

MEMORANDUM OF ASSOCIATION  
AND  
RULES AND REGULATIONS  
OF THE  
INDIAN SOCIETY OF  
HEALTH ADMINISTRATORS  
  
(I S H A)

Certificate Sl.No. (Awaited)

July 18, 1979



## C O N T E N T S

### MEMORANDUM OF ASSOCIATION

#### ARTICLE

1. Name
2. Registered Office and Address
3. Aims and Objects
4. Income and Property
5. Management
6. Indemnity

#### RULES AND REGULATIONS

##### I. DEFINITION

1. Definition

##### II. MEMBERSHIP

2. Classes of Membership
3. Eligibility for Membership
4. Application for and Admission to Membership
5. Admission Fee and Membership Subscriptions
6. Voting Rights
7. Termination of Membership
8. Readmission of Membership
9. Privileges of Members

##### III. GENERAL BODY, BOARD OF DIRECTORS AND COMMITTEES

10. General Body
11. Board of Directors
12. Committees - Standing Committees and Nomination Committee
13. Other Committees



IV. POWERS, FUNCTIONS AND DUTIES OF OFFICE BEARERS

14. General
15. President
16. Vice-Presidents
17. Executive Director
18. Treasurer

V. REGIONAL DIRECTORS

19. Regional Directors

VI. ELECTION OF AND TERM OF OFFICE FOR OFFICERS AND BOARD OF DIRECTORS

20. Election of Officers and Board of Directors and their <sup>T</sup>erm of Office.

VII. AMENDMENT TO THE MEMORANDUM AND THE REGULATIONS

21. Amendments and alterations to the Memorandum of Association and to the Rules and Regulations.

VIII. DISSOLUTION

22. Dissolution



MEMORANDUM OF ASSOCIATION  
OF THE  
INDIAN SOCIETY OF HEALTH ADMINISTRATORS

1. NAME

The name of the Society shall be "Indian Society of Health Administrators" (hereinafter called the Society).

2. REGISTERED OFFICE AND ADDRESS

The registered office of the Society shall, until otherwise determined by the members or by the Board of Directors of the Society, be at 136/20, 7th cross, Wilson Garden, Bangalore - 560 027.

3. AIMS AND OBJECTS

The objects for which the Society is established are:

- a) To organise into an association all persons engaged in or interested in or connected with health administration;
- b) To elevate and establish a standard of competence for health care administration;
- c) To develop and promote standards of education and training for health care administrators;
- d) To develop and promote short-term informal training programmes for individuals interested in health care administration;
- e) To educate hospital trustees, Board of Directors, Board of Visitors and the public to understand that the practice of health care administration calls for special training and experience;
- f) To serve as a forum for exchange of ideas and experiences, and collection and dissemination of information of management in general and health care and hospital administration in particular;
- g) To spread the knowledge on the principles, practices, techniques and methods concerning health administration;
- h) To promote and safeguard the status and the interests of health care administration and the interests of those engaged in it;
- i) To promote, sponsor, submit memorandums, petitions and representations to local, state, union and other authorities for better laws, and to influence legislations which affect hospitals and other health care organisations;



- j) To organize conferences, seminars, meetings and discussions for the promotion and furtherance of the aims and objects of the Society;
- k) To undertake and bring out, publish, sell, distribute free or otherwise, edit, print and exhibit for sale, magazines, publications, bulletins, books, pamphlets and the like, in furtherance of the objects of the Society and in any event not for the purposes of carrying a trade there with but only for the purposes of furthering the objects of the Society;
- l) To raise any monies for the purpose of the Society by way of special subscriptions, membership or entrance fees, donations, special fees, loans or in any other manner on such terms and conditions as may be determined;
- m) To purchase, take on lease or in exchange, or otherwise acquire, any movable or immovable property, rights or privileges, which may be deemed necessary, expedient or desirable for any of the objects of the Society;
- n) To accept from the Government, organizations, institutions and individuals, grants, donations, subscriptions, gifts, bequests, endowments, special fees, etc., for the furtherance of the objects of the Society;
- o) To make from time to time regulations and bye-laws for the control, conduct and regulations of the affair of the Society;
- p) To confer Fellowships in health care administration on those who have done or are doing noteworthy service in the field of health care administration;
- q) To generally do all such other things as are incidental or conducive to the attainment of any or all of the above mentioned objects.

#### 4. INCOME AND PROPERTY

The Society is formed not for pecuniary profit and no part of the net earnings of the Society shall be distributed for the benefit of any private member, office-bearer or other individual. Accordingly, its net income, if any, after meeting all expenses and setting apart such funds as may be determined by the Board of Directors at the end of each year, shall be expended solely for the promotion of the objects of the Society provided, however, that the Society may pay reasonable compensation for services rendered and reimbursement for expenses incurred. The Society shall take care that its programmes are managed economically and unostentatiously.

#### 5. MANAGEMENT

The management of the affairs of the Society is entrusted to the Board of Directors.



6. INDEMNITY

No office-bearer of the Society shall be answerable for any act done in good faith by him/her for the sake of conformity only, for any monies of the Society other than such as shall come into his own hands or for any collection or receiver of monies appointed by the Board of Directors for any misfortune, loss or damage happening to the Society by reason of any deed executed by him/her as an office-bearer or by reason of any error in judgement or more indiscretion on his/her part in the performance of his/her duties or otherwise on any account except for wilful negligence or fraud. Every office-bearer of the Society, his heirs, executors and administrators shall at all time be indemnified out of the funds of the Society, from and against all costs, losses, damages, and expenses whatsoever incurred or sustained by him/her in the execution of his/her powers or duties; and every office-bearer, his heirs, executors and administrators shall be indemnified and saved harmless out of the funds of the Society against all actions, suits and demands whatsoever brought or made against him/her or them either severally or jointly in respect of any engagement of the Society save such as may be incurred by his/her own personal wilful neglect or default.



We, the several persons whose names, age, addresses, etc., are hereunder subscribed, are desirous of being formed into a Society.

<u>Sl. No.</u>	<u>Full name</u>	<u>Designation</u>	<u>Age</u>	<u>Occupation &amp; Address</u>	<u>Signature</u>
1.	Dr CM Francis	President	55	Dean, St. John's Medical College, Bangalore - 34	Sd/-
2.	Dr Ashok K Sahni	Executive Director	42	Prof. & Cord. Indian Instt., of Management, Bangalore - 27	Sd/-
3.	Dr V Rahmathullah	Member	48	Chief Medical Advisor, UPASI, Coonoor.	Sd/-
4.	Dr PN Ghei	Member	48	A.D.G.H.S. Nirman Bhavan, New Delhi - 11	Sd/-
5.	Dr DS Mukarji	Member	33	Prog. Director, RUHSA, CMC Hospital, Vellore.	Sd/-
6.	Dr VV Jadhav	Member	38	Indian Yest Co.Ltd., Bombay	Sd/-
7.	Dr GP Pai	Member	40	C.M.O., B.H.E.L., Trichy.	Sd/-

All the above attested by me.

Signature : Sd/-  
 Name : KS Hariharan  
 Address : Council & Teaching Section,  
 St. John's Medical College,  
 Bangalore - 560 034  
 Age : 50 yrs.  
 Occupation : Supdt., Council & Teaching Section  
 Date : 18th July 1979



RULES AND REGULATIONS  
OF THE  
INDIAN SOCIETY OF HEALTH ADMINISTRATORS

I. DEFINITIONS

1. In these Rules and Regulations and the bye-laws that may be made under these Rules and Regulations, unless there is anything repugnant in the subject or context:
  - a) 'By-laws' means bye-laws that may be in force from time to time under the Rules and Regulations of the Society.
  - b) 'Society' means the Indian Society of Health Administrators.
  - c) 'General Body' means the general body of members of the Society, whose names are borne in the Register of Membership and who have voting rights.
  - d) 'Board' means the Board of Directors as constituted from time to time according to the Rules and Regulations.
  - e) 'Memorandum' shall mean the Memorandum of Society.
  - f) Words importing singular number and/or masculine gender include plural number and/or feminine gender and vice versa.
  - g) 'Year' means a year commencing on the first day of January and ending on the 31st day of December of the same year.

II. MEMBERSHIP

2. CLASSES OF MEMBERSHIP

There shall be the following classes of membership:

- a) Fellow
- b) Member
- c) Associate
- d) Student
- e) Honorary
- f) Life Member and Life Fellow



- v. is holding the position of dean, deputy dean, principal, vice-principal, or any other equivalent position in a medical college or a college (School) of nursing;

and

has acquired, in the opinion of the Board of Directors, adequate knowledge of the principles, precepts and practices of health administration; or

- vi. consultant, adviser, coordinator, or administrator of a health related organization such as Voluntary Association of India, CMAI, VHA, IHA, and NIHA

and

in that position of influences the operation, growth and development of hospitals or other acceptable health-care services and programmes.

c) Associate

Any individual who undertakes to subscribe to the Society may be admitted to associate membership even if he is not in active hospital administration and is not eligible for membership of the Society under the above condition, if;

- i. he is a trustee or a Governor or a member of the governing board of an acceptable hospital or health related organisation;

and

takes an active interest in the affairs of his hospital, and influences the operation, growth and development of the hospital;

- ii. he is in any responsible position and has rendered distinguished service in the hospital field or in related areas and has worked for the furtherance of the aims and objects of the Society, and who is otherwise ineligible for active status in the Society.

An associate member shall not be entitled to vote.

d) Student

Any individual above the age of eighteen years willing to subscribe to the aims and objects of the Society may be admitted to student membership, if he is studying a degree or diploma course in hospital administration or any other course the curricula for which include hospital or health care administration and is recognised by the Board of Directors of the Society.

A student member shall cease to be such a member immediately on cessation of his studies for the course, on the basis of which he was admitted to membership.

A student member shall not be entitled to vote.



e) Honorary

Any individual may be admitted as an honorary member by the Board of Directors for his distinguished service to the Society or to the causes which the Society seeks to serve or whose admission is considered to be in the interest of the Society or for the furtherance of the aims and objects of the Society.

An honorary member shall not be entitled to vote. He shall not be required to pay either the admission fee or the annual membership dues.

f) Life Member and Life Fellow

A member may become a Life Member and a Fellow may become a Life Fellow after attaining the age of sixty years and after retiring from service under such terms and conditions as are formulated by the Board of Directors and approved by the General Body. A Life Member or Life Fellow shall not be required, to pay annual dues, and shall be ineligible to hold office or to be a member of the Board of Directors.

4. APPLICATION FOR AND ADMISSION TO MEMBERSHIP

- a) Application for membership, in the prescribed form, duly filled in and signed by the applicant and proposed by one member of the Society together with the prescribed admission fee shall be submitted to the Executive Director of the Society.
- b) The Board of Directors or the body authorized by it shall after receiving the application consider it and take a decision on it as expeditiously as possible but not later than 120 days from the date of receipt of the application.

If the Board of Directors or its duly authorised body rejects any application for membership, such decision shall be final. On rejection, the money received from the applicant shall be refunded forthwith and the applicant informed of the rejection accordingly.

- c) The applicant shall be deemed to be a member of Society from the date on which he is admitted as a Member and his dues will become effective from that date.

5. ADMISSION FEE AND MEMBERSHIP DUES

a) Admission Fee

There shall be an admission fee the amount of which shall be determined by the Board of Directors from time to time, and payable along with the application for membership. An Honorary Member shall not be required to pay any admission fee.



b) Annual Subscription

There shall be annual subscription as determined by the Board of Directors from time to time, and payable by Fellows, Members, Associate Members and Student Members and they shall become due on the first day of the calendar year and shall be payable within three months of the commencement of the year, and in case of new admission within thirty days of the admission to membership;

provided, however, that if a member is admitted after the first six months of the year the subscription payable shall be half of the annual subscription.

- c) An Honorary Member, a Life Member and Life Fellow shall not be required to pay any annual subscription having paid the life membership subscription.

6. VOTING RIGHTS

- a) Every Fellow, Member and Life Member shall have one vote in the meetings of the Society:

provided that if any Member fails to pay his annual fees within the 30th June of the concerned year, he shall not be entitled to vote in any meetings or to participate in any elections of the Society until the expiry of six months from the date of his clearing up the arrears.

- b) All decisions in any meeting of the General Body or the Board of Directors shall be by a simple majority of votes of the members present and voting at the meeting concerned, unless otherwise provided for in these Rules and Regulations.
- c) An Associate Member, a Student Member, or an Honorary Member shall have no voting right.

7. TERMINATION OF MEMBERSHIP

- a) The Executive Director may serve a notice on any defaulting member as in Regulation 5 above, for clearance of arrears or dues. If within thirty days or within the time extended by the Executive Director, the defaulting member fails to pay all the subscriptions and arrears, his name may be removed from the membership of the Society by the Board of Directors.



- b) The Board of Directors may, by a resolution of three-fourths majority of its members present and voting at the meeting, after due investigation, suspend for any period any member from the membership of the Society for any act of omission and commission which is in violation of these Memoranda of Society and Rules and Regulations or is against the interests of the Society or constitutes neglect or refusal to abide by any regulations and bye-laws of the Society, or is likely to bring discredit to the Society, provided, however, that no such resolution to suspend a member shall be passed unless the member concerned has been given an opportunity to explain his conduct. Any member suspended by the Board of Directors shall cease forthwith to be entitled to the benefits and rights of membership but he shall have a right of appeal against such decision to the General Body provided he files the memorandum of appeal with the Executive Director within sixty days of the order of his suspension.
- c) Any member may be expelled from the Society by the General Body, provided that such a decision is taken by a two-thirds majority vote of members present and voting at a General Body meeting and the member proposed to be expelled has been given an opportunity to explain the charges levelled against him.
- d) Any member may resign at any time by filing a written resignation with the Executive Director of the Society. Such resignation shall become effective as of the time it is accepted by the Society but the member resigning shall not be relieved of the obligation to pay any unpaid fees, dues or other charges.

#### 8. RE-ADMISSION OF MEMBERSHIP

A person whose membership is terminated under regulation 7(a) and 7(d) above, may apply for re-admission to membership of the Society, provided he pays all his arrears in one lumpsum and also a re-admission fee.

#### 9. PRIVILEGES OF MEMBERS

- a) All members regardless of the class of membership they belong to, shall have the privilege of the floor in the discussion at any meeting of the General Body, shall be entitled to participate in any professional activity of the Society, to receive publications with or without charges as may be determined by the Board of Directors. to inspect the accounts of the Society, to inspect the minutes of the General Body meetings and of the meetings of the Board of Directors and to receive a copy of these minutes if they are published and distributed.
- b) Each Fellow and Member in good standing shall be entitled to vote at the meetings of the General Body and to stand as a candidate for being elected to any office or membership of the Board of Directors and other Standing Committees.



- c) An Associate Member, a Student Member, and an Honorary Member shall be entitled to all the rights and privileges of membership including participation in the meetings of the General Body but without the right to vote or to hold any office.
- d) A Life Member and a Life Fellow shall be entitled to all the aforesaid rights and privileges including the right to vote.

### III. GENERAL BODY, BOARD OF DIRECTORS AND COMMITTEES

#### 10. GENERAL BODY

##### a) Supreme Authority

The supreme authority of the Society shall vest in the General Body of all members of the Society with voting rights and shall be exercised in the general meetings - ordinary, annual and extraordinary meetings - of the Society. The General Body of Members with voting rights present in such general meetings shall be competent to take all steps and decisions that may be considered in conformity with the Memorandum of Association and Rules and Regulations of the Society for furthering the aims and objects of the Society.

##### b) Meetings

- i. An annual general meeting shall be held once each year. The meetings shall be held at such time and place as the Board of Directors may from time to time determine.
- ii. Extra-ordinary meetings may be convened by the General Secretary on the order of the Board of Directors or on a requisition made to that effect in writing by not less than one-fifth of the total number of members with voting rights. Every such requisition shall express the object of the meeting proposed to be called and sent to the Executive Director.
- iii. Sixty clear days' notice of meeting of the General Body shall be given to the members of the Society specifying the place and the day and the hour of the meeting and in the case of extra-ordinary meetings the objects of such meetings.
- iv. A quorum at any General Body meeting shall be 20 or 20% of the total membership, whichever is higher. In the absence of a quorum, the meeting may be adjourned and reconvened after half an hour. No quorum will be necessary for the adjourned meeting.
- v. The President of the Society shall be Chairman at all meetings of the General Body: in his absence one of the senior Vice-Presidents by virtue of his membership shall preside. In the event of the absence of the President and all the Vice-Presidents, the members present shall choose one of their members to be the Chairman pro tem.



- vi. The ordinary business to be transacted in an ordinary annual general meeting shall be the consideration of annual report(s), balance sheet and audited accounts for the preceding year, appointment of auditors for the ensuing year and fixation of their remuneration, if any, election of officers and members of the Board of Directors (at the biennial meetings) and any other matter as determined by the Board of Directors or the President of the Society.

## 11. BOARD OF DIRECTORS AND ITS COMPOSITION

Subject to the overall control and direction of the General Body, conduct and management of the affairs of the Society shall vest in the Board of Directors which shall consist of the following:

President

Immediate Past President

Two Vice-Presidents

Executive Director

Treasurer

Seven elected members

Chairman of the Standing Committees

Regional Directors, who are not members of the Board will be coopted as ex-officio members of the Board for the duration of their tenure.

- i. The Board of Directors shall meet at such times and places and shall conduct their proceedings in such a manner as they may, from time to time, determine. They may meet as often as necessary. The quorum for the meeting will be nine.
- ii. A meeting of the Board of Directors shall be held on the orders of the Board or on the call of the President on his own initiative or the Executive Director or on demand by any five members of the Board.
- iii. The President and the Executive Director of the Society shall be, respectively, Chairman and Secretary of the Board of Directors. In the absence of the President, one of the Vice-Presidents, and in their absence, any member present in the meeting and elected shall preside over the meetings. In the absence of the Executive Director, one may be appointed pro tem.

## 12. COMMITTEES

### A. STANDING COMMITTEES

The Board of Directors shall, at their first meeting after assuming office and on the recommendation of the President, appoint Chairman and members of the following Committees except the Nominating Committee which shall be appointed six months prior to the meeting at which elections are



to be held. Except the Nominating Committee, all other committees shall serve for a period of two years. The President and the Executive Director of the Society shall be *ex-officio* members of all the committees except the Nominating Committee. Other members may be invited to meetings but such members shall have no power to vote.

- a) Committee on Credentials
- b) Finance Committee
- c) Programme Committee
- d) Editorial Committee

a) The Committee on Credentials

The Committee on Credentials shall consist of a Chairman and four other members with voting rights. These should be persons of high integrity and of considerable status and are actively engaged in the field of health care administration. They should also be active personal members of the Society. The Committee shall scrutinize and pass applications for membership to the Society. It shall also recommend to the Board of Directors members who may be elevated to the status of Fellows. The procedure and standards to be applied by the Committee for admission and recommendation for advancement shall, however, be determined by the Board of Directors.

b) Finance Committee

The Finance Committee shall consist of a Chairman (preferably one of the Vice-Presidents), the Treasurer, and two other members who have technical competence and are experts in the field of finance. The Committee shall prepare the budget for the Society and shall oversee the financial affairs of the Society.

c) Programme Committee

The Programme Committee shall consist of a Chairman (preferably one of the Vice-Presidents) and two other active members of the Society. The Committee shall recommend to the Board of Directors a suitable programme of activities for the year in keeping with the aims and objects of the Society and when approved arrange for the execution of such a programme.

d) Editorial Committee

The Editorial Committee shall consist of an Editor who shall be the Chairman of the Committee and five other members who have competence and interest in the field. The Committee shall be responsible for the publication of a bulletin and/or journal which shall be the official publication of the Society.



B. THE NOMINATING COMMITTEE

The Nominating Committee shall consist of a Chairman and four other voting members who have been active in the affairs of the Society. The Nominating Committee shall receive and consider suggestions of eligible candidates for the offices of the President, other officers and Board of Directors. In proposing names, the Committee shall have due regard to the interest of the Society and shall nominate only persons who have been active in the affairs of the Society. The report of the Nominating Committee shall be made directly to the General Meeting at which elections are to be held. Additional nominations of candidates for the same offices may be made on the floor of the meeting.

13. OTHER COMMITTEES

The Board of Directors may establish additional committees. These may be concerned with, but not necessarily limited to, publications, research, awards, educational programme and administrative development. They may also establish ad-hoc committees for special purposes. Appointment of the Chairman and members of such committees shall be made by the Board of Directors.

IV. POWERS, FUNCTIONS AND DUTIES OF OFFICE-BEARERS

14. GENERAL

- a) The President, Vice-Presidents, Executive Director and Treasurer of the Society shall exercise all such powers and discharge all such functions as are concerned upon them by these Rules and Regulations and those that may from time to time be conferred upon them by appropriate bodies or authorities.
- b) In the temporary absence of any of these officers, or if any of them resigns or is otherwise unable to function during his term of office, the Board of Directors shall appoint another person to be the acting officer in his place, and such officer shall exercise all such powers and perform all such functions as pertain to the office to which he is appointed in an acting capacity.

15. PRESIDENT

In addition to the powers, functions and duties given elsewhere in these Rules and Regulations, the President of the Society, subject to the control of the Board of Directors and the General Body, shall preside over and conduct the proceedings of all the meetings of the General Body and of the Board of Directors.



16. VICE-PRESIDENTS

The Vice-Presidents shall perform such functions as may be assigned to them by the President and shall discharge the duties and functions of the President when called upon to do so during the President's absence or during his inability to carry on his functions.

17. EXECUTIVE DIRECTOR

The Executive Director, subject to the general direction and control of the Board of Directors, shall:

- a) promote the professional activities of the Society,
- b) manage the office of the Society as and when one is established, and manage all matters pertaining to the employees of the Society,
- c) institute and defend any legal proceedings in law courts and other places and execute all deeds and documents of the Society as and when specifically authorized in this behalf, to sue and to be sued,
- d) issue notices and convene all meetings of the General Body, the Board of Directors and of the Committees, if required,
- e) maintain minutes of the proceedings of all meetings of which he is Secretary,
- f) maintain proper and up-to-date register of members of the Society,
- g) maintain proper and accurate records, books, files and papers regarding the working of the Society,
- h) conduct generally all affairs of the Society,
- i) discharge all such functions and have all such powers as may be conferred upon him under these Rules and Regulations as well as by the Board of Directors and the General Body from time to time,
- j) be the custodian of the seal of the Society.

18. TREASURER

The Treasurer, subject to the control of the Board of Directors, shall be responsible for the safe custody of all the monies, received by and on behalf of the Society, for maintaining all the necessary books of accounts and relative papers and for supervising all the expenses of the Society. He shall:

- a) receive all monies on behalf of the Society and issue receipts,
- b) keep and spend imprest cash as sanctioned by the Board of Directors,



- c) pay all costs of management and working expenses and other charges of the Society as duly sanctioned,
- d) deposit all monies and payments received or recovered on behalf of the Society in such Bank or Banks as directed by the Board of Directors or by the body authorized by it,
- e) prepare and submit a statement of accounts duly audited at the annual meeting,
- f) submit an annual budget to the Board of Directors for its approval and recommendation to the General Body,
- g) sign all cheques jointly with the Executive Director and in his absence one of the other officers on authorization to that effect,
- h) discharge all other functions and duties as may be assigned to him by the Board of Directors.

#### V. REGIONAL DIRECTORS

19. The Board of Directors shall, at the first meeting after they assume office, appoint as many Regional Directors as they deem fit, to promote the aims, objects and interests of the Society at the regional level. In appointing Regional Directors, the Board of Directors shall have due regard to the active status and interest of the candidates in the affairs of the Society as well as for a fair and equitable geographical distribution of such candidates. The Regional Directors shall serve for a period of two years.

#### VI. ELECTION OF AND TERM OF OFFICE FOR OFFICERS AND BOARD OF DIRECTORS

20. a) The officers and the Board of Directors shall be elected biennially at every other annual ordinary General Body meeting excepting the Executive Director who will be elected for a period of five years. They shall assume office immediately after the announcement of election results and shall serve for a period of two years, excepting the Executive Director who will serve for five years. The outgoing authority shall handover charge within thirty days after the election, unless he continues for another term of office or extension for a stipulated period.
- b) The procedure for voting, appointment of Returning Officer(s), counting of votes, announcement of the election results, etc., shall be determined by the Board of Directors and set forth in the form of by-laws.



VII. AMENDMENT TO THE MEMORANDUM OF ASSOCIATION AND TO THE  
RULES AND REGULATIONS

21. Amendments, alterations, modifications to and deletions from any of the articles of the Memorandum of the Society shall be made only by a two-thirds' majority of the members present and voting in a General Meeting (at which a quorum is present) and after thirty days written notice of the intention to propose the amendments shall have been given to the Executive Director who shall send notice of the same to every member at least fifteen days before the General Meeting of the Society at which such proposal is intended to be made. Amendments to any part of the Rules and Regulations shall be made in the same manner provided that a simple majority shall be sufficient for such amendment(s).

VIII. DISSOLUTION

22. DISSOLUTION

- a) The Society shall not be dissolved except in accordance with the provisions of Sections 22 and 23 of the K.S.R. Act.
- b) If upon the dissolution of the Society, as prescribed above, there shall remain, after the satisfaction of all its debts and liabilities, any property or assets whatsoever, the same shall not be paid or otherwise distributed to any, several or all members of the Society, its Boards or Committees, but shall be made over to some other Society having similar aims and objects, the selection of which shall be determined by the votes of not less than three-fifths of the members of the Society (with voting rights).



present personally, or by duly appointed proxies, at a special General Meeting held at the time of dissolution.

<u>Sl. No.</u>	<u>Full name</u>	<u>Designation</u>	<u>Age</u>	<u>Occupation &amp; Address</u>	<u>Signature</u>
1.	Dr CM Francis	President	55	Dean, St. John's Med. College, Bangalore - 34	Sd/-
2.	Dr. Ashok K Sabni	Executive Director	42	Prof. & Cord., Indian Instt. of Management, Bangalore - 27	Sd/-
3.	Dr V Rahmatullah	Member	48	Chief Med. Advisor, UPASI, Coonoor.	Sd/-
4.	Dr FN Ghei	Member	48	A.D.G.H.S. Nirman Bhavan, New Delhi - 11	Sd/-
5.	Dr DS Mukerji	Member	33	Prog. Director, RUHSA C.M.C., Vellore	Sd/-
6.	Dr VV Jadhav	Member	38	Indian Yeast Co. Ltd. Bombay	Sd/-
7.	Dr GP Pai	Member	40	C.M.O., B.H.E.L., Trichy	Sd/-

All the above attested by me

Signature : Sd/-

Name : KS Hariharan

Address : Council & Teaching Section,  
St. John's Medical College,  
Bangalore - 560 034

Age : 50 yrs.

