

Institute of Health Systems

Director's report

Seventh annual general meeting (1999-2000), 08 December, 2000

Ladies and gentlemen,

On behalf of the faculty and staff of the Institute, I extend a hearty welcome to all of you to this seventh annual general body meeting. I have structured my report as follows:

1. Faculty and personnel.
2. Reporting year (1999-2000) events and activities.
3. Current year (2000-2001) events and activities till date.
4. Taking stock of the Institutes progress so far.
5. A review of our vision for the Institute at the time of last meeting and the extent to which we have been able to realise them.

Faculty and staff:

As on date we have a total of 72 persons in various categories as shown here.

Category of personnel	Persons
Volunteer(s)	1
Full time faculty including Software Engineers	13
Visiting faculty	1
Research Associates	7
Research Assistants	11
Investigators	4
Fellows and Interns	21
System Administration and Technical Support	2
General Support: Executives, Programme Associates, Assistants and Staff	12
All	72

Mrs. Lipika Nanda, a charter member of the Institute continued to volunteering her services as a senior faculty, since February 1999.

Annex-1 provides more details about the current faculty and personnel profile of the Institute. Our faculty participated in many workshops, seminars and conferences both domestic and international. Annex-2 lists details of IHS faculty participation in training programs, workshops, seminars and conferences. A list of outgoing faculty and personnel is given in annex - 3.

I. Reporting year (1999-2000) events and activities:

A. Completion of projects reported earlier:

Following studies, already reported in detail in the previous years report were completed during the year under report i.e. 1999-2000.

1. The AP Health State Valuation Study, 1999.
2. The AP Burden of Disease in 1990s Study.

B. Continuing research studies:

Following studies, already reported in detail in the previous years report were continued during the year under report i.e. 1999-2000.

1. The District Family Health Survey - Pilot study. This was earlier reported under the title of IMR Study. The survey involved in this project is similar to the National Family and Health Survey. The difference is in the sample size and resultant precision of estimates at district and sub district levels. NFHS estimates of mortality and fertility are made at the state level. Since the IHS study sample consists of about 2.25 lakh interviews of women in reproductive age, compared to about 5000 families surveyed in the NFHS, the DFHS study will allow us to make more precise estimates.
2. APVVP - Patient Satisfaction Surveys.
3. Structure and Dynamics of the Private Health Sector in Andhra Pradesh.
4. Child labour and assessment of impact of work in aquaculture on health and education of children.

C. Consultancy Services:

1. Periodic analysis of APVVP hospital performance: We continued to provide analytic and research support to APVVP for measurement of hospital performance. Our reports along with findings from field visits were made available to APVVP every month in time. The patient satisfaction survey mentioned earlier is part of this assignment.

D. Training Services:

Following is the list of training activities during the year 1999-2000.

Dates	Program Title	# Students
March 29-April 03, 1999	Smart use of computers by health executives	12
June 22 - Sep. 5, 1999	Certificate course in Health Intranet Administration: Phase-1	28
November 1 - 14, 1999	Managing Primary Health Care in Remote Areas	15
Nov. 22 - Dec. 4, 1999	Managing Primary Health Care in Remote Areas	9
January 7-10, 2000	Introduction to Health Level - 7 (HL7)	9
14- 26 Feb. 2000	Managing Primary Health Care in Remote Areas	10
07 Feb.-15 Jun. 2000	Certificate Course in Health Intranet System Administration (CHISA-2000)	17
06-18 Mar. 2000	Managing Primary Health Care in Remote Areas	9
	All Programs	Total
		109

E. Public Services:

1. Library: People are gradually recognising the bibliographic niche being cultivated by the IHS library. Although our library is small, it has some collections in the area of health economics, health system research etc. that are not easily available elsewhere in Hyderabad.
2. APHIDB: We continued to maintain the AP Health Institutions Database.
3. MEDFLOR-India: We continued to maintain this database, but could not mobilise funds for its private development. The database did generate some interest among public and government sector officials. But these were not strong enough to result in funding.
4. IHSNET: We are now maintaining a country wide area network which we are calling the Indian Health Systems Network (IHSNET). We hope to move the network from the existing X.25 backbone to the Internet. We have applied for a 64Kbps leased line

Internet connectivity and hope that it will materialise in January 2001. Thereafter IHSNET services will be made available over the Internet.

5. Public health lectures: We could conduct only one public health lecture during the reporting year. As you will see later, we have increased the number of public health lectures during the current year..

