holistic growth including academic, cultural and personality. An effective grievance redressal system ensures time bound solutions to all kind of the problems. The students are guided, counselled and supported for all kind of activities including day to day problems, trainings, competitive exams and jobs in house by the faculty as well as through external experts. A range of committees has been constituted as per the guidelines of regulatory agencies to ensure students' safety and complete well-being including emotional well-being. The students are encouraged to participate in games & sports, cultural activities and other such competitions which are organized in the campus or otherwise. Student representation is ensured in various committees like Internal Quality Assurance Committee, Internal Complaints Committee for Prevention of Sexual Harassment at Workplace, Library Committee, Student's Grievance Redressal Committee, Institute Level Anti Ragging Committee. Training on essential skills is also provided to the students. The students are also made part of the placement committee which works closely with the placement cell. A sense of responsibility is instilled among the students by ensuring their participation in celebration of various festivals and important days. An e-new letter is also published by the students. The Institute has a registered Alumni Association whose meetings are regularly convened. The alumni are well connected and also represented in administrative bodies of the Institute. Alumni talks and interactions are organized for the benefits of students. The alumni guide the students for placement and internship opportunities, participation in innovation related activities. The alumni invariably extend their support to the institute and its students in their current professional capacity. Financial contributions are also made by the alumni.

Criterion6 - Governance, Leadership and Management (Key Indicator and Qualitative Metrices(QlM) in Criterion6)	
6.1	Institutional Vision and Leadership
6.1.1 QlM	**The governance of the institution is reflective of an effective leadership in tune with the vision and mission of the Institution**
6.1.2 QlM	**The effective leadership is reflected in various institutional practices such as decentralization and participative management.**
6.2	Strategy Development and Deployment
6.2.1 QlM	**The institutional Strategic / Perspective plan is effectively deployed**
6.2.2 QlM	**The functioning of the institutional bodies is effective and efficient as visible from policies, administrative setup, appointment, service rules and procedures, etc.**
6.3	Faculty Empowerment Strategies
6.3.1 QlM	**The institution has effective welfare measures for teaching and non-teaching staff and avenues for career development/ progression**
6.4	Financial Management and Resource Mobilization
6.4.1 QlM	**Institution conducts internal and external financial audits regularly**
6.4.3 QlM	**Institutional strategies for mobilisation of funds and the optimal utilisation of resources**
6.5	Internal Quality Assurance System
6.5.1 QlM	**Internal Quality Assurance Cell (IQAC) has contributed significantly for institutionalizing the quality assurance strategies and processes visible in terms of – Incremental improvements made for the preceding five years with regard to quality (in case of first cycle)** **Incremental improvements made for the preceding five years with regard to quality and post accreditation quality initiatives (second and subsequent cycles)**
6.5.2 QlM	**The institution reviews its teaching learning process, structures & methodologies of operations and learning outcomes at periodic intervals through IQAC set up as per norms and recorded the incremental improvement in various activities** **(For first cycle - Incremental improvements made for the preceding five years with regard to quality** **For second and subsequent cycles - Incremental improvements made for the preceding five years with regard to quality and post accreditation quality initiatives)**

Qualitative analysis of Criterion 6
The vision and mission of the institute aim on achieving excellence in education and research which is accomplished by well-crafted perspective plans in compliance with the state policies and applicable norms & standards. A well-defined governance structure ensures transparency, decentralization, participatory management and consultative approach among the stakeholders. The set goals are achieved by the support and contribution of all. An administrative set up comprising of various positions and committees ensures that all possible opportunities are provided for teaching and learning in an enabling environment. Various departments and units of the institution are empowered to plan and execute the academic & allied activities, research and training in an emphatic and output oriented

manner. Established procedures are followed for the management of financial matters including budget allocation & utilization. Administrative procedures are effectively implemented and coordinated. Various requirements of the institution are regularly identified and necessary steps are taken to fulfill them. The institute provides a range of welfare measures to its employees including EPF, medical insurance and gratuity. The competency and skill upgradation of the faculty members are enhanced by organizing professional-development-programs on regular basis. The institute has conducted about forty such programs. Some of the faculty members were also given financial support to travel abroad for international programs. The welfare measures, appraisal mechanism, audit mechanism, fund mobilization processes are done as per standard operating procedures of the institute. All the quality-related activities are coordinated by the IQAC and the compliance is ensured through the adoption and dissemination of good practices. The feedback received from the stakeholders is analyzed and necessary action as per the laid procedures is taken. The IQAC also ensures participation in various academic surveys, NBA, NIRF ranking and preparation of progress reports. The institution follows a participatory and well-organized management system. ERP (LMS) system is being implemented for effective implementation and monitoring of various activities in the institution.