Occupation : Superintendent,  
Council & Teaching Section

Date : 18th July 1979



INDIAN INSTITUTE OF MANAGEMENT  
33, Langford Road, Bangalore-560 027

1 0 AUG 1979

Dr. Ravi Narayan  
St. John's Medical College  
Bangalore - 34.

Dear Dr. Narayan,

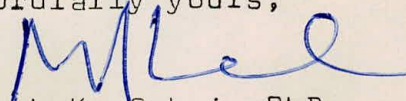
Indian Society of Health Administrators  
(ISHA) - Founder Membership.

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1. You will be glad to know that, keeping in view the emerging needs of health care delivery services and professional development of health administrators to meet those needs, the Indian Society of Health Administrators was formed at Bangalore by noted health professionals in India. The application for registration of the Society has been submitted. I am enclosing herewith a draft copy of the Memorandum of Association and Rules and Regulations, for your information.
2. I am also enclosing herewith a Founder Membership application form. Kindly send the completed application form together with the fee to me as soon as possible.
3. The first meeting of the General Body is fixed for November 3, 1979 at 10.00 am at St. John's Medical College, Bangalore. This will be a very important meeting to select members of the Governing Body and finalise programmes and activities for the first year. The meeting would be over by 5.00 pm. I am sure you will definitely attend this important meeting.

With kind regards,

Cordially yours,

  
Ashok K. Sahni, Ph.D.,  
Professor of Behavioural  
Sciences and Health  
Management.

encl: aa.



APPLICATION FORM FOR FOUNDER MEMBERSHIP OF  
THE INDIAN SOCIETY OF HEALTH ADMINISTRATORS

Name: Dr./Mr./Mrs./Miss \_\_\_\_\_  
(IN BLOCK LETTERS)

Qualification: \_\_\_\_\_

Speciality: \_\_\_\_\_

Institution to which attached | \_\_\_\_\_

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone Number (if any) \_\_\_\_\_

I agree to become a member of the Indian Society of Health Administrators.

Date: \_\_\_\_\_

Place: \_\_\_\_\_

\_\_\_\_\_  
Signature of the applicant

Provisionally fixed Founder Membership fee is Rs.30/- per year. Payments be made in the name of 'Indian Society of Health Administrators.'

Kindly mail to: Dr.Ashok Sahni  
Indian Society of Health Administrators,  
136/20, 7th Cross,  
Wilson Garden,  
Bangalore - 560 027.



Phone: 579374 (office)  
578442 (home)

INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden  
Bangalore - 560 027

October 12, 1979

**Dr. Ravi Narayan**  
**St. John's Medical College**  
**Bangalore - 34.**

Dear **Dr. Narayan,**

Sub: Indian Society of Health Administrators  
(ISHA) - First General Body Meeting -  
November 3, 1979.

-.-

1. This is in reference to my letter of Aug.10 enclosing membership form and inviting you to be a member of the Society. I have not heard from you so far. Enclosed herewith is an application.

2. As indicated in my letter of Aug.10, the first General Body Meeting will be held on Nov.3,1979, as scheduled, at 10.00 am at St. John's Medical College, Bangalore. In the morning, office bearers of the Society will be elected. Also, the programme of activities for the first year will be finalised. Important procedural matters regarding membership, fees and rights and responsibilities of members will be discussed.

3. In the afternoon, keeping in view the emerging and complex role of health administrators, a seminar has been arranged. Dr. Sharad Kumar, Director, National Institute of Health and Family Welfare at Delhi, will give a talk on 'National Health Policy and its Impact on Health Administrators.' Dr. R.M. Varma, Professor Emeritus, National Institute of Mental Health and Neuro-sciences, and Dr. C.M. Francis, Dean, St. John's Medical College, will make brief comments on the talk. We shall then discuss, in small groups, some of the key issues facing health administrators. These are:

- a. How to compute the cost of health care -- primary, secondary and tertiary -- and its impact on the national health policy and the work of health care administrators?
- b. What is the feasibility of bringing various systems of medicine under one health service?

1  
2  
3/10



- c. What is the place of qualified health administrators in the hospital system in contemporary India?
- d. What is the role of health care administrators in the medical audit?
- e. What are the roles and responsibilities of health administrators keeping in view the emerging emphasis on health care needs of the Indian society?
- f. What technologies would health administrators need to achieve the new objectives of the National Health Policy?

4. Keeping in view the important nature of this meeting and the key role which you are likely to play in guiding and building the young Society, I shall request you sincerely to make all attempts to be present at this meeting.

5. Kindly let me know whether you will be attending the meeting so that adequate lunch and tea arrangements could be made.

6. All out of station members are requested to kindly let me know by Oct.27, about their requirements for hotel/guest house arrangements. We shall make all attempts to provide guest-house accommodation. Also kindly let me know your travel plans.

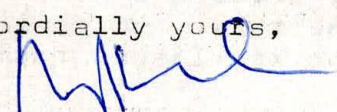
7. On reaching Bangalore, kindly contact me at 579374 (office) or 578442 (home) so that I can help you with regard to your hotel/guest house accommodation.

8. Kindly bring the application with you, if you are coming. However, if you cannot come for some reasons, I shall request you to kindly send the completed application for founder membership by Oct.30 so that your application can be placed before the General Body for approval.

Look forward to meeting you on Nov.3 and working with you toward development of the health care delivery services in India.

With kind regards,

Cordially yours,

  
Ashok K. Sahni, Ph.D.  
Professor of Behavioural  
136/2 Sciences and Health  
MADURAI-560027.

encl: aa.

Sec  
/ R  
/ 2



Grams: HEALTHADMN

Phone: 579374 (office)  
578442 (home)

INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden  
Bangalore - 560 027

Dec. 29, 1979

Dr. Ravi Narayan  
St. John's Medical College  
Bangalore 34.

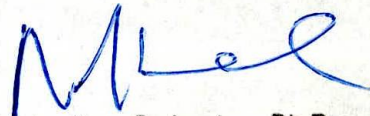
Dear Dr. Narayan,

Sub: ISHA - Founder Membership.  
--

Reference our meeting this morning, I am enclosing herewith an application form for founder membership. I shall appreciate if you could kindly send the form, duly completed, together with the fee of Rs.30/- as soon as possible.

With kind regards,

Cordially yours,



Ashok K. Sahni, Ph.D.,  
Executive Director.

encl: aa.

Seen  
Despatched  
3/1/80 RN  
Bank of Baroda  
Cheque No A 0046736  
dated 3/1/80



Phone: 579374 (office)  
578442 (home)

INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden  
Bangalore - 560 027

Dr. Ravi Narayan  
Ross Institute Unit  
St. John's Medical College  
Bangalore 34

Jan. 4, 1980

Dear Dr. Narayan,

Sub: Membership of Indian Society of  
Health Administrators (ISHA).

Thank you very much for your letter no. \_\_\_\_\_  
dt. \_\_\_\_\_/application together with the fee for  
the founder membership of the Society. Receipt for the  
same is enclosed for your records.

I shall be sending you separately the minutes of the  
Nov. 3. '79 General Body meeting together with papers dis-  
cussed at the meeting.

Welcome to the Society. Your professional contribu-  
tions and commitment will help the Society in improving  
the professional status of health administrators and  
health care delivery services in India.

With kind regards,

*Best wishes for the New Year*

Cordially yours,

*Ashok K. Sahni*

Ashok K. Sahni, Ph.D.,

Encl: receipt

PS: Enclosed herewith is a copy of the minutes of the  
General Body meeting for your information.

*seen  
RN  
11/1/80*



Phone: 579374

INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden  
Bangalore - 560 027

No. 0181

Date Dec. 31, 1979

Received from Dr. Ravi Narayan

St. John's Medical College, Bangalore.

the sum of Rupees Thirty only

by Cash/Money Order/Cheque No. A-0046736 dt. 3.1.80

drawn on Bank of Baroda, Campus Branch toward founder  
membership of the Society.

Rs. 30/-

For Indian Society of Health  
Administrators



Dr. Ashok Sahni



November 15, 1979

MINUTES OF THE FIRST GENERAL BODY MEETING OF THE  
INDIAN SOCIETY OF HEALTH ADMINISTRATORS HELD AT  
10.00 AM ON NOVEMBER 3, 1979 AT ST. JOHN'S MEDICAL  
COLLEGE, BANGALORE.

1. Members Present

1. Dr. CM Francis, Dean, St. John's Mdl. College, Bangalore.
2. Dr. RM Varma, Professor Emeritus, National Institute of Mental Health & Neuro Sciences, Bangalore.
3. Dr. YP Rudrappa, Director of Medical Education, Directorate of Health & Family Welfare, Bangalore.
4. Dr. Sharad Kumar, Director, National Institute of Health and Family Welfare, New Delhi.
5. Maj. Gen. B. Mahadevan, Professor and Director, Rural Health Training Centre, St. John's Mdl. College, Bangalore.
6. Dr. S. V. Rama Rao, Professor and Head of the Dept. of Preventive & Community Medicine, St. John's Medical College, Bangalore.
7. Dr. CS Balaraman, Medical Superintendent, Mar Baselies Medical Mission Hospital, Kothamangalam, Kerala.
8. Dr. G. Panduranga Pai, Chief Medical Officer, Bharat Heavy Electricals Ltd., Hospital, Tiruchirapalli.
9. Dr. GN Narayana Reddy, Director, National Institute of Mental Health and Neuro Sciences, Bangalore.
10. Dr. AV Shanmugam, Professor of Communication, Indian Institute of Management, Bangalore.
11. Dr. M. Jayachandra Rao, Medical Officer of Health, Bangalore Municipal Corporation, Bangalore.
12. Dr. K. Venkat Rao, Senior Medical Officer, Indian Telephone Industries Ltd., Bangalore.
13. Dr. S. Sheshadri, Indian Telephone Industries, Bangalore.
14. Dr. K. K. R. Menon, Resident Medical Officer, Cochin Port Trust, Cochin.
15. Dr. R. Sonowal, Dy. Director of Health Services, Government of Nagaland, Kohima.
16. Dr. MM Dutta, Chief Medical Officer, Durgapur Steel Plant, Durgapur.
17. Mr. C. T. Sreenivasan, Retd. Chief Inspector of Factories, Madras.
18. Dr. BN Lingaraju, Retd. Joint Director of Health Services, Bangalore.
19. Dr. VV Jadhav, Factory Doctor, Indian Yeast Company Ltd., Kegaon Village, Dist. Kolaba.
20. Dr. G. Jayaraj, General Hospital, Neyveli Lignite Corporation, Neyveli, Tamil Nadu.



21. Dr. Ashok Sahni, Professor of Behavioural Sciences and Health Management, Indian Institute of Mgmt., Bangalore.
  22. Dr. V. Balakrishna, HAL Hospital, Bangalore.
  23. Dr. (Mrs.) Kamalabai Gemson, HAL Hospital, Bangalore.
  24. Dr. P. Jayaram, HAL Hospital, Bangalore.
  25. Dr. Narayanarao Pissay, HAL Hospital, Bangalore.
2. The members of the Indian Society of Health Administrators were welcomed by Dr. CM Francis, and he hoped that there will be a fruitful discussion during the meeting.
3. Dr. Ashok Sahni then gave a comprehensive report on the progress of the Society and its membership. This was followed by a general discussion in which all the members participated actively. In brief, Dr. Sahni indicated that the idea about the formation of such a Society grew as a result of series of seminars conducted by him at Bangalore and all over India for health professionals as well as the three-day Conference which was organised in November 1977 on 'Social Aspects of Medical Education in India.' It was felt that there was no professional organisation to meet with the professional developmental needs of various categories of health professionals. Keeping in view the complexity of health problems to meet with the needs of a large country like India, a multi-disciplinary approach to health planning and health administration was required. Also, it was felt that there was lack of literature and organizational resources for professional development of health administrators.

Keeping in view this objective, series of discussions were held with noted professionals in Bangalore. As a result, the draft Memorandum of Association and Rules and Regulations was prepared. In consultation with noted health professionals who attended the meeting held at St. John's Medical College, a list of professionals interested in health care delivery system was prepared. The draft Memorandum of Association was sent to all these professionals for their comments. The draft document together with the founder membership application was sent to all those health professionals who had participated in the training programmes, conducted by Dr. Ashok Sahni. Also, noted health professionals, as per the list prepared in consultation with others, were invited for Founder Membership. A total of approximately 300 professionals were invited for Founder Membership. As of date (November 3, 1979), 124 were paid members. Applications of six other professionals were pending for receipt of cheques. It was considered that in such a short time, the response for membership was extremely favourable. Dr. Sahni felt that keeping in view the favourable response and enthusiasm shown by professionals toward the Society, the Society will be able to play a very important role toward professional development of health administrators.



4. The major decisions made by the members were as follows:

a. To continue **acceptance** of founder membership until December 31, 1979.

All those professionals to whom we have invited for founder membership, as well as sent the yellow form, we would accept their membership. Also the members present had given names of health professionals who could be invited for founder membership.

b. There were suggestions regarding institutional membership and amendment to the rules regarding Life Members and Life Fellows. It was resolved that till a final decision is taken, after bringing a formal amendment at the next meeting, action need not be taken on Life Members and Life Fellows.

c. It was clarified that a Member can continue as a Member even after attaining the age of 60 years and that the provision that a Member may become a Life Fellow after attaining the age of 60 years depends on the particular member and also the enabling clause, but does not restrict him from continuing to be a Member if he wishes to do so.

d. Some of the members felt that it may be difficult to have a quorum of 20% and suggested that this provision of 20% for the quorum may have to be deleted. This will have to be brought in as a formal amendment for consideration at the next General Body meeting.

e. Emergency meetings: There was a proposal that a period of notice for emergency meetings be fixed as 30 days and it is to be brought as an addition to clause 10 of the rules and regulations and would, therefore, be 10-b (vii) when it is approved by the General Body. The formal amendment will have to be brought for this purpose at the next General Body meeting.

f. With regard to termination of membership, (clause 7 (d)), there was an opinion that the following words "when the member resigned he was not to be relieved of the obligation to pay any unpaid fees, dues or other charges" be dropped at the end of clause 7(d).

g. There was the question as to how the nominating committee was to be constituted. It was suggested that the names of the nominating committee could be obtained by circulation and then placed before the Board.

Having discussed the Memorandum of Association and Rules and Regulations, the following resolution was



moved by Dr.G.N.Narayana Reddy and supported by Dr.G.Panduranga Pai.

"Resolved to accept the Memorandum of Association and Rules and Regulations of the Indian Society of Health Administrators as approved by the Registrar of Societies."

The resolution was passed unanimously, as approved by the Registrar of Societies in his letter dt.18th September, 1979 and Certificate Sl.No.245/79-80.

#### Additional Decisions

- a. Membership fees: It was suggested that the fees for membership should be Rs.30/- per annum for a Member; Rs.25/- per annum for Associate Member; and Rs.15/- per annum for Student Member.
- b. Opening of Bank Account: Resolved that the Executive Director may open a Savings Bank Account at the State Bank of Mysore, Richmond Road Branch, in the name of the Society and its account shall be operated jointly by the Executive Director and the Treasurer.
- c. The General Body approved the suggestion of the Executive Director to have appropriate certificates for Founder Members and other Members. unanimously
- d. Election of Board of Directors: The General Body/elected Dr.Ashok Sahni as Executive Director, Indian Society of Health Administrators. The General Body authorised Dr.Ashok Sahni to suggest names for the various officers as envisaged under clause 11 for the President, Vice-President, Treasurer and seven elected members. He proposed the following names for the various officers and they were accepted unanimously.

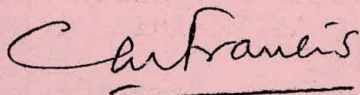
President	..	Dr.C.M.Francis, Dean St.John's Medical College and Hospital, Bangalore.
Vice Presidents	1.	Dr.Y.P.Rudrappa, Director of Medical Education, Government of Karnataka, Bangalore.
	2.	Dr.Sharad Kumar, Director, National Institute of Health and Family Welfare, New Delhi.
Treasurer	..	Maj.Gen.B.Mahadevan, Director, Rural Health Training Centre, St.John's Medical College, Bangalore.
Seven elected Members	1.	Dr.J.D.Sethi, Member, Planning Commission(Health) Government of India, New Delhi.



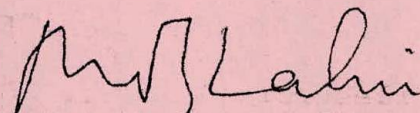
2. Dr.R.M.Varma  
Professor Emeritus  
National Institute of Mental  
Health and Neuro-Sciences,  
Bangalore.
3. Dr.G.N.Narayana Reddy,  
Director, National Institute of  
Mental Health & Neuro-Sciences,  
Bangalore.
4. Dr.D.M.Nanjundappa  
Economic Adviser and Special  
Secretary (Planning Dept.)  
Government of Karnataka,  
Bangalore.
5. Dr.Sushila Nayar, Director,  
Mahatma Gandhi Institute of  
Medical Sciences, Sevagram,  
Dist. Wardha, Maharashtra.
6. Dr.Ramdas M. Pai,  
Medical Director,  
Kasturba Medical College and  
Hospital, Manipal, Karnataka.
7. Dr.P.K.Gopalakrishnan  
Member Secretary  
State Planning Board  
Government of Kerala  
Trivandrum.

In case any of these members declined to accept the nomination, the Executive Director will nominate other suitable persons.

- e. The business meeting was then followed by a Seminar on 'National Health Policy and its Impact on Health Administrators.'



C.M.Francis, MBBS, PhD.,  
President.



Ashok K. Sahni, PhD.,  
Executive Director.





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE: "HEALTHADMN" PHONE: 578442 / 579374

October 7, 1980

Dr. Ravi Narayan  
Ross Institute Unit  
Bangalore 34

Dear Dr. Narayan;

1. On behalf of the Board of Directors, I wish to extend to you a warm and cordial welcome to the National Conference on "Primary Health Care by 2000 AD" from November 12-14, 1980 at Bangalore.

2. Enclosed herewith is a copy of the Conference brochure. You will kindly note that the Conference will focus on the following issues :

- a) resources required for achieving the goal of primary health care for all - - mobilization of resources and deployment of resources;
- b) community participation - role of different agencies in multi-sectoral approach; and
- c) strategy for action - proposed strategy for the Central and State Governments for achieving the goals of primary health care for all.

3. You will be glad to know that political leaders, administrators, professionals, representatives of international Agencies and representatives from foreign countries will be participating.

4. We will appreciate very much if you and your colleagues could make it convenient to attend the Conference. Kindly send the completed nomination form so that we can make accommodation and other arrangements for you. If you would like us to make any other arrangements (such as air/train reservations) for you, kindly let us know.

5. As you know, Bangalore is the most beautiful and garden city of India. A visit to Bangalore and the surrounding historic places is a memorable and culturally enriching experience.

6. We are looking forward to your active participation in the Conference.

With affection, respect and kindest regards,

Cordially yours,

Ashok Sahni, Ph.D.  
Executive Director

Encl :





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE : "HEALTHADMN" PHONE : 5 7 8 4 4 2

September 9, 1980

**Dr. Ravi Narayan,  
St. John's Medical College,  
Bangalore**

Dear **Dr. Narayan;**

1. On behalf of the Board of Directors, I have great pleasure in enclosing herewith your Membership Certificate. Also enclosed are copies of the Memorandum of Association and ISHA brochure. Printing of the supplies had taken undue time and therefore this dealy in writing to you.

2. You will be glad to know that ISHA has now a membership of 227, during the very short period of its existence. The membership will now be open to all professionals interested in health administration.

3. You will also be glad to know that ISHA has conducted a three-day training programme on Health Management for Durgapur Steel; two 2-day programmes on Health Management for Plantation Managers of UPASI; a four-day programme on Executive Health and Effectiveness is sheduled for a public sector company at Bangalore; consultancy and reserch proposals have been submitted to few organizations and we would undertake these projects soon.

4. ISHA will be conducting the first six-day course for health administrators from <sup>Nov. 3-8,</sup> ~~October 20-25,~~ 1980 at Bangalore. A copy of the programme brochure is being sent to you separately. If you or your colleagues would like to participate in the programme, kindly send the completed nomination form soon.

5. As decided in the first General Body Meeting held on March 29, 1980, ISHA will be organizing a National Conference on "Primary Health care by 2000 AD" from November 12-14, 1980. A copy of the announcement is being sent to you separately. On behalf of the Board of Directors, I would request you to kindly participate in the Conference. Noted health professionals from India and abroad, political leaders and administrators will be participating in the Conference. The Conference will focus on the following issues :

- (a) resources required for achieving the goal of primary health care for all  
mobilization of resources and deployment of resources ;
- (b) community participation - role of different agencies in multi-sectoral approach;  
and
- (c) strategy for action - proposed strategy for the Central and State  
Governments for achieving the goals of primary health care for all.



6. The next General Body Meeting will be held on November 13, 1980 at St. John's Medical College at 5-00 p.m. I shall request you to kindly attend this important meeting.

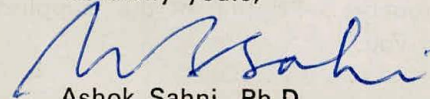
7. Enclosed herewith are two application forms for ISHA membership. As a committed health professional, I am sure you would like to invite health professionals, whom you like, to become members. Should you require any additional forms or copies of other ISHA publications, I shall be glad to send.

8. ISHA is planning to bring out the first issue of the Journal *Health Administrator* at the time of the National Conference in November. The first issue of the Journal will be devoted to health institution building. We have invited noted health professionals who have rich experiences in planning and developing health institutions, to share their experiences which will help us in building effective and innovative health institutions in future. Should you like to contribute an article on this subject, I shall appreciate receiving your article by October 10, 1980. For future issues of the Journal, I shall request you to kindly send me articles related to your interest and experiences in health administration.

Look forward to meeting you soon. Meanwhile, all my best wishes for your success.

With affection, respect and kindest regards,

Cordially yours,



Ashok Sahni, Ph.D.  
Executive Director.

Encl :



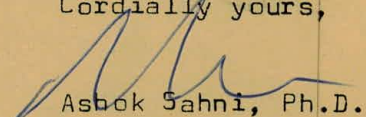
Dear ISHA colleague:

Sub: General Body Meeting : November 13, 1980

1. To make your visit to Bangalore from November 12-14 more constructive and meaningful, the Board of Directors have decided to **coordinate** the second General Body meeting with the Conference on Primary Health Care for All.
2. The General Body meeting will be held on November 13, 1980 at St. John's Medical College at 5.30 p.m. The agenda for the meeting will be:
  - a) To review the progress of the Society for the last one year;
  - b) To formulate professional programmes and activities for 1981;
  - c) To decide life membership fee;
  - d) To discuss programmes and measures as well as responsibilities for promoting the organizational and financial resources of the Society;
  - e) Any other business.

Kindly attend this important meeting.

Cordially yours,

  
Ashok Sahni, Ph.D.



## PARTICIPANTS

Keeping in view the multi-sectoral and inter disciplinary approach required in planning, programming and strategy formulation towards achievement of primary health care goals, the participants will include political leaders, administrators, professionals, representatives of international agencies from India and abroad, and representatives from foreign countries.

## REGISTRATION FEE

There is no registration fee Donations are welcome.

## VENUE

St. John's Medical College, Bangalore-560 034  
Phone : 42061-68 Grams : "SAINJOHNS"

For further information please write to :

Dr. Ashok Sahni  
Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden  
Bangalore-560 027  
Telephone : 578442 / 579374

# ISHA



Conference on

**PRIMARY HEALTH CARE FOR ALL BY 2000 AD**  
(Alma Ata Declaration)

November 12 through 14, 1980 at BANGALORE

*RN*  
*15/10*

**INDIAN SOCIETY OF HEALTH ADMINISTRATORS**  
136/20, 7th Cross, Wilson Garden, Bangalore-560 027  
Cable : "HEALTHADMN" Phone : 579374 / 578442



## NEED FOR THE CONFERENCE

All of us know that keeping physically fit and maintenance of better health is one of the most fundamental needs of each human being. The strength and prosperity of any nation depends a great deal on the health of its people. It is therefore the duty of the State to provide such services as will take care of the health of all sections of the community.

Several Committees have been appointed on national basis to suggest measures toward improvement of health services in the country in the last 33 years since Independence. In spite of all such attempts our present health care delivery system is very ineffective. Approximately 80 to 90 per cent of the population in India receive absolutely inadequate basic health services. The problem is likely to be more acute with increasing population. We will be increasing our population from the present 650 million to 930 million by the year 2000. No doubt we have made splendid progress in production of health professional manpower, establishment of specialized hospitals in urban areas and by establishment of primary health care centres to serve as first line hospitals. In spite of this tangible progress, our health care services are extremely inadequate and ineffective.

According to the Alma Ata Declaration adopted on September 12, 1978 by the International Conference on Primary Health Care, it was clearly stated that primary health care is the key to attaining the target of health for all by the year 2000 as part of overall development and in the spirit of social justice. The Declaration called on all Governments

to formulate national policies, strategies and plans of action to launch and sustain primary health care as part of a comprehensive national health system and in coordination with other sectors. The Declaration also called for urgent and effective international - in addition to national - action to develop and implement primary health care throughout the world and particularly in developing countries.

India was a signatory to that Declaration. By being a signatory, India has committed herself to attaining the goals of primary health care for all by year 2000. During 1979 a national Conference was convened at Delhi under the auspices of Ministry of Health and Family Welfare to examine the major issues regarding the ineffective and inadequate health care delivery services in India. Early 1980, special task groups met at Delhi to examine the national health policies, perspectives and issues, with regard to achieving the primary health care goals by 2000 AD. The crucial issues, not discussed so far, will be the focus of discussion at the proposed Conference.

## CONTENT OF THE CONFERENCE

The Conference will focus on three major issues.