Date	Title	Speakers
1999 May 08	Trends and challenges in global health and health systems.	Prof. Christopher JL Murray, Dir, EIP, WHO-Geneva

Current year (2000) events and activities

A. Research projects:

1. **AP Health System Responsiveness Study:** Health system performance measurement is important: first as a means of identifying the shortcomings of health systems, as in explaining why countries with similar levels of income fail to achieve similar levels of health; secondly, for providing indicators that allow evaluation of a health system over time. Both these activities in turn could contribute in the future to a pool of evidence that can provide the basis for confirming or rejecting if specific financing and provision mechanisms are particularly appropriate under given socio-economic conditions. Health system performance involves three discrete aspects: clinical/medical, responsiveness and fair financing. The AP health systems responsiveness study aims at measuring responsiveness of the health systems to individuals' legitimate expectations regarding the non-clinical enhancing aspects of the health system. It is not only the average level of responsiveness within a system that is of interest but issues of distribution with regard to different social groups as well. Patient satisfaction with non-clinical aspects of care, is often associated with better compliance with treatment instructions, prompt seeking of care and a better understanding and retention of medical information. Therefore it may seem that better responsiveness is captured by better health performance. It can however be argued that achievements in the responsiveness domain contribute directly to patient welfare, as well as through improved health. The greater the responsiveness of the health system to the expectations of individuals' regarding the non-clinical aspects of care, the higher will be the level of welfare achieved, irrespective of its impact on health. For instance, while the ability to access emergency medical care promptly contributes to better survival rates, the knowledge of the ability to access emergency medical care provides peace of mind, that has an intrinsic value in its own right. In this study we are keen on understanding the responsiveness of the health system of Andhra Pradesh as a whole because this allows us to consider all the different elements in a health system, public and private provision, modern and traditional sectors simultaneously, which is most relevant since it reflects reality at country level.
2. **Lepra India Communication Strategy Assessment::** LEPRO - India a voluntary, non governmental secular organisation in India is dedicated to improve the health status of the community through implementing control programmes in the field of leprosy, improving awareness level and health issues, promoting research in health sciences and rehabilitating the needy and disabled". The problem of leprosy is a complex one and has serious social overtones. A change about the image of leprosy in the minds of the people is as important as the treatment of diseased persons. For this,

the active participation of the society and the patients is important. The people have to be educated about scientific facts of the causation and complete curability of leprosy and the prevalent prejudices and misconceptions have to be expelled. However, inspite of the educational component incorporated in the methodology of leprosy control since the inception of the National Leprosy Control Programme, the necessary messages have not reached the people to the desired extent. There are not many studies highlighting the health education component and the communication strategies. Studies on communication in leprosy are negligible. The media is used as the primary vehicle for both formal and informal messages. No attempt is made to do the needs assessment studies e. g to find out what information is required by various category of patients, what is that a deformity case is interested in, what are the needs of a severely deformed case, what are the queries of the family members, what is that the general public are interested in, whether they know something about leprosy, the exposure to the present media messages etc. What is the current level of knowledge of different providers and the communication methods in use? All the various questions need to be probed in and an analysis is required to prepare a more effective communication strategy. Communication is a two way process, until and unless the assessment is done both the ends i.e. the providers and the receivers no effective communication strategies could be developed. The objectives of this study are:

- i. To study and document the communication strategies of LEPRO India from its inception:
- ii. To study the Knowledge, Attitude and Practices of leprosy patients, family members and the providers in urban (Hyderabad) , rural and tribal (Adilabad) areas.
- iii. To assess the methods of communication in use by the providers.
- iv. To do a needs assessment study of various categories of patients, family members, providers in terms of information in urban, rural and tribal areas.
- v. To know the general awareness of the public on leprosy and to do a needs assessment study in terms of information in urban (Hyderabad) , rural and tribal (Adilabad) areas.
- vi. To develop an appropriate communication strategy desirable and acceptable based on KAP and needs assessment study.