Criterion7 - Institutional Values and Best Practices (Key Indicator and Qualitative Metrices(QlM) in Criterion7)	
7.1	Institutional Values and Social Responsibilities
7.1.1 QlM	**Measures initiated by the Institution for the promotion of gender equity during the last five years.**
7.1.3 QlM	**Describe the facilities in the Institution for the management of the following types of degradable and non-degradable waste (within 500 words)** • **Solid waste management** • **Liquid waste management** • **Biomedical waste management** • **E-waste management** • **Waste recycling system** • **Hazardous chemicals and radioactive waste management**
7.1.8 QlM	**Describe the Institutional efforts/initiatives in providing an inclusive environment i.e., tolerance and harmony towards cultural, regional, linguistic, communal socioeconomic and other diversities (within 500 words).**
7.1.9 QlM	**Sensitization of students and employees of the Institution to the constitutional obligations: values, rights, duties and responsibilities of citizens (within 500 words).**
7.1.11 QlM	**Institution celebrates / organizes national and international commemorative days, events and festivals (within 500 words).**
7.2	Best Practices
7.2.1 QlM	**Describe two best practices successfully implemented by the Institution as per NAAC format provided in the Manual.**
7.3	Institutional Distinctiveness
7.3.1 QlM	**Portray the performance of the Institution in one area distinctive to its priority and thrust within 1000 words**

Qualitative analysis of Criterion 7
The institute has a green and ecofriendly campus. All the measures for energy conservation are taken by the institute. The institute has made gender sensitization an integral part of education process. The

campus is barrier free and disabled-friendly with ramps, wheelchairs, disabled friendly washrooms, alexa. The institute follows the clean & green and energy policies to effect sustainable environment. The waste management is done in accordance with the government norms. Regular third party audits are undertaken and their suggestions followed religiously. The environmental and energy conservation is done partially through solar energy panel, use of LED bulbs. The institute has the provisions of rain water harvesting, sewage treatment plant along with other essential amenities. The institute has an Eco-Club Group to promote environmental ethics among the students. The club has conducted various awareness and environmental promotion programs like free pollution checkup, tree plantation drives, Swatch Bharat, awareness lectures on various hazards. The vision of the institute emphasizes on inclusiveness, integration, equity and harmony. The students and other stakeholders are regularly sensitized on constitutional values, citizenship roles and responsibilities through a variety of programs like ABHA card generation, vigilance week, constitution day. The celebration of national and international commemorative days, events, and festival is in place to offer multidimensional learning experiences to the learning community in order to instill a sense of nationalism in them. The efforts of the institute in conserving resources such as water, electricity and are instrumental.

Section III:OVERALL ANALYSISbased on Institutional strengths.Weaknesses,Opportunities & Challenges(SWOC)(up to 500 words)
Overall Analysis

Strength:

1. **Imparting education in healthcare management sector.**
2. **Self-finance institute with participatory management & decentralization.**
3. AICTE approved.
4. **Efficient & effective governance.**
5. Quality human resources.
6. Strong alumni base.
7. **Strong operational collaborations.**
8. **Collaborations**

Weaknesses:

1. **There is space constraint.**
2. **Shortage of physical resources-auditorium, sports ground etc.**

Opportunities:

1. **Governance flexibility in tune with changing time.**
2. **More emphasis on skilling.**
3. **NEP-2020 implementation-hybrid mode of delivery.**
4. **More diversified research and collaboration.**
5. **Strategic alliances for effective training.**

Challenges:

1. **Limited scope for future expansion in terms of space.**
2. **Lack of institutional transport.**

3. **Unavailability of Men's Hostel**.

Section IV:Recommendations for Quality Enhancement of the Institution
(Please limit to **ten major ones** and use telegraphic language) (It is not necessary to indicate all the ten bullets)

- Improvement in examination management system is required.

- Student's training and project work may be improved with the association of hospitals / industry.

- COs /POs mapping and their attainment need to be improved.

- More assessment methods may included to address all levels of learning outcomes.

- Sports and other student related activities may be improved.

- IQAC may be made more proactive.

- Campus placements and the related documentation may be improved.

- Alumni engagement may be strengthened.

I have gone through the observations of the Peer Team as mentioned in this report

Signature of the Head of the Institution

Seal of the Institution

Sl.No	Name		Signature with date
1	DR. RANJIT SINGH	Chairperson	
2	DR. VIVEK RANJAN SINHA	Member Co-ordinator	
3	DR. GEORGEE K I	Member	
4	Prof. Prashant P Parhad	NAAC Co - ordinator	

Place

Date