- a) Resources required for achieving the goal of primary health care for all : mobilization of resources and deployment of resources;
- b) Community participation : role of different agencies in multi-sectoral approach;  
and
- c) Strategy for action : proposed strategy for the Central and State Governments for achieving the goal of primary health care for all.





The Board of Directors of

## **Indian Society of Health Administrators**

Bangalore

requests the pleasure of your company  
on wednesday November 12, 1980  
at 9-30 a.m. at the

Inauguration of the three-day Conference on  
**PRIMARY HEALTH CARE FOR ALL BY 2000 AD**

November 12-14, 1980 at

St. John's Medical College. Bangalore.

Programme overleaf

ISH file  
RN



## PROGRAMME

- 9-00 a.m. Registration
- 9-40 a.m. Welcome and about ISHA  
Dr. C. M. Francis, President, ISHA
- 9-50 a.m. About the Conference  
Dr. Ashok Sahni, Executive Director, ISHA
- 10-00 a.m. Inaugural Address  
Shri A. K. Abdul Samad  
Hon. ble Health Minister of Karnataka
- 10-15 a.m. Presidential Remarks  
Shri T. R. Jayaraman  
Vice Chancellor  
Bangalore University
- 10-30 a.m. Release of SOUVENIR  
Sri S. Santhanam, Managing Director,  
AMCO Batteries Ltd, Bangalore.
- 10-35 a.m. Vote of thanks  
Dr. Y. P. Rudrappa, Vice President, ISHA
- 10-45 a.m. Tea

Please do  
come.

8.00pm. Dinner at Bangalore club.



# ISHA



## *GENERAL INFORMATION*

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**INDIAN SOCIETY OF HEALTH ADMINISTRATORS**  
**136/20, 7th Cross, Wilson Garden Bangalore-560 027**  
Grams : "HEALTHADMN" Telephone : 5 7 8 4 4 2



## BACKGROUND

In November 1977, a group of thirty health Professionals met for three days at Bangalore in a conference on *Social Aspects of Medical Education in India*. Among other issues, concern about the increasing gap between the actual and desirable state of health services in India was expressed. To bridge this gap, the group emphasised the need for professional development of health administrators towards effective management of resources. The group also felt the absence of a common platform which could bring together all professionals interested in health care. Subsequently, several meetings of professional groups were held at the national as well as regional basis to elicit comments on the need to form an all-India society of health administrators. The zealous reactions and enthusiasm expressed both in such meetings as well as through correspondence, resulted in the drafting of the Memorandum of Association and registration, in September 1979, of the *Indian Society of Health Administrators (ISHA)*.

ISHA, is an all-India organization with headquarters in Bangalore and registered under the Karnataka Societies Registration Act, (1960). Plans are ahead to have international affiliations and activities.



## MANAGEMENT

- President** – Dr. CM Francis, Dean, St. John's Medical College and Hospital B'lore.
- Vice Presidents** – Dr. YP Rudrappa, Director of Medical Education, Govt. of Karnataka B'lore.  
– Dr. Sharad Kumar, Director, National Institute of Communicable Diseases, Delhi.
- Executive Director** – Dr. Ashok K Sahni, Professor of Behavioural Sciences and Health Management, Indian Institute of Management, Bangalore.
- Treasurer** – Maj. Gen. B. Mahadevan, Professor and Director, Rural Health Training Centre, St. John's Medical College, Bangalore.
- Members** – Dr. JD Sethi, Member, Planning Commission, Delhi.  
– Dr. DM Nanjundappa, Secretary, Planning Department, Government of Karnataka, Bangalore.  
– Dr. RM Varma, Professor Emeritus (former Director) National Institute of Mental Health and Neuro Sciences, Bangalore.  
– Dr. GN Narayana Reddy, Director National Institute of Mental Health and Neuro Sciences, Bangalore.  
– Dr. L Ramachandran, Director, The Gandhigram Institute of Rural Health and Family Planning, Ambuthural, Tamilnadu.  
– Dr. Daleep S Mukarji, Programme Director, Rural Unit for Health and Social Affairs, Kavanur, Tamilnadu.  
– Dr. Ramdas N Pai, Medical Director, Medical College and Hospital, Manipal, Karnataka.

## COMMITTEES

- Credentials Programme** Chairman – Dr. BN Lingaraju, B'lore.  
Chairman – Dr. Panduranga Pai, Chief Medical Officer, Bharat Heavy Electricals Limited, Trichy
- Finance** Chairman – Dr. YP Rudrappa, Director, Directorate of Medical Education, Govt. of Karnataka, Bangalore.
- Editorial** Chairman – Dr. Dara S Amer, Associate Professor of Community Medicine, St. John's Medical College, Bangalore.

## REGIONAL DIRECTORS

- Andhra Pradesh** : Prof. N. Mohan Murali, Osmania University, Hyderabad-500 007
- Assam and Orissa** : Dr. TK Bose, Chief Medical Officer, ISPAT General Hospital, Rourkela Steel Plant, Rourkela,
- Bihar** : Dr. GK Lath, Chief Medical Officer Tatas Central Hospital, Jamadoba.
- Chandigarh, Jammu & Kashmir** : Dr. Ajit Kumar Nagpal, Project Director, Institute of Medical Science, Srinagar.
- Delhi, Punjab & Harayana** : Dr. PN Ghei, Assistant Director General of Health Services, Ministry of Health and Family Welfare, New Delhi.
- Gujarat** : Dr. Omprakash Gupta, Director, Directorate of Medical Education and Research, New Civil Hospital Ahmedabad.
- Karnataka** : Dr. S. Abdul Kareem, Joint Director, Directorate of Health and Family Welfare Services, Bangalore.
- Kerala** : Dr. CS Balaraman, Medical Superintendent, Mount Sinal Hospital, Thodupuzha.
- Madhya Pradesh** : Dr. GL Goswami, Senior Medical Officer, MP Electricity Board Hospital, Korba.
- Maharashtra** : Dr. V V Jadhav, Factory Director, Indian Yeast Co., Ltd., Kolaba.
- Nagaland and Manipur** : Dr. R. Sonowal, Deputy Director of Health Services, Government of Nagaland, Kohima.
- Pondicherry** : Dr. V. Selvaraju, Deputy Director, Health and Family Welfare Services (E.S.I.) Pondicherry.
- Rajasthan and Uttar Pradesh** : Dr. Rameshwar Sharma, Principal and Controller, S.M.S Medical College and Attached Hospitals, Jaipur.
- Tamilnadu** : Dr. G. Jayaraj, Chief Medical Officer, Neyveli Lignite Corporation, Neyveli.
- West Bengal** : Dr. MM Dutta, Chief Medical Officer, Durgapur Steel Plant, Durgapur.

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Further information can be obtained from : **Dr. Ashok Sahni, Executive Director, Indian Society of Health Administrators, 136/20, 7th Cross, Wilson Garden, Bangalore-560 027**  
Grams : "HEALTHADMN" Telephone : 578442



## AIMS & OBJECTIVES

The main aims and objectives of the Society are :

- To organize into an association all persons engaged in or interested in or connected with health administration.
- To elevate and establish a standard of competence for health care administrators.
- To develop and promote standard of education and training for health care administrators.
- To develop and promote short term and long term training programmes for individuals interested in health care administration.
- To serve as a forum for exchange of information on management in general and health care and hospital administration in particular.
- To promote and safeguard the status and the professional interests of health care administrators.

To organize conferences, seminars, meetings and discussions for the promotion and furtherance of the aims and objectives of the Society.

- To co-ordinate with other professional agencies, associations and other organizations so as to share experiences, information, publications and resources towards professional development of health administrators.
- To confer fellowships in health care administration on those who have done or are doing noteworthy services in the field of health care administration.

## MEMBERSHIP

Professionals and administrators, having regard to the training, experience and commitment to the aims and objectives of the Society may be admitted to the membership of Society. Membership is open to professionals from disciplines such as, medicine, nursing, pharmacy, architecture, engineering, management, behavioural sciences and economics. Membership types and detailed eligibility requirements are given in the Memorandum of Association of the Society.

## ACTIVITIES

### CONFERENCES

To provide national and regional forum for discussion of health policy formulation, programme planning, service delivery standardisation, health administration, research evaluation and other priority health subjects.

### EDUCATION AND TRAINING

To conduct certificate and diploma courses in the area of health and hospital administration;

To conduct short term courses for health professionals and administrative staff.

### RESEARCH AND CONSULTANCY

To conduct research on health policy formulation, programme planning, organizational machinery and operations management;

To provide consultancy to governmental and non-governmental agencies in the area of health administration.

### PUBLICATIONS

To publish the Society's Journal *Health Administrator* ;

To bring out special reports and occasional monographs;

To publish outstanding books and manuals for professional health administrators, teachers and students in the area of health administration.

### INFORMATION SERVICE

To establish a health information and clearing house.





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027  
CABLE: "HEALTHADMN" PHONE: 578442

## APPLICATION FORM FOR MEMBERSHIP

Name: Dr./Mr./Mrs./Miss .....  
( IN BLOCK LETTERS )

Qualification : .....

Speciality : .....

Institution to  
which attached : .....

Mailing Address : .....  
.....  
.....

Telephone number(s), if any : .....

I agree to become a Life Member/Member/Associate Member/Student Member of  
the Indian Society of Health Administrators.

FEE : Life Member :  
Member : Rs. 30/- per annum  
Associate Member : Rs. 25/- per annum  
Student Member : Rs. 15/- per annum

Payments may be made by cash/money order/cheque. Cheque should be drawn  
in favour of 'Indian Society of Health Administrators' and mailed to the Executive  
Director at the above address.

Date : .....

Place : .....

.....  
Signature of the applicant.





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027  
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Date : .....

Place : .....

.....  
Signature of the applicant.



Grams: HEALTHADMN

Phone: 578442

INDIAN SOCIETY OF HEALTH ADMINISTRATORS : BANGALORE  
136/20, 7th Cross, Wilson Garden, Bangalore - 560027

Conference on

Primary Health Care For All By 2000 AD  
(Alma Ata Declaration)

November 12 through 14, 1980

I. Need For The Conference:

According to the Alma Ata Declaration adopted on September 12, 1978 by the International Conference on Primary Health Care, it was clearly stated that primary health care is the key to attaining the target of health for all by the year 2000 as part of overall development and in the spirit of social justice. The Declaration called on all Governments to formulate national policies, strategies and plans of action to launch and sustain primary health care as part of a comprehensive national health system and in coordination with other sectors. The Declaration also called for urgent and effective international - in addition to national - action to develop and implement primary health care throughout the world and particularly in developing countries.

India was a signatory to that Declaration. By being a signatory, India has committed herself to attaining the goals of primary health care for all by year 2000. During 1979 a national Conference was convened at Delhi under the auspices of Ministry of Health and Family welfare to examine the major issues regarding the ineffective and inadequate health care delivery services in India. Early 1980, special **task groups**



met at Delhi to examine the national health policies, perspectives and issues, with regard to achieving the primary health care goals by 2000 AD. The crucial issues, not discussed so far, will be the focus of discussion at the proposed Conference.

## II. Contents of the Conference:

- a) Resources required for achieving the goal of primary health care for all - mobilization of resources and deployment of resources;
- b) Community participation - role of different agencies in multi-sectoral approach;  
and
- c) Strategy for action - proposed strategy for the Central and State Governments for achieving the goal of primary health care for all.

## III. Participants:

Keeping in view the multi-sectoral and inter disciplinary approach required in planning, programming and strategy formulation and the achievement of primary health care goals, the participants will include political leaders, administrators and professionals from various disciplines.



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden, Bangalore-560027

Grams: HEALTHADMN Telephone: 578442

Announces the first course for Health Administrators

On

Management of Health Institutions

November 3 through 8, 1980.

Dates: November 3 through 8, 1980

Objectives:

To improve the delivery of health services by improving administration through education and training.

To orient administrators and other responsible heads of hospitals and health care delivery institutions in major management concepts so as to achieve organizational effectiveness.

To gain specific understanding of the nature and orientation of professional employees in health institutions; their attitudes, motivations, commitment, growth and obsolescence tendencies.

To understand the practical aspects of these techniques for application to health institutions.

To gain awareness of the various management techniques and methods like manpower planning, job design techniques, employee interview and assessment, employee counselling, cost effectiveness analysis, MBO, and organizational development strategies.

To afford opportunity to specialists and administrators of various health care delivery institutions, to exchange experiences and learn about the conditions, difficulties and achievements of other institutions.

To help the participants in establishing a better system with a total management approach for effective delivery of health care needs.

To help the participants increase their own personal effectiveness in terms of leadership behaviour, communication, conflict resolution styles and problem solving abilities.



Course Outline:

- \* Health care delivery needs in India : problems and perspectives.
- \* Health care delivery institutions; nature and dynamics of the institution as a system.
- \* Professional employees in health care delivery institutions - their motivational orientations, attitudes, job satisfactions and professional commitment orientations.
- \* Quality measurement and control in nursing department, dietary department and laboratories.
- \* Leadership styles, team development and conflict-resolution strategies.
- \* Job design techniques, MBO and organizational change and development strategies.
- \* Problem solving and institutional change programmes.
- \* Strategies for developing close inter-personal relations between professional and administrative personnel.
- \* Motivating nursing personnel.
- \* Inter-cadre relationship.
- \* Evaluation of health programmes.

Faculty:

Dr. C. M. Francis	Dr. Y. P. Rudrappa
Maj. Gen. B. Mahadevan	Dr. R. M. Verma
Dr. L. Ramachandran	Dr. Daleep S. Mukarji
Dr. Ashok Sahni and others.	

Eligibility to Participate:

The programme is intended for higher level administrators or their immediate departmental heads - health administrators and chiefs of public and private hospitals, medical care management, family welfare organizations, State and District level health administrators and other professionals interested in the management of health institutions.

Venue:

St. John's Medical College and Hospital, Bangalore.

Fee:

Residential : Rs. 1,000.00      Non-residential : Rs. 800.00

Registration:

Kindly fill out the enclosed nomination form and return the same by October, 20, 1980.

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NOMINATION FORM

To

The Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden  
Bangalore - 560027

A. I shall be participating in the ISHA Conference.  
Kindly send me further details.

I shall use the accommodation facilities  
at St. John's Medical College, Bangalore.

I shall make my own arrangements.

B. I shall like to participate in the First Course  
for Health Administrators, November-3-8, 1980.

Residential :  Non-residential :

The cheque for Rs. \_\_\_\_\_ is enclosed.

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

PIN: // // // // //

Signature \_\_\_\_\_



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators on : 'Management of Health Institutions', Nov.3-8, 1980

Course Schedule

Day & Date	9.00 - 10.30 am	10.40 - 11.55 am	12.00 - 1.15 pm	2.15 - 3.45 pm	4.00 - 5.45 pm
Monday Nov. 3	Inauguration	Health Administrator/ Mgt. of Human Resources & Human Relations-JSS	Participants Ex- periences - Group Discussions - AS	Health Policy and Health Care Deli- very in India -AS	Problems in Manag- ing Health Institu- tions/Qualities of Effective Health Professionals -AS
Tuesday Nov. 4	Health Planning and Economic Development - DSM		Problems of Health Planning & Admini- stration at State level - SAK	Approaches to Motivation of Health Professionals - AS	
Wednesday Nov. 5	Health Administra- tion/problems of inter-cadre rela- tionships - CMF	Operations Research & Project Planning in Health Care - DSA		Emerging Trends in Health Care - RMV	Role of Hospitals in the Community - BM
Thursday Nov. 6	Materials and drug procurement, storage, distribution and in- ventory - MKB		New Disease Pat- terns & costing Problems - CBS	Leadership and Institutional Climate for health care - AS	
Friday Nov. 7	Health Records & Information Sys- tems - SVRR	Orientation, placement and appraisal of Staff person- nel - AS		Effective Commu- nication & Public Relations in Health Care - AS	Case problem - AS
Saturday Nov. 8	Research and Eva- luation of Health Services - RN DA	Problems in Managing Nursing Homes - ACS	Conflict & Stress in Health Profes- sionals - AS	Planning & Admini- stration of primary Health Care in India & China - YPR	Concluding session

Faculty : JSS : Dr. JS Saksena  
AS : Dr. Ashok Sahni  
DSM : Dr. Daleep S. Mukarji  
SAF : Dr. S. Abdul Kareem  
DSA : Dr. Dara S. Amar

CMF : Dr. C. M. Francis  
RMV : Dr. R. M. Varma  
BM : Maj. Gen. B. Mahadevan  
MKB : Prof. MK Banerjee  
CBS : Dr. C. B. Sridhar

SVRR : Dr. SV Rama Rao  
RN : Dr. Ravi Narayan  
ACS : Dr. AC Sreeram  
YPR : Dr. Y. P. Rudrappa



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators  
on  
Management of Health Institutions  
November 3-8, 1980 at Bangalore

Inauguration Programme

10.00 AM	Welcome and about ISHA	Dr. C. M. Francis President, ISHA
10.10 AM	Inaugural Address	Shri AK Abdul Samad Hon.'ble Health Minister Government of Karnataka Vidhana Soudha Bangalore - 560001
10.25 AM	About the course & vote of thanks	Dr. Ashok Sahni Executive Director, ISHA
10.35 AM	Tea and group photograph	





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE: "HEALTHADMN" PHONE: 578442

November 22, 1980

Dr. Ravi Narayan  
Asst. Professor  
Ross Institute Unit  
St. John's Medical College  
Bangalore 560 034

Dear Dr. Narayan;

National Conference on 'Primary  
Health Care for all by 2000 AD'  
-----


On behalf of the Board of Directors, this is to thank you very sincerely for your active participation in the Conference. Your professional contributions were extremely helpful to us in discussing the major themes of the Conference and in arriving at sound recommendations.

As decided in the General Body meeting on Nov. 13, 1980, the Conference report is being printed. We shall send you a copy of the report as soon as it is readied.

Thanks again for your professional commitment toward improvement of primary health care for all by the year 2000. We are looking forward to your active involvement in the future Conferences and activities of ISHA.

With respect, affection and kindest regards,

Cordially yours,

  
Ashok Sahni, Ph.D.  
Executive Director

RN  
26/11



RI- 10185-80

30 Oct 1980

Dear Prof Sahni,

With reference to your letter dated October 27, 1980, regarding First course for Health Administrators on Management of Health Institutions, I shall be glad to take the session on Research and Evaluation of Health Services. The date and time of the session are also suitable for me.

We are inaugurating the Second Refresher Course for Community Health Workers on 3rd November, but I shall try and make slight change in the programme in consultation with Gen. Mahadevan, so that all of us are able to attend the inauguration of the Health Administrators course.

With best wishes and regards,

Yours sincerely,

*Ravi Narayan*

(Ravi Narayan)  
Asst Prof of  
Community Medicine

ROSS INSTITUTE UNIT OF  
OCCUPATIONAL HEALTH

St. John's Medical College

BANGALORE-560034

Prof Ashok Sahni PhD  
Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden  
BANGALORE 560 027





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE; "HEALTHADMN" PHONE: 578442

October 27, 1980

Dr. Ravi Narayan:  
Asst. Professor of Community Medicine  
St. John's Medical College  
Bangalore

Dear Dr. Narayan:

**First course for Health Administrators on  
Management of Health Institutions - Nov. 3-8  
St. John's Medical College, Bangalore.**

In line with my discussions and keeping in view your interest, enclosed herewith is a copy of the course schedule. Your sessions have been scheduled as follows:\* Should you want to change either the title of the session or the date and time, I shall be glad to adjust accordingly.

2. Enclosed herewith is a copy of the inauguration programme. I shall appreciate your presence at the inauguration at 9.35 a.m. on November 3, 1980. As you know, the course is being conducted at St. John's Medical College, Bangalore.

Thank you very much for your professional help and with kind regards,

Cordially yours,

Ashok Sahni, Ph.D.  
Executive Director

\* Saturday Nov. 8 : Research and Evaluation of Health Services

RN  
30/10





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE: "HEALTHADMN" PHONE : 578442

December 17, 1980

Dear

*Dr. Ravi Narayan,*

Sub: ISHA : Progress and Planned Activities

I am writing this letter, at this time of the year, to share with you the progress made by the Society during the last approximately one year. Also, to share with you the programme and activities scheduled for the next year, for your active involvement and professional development.

2. As intimated to you, the second General Body meeting was held on November 13, 1980 at 6.00 pm. Enclosed please find a copy of the minutes of the meeting.

3. Kindly review the minutes of the meeting. You will be happy to note that the Society has made a very good progress in the short period of its existence. The Society has now over three hundred members. We have conducted training programmes at national, State and organizational levels. The first national course for Health Administrators on Management of Health Institutions was conducted from November 3-8, 1980 and the first national Conference on "Primary Health Care for All by 2000 AD" was organized from Nov. 12-14, 1980. Both these national activities were a success. Over 100 participants from all over India attended the national Conference.

4. You will also note that several programmes and Conference themes are proposed for the next year. Kindly examine and let us have your choice for the theme of the conference and the subjects for the national training courses by Jan. 30, 1981.

5. In the General Body meeting, it was resolved that the life membership fee be Rs.400/-. All those who became Members of the Society before July 1, 1980, the membership fee is to be paid by January 30, 1981. **Those who** became Members after July 1, 1980 and paid a membership fee of Rs.30/-, Rs.15/- would be adjusted toward half yearly fee for 1980 and Rs.15/- for 1981. Thus, those who became Members of the Society after July 1, 1980, a fee of Rs.15/- only is to be paid for 1981, by January 30, 1981.

6. All Members are invited to become life members. It was resolved that all those who are currently Members, the fee of Rs.30/- paid by them would be adjusted towards life membership. In other words, only Rs.370/- is to be paid toward life membership. A special life Membership Certificate and ISHA pin will be awarded.

pto



7. The proceedings of the Conference on "Primary Health Care For All By 2000 AD" are being printed. All those who attended the Conference would be sent a copy of the report. All others interested in having a copy, may kindly write to me as soon as possible.

8. The first issue of the ISHA Journal 'Health Administrator' will be published by March/April, 1980. The theme of the first issue will be "Health Institution Building in India". Should you like to contribute an article on this theme, keeping in view your experiences in health institution building, kindly send me the paper by February 1, 1981. The future issues of the Journal will be devoted to specific themes in health administration. The Editorial Committee is in the process of finalizing the themes for the future issues. Should you have any suggestion on the themes for the Journal; I shall appreciate having. Also, kindly send articles related to your area of interest and expertise in health administration for publication in the Journal.

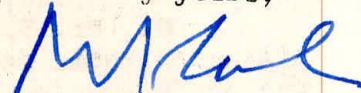
9. I shall particularly appreciate having news about your professional advancement and achievements for publication in the Journal. Also, should you be in need for a change of job/location, kindly write so that the same can be included in the Journal. Should you change your address, kindly let us know so that we are able to send you the future correspondence at your correct address.

10. If we can help you, in any way, toward your professional development, in manpower training, research, or other related activities, kindly let us know.

Best wishes for you and members of your family for a Very Happy New Year. I pray that Almighty God be with you toward your future professional success.

With affection and kindest regards,

Cordially yours,



Ashok Sahni, Ph.D.  
Executive Director

Encl:

*PS. Since you are a Founder Member,  
I shall appreciate your becoming  
a Life Member.*

*Regards,  
MS*



MINUTES OF THE SECOND GENERAL BODY MEETING OF THE  
INDIAN SOCIETY OF HEALTH ADMINISTRATORS HELD AT  
6.00 P.M. ON NOV. 13, 1980 AT ST. JOHN'S MEDICAL  
COLLEGE, BANGALORE

I. The agenda for the meeting was:

- a) To review the progress of the Society for the last one year;
- b) To formulate professional programmes and activities for 1981;
- c) To decide life membership fee;
- d) To discuss programmes and measures as well as responsibilities for promoting the organizational and financial resources of the Society;
- e) Any other business.

II. Members Present

1. Dr. C. M. Francis,  
Dean, St. John's Medical College, Bangalore.
2. Dr. Ashok Sahni, Professor of Behavioural Sciences and Health Management, Indian Institute of Mgt. Bangalore.
3. Dr. H. R. Basavaraj  
Jt. Director, Public Health Institute, Bangalore.
4. Dr. R. M. Varma, Professor Emeritus, National Institute of Mental Health and Neuro Sciences (NIMHANS), Bangalore
5. Dr. Y. P. Rudrappa, Director of Medical Education, Directorate of Medical Education, Govt. of Karnataka, B'lore
6. Dr. B. N. Lingaraju  
No. 6, Berlie Street Cross, Bangalore.
7. Dr. G. N. Narayana Reddy,  
Director, NIMHANS, Bangalore.
8. Dr. S. V. Rama Rao, Professor, Community Medicine, St. John's Medical College, Bangalore.
9. Dr. J. S. Saksena, Director of Health & FW Services, Directorate of Health & FW Services, Govt. of Karnataka Bangalore.
10. Dr. Muzzafar Ahmad  
Nagin Hazratbal Road, Srinagar
11. Maj. Gen. B. Mahadevan, Director, Rural Health Services St. John's Medical College, Bangalore.
12. Dr. B. Krishnacharya, Dy. Director (TB)  
103, II Main Road, Seshadripuram, Bangalore.
13. Dr. P. Seshachalam, Red Hills, Hyderabad.
14. Dr. V. L. Pandit  
113, 5th Main Road, Chamarajapet, Bangalore.