3. Indoor Air Pollution Exposure Atlas and Health Impact Assessment: The objectives of this study, which is about to start are;

- i. Preparation of inventory of existing data sources with information related to household exposures to indoor air pollution from the use of solid fuels for cooking and/or heating.
- ii. Conduct of household level surveys to collect data for predicting exposures to indoor air pollution in approximately 500 households in three districts of Andhra Pradesh (AP) which will be selected as per the procedure described in sampling strategy in the methodology (two districts for model development and the third district for validation).
- iii. Assist in validation of the designed model for estimating indoor air pollution levels from 100 households in the third district, data pertaining to which will be kept aside from the original dataset for this purpose

B. Consultancy projects

- 1. Periodic analysis of APVVP hospital performance:** In my report for the previous year (1997-98), I have already given details about our work relating to periodic analysis of performance by APVVP hospitals. We continued to provide analytic and

research support to APVVP in this area. Our reports along with findings from field visits were made available to APVVP every month in time. The patient satisfaction survey, mentioned earlier was a part this assignment.

2. Reproductive Health Services and Sector Reform Project and AP State Action Plan:

3. Public Health Manual on prevention and management of Malaria and Gastro Enteritis Epidemics:

C. Health Informatic Solutions:

We continued to develop the following software solutions to meet research and operational needs of health care institutions and public health authorities.

- 1. PRISM (Processing and Research Information System For Mortality-Data):** The PRISM software has been developed for the research and analysis of the Cause of Death Reports.
- 2. BDAP (Burden of Disease Analysis Project):** The BDAP software is being developed to meet the computation needs of Global Burden of Disease Estimations, so that researchers are free to concentrate on more serious issues regarding data accuracy, consistency and analysis of results. The project is funded by WHO, Geneva.
- 3. HIMAN 2000 (Health Information Manager-2000):** This is being designed for hospitals and health care institutions. So far progress on this has been slow due to lack of funding. At present the software allows a hospital to gather statistics and send them electronically to a central site making use of a wide area network connection.
- 4. HIDB (Health Institutions Data Base):** The HIDB, is a database design to hold the information of Health Care Institutions (HCI) located in any geographical region of the country. The purpose of this database design is to provide the useful information to the public and also for the personnel in the health administrative side of a government. It is designed to contain the complete administrative information of each hospital. For e.g. services available, equipment's, beds, staffing, incorporating information, retention of medical records etc.

D. Training services:

Following is the list of training activities during the current year. :

Dates	Program Title	# Students
17-29 Apr., 2000	Managing Primary Health Care in Remote Areas	16
17-18 Apr. 2000	Academic and business communication (ABC) workshop for IHS Staff.	26
18 Nov.-02 Dec. 2000	Managing Primary Health Care in Remote Areas	5
Feb 07 - 15 June, 2000	CHISA Phase: II	27
10-12 Jul. 2000	Introduction to Health Level Seven (HL7)	10
04 - 09 Sep. 2000	Health State Valuation Study	8
25 Sep - 03 Nov, 2000	Health Care Software Development Course	3
13-25 Nov. 2000	CHISA-1999 Phase -3	4
	All Programs	Total 78

E. Public Health Lectures:

Generating the evidence and information base for health policy is necessary to improve a community's capacity to effectively deal with its health care and related issues. But mere availability of research results is not enough. A community must be able to use evidence and information through its various formal and informal institutions. Usage of evidence and information for policy is predicate on awareness by general public and

knowledge among the public health community, of results from health system and related studies. Towards this end, the IHS has been striving to provide opportunity to persons interested in improvement of the Andhra Pradesh health system to share and learn from the insights of top class intellectuals and public health analysts. Following is a list of such lectures arranged by us so far.

Date	Title	Speakers
8 Dec. 2000	Role of Private Hospitals in Health Care	Dr. Than Sein, Director, EIP, WHO-SEARO, New Delhi
2000 Nov.15	WHO and India in the new millennium. Tuberculosis Control in India. Past experiences and future guidelines.	Dr. Robert J. Kim-Farley, WR India Dr. Manjula Datt, Chennai
2000 May 04	Social or Private Health Insurance for India?	Prof. William Hsiao, HSPH.

Taking stock of the Institutes progress so far

As you can all see, the Institute has established its credentials as research and training Institution and has sustained its activity purely on the basis of earned revenue. This means that we have had to satisfy some funding agency or other about our capacity to implement the project and have thereafter satisfied agreed deliverables. I may reiterate here that the Institute does not receive any block grant in aid from any source. All its activities have been supported by members contributions and the hard work put in by faculty and staff. However, the overall size of our operations have been, understandably, small. Over the last two and a half years, we have expanded our activities. Hence it will be desirable to take stock of the progress made so far and then plan for the future. Narrative report of our activities have been made available to you through previous reports to the general body. Here I will summarise the gross revenue generated by the Institute from the date of its inception. This gives us an idea about the size of the Institute's operation so far.