15. Dr. A. Narayan Rao, Divisional Jt. Director Health & Family Welfare Services, Mysore.
16. Dr. S. Abdul Kareem, Jt. Director of Health and Family Welfare Services, Bangalore.
17. Dr. R. Krishna Iyengar, Divisional Jt. Director of Health and Family Welfare Services, Gulbarga.
18. Dr. (Mrs.) M. K. Vasundhra, Professor and Head of the Dept. of Preventive & Social Medicine, Medical College, Mysore.
19. Dr. M. T. Hema Reddy, Chief Medical Officer, Leprosy Hospital, Bangalore.
20. Dr. B. V. Rajanna, Dy. Director of Family Welfare Government of Karnataka, Bangalore.
21. Dr. J. J. Marshall, Professor and Head of the Department of Dermatology, St. John's Medical College, Bangalore.
22. Dr. D. J. A. Rebello, Honorary Dermatologist, Holy Spirit Hospital, Bombay.
23. Dr. K. B. Makapur, District Health and Family Welfare Officer, Bellary, Karnataka.
24. Dr. T. M. Ramesh, Deputy Director, Directorate of Health and Family Welfare Services, Bangalore.
25. Dr. H. A. Prasanna, Dy. Director, Directorate of Health and Family Welfare Services, Bangalore.
26. Dr. V. S. Patil Kulkarni  
CE, Public Health Institute, Bangalore.
27. Dr. Sheik Ahmad, Deputy Director, Directorate of Health & FW Services, Government of Karnataka, Bangalore.
28. Dr. T. M. Shivaswamy, Lecturer, Deptt. of Preventive & Social Medicine, Medical College, Bellary.
29. Dr. A. N. Arumugam, Professor of Preventive and Social Medicine, Medical College, Bellary, Karnataka
30. Dr. C. N. Krishna Murthy, 422, RV Road  
Visveswarapuram, Bangalore.
31. Dr. M. S. Radhakrishna Naidu, Professor of Radiology, St. John's Medical College, Bangalore.
32. Dr. Abraham Joseph, Associate Professor,  
Christian Medical College, Vellore
33. Dr. A. C. Sreeram, Director, Karnataka Medical Relief and Research Centre, Bangalore.
34. Mr. S. D. Vakil,  
Regional Manager, IGE (I) Ltd., Bangalore
35. Dr. L. de Souza, Medical Advisor, Crescent Dyes and Chemicals, Bombay.
36. Dr. S. V. Doreswamy, Dy. Director, Directorate of Health & Family Welfare Services, Bangalore.
37. Dr. Dara S. Amar  
St. John's Medical College, Bangalore.



38. Dr. G. Jayaraj, Resident-Medical Officer,  
General Hospital, Neyveli.
39. Dr. P. Jayaram, Physician, Fertilizer Corporation  
of India Ltd., Fertilizer City, Andhra Pradesh.
40. Dr. Sudhir K. Jain, Institute of Economics and  
Social Change, Bangalore.
41. Dr. Thomas Sen Bhanu, Professor and Head, Department  
of Otolaryngeology, Speech & Hearing, Christian  
Medical College, Vellore.
42. Dr. Daleep S. Mukarji, Programme Director, RUSHA,  
RUSHA PO, Via Kuppam NA Dist.
43. Dr. V. V. Jadhav, Factory Doctor, The Indian  
Yeast Co. Limited, Kolaba, Maharashtra.
44. Dr. G. Chandrasekharappa, Professor of Physical  
Medicine, Bangalore Medical College, Bangalore.
45. Dr. Jose Nampeli Damien, Social Welfare Centre,  
P.B. 17, Polytechnic Road, Dhanbad, Bihar.
46. Dr. G. Panduranga Pai, Chief Medical Officer,  
Bharat Heavy Electricals Limited, Trichy.
47. Dr. C. S. Balaraman, Medical Superintendent,  
Mount Sinai Hospital, Thodapuzha, Kerala
48. Dr. R. L. Kapur, Professor of Community Psychiatry and  
Head of Deptt. of Psychiatry, NIMHANS, Bangalore.
49. Dr. MBS Raman, Assistant CMO,  
RUSHA, RUSHA PO, N.A. District, Tamil Nadu.

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III. Dr. C.M. Francis, President, ISHA, extended a hearty welcome to all the members. He said he was glad to see the enthusiastic response to attend the General Body meeting. This showed a high degree of commitment the members had toward the objectives of the Society.

IV. Dr. Ashok Sahni, Executive Director, added words of welcome to all the members present in the meeting. He said during the one year period of its existence, ISHA had made very good progress.

He gave a comprehensive report on the progress of the Society.

In Summary, he said:

- A) Membership: As of November 13, 1980, there were 270 members, including 194 founder members. Membership certificates together with copies of the Memorandum of Association and ISHA brochure, had been provided to all the members. Presently, membership was only through personal contact.
- B) Organization Building: Since, the first General Body meeting on November 3, 1979, 15 Regional Directors were appointed covering all States and Union territories in India. Professional linkages and international affiliations are being established with bodies having similar goals and objectives.
- C) Programmes completed: During the year, we had conducted the following programmes and activities:
  - i) January 1980 - three day course on Health Management for Durgapur Steel Plant.
  - ii) August 1980 - two, 3-day seminars for plantation medical officers of UPASI in collaboration with ROSS Institute of St. John's Medical College.
  - iii) October 1980 - seminar on Hospital Management in collaboration with Kerala Industrial Technical Consultancy Organization.
  - iv) November 3-8, 1980 - the first national course for health administrators on Management of Health Institutions at Bangalore. Certificates were awarded.
  - v) November 12-14, 1980 - National Conference (first) on Primary Health Care for all by 2000 AD. Members and non-members from all over India are participating.



D) Programmes in process

- a) March 1981: three-day course on Health Care management for Rourkela Steel Plant, Rourkela.
- b) April 1981: four-day seminar on Executive Health and Effectiveness for executives of Bharat Earth Movers, Bangalore.
- c) April 1981: four-day seminar on health care management in collaboration with Kerala State Productivity Council, Cochin.

E) Journal: It was originally planned to bring out the First issue of the "Journal of Health Administrators" during November to coincide with the Conference. However, registration formalities could not be completed in time and adequate number of articles could not be prepared in a short time. It was now planned to bring the first issue during April 1981 and second issue during Sept. 81. As decided by the Editorial Committee, each issue will primarily be devoted to a specific theme of health administration and the first issue will be devoted to 'Health Institution Building'.

Comments from the General Body were invited by the President on the report presented by the Executive Director. Since there were no comments, Dr. B.N. Lingaraju moved that the report, as presented, be accepted. Dr. Panduranga Pai seconded the motion. The report was passed unanimously.

V. Statement of Accounts

The General Body authorised the Executive Director to appoint an auditor on reasonable compensation to audit and prepare the statement of accounts for submission to the members of the Society at the next Annual General Body Meeting.

VI. Proposed professional programmes:

Dr. Ashok Sahni proposed the following programmes during 1981:

- a) Two courses for health administrators, each of seven to ten days duration, one during June and the other during September.
- b) Second national Conference during October '81 on any one of the following themes:
  - i) Role of the hospital as a health care delivery institution;
  - ii) Planning and Management of health institutions in India
  - iii) Role of pharmaceutical industry in health Care



Shri S.D. Wakil indicated that for the third theme proposed, it should be the 'Role of Trade in the health Sector' instead of restricting it to the Pharmaceutical industry.

Dr. R.L. Kapur proposed that a course be conducted to sensitise the health professionals in mental health.

Dr. G.N. Reddy suggested a course for administrators.

Dr. R.M. Varma and Dr. S.V. Rama Rao proposed that a course be planned for policy/makers and senior health administrators. The title should be "New Perspectives in Health care : Planning programming and implementation" This course could be conducted at Srinagar.

Dr. Panduranga Pai proposed the theme of the next Conference as 'Role of Community leaders in health care'.

Dr. (Mrs) M. K. Vasundhra suggested that instead of role of Hospitals as health care delivery institutions, the theme should be 'Role of Health Institutions in the Health Care Delivery System'.

Dr. Daleep Mukarji suggested that we should explore the possibility of joint sponsorship with others such as the Planning Commission.

Dr. J.S. Saksena proposed that the Office-bearers should finalise the courses and the theme of the Conference for 1981, taking into consideration the suggestions. This was accepted.

#### VII. Life Membership Fee:

After an extensive discussion, it was decided that the Life Member Fee be Rs.400/-. The president proposed that all those who were currently members could pay an additional amount of Rs.370/- and the fee already paid will be adjusted toward life membership.

This was accepted unanimously. The Life Membership fee could be paid in two instalments with an interval of one year, if felt necessary. Subsequently, it was decided that those who become life members will be awarded a special certificate as well as ISHA Pins.

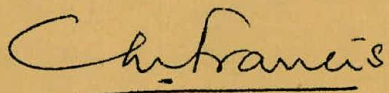
#### VIII Institutional Membership

To establish better professional linkages as well as to augment the financial resources, Dr. R.L. Kapur, proposed that the Society should have Institutional membership. This was seconded by Dr. J.S. Saksena. There was another view that we should not have institutional membership, at least at present.

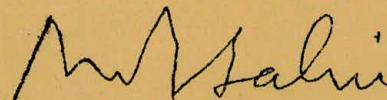


The president communicated that currently the Constitution of the Society did not allow for institutional membership. The Constitution will need to be amended before we can have Institutional Membership. It was decided that this item may be considered by the Executive Committee and taken up at the next General Body meeting.

- IX. Dr. M.T. Hema Reddy suggested that since the journal will be expensive, the possibility of copies of journals being sold (subscribed) to libraries and public sectors should be explored.
- X. The President thanked all the members for the active participation and fruitful discussions. He particularly mentioned the excellent work done by the Executive Director and wanted this to be placed on record. The proposal was accepted unanimously with acclamation and the meeting came to a close.



C.M. Francis M.B.B.S., Ph.D.  
President



Ashok K. Sahni Ph.D.  
Executive Director





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE: "HEALTHADMN" PHONE : 578442

Dr. Ravi Narayan  
Bangalore

9, February, 1981

Dear Dr. Narayan;

Kindly refer to my letter of December 17, 1980 summarizing the progress during the year and the proposed activities. Also enclosed was a copy of the minutes of the second General Body held on November 13, 1980.

2. I shall like to invite your attention to the following:

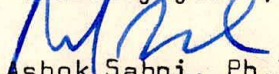
- a) In paragraph 4 of my letter I had requested you to kindly review the proposed professional programmes for 1981 and let us know your choice for the theme for the annual Conference to be scheduled during October, 1981. Also, kindly let us know your choice for the courses proposed to be conducted and the venue where the courses should be conducted.
- b) The first issue of the Journal has to be brought out soon. As indicated in my letter (paragraph 8) the issue will be devoted to Health Institution Building in India. Should you like to contribute a paper on your experiences in planning and development of health institutions, I shall appreciate having your paper by March 1, 1981.
- c) The annual membership fee is due. I had requested that this be paid by January 30, 1981. However, it is possible that due to other commitments you could not attend to this. I shall appreciate your becoming a life member. As decided by the General Body, you may pay only the balance amount of Rs.370/-. All those who became members after July, 1980, need to pay only Rs.15/- toward membership fee for 1981. May I earnestly request you to send us membership dues, preferably life membership fee by March 1, 1981. If you have already sent the payment, kindly ignore this paragraph of this letter.

3. I shall appreciate having news about your professional advancement and achievement for publication in the Journal. Also, should you be in need for a change of job/location, kindly write so that the same can be included in the Journal. Should you change your address, kindly let us know so that we are able to send you the future correspondence on your correct address.

4. If we can help you in any way toward your professional development, kindly let us know.

With affection and kindest regards,

Cordially yours,

  
Ashok Sahni, Ph.D.  
Executive Director



P- 11533 -80-

23 DEC 1980

Dear Prof Sahni

Thanks for your letter dated December 17, 1980 and a copy of the Minutes of the Second General Body Meeting.

I was very glad to read about all the activities of ISHA.

- 1) Regarding the <sup>me</sup>theam for the Annual Conference, I think, the role of "Pharmaceutical industry in health Care", is a very important one and has seldom been discussed in any forum and I think ISHA should take this up as soon as possible.
- 2) Since we are drawing up the <sup>coordinated</sup> teaching programme for 1981 for the Dept of Community Medicine, Ross Institute Unit and Directorate of Rural Health Services & Training Programmes in St John's, could you let us know when the next Occupational and Mental Health in Industry Course is being organized by you.

With best wishes to you and your family,

Yours sincerely,

*Ravi Narayan*  
(Dr Ravi Narayan)  
Asst Prof of  
Community Medicine

ROSS INSTITUTE UNIT OF  
OCCUPATIONAL HEALTH  
St. John's Medical College  
BANGALORE-560034

Dr Ashok Sahni Ph.D.  
Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden,  
Bangalore 560 027



P-12-81- 1731

24 FEB 1981

Dear Prof Sahni,

With reference to your letter dated 9 February 1981, enclosed herewith is the Membership fee for 1981.

I have already written to you regarding paragraph 2(a) in my letter P-11533-80, dated 23 December 1980.

With best regards,

Yours sincerely,

*Ravi Narayan*

(Dr. Ravi Narayan)  
Assistant Professor  
Community Medicine

Rosa Institute Unit of Occupational Health  
St. John's Medical College  
Bangalore - 560 034.

Dr. Ashok Sahni Ph.D.  
Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden,  
Bangalore 560027

Encl: Cheque No. A-059852 for Rs. 31/-  
dated 2/3/81





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE: "HEALTHADMN" PHONE: 578442 568211

May 12, 1981

Dear *Dr. Narayan;*

### ISHA Programmes & Activities for 1981-82

The second Governing Body meeting was held on April 28, '81 to discuss the suggestions made by the members at the General Body meeting held on 13th November, 1980 and other suggestions made by the members through correspondence regarding theme for the annual Conference and the training courses to be conducted during 1981 (Apr.) 1982 (March). I am pleased to inform you the following programmes and activities for the year as well as share with you the progress of the Society.

#### A) National Conference

- a) The Board has decided the theme for this year's Conference be:

"ROLE OF HOSPITALS IN HEALTH CARE"

- b) This topic would include:

- i) Specialized institutions - industrial, mental, TB, Cancer, etc;
- ii) Medical college hospitals (teaching)
- iii) District hospitals;
- iv) Sub-divisional hospitals (Taluk)
- v) Primary health centres.

The members and other professionals will be requested to present professional papers based on their experiences and research studies related to the problems as well as needs of the hospitals with regard to health care.

- c) Venue: St. John's Medical College, Bangalore.

- d) Dates: October 15-18, 1981.

Sight seeing trips will be arranged on October, 18, 1981.

#### B) Training courses

The following courses would be conducted during the period April 1981-March, 1982.

- a) Second course for health administrators on "Planning and Management of Health Programmes and Institutions" - August 24-29, 1981 (six days) St. John's Medical College, Bangalore.

Fee: Rs.1,200 residential: Rs.1,000/- non-residential

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29/5



- b) Third course for health administrators on "Planning & Management of Health Programmes and Institutions" - January 18-23, 1982 (six days) St. John's Medical College, Bangalore.  
Fee: Rs.1,200/- residential Rs.1,000/- non-residential
- c) First course for health professionals, policy makers and Administrators on "Executive Stress" October 19-21, 1981 (three days) - Bangalore.  
Fee: Only non-residential Rs.750/-.
- C) Progress on the Journal and proceedings of the Conference

It was planned to bring out the first issue of the Journal by April, 1981. Since there has been a delay in getting the clearance from the Registrar of Newspapers and Journals, it is hoped that all formalities will be completed by end of May. The first issue of the Journal should be ready by July, 1981.

Some of the papers presented at the Conference were delayed. The material has been edited and is under print. The Conference proceedings should be ready by end of May.

D) Life membership Certificates and Pins

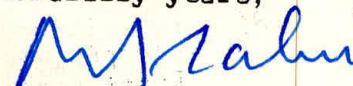
Arrangements are being made for printing of special life membership certificates as well as procurement of ISHA Pins for life members. Those who are life members will be receiving the certificates and pins soon. Those who are not life members, they are requested to kindly become life members and pay the balance amount either in one or two instalments as felt necessary.

2. We shall be sending you soon a brochure giving details for the Conference as well as the training courses. We hope you will be able to attend the national Conference and would also like to make use of the training courses.

3. Thank you very much for your professional commitment towards the objectives of the Society and your contributions toward improvement of health care services in India.

With kind regards and best wishes for your happiness and success.

Cordially yours,



Ashok Sahni, Ph.D.  
Executive Director



ROSS INSTITUTE UNIT OF OCCUPATIONAL HEALTH  
ST. JOHN'S MEDICAL COLLEGE, BANGALORE-560 034

REPORT ON THE VISIT TO COCHIN

A visit was made to Cochin in connection with the evaluation of the Kerala Voluntary Health Services sponsored by the OXFAM (Ref: letter dated 27-10-80 from (Mrs) Sujatha, Asst. Field Director for South India, OXFAM to Dean and Dean's reply No. RN/11094/80 dated December 8, 1980)

On 9th April discussions were held with Mr. George Ninan, Southern Regional Co-ordinator, Voluntary Health Association of Kerala. Discussions were based on the preliminary report prepared on the objectives and activities of the Andhra Pradesh, Tamil Nadu and Karnataka VHAI.

On 10th a visit was made to MGDM Hospital, Kangazha, Kottayam Dist. to see their community health programmes and meet Dr. S. Joseph, Director MGDM Hospital and President VHAI and Dr. M.V. Joseph of the Dept. of Paediatrics. The visit was very interesting because it was really heartening to see the Community Health Orientation of a Mission Hospital and the excellent programmes that were undertaken by them. The important features of this reorientation was as follows:

- 1) Being a Community oriented and Community based rural hospital, the hospital had been experimenting with a new open door policy which meant no security, no watchmen, no fixed visiting hours, involvement of relatives in patient care and other aspects of a humanized hospital system.

With regard to the Community Health and Development involvement, the hospital's 5 important programmes were:

- a) Primary Health Care for the 500 poorest families in six different areas were provided through the medium of a trained Nurse practitioner and Community Health Workers.



- b) A Preservation of eye sight project through the medium of a trained eye worker.
- c) An innovative school health programme which included teachers training and a child to child programme.
- d) An extension psychiatric services was being organised using Nurse Practitioner.
- e) Development programmes for socio economic uplift of the selected 500 families which included trials with all existing Government programmes, Nationalised Bank programmes, Khadhi Board programmes and Innovative Development Programmes suggested by the hospital team itself.

After the discussion we saw a slide show of the programme and visited two of the <sup>the</sup> extension centres. The Hospital also has built a low cost Dental unit for Rs. 2000/- and low cost Cassete Record Audio Meter. Both of them are excellent examples of appropriate technology in India. Enclosed herewith are papers from these projects and I feel it would be a very good idea for us to invite Dr. M.V. Joseph and Dr. S. Joseph from this Hospital when they visit Bangalore for <sup>the</sup> next CMAI meetings to talk to our staff. In addition the Departments of Paediatrics Ophthalmology, Psychiatry and Dentistry of S.J.M.C.H should be put in touch with them, so that experience regarding innovative extension field programmes may be shared and discussed.

Ravi Narayan  
RAVI NARAYAN

CC: Dean, SJMC.  
CC: Prof. S.V. Rama Rao  
Dept. of Community Medicine.





## INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027

CABLE: "HEALTHADMN" PHONE: 578442 568211

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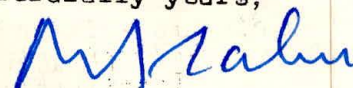
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Ashok Sahni, Ph.D.  
Executive Director



ROSS INSTITUTE UNIT OF OCCUPATIONAL HEALTH  
ST. JOHN'S MEDICAL COLLEGE, BANGALORE-560 034

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*Ravi Narayan*  
RAVI NARAYAN

CC: Dean, SJMC.

CC: Prof. S.V. Rama Rao  
Dept. of Community Medicine.



P-12- 7292 -81

5 Oct 1981

Dear Dr Sahni,

Thanks for your letter dated  
28th Sept 1981.

Much as I would have liked to attend  
the Annual Conference of ISHA, I shall be  
away for the whole week from 12th to 17th Oct 1981  
in our rural health centre at Dommasandra with a  
group of Community Health Workers and I shall  
not be able to attend this Seminar.

I would however, be grateful if you  
could send me a copy of the papers and handouts  
presented at this Conference.

With best wishes,

Yours sincerely,

*Ravi Narayan*  
(Dr Ravi Narayan)

CO-ORDINATOR

Rural Health Services & Training  
Programmes

St John's Medical College & Hospital  
Bangalore - 560034

Dr Ashok Sahni PhD  
Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden  
Bangalore 560 027





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE : "HEALTHADMN" PHONE: 5 6 8 2 1 1

28th Sept, 1981.

Dr. Ravi Narayan  
Bangalore.

Dear Dr. Narayan

Sub : Annual Conference - October 15-18, 1981

Venue : National Institute of Mental Health  
and Neuro Sciences, Hosur Road, Bangalore-27.

1. On behalf of the Board of Directors, I wish to extend to you a warm and cordial welcome to the National Conference on "Role of Hospitals in Health Care" from October 15-18, 1981 at Bangalore.

2. Enclosed herewith is a copy of the Conference Brochure. You will kindly note that the Conference will focus on the following issues :

- a) Role of the Specialized Hospitals
- b) Role of Teaching Hospitals
- c) Role of District Hospitals
- d) Role of Taluk Hospitals
- e) Role of Primary Health Centres

3. Keeping in view the present and emerging health needs, we would examine the roles, resources, problems and suggestions for improving the hospitals at various levels.

4. You will be glad to know that political leaders, administrators, professionals, representatives of international agencies and representatives from foreign countries will be participating.

5. We will appreciate very much if you and your colleagues could make it convenient to attend the Conference. Should you like to present a paper (if not already informed us) kindly let us know ; we would be glad to make the arrangements.

6. We shall be conducting the first national workshop on 'Executive Stress', October 19-21. Please let us know if you or your associates would like to attend.

7. We shall also be conducting one-week seminar on "Health policy Planning Programming and Strategies", January 18-23, 1982 at Srinagar, Please let us know whether you would like to attend.

8. We are looking forward to your participation in the Conference and other professional activities.

With kind regards.

Cordially yours,

Ashok Sahni, Ph.D.  
Executive Director

Replied  
RN  
3/10



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden, Bangalore-27,

September 28, '81

To

All the members of ISHA

Dear Member:

Third Annual General Body Meeting of  
the Society : October 16, 1981.

---  
The Third General Body meeting of the Society will be held at 5.00 p.m. at National Institute of Mental Health and Neuro Sciences, Hosur Road, Bangalore-560027 on Friday the 16th October, 1981. The agenda will be as follows:

a) Election of Office bearers and Board of Directors;

According to Section 6, paragraph 20 (a) of Memorandum of Association and Rules and Regulations of the Society, the Officers and the Board of Directors are to be elected bi-annually, except the Executive Director, at every other annual ordinary general body meeting. The officers to be elected are (a) President and (b) two Vice Presidents; and seven members of Board of Directors.

The Board has constituted the following nominating Committee.

- 1) Maj. Gen. B. Mahadevan                      Chairman  
187, Defence Colony  
Bangalore - 560038
- 2) Dr. S. K. J.                                      National Academy of Medical Sciences  
New Delhi
- 3) Dr. S. X. Charles  
Christian Medical College Hospital  
Vellore
- 4) Dr. S. V. Rama Rao  
St. John's Medical College Hospital  
Bangalore - 560034
- 5) Dr. K. K. Anand  
Anand and Associates  
Bombay.

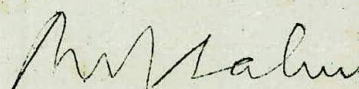
Your nomination may kindly be sent direct to Chairman of the nominating Committee, Maj. Gen. B. Mahadevan. The Committee will be meeting on October 15 and will hold the elections on October 16th.



- h) Life member Certificates and Pins
- e) Printing of the 1981 Conference report - finances
- d) Institutional membership and fee
- a) Foreign members and fee
- f) Theme and venue for the 1982 annual Conference
- g) Training courses - titles and venue
- h) Executive Director's Report;
- i) Statement of accounts for the years 1979 and 1980.

On behalf of the Board of Directors, this is to request you sincerely to kindly attend the meeting.

Yours sincerely,



Ashok Sahni, Ph.D.  
Executive Director



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

Second Annual Conference On

ROLE OF HOSPITALS IN HEALTH CARE

October 15-17, 1981.

\*\*\*\*

Inauguration Programme

October 15, 1981

- 08.30 a.m. Registration
- 09.00 a.m. Welcome and about ISHA  
Dr. C. M. Francis, President, ISHA
- 09.10 a.m. About the Conference  
Dr. Ashok Sahni, Executive Director, ISHA
- 09.20 a.m. Inaugural Address  
Shri R. Gundu Rao,  
Hon.'ble Chief Minister of Karnataka
- 09.30 a.m. Presidential Remarks  
His Highness Srikantadatta  
Narasimharaja Wadiyar, Mysore
- 09.40 a.m. Remarks by the Chief Guest  
Shri KL Srihari  
Director, Khoday Industries, Bangalore
- 09.50 a.m. Vote of Thanks  
Dr. R. M. Varma,  
Member, Board of Directors, ISHA.
- 10.00 a.m. Tea

RW



October 15, 1981 : Session - I : 10.30 a.m.

A. Role of Hospitals and Health Care - Integrative  
Issues

Chairman: Dr. R. M. Varma  
Professor Emeritus  
NIMHANS, Bangalore

1. Prof. K. C. Ojha  
Bombay Hospital and Medical Research Centre  
Bombay

FINANCING HOSPITALS FOR HEALTH SERVICES

2. Dr. S. X. Charles  
Christian Medical College Hospital, Vellore

SHOULD HOSPITAL BE PLACE OF DELIVERY FOR EVERYONE?

3. Dr. P. N. Ghei  
Directorate General of Health Services, New Delhi

FUTURE POLICIES AND PERSPECTIVES OF HOSPITALS  
REGARDING HEALTH CARE

4. Dr. J. V. Bhatt  
Topiwala National Medical College, Bombay

ROLE OF HOSPITALS IN HEALTH CARE

5. Dr. Vimala Charles  
Christian Medical College Hospital, Vellore

INTEGRATION OF DEVELOPMENTAL PROGRAMMES IN  
COMPREHENSIVE HEALTH CARE

6. Dr. K. K. Anand  
Anand and Associates, Bombay

EDUCATIONAL AND PROMOTIONAL ROLE OF HOSPITALS

7. Dr. V. L. Narasimham  
Kasturba Medical College, Manipal.

COMMUNITY HEALTH SERVICES THROUGH HOSPITALS

8. Mr. R. Ratnam  
Management Consultant, Tiruchirapalli

ALTERNATIVE MODELS OF HEALTH CARE - FROM CURATIVE  
TO HOLISTIC



9. Dr. Ashok Sahni  
Indian Institute of Management, Bangalore

ROLE OF HOSPITALS IN HEALTH CARE IN INDIA -  
KEY ISSUES

- 10 Dr. C. S. Balaraman  
Mount Sinai Hospital, Thodupuzha

ROLE OF HOSPITALS IN HEALTH CARE

October 15, 1981 - Session II : 2.15 p.m.

&

October 16, 1981 - Session III : 9.00 a.m.

B. Role of Specialized Institutions

Chairman : Dr. G. Narayana Reddy  
Director  
NIMHANS, Bangalore.

1. Dr. C. B. Sridhar  
St. John's Medical College & Hospital, Bangalore  
ROLE OF VOLUNTARY HOSPITALS IN HEALTH CARE
2. Dr. S. D. Sharma  
National Institution of Beh. Sciences & Psychiatry, Goa  
ROLE OF MENTAL HOSPITALS IN HEALTH CARE
3. Dr. H. R. Basavaraj  
Public Health Institute, Bangalore  
ROLE OF NON ALOPATHIC HOSPITALS IN HEALTH CARE
4. Dr. L. S. deSouza  
Crescent Dyes and Chemicals, Bombay  
HOSPITAL CARE FOR INDUSTRIAL WORKERS
5. Dr. G. Jeyaraj  
Neyveli Lignite Corporation, Tamil Nadu  
PROBLEMS OF HEALTH CARE IN ORGANIZED SECTORS
6. Dr. V. Sivaraman  
TB Sanatorium, Pondicherry  
ROLE OF TB SANATORIA IN HEALTH CARE



7. Dr. C. Narasinghbhan Singh  
Bangalore Medical College, Bangalore

ROLE OF HOSPITALS IN MENTAL HEALTH CARE

8. Dr. V. V. Jadhav  
Indian Yeast Company Limited, Uran

ROLE OF INDUSTRIAL HOSPITALS IN HEALTH CARE

9. Dr. J. T. Marshall  
Dr. St. John's Medical College Hospital, Bangalore

ROLE OF LEPROSY UNITS IN HEALTH CARE

10. Dr. M. M. Dutta  
Durgapur Hospital, SAIL, Durgapur

ROLE OF MEDICAL SERVICES OF STEEL COMMUNITY

11. Dr. P. R. Desai  
Desai Nursing Home, Bangalore

ROLE OF NURSING HOMES IN HEALTH CARE

October 16, 1981 - Session IV - 2.15 p.m.

C. Role of Medical College (Teaching) Hospitals

Chairman: Dr. J. V. Bhatt  
Principal  
Topiwala National Medical College  
Bombay

1. Dr. Muzaffar Ahmed  
Chittaranjan Mobile Teaching and Service Hospital, Srinagar

ROLE OF MOBILE HOSPITALS IN HEALTH CARE

2. Mr. T. G. Krishnamurthy  
Bio-Engineer, Bangalore.

INSTRUMENTATION AND HEALTH CARE

3. Dr. M. V. Rajapurkar  
Wanless Hospital Miraj Medical Centre, Miraj

REAPPRAISAL OF THE ROLE OF TEACHING HOSPITALS IN  
THE HEALTH CARE DELIVERY SYSTEMS

4. Prof. M. C. Vaidya  
All India Institute of Medical Sciences, New Delhi

TEACHING OF TROPICAL DISEASES IN MEDICAL  
COLLEGES AND HOSPITALS



5. Dr. K. G. Yedurappa  
PKTB Hospital, Mysore

ROLE OF TEACHING HOSPITALS IN HEALTH CARE

6. Dr. U. R. Wankar  
VN Med. College & NM Wadia Hospital, Maharashtra

ROLE OF MEDICAL COLLEGE HOSPITALS IN HEALTH CARE

7. Dr. Thomas Sen Bhanu  
Christian Medical College Hospital, Vellore

ROLE OF HOSPITALS AND HEALTH CARE (ENT SPECIALITY)

8. Dr. Gopaldaswamy Digumarthy  
Vishakapatnam

ROLE OF MEDICAL COLLEGES AND HOSPITALS IN HEALTH  
CARE AND THE COMMUNITY'S RESOURCES

9. Dr. Indra Bhargava  
Maulana Azad Medical College, New Delhi

ROLE OF TEACHING HOSPITALS IN HEALTH CARE

October 17, 1981 - Session V - 09.00 a.m.

D. Role of District - Sub-Divisional and PHCs  
in Health Care

Chairman: Dr. S. Abdul Kareem  
Joint Director  
Directorate of Health & FW Services  
Government of Karnataka  
Bangalore

1. Dr. D. B. Ray  
Hospital and Medical Research Centre, Gujarat

RURAL HEALTH AND ROLE OF HOSPITALS

2. Dr. (Mrs.) Krishna Deva  
Directorate of Medical & Health Services, Lucknow

ROLE OF SUB DIVISIONAL (TALUK) HOSPITALS

3. Dr. A. N. Armugam  
Government Medical College, Bellary

ROLE OF PHCs IN HEALTH CARE



4. Dr. C. N. Krishnamurthy  
Mysore Medical College, Mysore

ROLE OF PHCS IN HEALTH CARE

5. Dr. M. K. Vasundhra  
Government Medical College, Mysore

ROLE OF PHCS IN HEALTH CARE

6. Dr. K. Basappa  
Bangalore Medical College

ROLE OF PHCS IN HEALTH CARE

October 17, 1981 : Session VI - 2.15 p.m.

Reports of the Chairmen - Summary and Conclusions

Valedictory Session

\* \* \* \*





The Board of Directors of  
**Indian Society Of Health Administrators**  
Bangalore

request the pleasure of your company  
on Thursday the 15th October, 1981  
at 9.00 a.m. at the

Inauguration of the three-day Conference on  
**Role Of Hospitals in Health Care**

October 15-18, 1981 at  
National Institute of Mental Health and  
Neuro-Sciences, Hosur Road, Bangalore-27

[Programme Overleaf]

RN  
15/10







INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross, Wilson Garden  
Bangalore 560 027

\* \* \*

Second Course for Health Administrators on:  
HEALTH POLICY PLANNING, PROGRAMMING & STRATEGIES  
January 18-23, 1982 Srinagar, Kashmir

In collaboration with the Institute of Medical Sciences,  
Srinagar and Indian Hospital Association, New Delhi.

COURSE OBJECTIVES:

The administrators of programmes and institutions are responsible for developing programmes and strategies to achieve the goals and objectives. The administrator's effectiveness depends upon the effectiveness with which he/she is able to achieve the health care goals of the institution or the programme. Some of the factors determining the effectiveness of results are: the planning process and selection of strategies, cost-benefit effectiveness of the strategies; organization and manpower; resources mobilization and deployment; drugs, materials and equipment availability and utilization; linkages with the community, professional organizations and governmental agencies; utilization of information for decision-making and control; and monitoring and evaluation of programmes.

This course will focus on planning and formulation of strategies for management of programmes and institutions. It is an action-oriented programme aimed at learning skills and techniques in effective planning, formulation of strategies, implementation and evaluation of strategies for results.

FACULTY:

Noted professionals and administrators.

VENUE:

Institute of Medical Sciences, Srinagar, Kashmir

DATES:

January 18-23, 1982

January is a special season in Kashmir. Things look really beautiful.

FEE:

No fee for members of the Society. Board and Lodging arrangements are being made at the Jammu and Kashmir Government Guest House. Nominal Board and Lodging expenses will be directly paid by the members to the guest house.

LAST DATE FOR RESERVATION:

December 15, 1981

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# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE: "HEALTHADMN" PHONE; 568211

October 31, 1981

Dear *Dr Narayan;*

## ISHA's Progress & Planned Activities

I am writing this letter at this time of the year to share with you the progress made by the Society during the last approximately one year. Also, to share with you the programmes and activities scheduled for the next year for your active involvement & professional development.

2. As intimated to you the **third** General Body Meeting was held on October 16, 1981. Enclosed please find a copy of the minutes of the meeting. Kindly review the minutes of the meeting. You will be happy to note that the Society has made . very good progress in the short period of its existence. The Society has now nearly 400 members, including approximately 108 life members. During the year, short training courses on Health Management were conducted. The national programme on Executive **Stress** was well attended. The second annual Conference on the Role of Hospitals in Health Care, October 15-17, was also very well attended. The Chief Minister of Karnataka, Shri.R.Gundu Rao, inaugurated the Conference. Nearly 70 participants from all over India attended the national Conference.

3. The Report of the 1980 Conference on Primary Health Care for All by 2000 AD was readied by August 1981. However, it was not sent since many members were expected to attend the Conference and it was decided to distribute the report at the time of the General Body Meeting. For those members who could not attend the Conference and the General Body Meeting, the report is enclosed herewith.

4. Life Member Certificates and Lapel Pins were readied and distributed to members who were present at the General Body Meeting. For those members, who were not present, the Life Member certificates as well as Lapel pin are enclosed. For those who became members of the Society recently, the membership certificate is enclosed. Those who are not Life Members currently, are requested to kindly become Life Members. The balance fee (total fee Rs 400/-) can be paid in two instalments as per the decision in the **second** General Body meeting on November 13, 1980.

5. You will kindly note from the minutes of the meeting, the 1982 annual Conference will be held at Srinagar during October/ November 1982. Dates would be finalized very soon. The theme of the 1982 Conference will be 'Health Manpower for 2000 AD with Special Emphasis on Health Manpower for New Institutions.'



6. From the minutes of the meeting, you will note that several new members of the Board have been selected. The new ISHA brochure, incorporating these changes, will be ready soon

7. As intimated to you earlier, the second course for Health Administrators on Health Policy, Planning, Programming and Strategies is scheduled January 18-22, 1982 at Srinagar. There is no course fee for this course. This course will be conducted in collaboration with the Indian Hospital Association and the Institute of Medical Sciences, Srinagar. Those members who wish to attend the course, may kindly intimate to us by November 30, 1981 so that adequate accommodation arrangements can be made at Srinagar.


8. The first issue of the Journal 'Health Administrator' devoted to health institution building in India is being ready and should be off the press in January, 1982. If you would like to write an article on your experiences in health institutional planning and development--favourable and unfavourable, kindly send us the article by November 30, 1981.

9. We shall appreciate having news about your professional achievements and advancements for publication in the Journal. Should you change your address, kindly let us know, so that we will be able to send you future correspondence at your correct address.

Seasons Greetings and best wishes to you and members of your family.


With affection and kindest regards,

Cordially yours,

  
Ashok Sahni, Ph.D  
Executive Director

RN  
27/11

Kindly become a  
Life Member.

Regards,  




v

Minutes of the Third Annual General Body Meeting of the  
Indian Society of Health Administrators held at National  
Institute of Mental Health and Neuro Sciences, Bangalore  
on Friday, the 16th October, 1981 at 5.00 p.m.

- I. The Agenda for the meeting, as circulated to all the members vide letter dated 28th September, 1981, was
- a) Life Member Certificates and Pins
  - b) Publication of the Journal
  - c) Institutional Membership
  - d) Foreign Membership
  - e) Executive Director's Report
  - f) Statement of Accounts
  - g) Election of Office Bearers and Board of Directors
  - h) Theme and Venue for the 1982 Annual Conference
  - i) Training courses, titles and venues.

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II. Members Present:

- 1) Dr. C. M. Francis                      President
- 2) Dr. Ashok Sahni                      Executive Director
- 3) Dr. C. Narasingh Bhansingh
- 4) Dr. C. S. Balaraman
- 5) Dr. V. S. Patil Kulkarni
- 6) Dr. V. Taranath
- 7) Dr. H. R. Basava Raj
- 8) Dr. M. M. Dutta
- 9) Dr. P. Ramesh
- 10) Dr. G. Panduranga Pai



- 11) Dr. Krishna Deva
- 12) Dr. V. V. Jadhav
- 13) Mr. Hulikere S. Chandrashekar
- 14) Dr. S. X. Charles
- 15) Dr. Ravinder Nanda
- 16) Dr. M. V. Rajapurkar
- 17) Dr. Vimala Chalres
- 18) Dr. M. Jayachandra Rao
- 19) Dr. Narayanarao Pissay
- 20) Mr. C. K. Tewari
- 21) Mr. M. A. S. Rajan
- 22) Dr. R. M. Varma
- 23) Dr. A. C. Sreeram
- 24) Dr. B. V. Rajanna
- 25) Dr. H. A. Prasanna
- 26) Dr. M. S. Nanjunda Swamy Rao
- 27) Lt. Col. D. B. Ray
- 28) Dr. P. Chandrasekhar
- 29) Dr. B. Oommen Thomas
- 30) Dr. Sudhir K. Jain
- 31) Dr. J. T. Marshal
- 32) Dr. (Mrs.) M. K. Vasundhra
- 33) Dr. A. N. Arumugam
- 34) Dr. J. S. Saksena
- 35) Dr. J. V. Bhatt
- 36) Dr. L. dE Souza
- 37) Dr. M. S. Radhakrishna Naidu
- 38) Dr. Gopaldaswami Digumarthi
- 39) Dr. Y. N. Rao
- 40) Mrs. Jayanti Ray.



III. Dr. C. M. Francis, President, ISHA, extended a hearty welcome to all the members. He said he was glad to see enthusiastic response to attend the General Body meeting. He hoped that the deliberations of the meeting would be very fruitful.

IV. Agenda Items

a) Life Membership Certificates and Pins

As decided in the Second General Body meeting, members were invited to become life members. Other professionals were also invited to become life members. As of Oct. 16, 1981, there were 105 life members. As decided in the Second General Body meeting special Certificates and Lapel pins were prepared. Those life members present at the meeting, were awarded life membership certificates as well as presented with the Pins.

b) Publication of the Journal:

There was a delay in the publication of the Journal since the title of the Journal had to be cleared from the Registrar of Newspapers and Journals. The title of the Journal 'Indian Journal of Health Administrators' as proposed to the Registrar of Newspapers and Journals was approved. As decided at the Second General Body meeting, the first issue of the Journal was to be devoted to 'Health Institution Building'. Various noted professionals from India and from abroad were invited to write articles for the first issue. Few articles have been received. It was hoped that more articles will be received soon so as to bring out the first issue by January, 1982.



c) Institutional Membership

The question of Institutional membership was discussed at the Second General Body Meeting. It was suggested at that meeting that for better professional linkages as well as to augment the financial resources of the Society, the Society should have institutional membership. The President read out the extracts from the Constitution indicating that as at present there was no provision for the institutional membership. In case we were to invite institutional membership, the Constitution would have to be amended. After considerable discussion, it was proposed by Dr. M. M. Dutta and seconded by Dr. L. de Souza, that we should have institutional membership. The General Body approved the idea, in principle, of having institutional membership. It was suggested that the Board should work out the details of the institutional membership including annual and permanent fees and present to the General Body at its next meeting.

d) Foreign Membership

The item was deferred.

e) Executive Director's Report

The Executive Director added words of welcome to all the members present for the third General Body meeting. He indicated that considerable progress has been made by the Society in all professional activities.. Since the Second General Body meeting, the following progress was made:

i) Membership

As of October 16, 1981, there were 397 members as against 270 at the time of Second General Body meeting.

ii) Organization Building

Since the Second General Body meeting, many professionals from all over India were invited to become members. Contacts were initiated with several national and international organizations to establish professional linkages. Encouraging response from WHO, International Hospital Federation, University of Hawaii Health Sciences Centre, WHO - New Delhi, USAID - New Delhi, UNICEF and other organizations were received.



iii) Training Courses

Since the second General Body meeting, two short term training courses were conducted. One three-day course on Health Management for Rourkela Steel Plant and one two-day Workshop on Executive Health for BHEL were conducted. The second course for Health Administrators on Health Policy, Programming and Strategies was scheduled from January 18-23, 1982 in collaboration with Institute of Medical Sciences, Srinagar and Indian Hospital Association. The course will be conducted at Srinagar. Plans are underway for conducting a three-day Workshop and one-week courses for industrial organizations and State Governments.

iv) Proceedings of 1980 Annual Conference

Printing of the proceedings of 1980 Conference on Primary Health Care for all by 2000 AD was delayed since we were expecting finances from the Karnataka State Government. Also some of the papers were received very late. The Proceedings have now been printed and is being distributed to all the members. The Report would also be sent to important national, State and foreign organizations.

f) Statement of Accounts

The audited statement of accounts for the years 1979 and 1980 were circulated and comments were invited.

Dr. V. Taranath proposed that the audited statement of accounts, and the report be approved. Dr. M. M. Dutta seconded the proposal. The General Body resolved to approve the statement of accounts and the Report, unanimously.

g) Election of Office Bearers and Board of Directors

As per the notice dated September 28, 1981, circulated to all the members, Maj. Gen. B. Mahadevan was selected as Chairman of the Nominating Committee. He had selected Dr. S. K. Lal, Dr. S.X. Charles, Dr. S. V. Rama Rao and Dr. K. K. Anand from the list of







d) Board of Directors (seven)

The following three present members of the Board were elected:

- |                          |   |
|--------------------------|---|
| 1) Dr.G.N.Narayana Reddy | } All the three proposed by<br>Dr.H.A.Prasanna and<br>seconded by<br>Dr.C.S.Balaraman |
| 2) Dr.L.Ramachandran     |   |
| 3) Dr.Daleep S. Mukarji  |   |

For the other four remaining positions the following were proposed:

- |                     |  |
|---------------------|--|
| 4) Lt.Col.D.B.Ray   | Proposed by: Dr.J.T.Marshall           |
| 5) Dr.A.C.Sreeram   | Seconded by: Dr.M.M.Dutta              |
| 6) Dr.P.N.Ghei      | Proposed by: Dr.H.A.Prasanna           |
| 7) Dr.M.M.Dutta     | Seconded by: Dr.B.V.Rajanna            |
| 8) Dr.A.K.Nagpal    | Proposed by: Lt. Col.D.B.Ray           |
| 9) Dr.M.K.Vasundhra | Seconded by: Dr.Panduranga Pai         |
|                     | Proposed by: Dr.Ashok Sahni            |
|                     | Seconded by: Dr.P.Ramesh               |
|                     | Proposed by: Dr.Ashok Sahni            |
|                     | Seconded by: Dr.A.C.Sreeram            |
|                     | Proposed by: Dr. C.Narasinghbhan Singh |
|                     | Seconded by: Dr.P.Ramesh               |

Since Dr.A.C.Sreeram and Dr.M.K.Vasundhra requested to withdraw, the other four members, viz. Lt.Col.D.B.Ray, Dr.P.N.Ghei, Dr.M.M.Dutta and Dr.A.K. Nagpal were unanimously elected as Members of the Board of Directors.

h) Theme and Venue of the 1982 Conference

Theme: The theme for the 1982 Conference, after considerable discussion, was decided as follows:

'Health Manpower Resources for 2000 AD with special emphasis on Health Manpower for New Institutions'.

Venue: It was proposed that the 1982 annual Conference be held at Srinagar. Institute of Medical Sciences, was requested to host the Conference last year, but due to insufficient time the 1981 Conference could not be held at Srinagar. It was hoped that the Institute of Medical Sciences would be able to host the Conference in 1982. Dr.A.K. Nagpal, newly elected Member of the Board, would be the Conference Chairman.

i) Post-Graduate Course in Health Administration:

Dr.Narasinghbhan Singh suggested that the Society should offer a Post-Graduate Course in health administration. Several other members supported this request. It was decided that the Board may consider starting this course and work out the details.



j) Training courses titles and venues:

It was decided that the Society should conduct annually a two-week course on Health Administration. Besides this, an annual one-week workshop on "Stress and Health of Professionals and Administrators" should also be conducted.


k) Any other item

a) Attendance at the Board Meeting

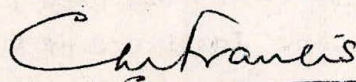
The problem of attendance of out-of-station Board members for the Board meeting was discussed. It was proposed by Dr. R. M. Varma, after careful discussion, that those out of station members, who could not mobilise their own resources from their respective organizations, ~~should~~ be paid first Class to-and-fro train fare and other incidental expenses. The proposal was seconded by Dr. A. C. Sreeram.

The proposal was unanimously approved.

The President thanked all the members for the active participation and fruitful discussions.



(Dr. Ashok Sahni)  
Executive Director



(Dr. C. M. Francis)  
President

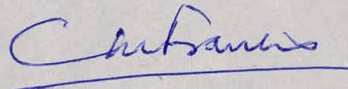


ST. JOHN'S MEDICAL COLLEGE

Circular

The Second Annual Conference of the Indian Society of Health Administrators will be held at the National Institute of Mental Health and Neurosciences, Bangalore. The inauguration will be at 9 a.m. on 15.10.1981 by Shri R. Gundu Rao, Hon'ble Chief Minister, Karnataka. The Executive Director has requested the presence of the Faculty of St. John's Medical College to be present on the occasion.

14.10.81



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INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators  
on  
Management of Health Institutions  
November 3-8, 1980 at Bangalore

Inauguration Programme

10.00 AM	Welcome and about ISHA	Dr. C. M. Francis President, ISHA
10.10 AM	Inaugural Address	Shri AK Abdul Samad Hon.'ble Health Minister Government of Karnataka Vidhana Soudha Bangalore - 560001
10.25 AM	About the course & vote of thanks	Dr. Ashok Sahni Executive Director, ISHA
10.35 AM	Tea and group photograph	



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators on : 'Management of Health Institutions', Nov.3-8, 1980

Course Schedule

Day & Date	9.00 - 10.30 am	10.40 - 11.55 am	12.00 - 1.15 pm	2.15 - 3.45 pm	4.00 - 5.45 pm
Monday Nov. 3	Inauguration	Health Administrator/ Mgt. of Human Resources & Human Relations-JSS	Participants Ex- periences - Group Discussions - AS	Health Policy and Health Care Deli- very in India -AS	Problems in Manag- ing Health Institu- tions/Qualities of Effective Health Professionals
Tuesday Nov. 4	Health Planning and Economic Development - DSM		Problems of Health Planning & Admini- stration at State level - SAK	Approaches to Motivation of Health Professionals - AS	
Wednesday Nov. 5	Health Administra- tion/problems of inter-cadre rela- tionships - CMF	Operations Research & Project Planning in Health Care - DSA		Emerging Trends in Health Care - RMV	Role of Hospitals in the Community - BM
Thursday Nov. 6	Materials and drug procurement, storage, distribution and in- ventory - MKB		New Disease Pat- terns & costing Problems - CBS	Leadership and Institutional Climate for health care - AS	
Friday Nov. 7	Health Records & Information Sys- tems - SVRR	Orientation, placement and appraisal of Staff person- nel - AS		Effective Commu- nication & Public Relations in Health Care - AS	Case problem - AS
Saturday Nov. 8	Research and Eva- luation of Health Services - RN	Problems in Managing Nursing Homes - ACS	Conflict & Stress in Health Profes- sionals - AS	Planning & Admini- stration of primary Health Care in India & China - YPR	Concluding session

Faculty : JSS : Dr. JS Saksena  
AS : Dr. Ashok Sahni  
DSM :: Dr. Daleep S. Mukarji  
SAP : Dr. S. Abdul Kareem  
DSA : Dr. Dara S. Amar

CMF : Dr. C. M. Francis  
RMV : Dr. R. M. Varma  
BM : Maj. Gen. B. Mahadevan  
MKB : Prof. MK Banerjee  
CBS : Dr. C. B. Sridhar

SVRR : Dr. SV Rama Rao  
RN : Dr. Ravi Narayan  
ACS : Dr. AC Sreeram  
YPR : Dr. Y. P. Rudrappa



## C o n t e n t s

Sl. No.	T i t l e	Author
01.	National Health Policy	Govt. of India
02.	India's Health Policy	Dr. CM Francis
03.	Health Care Policy and Delivery Methods	Maj. Gen. B. Mahadevan
04.	Economics and Health Policy : Problems of organization, manpower and technology in Health Services in India	Dr. Ashok Sahni
05.	Evaluation of Medical Education for Primary Health Care	Dr. Ashok Sahni
06.	Management of Health Organizations	Dr. Ashok Sahni
07.	Planning and Organizing Health Services	Dr. Ashok Sahni
08.	Administrative Functions in a Health Institution	Dr. Ashok Sahni
09.	Systems Approach to Understanding an Organization	Dr. Ashok Sahni
10.	Organizational Development in Health Delivery Institutions	Dr. Ashok Sahni
11.	Characteristics of an Effective Health Department	Dr. Ashok Sahni
12.	Skills of an Effective Administrator	Robert L. Katz
13.	Effective Leadership Styles for Productivity	Dr. Ashok Sahni
14.	Communication and Managerial Effectiveness	Dr. Ashok Sahni
15.	Transactional Analysis in Management - toward personnel and professional development	Dr. Ashok Sahni

pto



## Contents (Contd.)

Sl. No.	Title	Author
16.	Management of Health Information And Records	Dr. Ashok Sahni
17.	Importance of Research in Health Services	Dr. Dara S. Amar
18.	Guidelines for Introduction and Management of Change in Organization	Dr. Ashok Sahni
19.	Some Aspects of Materials Management in Hospital Administration	Prof. MK Banerjee
20.	Legal Rights of Patients	Extracted from Deccan Herald
21.	Role of Nursing Personnel in Health Care - Being and Becoming a Nurse	Dr. Ashok Sahni
22.	Adoption of Family Welfare Programme - Methods of promoting the programme in a community	Dr. Ashok Sahni
23.	Evaluating Health Programmes	Dr. Ashok Sahni
24.	Stress in Managers and Professionals in Indian Organizations	Dr. Ashok Sahni
25.	The State Hospital	Dr. Ashok Sahni



## P r e f a c e

1. In November 1977, a group of thirty health professionals met for three days at Bangalore in a Conference on Social Aspects of Medical Education in India. Among other issues, concern about the increasing gap between the actual and desirable state of health services in India was expressed. To bridge this gap, the group emphasised the need for professional development of health administrators toward effective management of resources. The group also felt the absence of a common platform which could bring together all professionals interested in health care. Subsequently, several meetings of professional groups were held at the national as well as regional basis to elicit comments on the need to form an all-India society of health administrators. The zealous reactions and enthusiasm expressed both in such meetings as well as through correspondence, resulted in the drafting of the Memorandum of Association and registration, in September 1979 of the Indian Society of Health Administrators (ISHA).