Financial Year	IHS gross revenue in rupees			IHS Gross Revenue Trend during 1990s
	Foreign	Domestic	Total	
1991	0	43905	43905	
1992	424088	0	424088	
1993	380000	50000	430000	
1994	774568	275042	1049610	
1995	403604	445517	849121	
1996	768447	160186	928633	
1997	103612	835250	938862	
1998	599266	305100	904366	
1999	0	2066525	2066525	
2000	2720925	4249243	6970168	
2001YTD	6483918	1875460	8359378	
2001 Est.	6933918	2659460	9593378	

Institute's financial years are from April to March. Here each financial year is represented by the calendar year in which the financial year ends

I. Accounts and audit report:

The audited accounts of the Institute have been enclosed. I now request you to consider the same and give your approval with suggestions if any.

Finally I thank you for having spared the time to participate in this meeting. Your presence is a great inspiration to me, and my colleagues in the Institute.

I would now request you to consider this report and give your valuable advise and guidance for further development of the Institute. I and my colleagues would like to assure you that we will do our best to relate your ideas and suggestions into action.

Date: 08th of December , 2000

Dr. Prasanta Mahapatra
Director and Hon. President

Annex-1

Faculty and Personnel Profile

Volunteer(s)

Lipika Nanda

Lipika Nanda, Senior Faculty in Health Administration and a Charter member of the Institute, holds a Masters of Science degree in Public Health from the Harvard University - School of Public Health with specialisation in health care management and information systems. She was Lecturer Hospital Administration at the Nizams Institute of Medical Sciences, Hyderabad and was in charge of the Hospital Information Systems. Earlier she was the Systems Analyst / Project Manager Chronic diseases program, at the Department of Public Health of the Massachusetts state, USA. She has been involved in many research and training programs in USA including; Data for Decision Making, Simulated presence therapy (a joint project of Harvard Medical School and VA Hospitals), Managing Health Programs in Developing countries, Shared decision making by public school administrators, etc. She also holds a Masters degree in Psychology from the UGC Advanced Center at the Utkal University, and a Certificate of Advanced Study in Human Development from the Harvard Graduate School of Education. She has taught graduate students in psychology for five years. Currently she is specialising in health information systems, quality assurance in health, operations research in health care delivery, health status measurements, burden of disease methodology and responsiveness study methodology. She is the course director of the series of courses on "Smart use of computers by health executives" and "Designing and Implementing Health State Valuation Studies" conducted by IHS. Her computer skills include Oracle database base administration, and office suite applications. She was the project co-ordinator of the AP Health State Valuation Study, a community based 1,000 household survey which has just been completed. Currently, she is the principal investigator of the AP Health and Health Systems Responsiveness Study, a 6,000 household survey, funded by the World Health Organisation, Geneva.

Full Time Faculty

Prasanta Mahapatra

Dr. Prasanta Mahapatra, Director of the Institute is a physician civil servant. He is on deputation from the AP cadre of the Indian Administrative Service. He is currently a member of WHO Committee of Experts on Measurement and Classification for Health and has completed his Ph.D. in International health economics at the Harvard School of Public Health. Dr. Mahapatra established, for government of AP, the first University of Health Sciences (APUHS) in India, at Vijayawada and became its first Registrar. As Registrar of the APUHS and Director Medical Education, he was responsible for state wide co-ordination and management of tertiary hospitals and medical education services. He was collector of Nellore and then commissioner, AP Commissionerate of Medical Services (Vaidya Vidhana Parishad). While Commissioner APVVP, he prepared a project for development of first referral health system in the state. The project has since been funded by the World Bank and is now being implemented in Andhra Pradesh. As collector of Nellore, he introduced a collectors office manual, streamlined the public grievance redressal system, conceived and implemented land development projects integrating cadastral survey with soil conservation

concepts. He has experience in disaster distress relief management, rural development, general administration and information technology applications in government. Between 1991-1993 he was a International Health Policy Program Fellow and a Takemi Fellow at the Harvard School of Public Health. His research work, during this period, included measurement of public hospital performance, accreditation systems for health care organisations, traditional and herbal medicine etc. Dr. Mahapatra has been a member of the Harvard Burden of Disease Unit from its inception and contributed to the Global Burden of Disease estimates published in the World Bank's World Development Report, 1993. As a faculty in the Administrative Staff College of India, he started a study to estimate burden of disease in AP.