2. The main aims and objectives of the Society are:

- a) To organize into an association all persons engaged in or interested in or connected with health administration.
- b) To elevate and establish a standard of competence for health care administrators.
- c) To develop and promote standard of education and training for health care administrators.
- d) To develop and promote short term and long term training programmes for individuals interested in health care administration.
- e) To serve as a forum for exchange of information on management in general and health care and hospital administration in particular.
- f) To promote and safeguard the status and the professional interests of health care administrators.
- g) To organize Conferences, seminars, meetings and discussions for the promotion and furtherance of the aims and objectives of the Society.
- h) To co-ordinate with other professional agencies, associations and other organizations so as to share experiences, information, publications and resources toward professional development of health administrators.
- i) To confer fellowships in health care administration on those who have done or are doing noteworthy services in the field of health care administration.



3. Keeping in view the aims and objectives of the Society, the first course for Health Administrators on Management of Health Institutions has been organized. The objectives of this course are:

- a) To improve the delivery of health services by improving administration through education and training.
- b) To orient administrators and other responsible heads of hospitals and health care delivery institutions in major management concepts so as to achieve organizational effectiveness.
- c) To gain specific understanding of the nature and orientation of professional employees in health institutions; their attitudes, motivations, commitment, growth and obsolescence tendencies.
- d) To understand the practical aspects of these techniques for application to health institutions.
- e) To gain awareness of the various management techniques and methods like manpower planning, job design techniques, employee interview and assessment, employee counselling, cost effectiveness analysis, MBO and organizational development strategies.
- f) To afford opportunity to specialists and administrators of various health care delivery institutions, to exchange experiences and learn about the conditions, difficulties and achievements of other institutions.
- g) To help the participants in establishing a better system with a total management approach for effective delivery of health care needs.
- h) To help the participants increase their own personal effectiveness in terms of leadership behaviour, communication, conflict resolution styles and problem solving abilities.

4. The Society is extremely grateful to Shri A. K. Abdul Samad, Hon.'ble Health Minister, Government of Karnataka, Shri N. Narasimha Rau, Chief Secretary, Shri Cecil Noronha, Health and Family Welfare Secretary, Dr. J. S. Saksena, Director of Health and Family Welfare and Dr. Y. P. Rudrappa, Director of Medical Education for their encouragement.

The Society is also extremely grateful to Dr. C. M. Francis and his associates at St. John's Medical College for the support and for providing the facilities for conducting this course and other professional activities toward achieving the objectives of the Society of improving health care delivery services in India.

Dr. Ashok Sahni  
Executive Director  
ISHA



INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators on

MANAGEMENT OF HEALTH INSTITUTIONS

November 3-8, 1980

Short Biography of the Course Faculty

Dr. Dara S. Amar

Associate Professor in Preventive and Social Medicine, St. John's Medical College, Bangalore.

Received his MBBS from St. John's Medical College, Bangalore and MD from All India Institute of Hygiene and Public Health, Calcutta. Has attended several medical Conferences & seminars and organized courses in Community Health for Plantation Medical Officers, Paramedical workers of Catholic Relief Services and Voluntary Health Workers of Health Centres; has conducted several pilot studies on occupational hazards among plantation and sericulture workers.

Prof. M. K. Banerjee

Assistant Professor, Indian Institute of Management, Bangalore.

Has been working in the materials management, production and development administration. After doing his graduation in mathematics from Bombay University and post-graduation in Business Management from Indian Institute of Management, Calcutta, joined TELCO where he was primarily involved in the field of materials management. He is interested in the Family Planning Implementation Programme and Rural Development.

Dr. C. M. Francis

Dean, St. John's Medical College, Bangalore.

Obtained his MBBS from Madras University and Ph.D from Cambridge University, UK; has served over 24 years in teaching and administrative capacities in prestigious Indian and foreign institutions including University of Cambridge, UK, Medical College, Trivandrum, Medical College, Calicut, University of Toronto, Canada & Kerala University. Has been Dean, St. John's Medical College since July, 1974. Is a member of various task groups and academic councils of various professional organizations and academic institutions; is a member of several professional societies including Association of Physiologists and Pharmacologists of India, Indian Association for the Advancement of Medical Education, Society of Biological Chemists, Indian Society of Health Administrators; has numerous research publications to his credit. His major areas of interest are: Education for the health professions, health planning and other allied fields.



Dr. S. Abdul Kareem

Joint Director, Directorate of Health and Family Welfare Services, Government of Karnataka, Anand Rao Circle, Bangalore.

Has MBBS (Mysore), DPH (Calcutta) and MPH (USA),. Has been working in the Karnataka Government Health Systems since May, 1955, in various capacities. Has participated in national and international workshops on Malaria training, Family planning, Health education and Welfare of the child. Has also served as Examiner for Diploma in Health Education Course of Madurai University, since 1975.

Maj. Gen. B. Mahadevan

Professor and Director, Rural Health Training Centre, St. John's Medical College, Bangalore.

Is a specialist in Preventive and Social Medicine; obtained the DPH (London) and DTM & H (Liverpool) in 1953; was elected a Fellow of the Royal Institute of Public Health and Hygiene, London (FRIPHH) in 1968; a Fellow of the College of Chest Physicians (FCCP, USA) in 1971; and a Fellow of the Indian Public Health Association (FIPHA); was awarded Warrington York Memorial Gold Medal for DTM&H (Liverpool) for obtaining first position in the Liverpool University, School of Tropical Medicine, in the year 1953; was awarded AVSM by the President of India for meritorious service of a most exceptional order in the armed forces; joined the Army Medical Corps in March 1941; during 34 years of service, served with a number of field and peace units both in India and abroad; also served in the Middle East, Burma, Singapore, Hongkong and Japan; served in the Armed Force Medical College first as an Instructor in 1951-52; as Professor of Preventive and Social Medicine from 1962-67; as Dean of the College from 1967-72; and finally as Commandant of the College from December 1972 to January 1975; Ex-Dean, Faculty of Medicine, Pune University. After retirement from the Armed Forces Medical College, served in St. John's Medical College, Bangalore as Professor & Head of the Department of Preventive and Social Medicine from 1.4.1975 to 30.4.1977 and presently Professor and Director, Rural Health Training Centre, St. John's Medical College, Bangalore.

Dr. Daleep S. Mukarji

Programme Director, Rural Unit for Health and Social Affairs, Christian Medical College and Hospital, Vellore (Tamil Nadu)

has MBBS (Madras), DTPH (London) and M.Sc. (London). Worked from 1972-74 with Church of South India, Madak Diocese as Medical Officer, Medical Superintendent and Project officer and from January 1977 in his present capacity. Has attended several national and international Conferences and is a member of several national Committees on health planning and role of voluntary agencies.



Dr. Ravi Narayan

Assistant Professor of Community Medicine, St. John's Medical College, Bangalore.

has MBBS (Bangalore), DTPH (London), DIH (London) and MD (All India Institute of Medical Sciences, New Delhi). Received several awards and medals from Bangalore University and St. John's Medical College for outstanding performance. Served as Medical Officer, Bangladesh Refugee Camp in 1971 and since 1972 with St. John's Medical College in various capacities; has planned and organized several courses for plantation medical officers in co-ordination with United Planters Association of Southern India (UPASI), supervises the internship training programmes in Rural/Urban community Health Centres at St. John's Medical College; is member of several national and international professional societies.

Dr. S. V. Rama Rao

Professor and Head of the Department of Preventive and Social Medicine, St. John's Medical College, Bangalore.

Received his MBBS from Mysore University with gold medal in Surgery and prize winner in Medicine; Diploma in Public Health (DPH), Calcutta University, Master of Public Health (MPH), John Hopkins University, USA. Was Vice-Dean and then Dean of the Bellary Medical College and Hospital, Bellary; organized the Departments of Preventive & Social Medicine at Karnataka Medical College, Hubli from 1960-75; joined St. John's Medical College Hospital in 1975; has been external Examiner in Preventive and Social Medicine to major Universities in India at graduate and post-graduate levels; has numerous research publications to his credit; has represented India in several international Conferences.

Dr. Y. P. Rudrappa:

Director of Medical Education, Directorate of Medical Education, Government of Karnataka, Bangalore.

Has MBBS (Mysore), DTM&H (England), MRCP (Edinburgh), and FRCP (Edinburgh); has served Karnataka State in various professional and administrative capacities, including Assistant Surgeon, Mysore Medical Service; Associate Professor of Medicine, Mysore Medical College, Professor for Post-graduate Studies in Medicine, Post-Graduate and Research Institute, Bangalore; Dean, Bangalore Medical College, Bangalore & since 1972 as Joint Director, Additional Director, Director of Health and Family Welfare Services and currently Director of Medical Education. Is a member of the Syndicate, Senate and Academic Councils of Bangalore, Mysore and Karnataka Universities; Member of the Indian Medical Council, Member of the Drug Technical Advisory Board; Member of the National Commission (NSEP) for assessment of smallpox surveillance activities; consultant to WHO and FAO.

Has been responsible for initiating several health services projects such as Electrical Laundry System at Victoria Hospital; streamlining academic matters pertaining to Bangalore University and developing new curriculum for Post-graduate courses; introducing a system for purchase of drugs through rate contract; planning and administering NSEF and family welfare programmes in Karnataka in a manner so as to receive glorious tributes from International Commission; and has published number of professional papers in national & international journals.



Dr. Ashok Sahni

Executive Director, Indian Society of Health Administrators and Professor of Behavioural Sciences and Health Management, Indian Institute of Management, Bangalore.

He holds Ph.D. in Industrial Mental Health with specialization in Psycho-somatic disorders and MA and MBA degrees from Punjab and Delhi Universities. He has been engaged in administration, teaching and research and consultation activities for the last 25 years and has worked with Government departments, Universities, Medical Schools and Hospitals in India and for approximately 12 years in USA. He has visited several countries of the world to study the health and medical education systems. He has served as resource person to national and international organizations on health and medical education policy formulation, programme evaluation and health institution building. He has presented papers at national and international professional Conferences. He is a certified health professional to provide mental health services in India and abroad.

Dr. J. S. Saksena

Director of Health and Family Welfare Services, Directorate of Health and Family Welfare Services and Additional Secretary to the Government of Karnataka, Health and Family Welfare Department.

Has B.Sc., MBBS, MD degrees; has more than 26 years of teaching, research and administrative experience including 12 years as Professor and Head of the Department and eight years in higher posts, viz., Dean, Medical College; Joint Director, Additional Director, Additional Secretary and Project Co-ordinator; has been Chairman, Selection Committee for MBBS and BDS and Post-graduate Medical Course in Karnataka since 1971; is member of several important Committees and past President, Indian Medical Association, Hubli and Bellary branches.

Dr. A. C. Sreeram

Director, Karnataka Medical Research and Relief Centre, Bangalore.

Dr. G. B. Sridhar

Associate Professor of Medicine and Chief, Endocrine and Metabolism Section, St. John's Medical College, Bangalore.

Has MBBS and MD from All India Institute of Medical Sciences, New Delhi. Was senior Registrar, Medicine and Endocrine Consultant at Auckland School of Medicine, Melbourne, Australia; Associate Professor of Medicine, Christian Medical College and Hospital, Vellore.



Dr. R. M. Varma

Professor Emeritus, National Institute of Mental Health and Neuro Sciences, Bangalore.

is Professor Emeritus at National Institute of Mental Health and Neuro Sciences, Bangalore. Has MBBS from Madras University, FRCS from Royal College of Surgeons, Edinburgh; and F.A.Sc., from Indian Academy of Sciences, organized All India Institute of Mental Health (now known as National Institute of Mental Health and Neuro Sciences) and was its Director from 1969 for over ten years. Also honorary consultant to Armed Forces Medical Services since 1961; under the Janata Government, served as Deputy Director General of Health Services to organize and implement the multi-purpose health workers' scheme on a national basis.

Has served as Chairman, Board of Studies in Mental Health from 1969; Dean, Faculty in Mental Health and Neuro Science Since August 1973; served as Dean, Faculty of Medicine from June 1972 to November 1973; & was member of the Senate and Academic Council of the Bangalore University since 1969. Has been external examiner to several Universities.

Received State award on Rajyothsava Day (1969) by the Government of Mysore in recognition of service in the sphere of Neurosurgery and recipient of National Award Padma Shri in 1972. Has participated in several international congresses and Conferences and read papers at prestigious conferences.

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INDIAN SOCIETY OF HEALTH ADMINISTRATORS

First Course for Health Administrators On

MANAGEMENT OF HEALTH INSTITUTIONS

November 3-8, 1980

List of Participants

- |   |   |
|---|---|
| 1) Col. Ganeshiya, S. R.<br>Chief Medical Officer<br>Tata-Finlay Limited<br>Regional Office<br>Munnar - Kerala PD | 2) Dr. Gundappa<br>District Health & Family<br>Welfare Officer<br>Bangalore District<br>Bangalore - 560009                    |
| 3) Dr. Mitra J. B.<br>Medical Superintendent<br>Ispat General Hospital<br>Rourkela-5 (Orissa)                     | 4) Dr. Murthy Krishna A.<br>Superintendent<br>Professor of Ophthalmology<br>Bangalore Medical College<br>Bangalore            |
| 5) Dr. Nadig, V. S.<br>Professor of Pathology<br>Karnataka Medical College<br>Hubli (Karnataka)                   | 6) Dr. Nahvi, G. J.<br>Institute of Medical Sciences<br>P. B. No. 27<br>Soura, Srinagar (J & K)                               |
| 7) Dr. Nizamuddin, T<br>District Health and Family<br>Welfare Officer<br>Kolar District<br>Kolar (Karnataka)      | 8) Dr. Pandey Ranjit<br>Resident Medical Officer<br>Tata Main Hospital<br>Jamshedpur - 831001 (Bihar)                         |
| 9) Dr. Patil, S. B.<br>District Health Officer<br><del>Bijapur</del> District<br><del>Bijapur</del> (Karnataka)   | 10) Fr. Pinto Ignatius<br>Administrative Officer<br>St. John's Medical College<br>Bangalore - 560034                          |
| 11) Dr. Raghu, C. R.<br>Professor of Surgery<br>Medical College<br>Bellary (Karnataka)                            | 12) Dr. Shetty Nagalinga, S. T.<br>Professor of Orthopaedics<br>Medical College,<br>Mysore (Karnataka)                        |
| 13) Dr. Sindhe, P. R.<br>Superintendent and<br>Professor of Medicine<br>Medical College,<br>Mysore (Karnataka)    | 14) Dr. Swaminathan, V.<br>Senior Medical Officer<br>Bharat Heavy Electricals Ltd.<br>Tiruchirapally - 620014<br>(Tamil Nadu) |
| 15) Dr. Varadaiah, M.<br>District Health & Family<br>Welfare Officer<br>Mangalore District<br>Mangalore           |   |

Note: This list is as on 28 Oct. 1980. The final list will be prepared after November 3, 1980.





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE: "HEALTHADMN" PHONE: ~~988211~~ 226237

*Dr. Ravi Narayan  
Bangalore*

May 1, 1982

Dear Dr. Narayan,

Sub: 1982 Conference and Training Programmes  
Renewal of Membership - 1981 and 1982

1. Kindly refer to my letter of October 31, 1981 enclosing minutes of the Third General Body Meeting and reviewing the progress for 1981.

2. Enclosed herewith is a copy of the 1982 brochure giving details of the Annual Conference and the workshops. The theme of the Conference is "Health Manpower Resources for 2000 AD". We hope the Conference will help the Central and State Governments in formulating manpower strategies to achieve the goal of Health for All by 2000 AD". Since Goa food, hospitality and beaches are world famous, I am sure you would attend the Conference.

3. I would request you to kindly attend the workshops and training programmes, keeping in view your professional developmental needs. If you cannot attend, you may like your colleagues or subordinates to attend the workshops.

*in case*  
4. We have not received your membership renewal fee for 1981. Also for 1982. May I request you to kindly send your renewal fees for 1981 and 1982. Preferably, kindly become a Life Member and send the remaining fee of Rs.370/- This fee can be paid in two instalments.

5. The Fourth General Body Meeting will be held on September 11, 1982 at the Goa Medical College, Goa. I shall be sending you soon the Agenda for the Meeting.

6. Look forward to meeting you soon at the Annual Conference or in one of the training programmes.

Best wishes for your professional success, happiness and health. With kind regards,

Cordially yours,

*Ashok Sahni*  
Ashok Sahni, Ph.D.  
Executive Director

*Please attend  
the Conference and  
other workshops.  
Regards,  
m*



Minutes of the Fourth General Body Meeting of the Indian Society of Health Administrators held at Goa Medical College, Panjim, Goa on Saturday, the 11th September 1982 at 5.00 p.m.

- I. The agenda for the Meeting, as circulated to all the members vide letter dated 28th July, 1982 was
- A. Confirmation and amendments of the minutes of the third general body meeting
  - B. Amendment to the Memorandum of Association and Rules and Regulations (Rule 21)
  - C. Individual, life and institutional membership fees
  - D. Executive Director's Report
  - E. Statement of accounts for the year 1981
  - F. Appointment of auditors for the year 1982
  - G. Theme and Venue for the year 1983 annual conference
  - H. Any other matter.

II. Members Present:

1. DR. P. N. GHEI
2. DR. (LTCOL) D. B. RAY
3. MRS. JAYANTI RAY
4. DR. J. V. BHATT
5. DR. J. S. SAKSENA
6. DR. K. BASAPPA
7. DR. K. R. RAJANARAYANAN
8. MR. C. R. BIJOY
9. DR. C. A. K. YESUDIAN
10. DR. S. B. MATHUR
11. DR. J. T. MARSHALL
12. DR. D. H. SHETTE
13. DR. N. S. DEODHAR
14. DR. B. M. S. BEDI
15. DR. H. D. RAMAIYA
16. DR. V. L. NARASIMHAN
17. DR. C. S. BALRAM
18. DR. G. PANDURANGA PAI
19. DR. DAMODAR BHOUNSULE
20. DR. SHARAD G. VAIDYA
21. DR. R. D. MURUGESAN



22. COL A.P. BHATEJA
23. DR. S.K.SINHA
24. DR.V.N.RAO
25. DR.SUSHILA NAYAR
26. DR.HARCHARAN SINGH
27. DR.B.L.DONALD
28. DR.ASHOK SAHNI
29. DR.C.M.FRANCIS
30. DR.SARTO MENEZES

Since there was a lack of quorum as per the Society's Rules (Rule 10-B-IV), the meeting was adjourned. The adjourned meeting was reconvened at 5:30 p.m.

III. Dr.C.M.Francis, President, ISHA, served as Chairman. He extended a hearty welcome to all the members present. He said he was glad to see a very enthusiastic response to attend the Annual Conference and the General Body Meeting. He hoped that the deliberations of the meeting would be very fruitful.

IV. Agenda Items

A. Confirmation of the minutes of the Third General Body Meeting

The minutes had been circulated earlier. The minutes were confirmed with the following (having been an omission due to oversight)

"M/s Ramachandra & Co be re-appointed as auditors of the Society for the year 1981, on the existing terms and conditions".



B. Amendment to the Memorandum of Association and Rules and Regulations (Rule 21):

The amendment had been circulated along with the notice of the meeting. The general body was informed about the background of including this item in the agenda. An application was made to the Commissioner of Income Tax, Karnataka, regarding registration of ISHA under section 12 A of the Income Tax Act, 1961 as well as exemption under section 80G of Income Tax Act, 1961. In order to grant this exemption, the Income Tax authorities had requested us to make an amendment to the Memorandum of Association and Rules and Regulations (Rules 21). Since it was difficult to convene a special general body meeting, we were advised by the Income Tax authorities that the executive committee could give an undertaking that the item will be taken up at the next general body meeting. Meanwhile, the Income Tax authorities would give us the exemption. As advised by the Income Tax authorities and the undertaking given, the item was taken up for approval at the general body meeting. It was resolved to make the following amendments to the Memorandum of Association and Rules and Regulations (Rule 21):

- a) The Funds of the Society be invested in the Securities notified u/s 13(1) (d) r/w 13(4) of the Income Tax Act, 1961.
- b) No amendments to the Memorandum of Association and Rules and Regulations shall be made which may have to be repugnant to the provisions of the section 2(15), 11 to 13 to section 80 G of the Income Tax Act, 1961.

C. Individual, Life and Institutional Membership Fees.

At the third general body meeting it was approved by the general body, in principle, that we should have institutional membership. It was suggested that the board should work out the details of the institutional membership including annual and permanent fees and present to the general body at its



next meeting. The board at its sixth meeting on 23rd March 1982 had discussed the institutional membership and foreign membership fees. The information placed before the general body at its current meeting was:

Fees Proposed:

1. <u>Institutions</u>	<u>National</u>	<u>Foreign</u>
(i) Non commercial Organisations	Rs.300/-	\$300 per year
(ii) Commercial/Industrial Organisations	Rs.500/-	\$500 per year
2. <u>Individual Members</u>		
(i) Individual-Annual membership	Rs.40/-	\$40
(ii) Individual-life membership	Rs.400/-	\$400

After discussion, it was resolved that there would be only one category of institutional membership. The institutional membership fee will be Rs.300/- per year for national organisations and \$300 for foreign organisations.

The general body approved to raise the individual annual membership fee from Rs.30/- to Rs.40/- There was no change in the individual life membership fee. This will remain as Rs.400/-.

The board will have the discretion whether to admit or not an Institution to Membership. The institution will have one vote, just like an Ordinary Member.

D. Consequential change in rules governing Membership:

Arising from the above decision, the General Body appraised the following addition to the rules:

"Rule II(2) is amended to include institutional members as (8) in the classes of members.

E. Executive Director's Report

The Executive Director added words of welcome and thanks to all the members present at the meeting. He indicated that



considerable progress had been made by the Society in various aspects. The members wanted the report to be included in the minutes. Since the third general body meeting, the following progress was made:

1. Membership

As on 11th September, there was a total of 514 members as against 397 at the last general body meeting. Now we have 168 life members as against 95 at the last meeting. Many noted professionals from all over India had become life members.

2. Training Courses Conducted

The Society had conducted the following training courses since the last general body meeting.

(a) The second course for health administrators on "Health policy, planning, programming and strategies" at Srinagar. This course was conducted in collaboration with the Indian Hospital Association and Institute of Medical Sciences, Srinagar. Approximately 18 participants from Srinagar and various parts of India attended the course.

(b) One day seminar on hospital management for health professionals at Coimbatore. This seminar was organised by KG Hospital, Coimbatore.

(c) One week training course on hospital management for Bhilai Steel.

(d) One week training course on management of health services for Assistant District health officers of Karnataka State Government. This course was conducted at the Administrative Training Institute, Mysore.

(e) Three day workshop on Stress and Health of Technical Professionals for Space Application Centre, Ahmedabad.

(f) Collaborated with National Institute of Mental Health and Neuro-sciences in a two day seminar on Administration of Mental Hospitals.



(g) The third national course on Management of Health Services is scheduled from September 13 to 18, 1982 at Goa.

3. Research and Consultancy

The following two research projects are currently underway:

- a) An evaluation study of St. John's Medical College, Bangalore. This study will assess the goals and objectives of the college, Governance of the college, financial resources, budgeting systems, physical facilities, faculty attitudes and motivation, alumni attitudes and reactions, future goals of the college keeping in view its resources and appropriate organisational design.
- b) An evaluation study of the family planning methods and distribution systems for family planning devices in selected districts of Andhra Pradesh.

4. Publication of the 1981 Conference Report and Journal

Partly due to the overseas trips of the Executive Director and partly due to other factors, the printing of the report and the journal have been delayed. These are now being edited and the printing should be completed in few weeks.

5. Headquarters for ISHA

As promised by the Chief Minister of Karnataka at our 1981 conference, the Karnataka Government is being pursued for a plot of land for the headquarters. It is hoped that the site will be allotted soon. As soon as the site is allotted, arrangements for raising the funds will be made.

E. Statement of accounts for the year 1981

The audited statement of accounts for the year 1981 together with the auditor's report was distributed to the members present at the general body meeting and comments were invited



Dr.Sushila Nayar proposed that the audited statement of accounts and the report be approved. Col D.S.Ray seconded the proposal. The general body resolved to approve the statement of accounts and the report unanimously.


F. Appointment of auditors for the year 1982

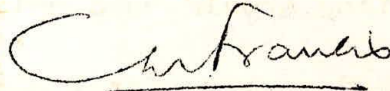
It was proposed and approved by the general body that M/s Ramachandra & Co. be reappointed as the auditors for the year 1982, remuneration to be fixed in consultation with the auditors.

G. Theme and Venue for the year 1983, annual conference

Suggestions were invited by the Chairman for the theme for the year 1983 annual conference. After considerable suggestions and discussions, it was the consensus of the general body that the theme be "The Health Administrator in India". The venue and the key issues to be discussed at the conference will be decided by the Governing Body at its next meeting.

The Chairman thanked all the members for the active participation and fruitful discussions.

  
(Dr.Ashok Sahni)  
Executive Director

  
(Dr.C.M.Francis)  
President





# INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th CROSS, WILSON GARDEN, BANGALORE-560 027.

CABLE: "HEALTHADMN" PHONE: 226237

Dr. Ravi Narayan  
Ross Institute Unite  
St. John's Medical College  
Bangalore - 560 034

November 27, 1982

Dear Dr. Narayan:

Sub: ISHA - Progress and Planned Activities

1. I am writing this letter, at this time of the year, to share with you the progress made by the Society during the last approximately one year. Also, to share with you the programmes and activities scheduled for the next year for your active involvement and professional development.

2. As intimated to you, the Fourth General Body Meeting was held on September 11, 1982 at 5.00 PM at Goa Medical College, Panjim, Goa. Enclosed herewith please find a copy of the minutes of the meeting.

3. Kindly review the minutes. You will be happy to know that the Society has made a very good progress in the last nearly three years of its existence. The Society has now nearly 520 members including 190 life members. Several training programmes were conducted during the year at national, state, and institutional levels. Several research studies at national, state and institutional level are in progress. The Third National Conference was held from September 10-12, 1982 at Goa Medical College, Panjim, Goa. The Honourable Health Minister of Goa, Dr. Wilfred A. De Souza inaugurated the Conference. Dr. G. J. S. Abraham, Principal, Goa Medical College, Panjim was the Coordinator of the Conference. Excellent arrangements were made by Dr. Abraham. The Conference was very well attended and we were able to discuss the key issues on 'Health Manpower Resources for 2000 AD'.

4. The Conference reports of 1981 and 1982 as well as the first issue of the Journal are being readied. We shall be sending you the reports as well as a copy of the Journal soon.

5. The theme of the 1983 Conference is 'The Health Administrator in India'. Some of the issues proposed to be discussed are as follows:

- a) The environment for Health Administrators in India:  
Requirements for Health Administrators in India.
- b) The Health Administrators at National, State, District, Primary Health Centre and Institutional (Medical College, Hospital, Specialized Institutions) levels.

RN  
27/12



- c) Training, development and compensation of Health Administrators in India.
- d) Role of the Health Administrator in relation to the change: 'Primary Health Care for all by 2000 AD'
- e) Educational facilities and resources for Health Administrators in India.
- f) Health Administration issues: Implications for Education of Administrators.

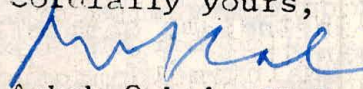
6. We shall appreciate your comments and suggestions as to the above contents for the 1983 Conference. The Governing Body will be meeting in January to finalize the contents of the Conference as well as decide other training courses and programmes for 1983.


7. The annual membership fee is due by January 31, 1983. Kindly note in the minutes enclosed, the annual membership fee beginning January 1, 1983 has been increased to Rs.40 from Rs.30/- We note that you have not paid the annual membership for the last one or two years. Keeping in view your professional commitments to health care, I am sure the Society will contribute towards your professional development. We are sure you will continue to be a Member of the Society and will pay the membership fees for the previous years. Preferably, we shall request you to kindly become a life member. The life membership fee is still Rs.400/- The balance fee (Rs. 400 minus what you have paid so far through annual membership), can be paid in two instalments within a year.

8. Through this letter, on behalf of the Governing Body and on my own behalf, I want to wish you and your loved ones a Very Happy New Year 1983. I hope and pray that the New Year brings to you and yours abundance of joy, happiness and health.

With kind regards,

Cordially yours,

  
Ashok Sahni, Ph.D.  
Executive Director

PS. According to our records, we haven't received the Annual Membership fee even in 1982. If there is an error in our records, kindly forgive us. Regards  




INDIAN SOCIETY OF HEALTH ADMINISTRATORS

136/20, 7th Cross Wilson Garden BANGALORE-560027

Cable: "HEALTHADMN"

Phone: 226237

August 24, 1983

Dear ISHA Member:

Sub: 1983 Annual Conference and Training Programmes  
Fifth Annual General Body Meeting, Oct. 8, 83

1. Enclosed herewith is a copy of the 1983 programme brochure giving details of the Annual Conference and the Workshops. As you know, the theme of the Conference is "The Health Administrator in India". We hope the Conference will help the Central and State Governments as well as professional institutions in formulating policies and programmes for training and development of health administrators in India.

2. I am sure you would attend the Conference with your family. Manipal Medical College and Hospital is one of the most prestigious places in India with modern teaching and health care technologies. There are also beautiful beaches.

3. Enclosed herewith are the following:

- a) Notice for the Fifth Annual General Body Meeting October 8, 1983
- b) Intimation regarding your participation in the Annual Conference and the Executive and Professional Stress Workshop, particularly the topic for your paper. This form should be sent to the Executive Director at Bangalore.
- c) A form regarding your transportation and hotel requirements at Manipal. The completed form should be sent to the Organizing Secretary, Lt.Col.D.B.Ray, Deputy Medical Superintendent, Kasturba Medical College Hospital, Manipal, Karnataka.

4. Keeping in view the importance of the subject for the Conference as well as the important decisions to be made at the Annual General Body Meeting, I earnestly request you to attend the Conference and participate in the Meeting.



5. In case you are presenting a paper kindly send me a copy of your paper by September 25th so that the same could be duplicated for distribution to the participants. If you cannot send the paper so as to reach here by September 25, kindly bring two copies of the paper with you for our use.

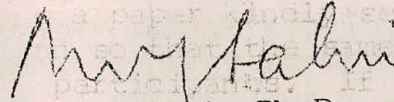
6. We have not received the membership renewal fee for 1982-83. We are sure you are sincerely interested in being a Member of the Society so as to contribute towards your personal and professional development. We request you to kindly renew your membership and send the necessary fees. If there is any mistake in our records, kindly inform us. In that case, I seek forgiveness.

7. According to the Memorandum of Association and Rules and Regulations, Dr. C.B. Sridhar, Associate Professor of Medicine, St. John's Medical College and Member of the Governing Body, was appointed Chairman of the Nomination Committee by the Board. He may contact you for your suggestions or consideration as an Officer or Member of the Governing Body.

With kind regards,

Cordially yours,

5. In case you are presenting a paper kindly send me a copy of your paper by September 25th so that the same could be duplicated for distribution to the participants. If you cannot send the paper so as to reach here by September 25, kindly bring two copies of the paper with you for our use.

  
Ashok Sahni, Ph.D  
Executive Director

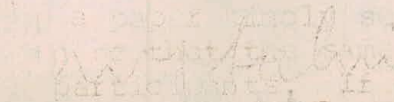
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7. According to the Memorandum of Association and Rules and Regulations, Dr. C.B. Sridhar, Associate Professor of Medicine, St. John's Medical College and Member of the Governing Body, was appointed Chairman of the Nomination Committee by the Board. He may contact you for your suggestions or consideration as an Officer or Member of the Governing Body.

With kind regards,

Cordially yours,

5. In case you are presenting a paper kindly send me a copy of your paper by September 25th so that the same could be duplicated for distribution to the participants. If you cannot send the paper so as to reach here by September 25, kindly bring two copies of the paper with you for our use.

  
Ashok Sahni, Ph.D  
Executive Director



INDIAN SOCIETY OF HEALTH ADMINISTRATORS  
136/20, 7th Cross, Wilson Garden, Bangalore-27.

Cable: "HEALTHADMN" Phone: 226237

To: All ISHA Members:

24th August 1983

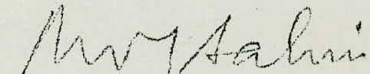
Sub: Fifth Annual General Body Meeting

The Fifth Annual General Body Meeting of the Society will be held on October 8, 1983 at 5:30 PM at Kasturba Medical College, Manipal, Karnataka.

The agenda will be:

1. Election of officers and Board of Directors. The following officers and Members of Board of Directors will be elected:
  - (a) President
  - (b) Two Vice-Presidents
  - (c) Treasurer
  - (d) Seven Members.
2. Approval of Audited Statements of Accounts for 1982 (The Statement will be sent soon).
3. Executive Director's Report (will be sent soon).
4. Conference and Training Programmes for 1984.
5. Appointment of Auditors for 1983.
6. Any other matter with the permission of the Chair.

Kindly attend the Meeting.

  
Ashok Sahni, Ph.D.  
Executive Director



The Executive Director  
Indian Society of Health Administrators  
136/20, 7th Cross, Wilson Garden  
BANGALORE - 560 027

Date:

Sub: Fourth Annual Conference - October 7-9, 1983  
Manipal Medical College, Manipal, Kamataka

1. I shall be attending the Annual Conference.

I shall present a paper. The title will be:

\_\_\_\_\_  
\_\_\_\_\_

2. I shall be attending the Executive and Professional  
Stress Workshop, October 4-6, 1983.

3. My registration fee/Workshop fee cheque is enclosed/  
will be paid at Manipal.

Signature: \_\_\_\_\_

Name : \_\_\_\_\_

Address : \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: \_\_\_\_\_

Telegram/  
Telex : \_\_\_\_\_



To: Lt.Col.D.B.Ray  
Organizing Secretary, ISHA 1983 Conference  
Deputy Medical Superintendent  
Kasturba Medical College Hospital  
Manipal, Karnataka

Dear Col.Ray:

1. Kindly make the following hotel and transportation arrangements for me:

(a) I am reaching Mangalore by Air \_\_\_\_\_ Train \_\_\_\_\_  
at \_\_\_\_\_

(b) Hotel Requirements. (Kindly see hotel rates on the centre page of the brochure)

Dates \_\_\_\_\_

Single \_\_\_\_\_ Double \_\_\_\_\_

(a) Valley View \_\_\_\_\_

(b) Hotel Mallika \_\_\_\_\_

(c) Hotel Usha \_\_\_\_\_

(d) Hotel Udipi \_\_\_\_\_

(c) Kindly make return air/train reservations as follows:

\_\_\_\_\_  
\_\_\_\_\_

Thank you very much.

Signature: \_\_\_\_\_

Phone No: \_\_\_\_\_

Name: \_\_\_\_\_

Telex: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**About the  
INDIAN SOCIETY OF HEALTH  
ADMINISTRATORS (ISHA)**

The Indian Society of Health Administrators (ISHA) was formed in 1979 keeping in view the need for professional development of health administrators towards effective management of resources as well as to have a common platform which can bring together all professionals interested in health care.

To achieve its objectives, ISHA organizes national Conferences, conducts seminars and workshops, engages in research and consultancy services and contributes to health policy formulation, programming and professional development of its members through its journal 'Health Administrator' and other publications. It also serves as clearing house for health information for its members and other agencies.

There are approximately 400 members, including over 100 life members. In 1980 it organized a national annual Conference on Primary Health Care for all by the year 2000. ISHA has conducted training courses at national level for health administrators as well as unit levels, like Rourkela Steel Plant, Plantation Medical Officers at UPASI, for health professionals at Durgapur Steel and for senior managers on Executive Stress for Bharat Heavy Electricals Ltd. Several programmes for State Governments and industrial organizations are planned. Research projects on occupational hazards and safety measures in Indian industries, problems in health manpower training, development and utilization and innovative educational programmes for health personnel for meeting emerging health needs. ISHA has an active publication programme. The first issue of its Journal on Health Institution Planning and Development in India will be released soon. Series of books on 'Hospital Management', 'Management of Medical Colleges', 'Management of Health Services in Industry' are in preparation. ISHA is an all-India organization with headquarters in Bangalore and has international affiliations and activities.

For additional information about membership or any other activities, kindly write to the Executive Director, Indian Society of Health Administrators, 136/20, 7th Cross, Wilson Garden, Bangalore-560 027.

**ISHA**



**Second Annual Conference on  
ROLE OF HOSPITALS IN HEALTH CARE  
October 15-18, 1981  
Bangalore**

**First Annual Workshop on  
EXECUTIVE STRESS  
October 19-21, 1981  
Bangalore**

**Second Course for Health Administrators on  
HEALTH POLICY, PLANNING,  
PROGRAMMING AND STRATEGIES  
January 18-23, 1982  
Srinagar**

**INDIAN SOCIETY OF HEALTH ADMINISTRATORS  
136/20, 7th Cross, Wilson Garden  
BANGALORE - 560 027**

Cable : " HEALTHADMN "

Phone : 568211/579374



**Conference on**

# **Role of Hospitals in Health Care**

October 15—18, 1981 at Bangalore

## **NEED FOR THE CONFERENCE :**

Until the 19th century, hospitals were institutions where the poor and the destitute were housed. With the French Revolution and the Industrial Revolution, the hospitals transformed into places for the promotion of health, prevention of diseases, treatment of suffering and teaching and research in the health sciences. In the last 34 years, since Independence, we have made great progress in terms of number of hospitals, nature of hospitals, size of hospitals and the various levels at which the hospitals are located—Centre, State, District, Taluk and Periphery. Today we have nearly 15,000 hospitals of specialized nature, teaching, district, taluk and periphery levels—large, medium and small. In spite of the tremendous growth in the number of institutions, the health services at both metropolitan and rural areas are extremely inadequate and inefficient. The planners, professionals and administrators are faced with the question as to what should be the role of hospitals. Should hospitals provide curative, preventive, promotive or rehabilitative services. What should be the organizational set ups, financing systems, controls, linkages with the community, linkages with the professional and governmental institutions, industry and other public and private bodies. Hospitals as organizations, like other organizations, are constantly in a process of change, particularly keeping in view the traditions, economic opportunities, technology, information services, communication, financing patterns and wishes of the community.

Keeping in view the above major issues, this Conference has been organized to examine the roles of hospitals of various types—specialized, teaching, district, taluk and primary health centres, keeping in view the health needs of the people in India.

## **VENUE :**

Institute of Medical Sciences, Srinagar, Kashmir.

## **DATES :**

January 18-23, 1982.

January is a special season in Kashmir. Things look really beautiful.

## **SEE :**

No fee for members of the Society. Board and Lodging arrangements are being made at the Jammu and Kashmir Government Guest House. Nominal board and lodging expenses will be directly paid by the members to the guest house.

## **LAST DATE FOR RESERVATION :**

December 15, 1981.



Second Course for Health Administrators on  
**HEALTH POLICY PLANNING, PROGRAMMING  
AND STRATEGIES**

January 18-23, 1982                      Srinagar, Kashmir

In collaboration with Institute of Medical Sciences, Srinagar and Indian Hospital Association, New Delhi.

**COURSE OBJECTIVES :**

The administrators of programmes and institutions are responsible for developing programmes and strategies to achieve the goals and objectives. The administrator's effectiveness depends upon the effectiveness with which he/she is able to achieve the health care goals of the institution or the programme. Some of the factors determining the effectiveness of results are: the planning process and selection of strategies, cost-benefit effectiveness of the strategies; organization and manpower; resources mobilization and deployment; drugs, materials and equipment availability and utilization; linkages with the community, professional organizations and governmental agencies: utilization of information for decision-making and control; and monitoring and evaluation of programmes.

This course will focus on planning and formulation of strategies for management of programmes and institutions. It is an action-oriented programme aimed at learning skills and techniques in effective planning, formulation of strategies, implementation and evaluation of strategies for results.

**FACULTY :**

Noted professionals and administrators.

**Content of the Conference :**

The Conference will focus on hospitals at the following levels :

- (a) Role of specialized hospitals—industrial mental TB, Cancer, etc.
- (b) Role of medical college (teaching) hospitals
- (c) Role of district hospitals.
- (d) Role of sub-divisional hospitals.
- (e) Role of primary health centres.

**PROGRAMME**

**Inauguration**

**A. Role of Hospitals and Health Care—  
Integrative Issues**

1. Mr. John Wyn Owen,  
Allied Medical Group, London  
Hospitals for Profit
2. Dr. J. D. Sethi  
New Delhi  
Economics of Hospital Services in India
3. Dr. S. X. Charles  
Christian Medical College Hospital, Vellore  
Should Hospital Be Place of Delivery for Everyone?
4. Dr. P. N. Ghei  
Directorate General of Health Services,  
New Delhi  
Future Policies and Perspectives of  
Hospitals Regarding Health Care
5. Dr. J. V. Bhatt  
Topiwala National Medical College, Bombay  
Role of Hospitals in Health Care
6. Dr. Vimala Charles  
Christian Medical College Hospital, Vellore  
Integration of Developmental Programmes  
in Comprehensive Health Care



7. Dr. K. K. Anand  
Anand and Associates, Bombay  
Educational and Promotional Role of Hospitals
8. Dr. V. L. Narasimham  
Kasturba Medical College, Manipal  
Community Health Services through Hospitals
9. Mr. R. Ratnam  
Management Consultant, Tiruchirapalli  
Alternative Models of Health Care-from Curative to Holistic
10. Dr. Ashok Sahni  
Indian Institute of Management, Bangalore  
Role of Hospitals in Health Care in India-Key Issues

#### **B. Role of Specialised Institutions**

1. Dr. C. G. Nataraj  
Mettur Chemicals & Industrial Corporation Ltd., Tamil Nadu  
Role of Industrial Physician and Health Services in Industry
2. Dr. C. B. Sridhar  
St. John's Medical College & Hospital, Bangalore  
Role of Voluntary Hospitals in Health Care
3. Dr. A. K. Nagpal  
Institute of Medical Sciences, Srinagar  
Role of Specialized Institutions in Health Care
4. Dr. S. D. Sharma  
National Institution of Beh. Sciences and Psychiatry, Goa  
Role of Hospitals in Health Care

#### **FACULTY :**

Dr. Ashok Sahni, Other clinicians, professionals and researchers will also participate.

#### **VENUE :**

St. John's Medical College and Hospital, Bangalore.

#### **FEE :**

Rs. 750/- The fee includes board and lodging for ISHA members at St. John's College and Hospitals.

Non-members may make their own arrangements. Should they like to stay at St. John's College, they would be charged very nominal board and lodging expenses.

#### **LAST DATE FOR RESERVATION :**

October 12, 1981.



**FIRST ANNUAL WORKSHOP ON  
EXECUTIVE STRESS**

**October 19-21, 1981 at Bangalore**

**WORKSHOP OBJECTIVES**

The economic, industrial, political, social and technological environment in the last decade has become increasingly complex and stressful. The emerging environment in the '80s and '90s is likely to become much more increasingly complex and stressful. The administrators and professionals charged with the responsibility of achieving results under uncertainties experience high degree of stresses and strains. The perceived stresses and resultant strains among administrators and professionals vary.

The objectives of the workshop are :

- (a) To understand the forces causing stress, experienced strains and the effects — physiological, psychological, social and organizational.
- (b) To develop constructive means for coping with stress and to achieve productive results.
- (c) To design organizations, policies and programmes which will help create an environment which is less stressful and more humane work environment for productivity and job satisfaction.

The workshop will present opportunities for thorough medical check-up, psychological assessment, group counseling, individual counseling, lectures and group discussions.

5. Dr. H. R. Basavaraj  
Public Health Institute, Bangalore  
Role of Non-alopathic Hospitals in Health Care
6. Dr. L. S. deSouza  
Crescent Dyes and Chemicals, Bombay  
Hospital Care for Industrial Workers
7. Dr. G. Jeyaraj  
Neyveli Lignite Corporation, Tamil Nadu  
Problems of Health Care in Organized Sectors
8. Dr. V. Sivaraman  
TB Sanatorium, Pondicherry  
Role of TB Sanitoria in Health Care
9. Dr. C. Narasinghbhan Singh  
Bangalore Medical College, Bangalore  
Role of Hospitals in Mental Health Care
10. Dr. V. V. Jadhav  
Indian Yeast Company Limited, Uran  
Role of Industrial Hospitals in Health Care
11. Dr. J. T. Marshall  
St. John's Medical College Hospital,  
Bangalore  
Role of Leprosy Units in Health Care
12. Dr. M. M. Dutta  
Durgapur Hospital, SAIL, Durgapur  
Role of Medical Services of Steel Community
13. Dr. T. K. Bose  
ISPAT General Hospital, Rourkela  
Role of Industrial Hospital in Health Care
14. Dr. P. R. Desai  
Desai Nursing Home, Bangalore  
Role of Nursing Homes in Health Care



### **C. Role of Medical College (Teaching) Hospitals**

1. Dr. Muzzaffar Ahmed  
Chittaranjan Mobile Teaching and Service Hospital, Srinagar  
Role of Mobile Hospitals in Health Care
2. Mr. T. G. Krishnamurthy  
Bio-Engineer, Bangalore  
Instrumentation and Health Care
3. Dr. M. V. Rajapurkar  
Wanless Hospital Miraj Medical Centre, Miraj  
Reappraisal of the Role of Teaching Hospitals in the Health Care Delivery Systems
4. Prof. M. C. Vaidya  
All India Institute of Medical Sciences, New Delhi  
Teaching of Tropical Diseases in Medical Colleges and Hospitals
5. Dr. S. K. Lal  
National Academy of Medical Sciences, Srinagar  
Medical College Hospitals in Health Care Delivery System
6. Dr. K. G. Yedurappa  
PKTB Hospital, Mysore  
Role of Teaching Hospitals in Health Care
7. Dr. U. R. Warerkar  
VN Med. College and NM Wadia Hospital, Sholapur, Maharashtra  
Role of Medical College Hospitals in Health Care
8. Dr. Thomas Sen Bhanu  
Christian Medical College Hospital, Vellore  
Role of Hospitals and Health Care (ENT Speciality)

9. Dr. Gopaldaswamy Digumurthy  
Vishakapatnam  
Role of Medical Colleges and Hospitals in Health Care and the Community's Resources
10. Dr. Indra Bhargava  
Maulana Azad Medical College, New Delhi  
Role of Teaching Hospitals in Health Care

### **D. Role of District — Sub-Divisional and PHCs in Health Care**

1. Dr. D. B. Ray  
Hospital and Medical Research Centre  
Karamsad, Kaira, Gujarat  
Rural Health and Role of Hospitals
2. Dr. Mrs. Krishna Deva  
Directorate of Medical & Health Services, Lucknow, UP  
Role of Sub-Divisional (Taluk) Hospitals
3. Dr. A. N. Armugam  
Government Medical College, Bellary  
Role of PHCs in Health Care
4. Dr. C. N. Krishnamurthy  
Mysore Medical College, Mysore  
Role of PHCs in Health Care
5. Dr. M. K. Vasundhra  
Government Medical College, Mysore  
Role of PHCs in Health Care

**Dates : October 15-18, 1981**

**Registration Fee : Members Rs. 25-00**  
**Non-Members Rs. 50-00**



## ISHA : Progress and Planned Activities

- \* The Indian Society of Health Administrators (ISHA) was established in September 1979 to bridge the gap between the actual and the desirable state of health services in India through professional development of Health Administrators.
- \* ISHA has nearly 500 members, including 215 life members. The members represent various disciplines and cover all States in India.
- \* ISHA has organised annual conferences on "Primary Health Care for All by 2000 AD" (1980), "Role of Hospitals in Health Care" (1981) and "Health Manpower Planning for Primary Health Care (1982),
- \* ISHA has conducted training courses on Health and Hospital Management ; Health Policy Planning, Programming and Strategies ; Stress Management and short-term Hospital Management Courses for Karnataka State, Durgapur Steel, Rourkela Steel, Bhilai Steel, BHEL, Plantation Medical Officers and other organizations.
- \* ISHA has completed and in process several research studies. These include: Occupational Hazards and Safety Measures in Indian Industries ; Adoption of Family Planning Measures in Andhra Pradesh ; Evaluation Study of St. John's Medical College ; Mental Health in India —survey of status, needs and Resources ; Effectiveness of Community Participation in Health Care in India ; Innovative Educational Programmes for Health Personnel ; Effectiveness of the Rural Health Care Delivery System in India.
- \* ISHA publishes half-yearly its Journal "Health Administrator". Books on "Management of Hospitals, Management of Medical Education, Mental Health in India" and other working guides and manuals are in preparation.
- \* Plans are underway to start a full-time Post-Graduate Programme in Hospital and Health Administration soon,
- \* Construction for the international headquarters of ISHA would begin soon.

# ISHA



Fourth Annual Conference on  
**The Health Administrator In India**  
October 7-9 1983, MANIPAL, KARNATAKA

Third Annual Workshop on  
**Executive and Professional Stress**  
October 4-6, 1983, MANIPAL, KARNATAKA

Fourth Annual Course For Health Administrators on  
**Hospital and Health Administration**  
November 21-26, 1983, MADRAS

**INDIAN SOCIETY OF HEALTH ADMINISTRATORS**  
136/20, 7th Cross, Wilson Garden  
BANGALORE-560 027

Cable : HEALTHADMN

Phone : 226237



**CONFERENCE ON  
THE HEALTH ADMINISTRATOR IN INDIA  
October 7-9, 1983 At Manipal**

**Need for the Conference :**

In the last 36 years since Independence, there has been significant improvement in the health status of the country. In the Sixth Five Year plan, the Government of India has expressed the concern for not only to improve the health services further but to secure primary health care for all by the year 2000 AD.

This improvement in health status has been due to the progress in organizational machinery, health manpower and materials. The country has about 7,600 Allopathic hospitals, 790 Indian systems of medicine hospitals, nearly 16,000 dispensaries, 51,000 sub-centres, 5,532 primary health centres including 340 upgraded primary health centres, 110 Allopathic system of medical colleges and approximately 200 Ayurvedic, unani, homeopathic and sidha systems of medical colleges. We have approximately 1,80,000 doctors trained in the Allopathic system and 2,80,000 doctors trained in the traditional system of medicine. There are approximately 5,00,000 hospital beds. Keeping in view the Primary Health Care Goals for all by 2000 AD, our institutional set-ups and health manpower will need to be increased and strengthened two to three times.

Several critical problems confront the administrators of institutions and programmes at national, state, district, taluk and periphery levels. The administrators today are faced with critical issues of introduction of medical developments, choosing priorities; bringing about change in services; understanding and influencing the political process as it affects health services and the allocation, deployment and control of the use of resources.

The resources- organizational financial, material, technological and manpower are becoming limited and the needs of the community becoming unlimited. This requires effective management and utilization of the resources. It is well accepted that improved management can make na

**Faculty :** Noted health professionals and administrators.

**Venue :** Madras. Exact venue will be communicated later,

<b>Fee :</b>	Non-members	Rs. 1000/-
	Members	Rs. 950/-
	Life Members	Rs. 900/-

The fee includes Course materials, Lunches, morning tea and afternoon coffee.

We shall send you information on hotels. Kindly make your own residential arrangements.

**Last Date for Reservation :** November 10, 1983

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For additional information about membership or any other activities, kindly write to the Executive Director, Indian Society of Health Administrators, 136/20, 7th Cross, Wilson Garden, Bangalore-560 027.

Cable : HEALTHADMN, Phone : 226237



**FOURTH ANNUAL COURSE FOR HEALTH  
ADMINISTRATORS  
ON  
HOSPITAL AND HEALTH ADMINISTRATION  
November 21-26, 1983 Madras**

**Course Objectives :**

The administrators of institutions and programmes are responsible for developing programmes and strategies to achieve the goals and objectives. The administrator's effectiveness depends upon the effectiveness with which he/she is able to achieve the health care goals of the institution or the programme. Some of the factors determining the effectiveness of results are ; the planning process and selection of strategies, organization and manpower ; resources mobilization and deployment ; health manpower development and utilization ; use of information for decision making and control ; and monitoring and evaluation of programmes.

**\*\*Course Outline :**

- \* Health Policy and Health Care Delivery Needs in India
- \* Problem in managing health institutions and programmes
- \* Planning and organizing health services
- \* Professional employees in health institutions — their motivational orientations, attitudes, job satisfaction and professional commitment orientations.
- \* Leadership styles, team development and conflict resolution strategies
- \* Health information system and records
- \* Materials management in hospitals
- \* Evaluation of health programmes
- \* Economics of health programmes
- \* Promoting family welfare programmes

**Eligibility to Participate :**

The Course is intended for higher level administrators or their immediate departmental heads — health administrators and chiefs of public private and mission hospitals, medical care management, family welfare organizations, state and district level health administrators and other professionals responsible for management of health services.

impact on the critical problems of quality, accessibility, comprehensiveness, continuity, cost and productivity of the national diversified health delivery system.

There is need to examine critically the present status of health administration practice and education and their relevance to contemporary health delivery problems. It is accepted that increased and improved organization and administration within the health and medical care system will vastly improve the system's responsiveness, responsibility and rationality. The assumption of leadership by those designated as administrators in the system, coupled with greater professional and public expectation in and support of such leadership, will lead to improved administrative effectiveness.

**Content of the Conference :**

The Conference will focus on the following issues :

1. The environment for health administration in India : Requirements for health administrators in India.
2. The health administrator at national and institutional level.
3. The health administrator at state, district and primary health centre level.
4. Training- development and compensation of health administrators in India.
5. Role of the health administrator in relation to the change : Primary Health Care For All By 2000 AD.
6. Future requirements for educational facilities and resources for health administrators in India.

Two key papers will be presented on each topic followed by short papers and group discussion.

**Dates :** October 7-9, 1983

**Venue :** Kasturba Medical College, Manipal, Karnataka

**Registration Fees :** Members Rs. 25/-

Non-Members Rs. 50/-

*Organizing Secretary :*

Lt. Col. Dr. D.B. RAY  
Deputy Medical Superintendent  
Kasturba Medical College Hospital  
Manipal, Karnataka



# THIRD ANNUAL WORKSHOP ON EXECUTIVE AND PROFESSIONAL STRESS

October 4-6, 1983

## Workshop Objectives :

The economic, industrial, political, and technological environment in the last decade has become increasingly complex and stressful. The emerging environment in the 80's and 90's is likely to become much more increasingly complex and stressful. The administrators and professionals charged with the responsibility of achieving results under uncertainties experience high degree of stresses and strains. The perceived stresses and resultant strains among administrators and professionals vary.

The Objectives of the Workshop are :

(a) To understand the forces causing stress, experienced strains and the effects — — Physiological social and organizational.

(b) To develop constructive means for coping with stress and to achieve productive results.

(c) To design organizations, policies and programmes which will create an environment which is less stressful and more humane work environment for productivity and job satisfaction.

The Workshop will present opportunities for thorough medical check-up, Psychological assessment, group counseling, individual counseling, lectures and group discussions.

## Workshop Outline

- Inauguration
- Present economic, industrial and management environment in India and the Demands on Executives and Professionals
- Stress in Executives and Professionals.
- Executives and Professional Health
- Characteristics of executives and professionals who experience high and low stress.
- Medical and Psychological Assessment.
- Alcoholism and Drug Addiction.

- Job Stress : Adjustment of Executives and Professionals and Their Families - Company Programmes.
- Diet and Yoga for leading a less stressful life.
- Interpersonal Effectiveness ; use of Transactional Analysis.
- Acupuncture and Stress.
- Individual and group counseling for Stress
- Individual and Company Programmes for Professional and Executive Effectiveness.

**Venue :** Manipal Medical College, Manipal

<b>Fee :</b>	Non-Members	Rs. 800/-
	Members	Rs. 750/-
	Life members	Rs. 700/-

The fee include course materials, medical checkups ; individual and group counseling ; Lunches, morning and afternoon tea/coffee.

Kindly make your own lodging and local transportation arrangements. The tariffs (only room without meals and beverages) of the suggested hotels are :

	Single Occupancy	Double Occupancy
1. Valley View International Manipal		
Delux Room	Rs. 75.00	Rs. 100.00
First Class	Rs. 55.00	Rs. 75.00
2. Hotel Mallika Udupi	Rs. 25.00	Rs. 50.00
3. Hotel Usha Udupi	Rs. 20.00	Rs. 30.00
4. Tourist Hotel Udupi	Rs. 11.00	Rs. 22.00

**Last Date for Reservation :** September 25, 1983.



## ISHA : Progress and Planned Activities

- \* ISHA has nearly 450 members, including nearly 150 Life Members. These members cover all States in India and represent various disciplines.
- \* In 1980 ISHA organized its first annual conference at Bangalore on "Primary Health Care for all by the year 2000". In 1981, the second annual conference was organized at Bangalore on "Role of Hospitals in Health Care". The third annual conference will be held at Goa in 1982. The theme will be "Health Manpower Resources for 2000 AD with Special Emphasis on Health Manpower for New Institutions".
- \* ISHA has conducted training courses at national, state and organizational levels. During 1980, it conducted a national level course for health administrators on "Management of Health Institutions" and also short training courses on health and hospital management for Durgapur Steel Hospital, Plantation Medical Officers of UPASI, and Kerala industrial and Technical Consultancy Organisation. During 1981, it conducted national workshop on "Executive Stress" Health Management Course for ISPAT General Hospital, Rourkela; and Executive Health and Effectiveness Workshop for BHEL. During 1982, national level courses on "Health Policy Planning, Programming and Strategies," "Executive Stress", and "Management of Health Services" are scheduled.
- \* Plans are underway to start a Post-Graduate Course in Health Administration soon.
- \* ISHA has several sponsored and non-sponsored research projects underway. These include: Occupational Hazards and Safety Measures in Indian Industries; Mental Health in India; Innovative Educational Programmes for Health Personnel; Problems and Approaches to Health Manpower Training, Development and Utilization; and Transfer of Health Care Technology in India.
- \* ISHA publishes half-yearly its Journal "Health Administrator." Books on "Mental Health in India". Management of Hospitals, Management of Health Services, Management of Medical Education, and other working guides and Manuals are in preparation.
- \* Construction for the international headquarters of ISHA would begin in 1982.

# ISHA



Third Annual Conference on  
**Health Manpower Resources For 2000 AD**  
September 10-12, 1982, GOA

Second Annual Workshop on  
**Executive and Professional Stress**  
June 11-13, 1982, BOMBAY

Workshop on :  
**Administration Of Mental Hospitals**  
June 21-22, 1982, BANGALORE

Third Annual Course for Health Administrators on  
**Management Of Health Services**  
September 13-18, 1982, GOA

Workshop on :  
**Hospital Management**  
(for Tamil Nadu Government)  
November 25-28, 1982, COIMBATORE

**INDIAN SOCIETY OF HEALTH ADMINISTRATORS**  
136/20, 7th Cross, Wilson Garden,  
BANGALORE-560 027

Cable : HEALTHADMN

Phone : 226237



**CONFERENCE ON  
HEALTH MANPOWER RESOURCES FOR 2000 AD  
September 10-12, 1982 at Goa**

**Need For The Conference**

As a result of the recommendations of several committees appointed since 1945 and the programmes and schemes initiated, there has been a significant improvement in the health status of the country. The present concern is not only to improve the health services further but to secure primary health care for all by 2000 AD.

With a view to evolving a national strategy to achieve the objective of "Health for All" and to identify specific programmes for the VI Five Year Plan, efforts were launched in February 1980 when five working groups were formed to go into and make considered recommendations on the Meaning of Primary Health Care in the Indian context, Role of Voluntary Organizations, Community Participation, Health Services Structure and Inter-sectoral Coordination.

At the same time a joint ICMR - ICSSR Study Group had also been established by the Indian Council of Medical Research and the Indian Council of Social Sciences Research to evolve alternative strategies for Health for All.

Same year, in November 1980, the Indian Society of Health Administrators took up, for its first annual conference, the theme of "Health for all by 2000 AD" as it was the most pressing issue before all and particularly for a country like India. The Conference concentrated on (a) Resources required for achieving the goal of primary health care for all and its mobilization and deployment (b) Community Participation ; role of different agencies in multi-sectoral approach; and (c) Strategy for action : proposed strategy for the Central and State Governments for achieving the goal of primary health care for all.

In February 1981, the Indian Public Health Association in collaboration with World Federation of Public Health Associations, organized at Calcutta on "Primary Health Care World Strategy", with the following sub-themes: (a) Developing National Plan of Action; (b) Special Demonstration and Research Projects in Primary Health Care:

- \* Management of information and records system
- \* Economics of hospital services
- \* Evaluation of hospital services

**Eligibility to Participate**

Hospital administrators and heads of health programmes and institutions in Tamil Nadu to be sponsored by the Government

**Programme Coordinators**

Dr. G Baktavathsalam, *Director,*  
*K.G. Hospital, Coimbatore*

Dr. C B Sridhar, *Associate Professor,*  
*St. John's Medical College Hospital, Bangalore*

**Venue :** Coimbatore

**Fee :** To be paid by Tamil Nadu Government

**Last Date for Reservation :** November 20, 1982

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For additional information about membership or any other activities, kindly write to the Executive Director, Indian Society of Health Administrators, 136/20, 7th Cross, Wilson Garden, Bangalore-560 027.  
Cable : HEALTHADMN, Phone : 226237



**TRAINING PROGRAMME  
ON  
HOSPITAL MANAGEMENT  
FOR TAMILNADU GOVERNMENT  
November 25-28, 1982 Coimbatore**

**Objectives**

This is the first of the series of training programmes for Tamil Nadu Government. The objectives of these training programmes are :

- (a) To improve the delivery of health services by improving administration through education and training.
- (b) To orient administrators and other responsible heads of hospitals and health care delivery institutions in major management concepts so as to achieve organizational effectiveness.
- (c) To understand the application of management techniques to health institutions.
- (d) To gain specific understanding of the nature and orientation of professional employees in health institutions, their attitudes, motivations, commitment and job satisfaction patterns.
- (e) To help the participants increase their own personal effectiveness in terms of leadership behaviour, communication, conflict resolution styles and problem-solving abilities.

**Programme Content**

- \* Health Policy and Programming in India - Critical analysis
- \* Management of Hospitals-Emerging Problems in Management of Hospitals
- \* Hospital as a system : Parameters affecting its effectiveness
- \* Planning and organizing hospital services
- \* Scientific approach to solving hospital management problems
- \* Administrative Principles applicable to management of hospital services
- \* Motivation and Leadership for health personnel

(c) Implementation of Field Programme; (d) Manpower Planning and Training; (e) Community Participation.

Organizational, financial, materials and technological factors are the important variables influencing the planning and delivery of services. However, the most important variable is the health manpower. The previous national conferences and working groups have not discussed the various issues dealing with health manpower-present resources, needs, mobilization, development and utilization towards achievement of the goal of Primary Health for All by 2000AD.

**Content of the Conference**

The Conference will focus on the following issues :

1. India by 2000 AD and implications on health
2. Health Manpower Requirements for 2000 AD Quality and Quantity
3. Multisectoral Human Resources; Approaches towards Health
4. Training and Development of Health Manpower and Continuing Education
5. Mobilization of Community-Manpower Resources for Health Care
6. Optimum utilization of Health Manpower

Two key papers will be presented on each topic followed by short papers and group discussions.

**Dates :** September 10-12, 1982

**Venue :** Goa Medical College, Panjim, Goa

**Registration Fee :** Members Rs. 25-00  
Non-Members Rs. 50-00



**SECOND ANNUAL WORKSHOP ON  
EXECUTIVE AND PROFESSIONAL STRESS**

June 11-13, 1982

**Workshop Objectives**

The economic, industrial, political, and technological environment in the last decade has become increasingly complex and stressful. The emerging environment in the 80's and 90's is likely to become much more increasingly complex and stressful. The administrators and professionals charged with the responsibility of achieving results under uncertainties experience high degree of stresses and strains. The perceived stresses and resultant strains among administrators and professionals vary.

The Objectives of the Workshop are :

- (a) To understand the forces causing stress, experienced strains and the effects—Physiological, social and organizational.
- (b) To develop constructive means for coping with stress and to achieve productive results.
- (c) To design organizations, policies and programmes which will create an environment which is less stressful and more humane work environment for productivity and job satisfaction.

The workshop will present opportunities for thorough medical check-up, psychological assessment, group counseling, individual counseling, lectures and group discussions.

**Workshop Coordinators**

Dr. JV Bhatt, Dean, *Topiwala National Medical College,  
Bombay*

Dr. Sam Batlivala, *Medical Consultant, Glaxo Lab (I) Ltd  
Bombay*

Dr. LS de Souza, *Medical Advisor, Crescent Dyes and Chemicals  
Bombay*

Faculty : Noted health professionals and administrators.

Venue : Goa Medical College, Goa

Fee : Non-Members      Rs. 1000/-  
      Members             Rs. 950/-

The fee includes Course materials, Lunches, morning tea and afternoon coffee.

We shall send you information on hotels. Kindly make your own residential arrangements.

Last Date for Reservation : September 5, 1982



**THIRD COURSE FOR HEALTH ADMINISTRATORS  
ON  
MANAGEMENT OF HEALTH INSTITUTIONS  
AND  
PROGRAMMES  
September 13-18, 1982 — Goa**

**Course Objectives**

The administrators of institutions and programmes are responsible for developing programmes and strategies to achieve the goals and objectives. The administrator's effectiveness depends upon the effectiveness with which he/she is able to achieve the health care goals of the institution or the programme. Some of the factors determining the effectiveness of results are ; the planning process and selection of strategies, organization and manpower; resources mobilization and development; health manpower development and utilization; use of information for decision making and control; and monitoring and evaluation of programmes.

**\*\*Course Outline**

- \* Health Policy and Health Care Delivery Needs in India
- \* Problems in managing health institutions and programmes
- \* Planning and organizing health services
- \* Professional employees in health institutions – their motivational orientations, attitudes, job satisfaction and professional commitment orientations
- \* Leadership styles, team development and conflict resolution strategies
- \* Health information system and records
- \* Inter-cadre relationships
- \* Evaluation of health programmes
- \* Economics of health programmes
- \* Promoting family welfare programmes

**Eligibility to Participate**

The course is intended for higher level administrators or their immediate departmental heads – health administrators and chiefs of public and private hospitals, medical care management, family welfare organizations, state and District level health administrators and other professionals responsible for management of health services.

**VENUE :** Conference Room, Air India Buildings, Bombay.

**FEE :** Non-Members      Rs. 800/-  
          Members            Rs. 750/-

The fee includes course materials, medical checkups; individual and group counseling; Lunches, morning and afternoon tea/coffee.

Kindly make your own lodging and local transportation arrangements.

**Last Date for Reservation :** June 1, 1982



**WORKSHOP ON  
MENTAL HOSPITAL ADMINISTRATION  
June 20-21, 1982 at Bangalore**

**Venue :** National Institute of Mental Health and  
Neuro-sciences, Hosur Road,  
Bangalore-560 029

**Fee :** No fee. Local hospitality will be provided by NIMHANS

In collaboration with National Institute of Mental Health  
and Neurosciences, Bangalore.

**Workshop Coordinator**

Dr. SM Channabasavanna  
*Professor and Head of the Department of Psychiatry and  
Medical Superintendent*  
NIMHANS, Bangalore-560 029.

**Last Date for Reservation :** June 15, 1982.

**Workshop Objectives**

Keeping in view the importance of the role of mental hospitals in delivery of mental health care, this workshop is designed to discuss matters concerning mental hospital administration so as to improve the services. The major areas of discussion would be :

- (a) **Hospital Architecture and Physical Facilities :**  
Physical environment conducive for interaction, nutrition sanitation, physical safety, beds and clothing.
- (b) **Therapeutic Facilities :** Use and availability of drugs, ECT, drug research and comparative effectiveness of therapeutic techniques.
- (c) **Staffing Pattern :** Availability and utilization of professional and para-professional mental health manpower keeping in view the beds and outpatients.
- (d) **Overcrowding :** Measures at reducing over crowding, long-stay patients, duration of hospitalization and problems of admission.
- (e) **Psycho-social managements and after care :**  
Psychotherapeutic measures and involvement of family and other social welfare bodies in the management of long-stay patients.
- (f) Legal aspects of admission and discharge

**Who Can Participate**

Directors of Health and FW Services and Directors of Medical Education ; superintendents of Mental Education ; superintendents of Mental Hospitals; Deputy Superintendents and RMO's of Mental Hospitals and Mental Health Professionals.



# Prostitution, Legalisation and Decriminalisation

## Recent Debates

Geetanjali Gangoli

*While feminists have seen prostitution as being a violation of the rights of women and as constituting violence against women, recent publications from groups such as the Calcutta Sex Workers' Union contribute to a critique of patriarchal oppression and argue for a different way of viewing their lives and work.*

RECENT debates on prostitution and anti-prostitution laws in India have changed the parameters within which the debates around the issue have been conducted. Feminists have seen prostitution as being a violation of the rights of women, as constituting violence against women [D'Cunha 1991]. More recently, the debate has been enriched by the voices of prostituted women, some of which have articulated their views somewhat differently. One such voice is the manifesto the Calcutta Sex Workers Union (1997) which offers a critique of patriarchal oppression while arguing for a shift in the prism through which their lives and work is viewed.

Legal perceptions have viewed the issue in terms of morality, as the title of the law governing prostitution reveals. The law is called, Immoral Traffic in Women and Girls (Prevention) Act, 1986 (henceforth PITA). Under PITA, prostitution is not an illegal activity, while brothel keeping and soliciting in public places are criminalised. In reality, it makes the practice of prostitution difficult, though not impossible [Solanki and Gangoli 1996]. A bill proposed by the Maharashtra state government in 1994, while using feminist language, stigmatises prostitutes by proposing that all prostitutes be registered under a board, enabling compulsory medical testing and branding those who test HIV positive. (Maharashtra Protection of Commercial Sex Workers Act, 1994.) Anti prostitution laws therefore, seek to regulate and control prostitution and prostitutes. The purpose of regulation is not to improve the lives or working conditions of prostitutes. Nor is there any concern for the health of prostitutes, except in the one area where it would, in the perception of law-makers, affect the health of the 'public', i.e. sexual health.

Anti prostitution laws raise another area of concern. The definition of prostitution being nebulous, they invite an interrogation of every female body. Women are judged according to their behaviour, dress and other variables. Once defined as prostitutes, the woman's body is seen as accessible to all. Prostitutes all over the world have recognised

this aspect of the law. As a collective of prostitutes in France wrote in 1980: "And make no mistake: prostitution laws are not only about prostitutes. They keep all women under control. At any time, any woman can be branded as a whore and treated like one. Each woman has to watch in her own life whether what she is doing is 'good' or 'bad', to censor her movements, behaviour and appearance" [Jaget 1980].

These attitudes have been addressed and challenged in the Calcutta Sex Workers' manifesto.

### CALCUTTA SEX WORKERS' MANIFESTO

The Calcutta Sex Workers' manifesto is significant in that it articulates the perspective of women within the profession. While this may not be the only perspective – for, sex workers, like other occupational group are not homogeneous – it provides an insight of the lives of a hitherto silent group. The Calcutta Sex Workers' Union, grew out of the Durbar Mahila Samanwaya Committee, initially formed by women prostitutes of Sonagachi, a 'red light' area in Calcutta. It now extends to other parts of Calcutta, and includes male prostitutes. The committee was formed as a part of a HIV/STD control project in the area, but now takes up larger issues of sexuality and social ideology.

The manifesto makes a plea for seeing sex workers as "complete persons with a range of emotional and material needs, living within a concrete and specific social, political and ideological context" and not only in terms of sexual behaviour. The members of the union see themselves as practising an occupation, meeting a social demand. They point out that they are normally presented as a "homogenised category, usually of women who pose threats to public health, sexual morality, social stability and civic order". Developmental and political agenda seeks to rehabilitate sex workers and the police harass them. The union also questions the well intentioned efforts of those who "cannot think beyond rehabilitating us or abolishing prostitution". They hold that rehabilitation is neither feasible, nor desirable

for two reasons: the general level of the unemployment in the economy and the fact that move prostitutes are stigmatising will make their entry into other areas of work difficult. It points out that sex workers, like workers in other professions have the right to demand better working conditions while remaining within the profession. There is a recognition of the sexual and social morality implicit in the stigmatising of sex work. The manifesto looks at the history of the control over women's reproduction through the institutionalisation of marriage and the family: "Sex is seen primarily and almost exclusively as an instrument for reproduction, negating all aspects of pleasure and desire intrinsic to it. Privileging heterosexuality, homosexuality is not only denied legitimacy, it is considered to be undesirable, unnatural and deviant. Thus, sex and sexuality are given no social sanction beyond their reproductive function".

The manifesto further questions the social mores that privilege men and male desires. Multiple sexual relationships and polygamy remain the domain of men, while women are expected to be faithful to one man. Sex work in its present form feeds into this morality, where men are allowed an 'outlet' for their desires with sex workers. Women have no such "space for expression of (their) sexuality and desires".

The union points out that illegal prostitution creates divisions between women, that is the Madonna and the whore. A chaste woman, as a wife within the confines of domesticity, is granted no sexual agency. The whore is seen as a "sex machine, unfettered by any domestic inclination or 'feminine' emotion". Both the wife and the whore are thus projected as fighting over the "attention and lust of men".

Interestingly having made this critique the union finds it necessary to state that it is not inherently against motherhood, men, or the family. With a defensiveness reminiscent of other feminist discourse, the manifesto replies to charges that are expected, even before they are articulated. "Do we not value motherhood? Just because one profession or one social situation does not allow for allow for legitimate parenthood, are we trying to claim motherhood and bearing children as unworthy...for women? This is not the case...Our movement is definitely against patriarchy, but not against individual men..."

This defensiveness is perhaps inevitable, given the context within which the manifesto is written. It shows the power of patriarchal control, which forces women to over-explain their positions, even while asserting themselves.

The assertion takes on another aspect – the question of choice. The manifesto holds that often the rhetoric of choice does not take up questions of the contexts within which



men and women live. While many sex workers are sold into or coerced into the profession, others may take it up to earn money. But coercion, they point out can take other forms, and extends to other areas of life. Many women do not have the option to decide when or whom to marry. Workers in capitalist societies do not have a choice about entering oppressive industries. As the union puts it: "Our stories are not fundamentally different from the labourer from Bihar who pulls a rickshaw in Calcutta or the worker from Calcutta, who works part time in a factory in Bombay".

A parallel is drawn between oppression suffered by women within marriage and oppressive relationships, workers in different working conditions and sex workers. Given this understanding, it can be argued that men and women are pushed into several directions in order to survive and to escape abuse. Trafficking can happen in different sites, including marriage, domestic work, sweat shops and factories. Thus the manifesto, without undermining or ignoring the oppression within sex work, points to the linkages between different forces and ideologies.

#### QUESTIONS OF CHOICE

While the Calcutta union does not make an explicit plea for decriminalisation or legalisation of sex work, they build up a strong case for looking at the issue from the perspective of the rights of prostitutes. Another organisation, started by 300 brothel owners in Bombay with Indian Health Organisation, Asahaya Tirskrut Nari Sangh, demands licensing of prostitution. I H Gilhada, a spokesperson for the Sangh holds that prostitution is a necessary evil that helps to preserve the family and to prevent rape of women. Hence, it should be monitored by the government, which can abolish child and coercive prostitution.

It is indeed arguable whether licensing and monitoring by the state can benefit prostitutes. However, the rationale offered by the Sangh for prostitution perpetuates, rather than challenges patriarchal ideology. Male lust and sexuality is seen as uncontrollable, and in the absence of such 'safety valves' men will rape all women. Unlike the Calcutta manifesto, which sees male domination and male sexuality as social constructs which oppress all women, Gilhada's perspective sees them as given.

It has been suggested by some feminists that licensing and monitoring may not help sex workers to live and work with dignity. They feel that regulation leads to a division between legal and illegal sex workers, leading to further marginalisation of the latter. Many sex workers would not desire regulation as it may mean they will be publicly seen as

prostitutes. Regulation by the state will increase its control over the lives of sex workers, one aspect of which is demeaning and compulsory medical testing.

However, decriminalising, as opposed to licensing may be at least a partial solution to some of the problems suffered by men and women within prostitution. Decriminalisation will enable sex workers to practice their work without police harassment, seen as a major issue by many within the profession. It will also enable women to unionise and demand better working conditions.

Also decriminalising may well create a context within which the false division between 'good' and 'bad' women can be challenged, at least legally. As experiences of raped women show, it is all too easy for the police and the judiciary to dismiss the testimony of women who do not fit their conception of 'moral' women. In the well known Rameezabee case (1978), Rameezabee, a working class woman was raped by the police, after being arrested on a false charge of loitering. The police then slapped a case of inciting girls into prostitution on Rameezabee. This was an effort to detract from the issue of the rape.

In another case of custodial rape, where a married woman was raped by a policeman and a resident of her natal village, after being threatened with the arrest of her husband if she did not consent. The Bombay High Court acquitted the two accused believing that she had consented as she had not screamed or protested, nor were there any marks on her body. The Supreme Court reversed the judgment on several grounds, one being that the woman was not a prostitute. "It is not suggested that PW1 (the victim) agreed to sexual intercourse either out of love or for money...It is no one's case that PW1 is a

prostitute or that she was paid money by the accused" (State of Maharashtra V Prakash and Anr 1922 Cri L J).

These judgments reveal that only 'chaste' women are treated as reliable witnesses. The testimony of any woman can be dismissed if she is 'proven' unchaste, i.e., a prostitute. The flip side is that violence meted out to prostitutes during the course of their work or otherwise cannot be legally redressed.

Decriminalisation could perhaps initiate a process within which such legal judgments would not be admissible. While this would not automatically do away with social stigmatising, it could allow men and women within the sex industry to unite and fight for a better life. As the Calcutta sex workers union points out, sex workers share with other workers the right to demand better working conditions. Feminists while critiquing the oppression within marriage and the family have simultaneously worked towards providing women rights within these institutions. Similarly, while recognising the violation of rights within sex work, it may be important to fight for improved working and living conditions for sex workers.

#### References

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- Jaget, Claude (ed) (1980): *Prostitutes: Our Lives*, Falling Wall Press, Bristol.
- Solanki, Gopika and Geetanjali Gangoli (1996): 'The Official Discourse Around PITA, EPW, Vol XXXI, No 51.

## From Higher Caste to Lower Caste

The Process of Asprashyeeakaran & the Myth of Sanskritization

SHYAMLAL

"Sociologists claim that the conversion of upper caste youths to the *dalit* community was common in the past. In a bid to escape the attention and atrocities by Mughals, several Rajputs in the Marwar region became Meghwals, another *dalit* community."

*The Times of India*, New Delhi

"It is very stimulating to read both for its content and for the theoretical discussion it initiates."

Owen M. Lynch

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1997

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