P.V. Chalapati Rao

Dr. Chalapati Rao, Senior Faculty in Epidemiology combines experience in research and clinical work. He holds a medical degree and a post graduate diploma in TB and Chest diseases. He has had clinical practice both in private and public sector hospitals. As an occupational health specialist of a private nursing home he catered largely to needs of industrial workers. Prior to that he was the clinical senior resident in the department of Pulmonology of Medwin hospital. As a Research Officer in the National Institute of Occupational Health (NIOH) of the Indian Council of Medical Research (ICMR), he worked on various projects in Environmental and Occupational Epidemiology, the Chief area of interest being in Environmental and Occupational Lung Diseases. As a short service commissioned officer in the Army Medical Corps (AMC) he served in coastal, Himalayan and desert regions of India. After his AMC internship at the Cochin Naval yard, he served at a high altitude station in the north east frontier. During this period his clinical work involved rendering medical services to local tribal populations as well as members of the armed forces. Later he served as a medical officer in a desert area.

He has been at this Institute since two and half years. Initially, he participated in research and training activities pertaining to the AP Burden of Disease Study. He was then the principal investigator in a study on Child Labour and its relationships with child health and education among children from the traditional fishing community in Coastal AP. He was also the project co-ordinator in the District Family and Health Survey conducted during 2000. Currently he is working in the field of estimating disease burden attributable to environmental risk factors.

S.Srilatha

Ms Srilatha, Faculty in Quality Assurance in Health Care, is a graduate in nursing and has a masters degree in social science (public personnel management). She was recipient of the USAID award for outstanding performance in the nursing course curriculum. Her areas of interest include preparation of standards, quality assurance in health care organisation, consensus development methods, reproductive, and child health. She has worked in a collaborative project in technology information forecast assessment at the Administrative Staff College of India. The project used consensus development methods to forecast technology trends for identified areas of health problems. Her papers and publications include quality assurance in nursing, and quality of reproductive health care provided in private hospitals.

P.Sridhar

Mr. P Sridhar, Faculty in Health Information Systems, is a commerce graduate with a diploma in software technology and systems management. He has done a post graduate

course in hospital administration. He is currently working on structure and dynamics of the private health sector in AP funded by World Bank, New Delhi. Earlier he was an administrative trainee at the Nizams Institute of Medical Sciences. He did a study of the patient handling system in MEDICITI hospital, looking at the hospital processes from patients perspective.

K. T. Rajshree

Ms. K. T. Rajshree, Faculty in Health Administration is a Graduate in Microbiology with a Masters in Hospital Management from the Apollo Institute of Hospital Administration, Hyderabad. She has completed several projects like the "Evaluation of Emergency Services & Implication of TQM", developed a patient related information system at Apollo Hospitals in Hyderabad. She has done her internship at Woodlands Hospital & Medical Research Centre, Calcutta & as a part of the internship she undertook a project on "Communication & Patient Satisfaction -a survey" at this hospital. She has worked with CDR Hospitals as Manager Operations for a period of 9-months and later on moved to Dr.Rama's Institute for Fertility as Manager-Administration. She is currently working on Structure and Dynamics of Private Health sector in AP funded by the World Bank.

B. Deepak Kumar

Mr. B.Deepak Kumar, Software Engineer is a Graduate in Computer Science, diploma holder in Information Technology from NIIT and he is currently pursuing masters degree in computer applications from IGNOU. He is a Microsoft certified professional in Visual C++ and MS SQL Server 6.5. He started his first job venture in IHS and undertaken responsibilities and the discipline of developing software applications. He developed software products for almost all of the studies conducted by IHS, apart from software engineering he was a course co-ordinator for Health Care Software Development Programme. He is a joint author for 3 technical papers presented by IHS at National Conference on Medical Informatics and presented one of the paper at NTR University of Health Sciences, Vijayawada. He is currently working on Structure and Dynamics of Private Health Sector-World Bank Study.

J Anjaneyulu

Mr. J. Anjaneyulu, Faculty in Statistics, holds a post graduate degree holder in Statistics, diploma holder in Advanced Computer Technology from S.S. computers in Guntur. He is currently working on periodical performance analysis of APVVP hospitals, and is developing a methodology for producing summarised annual reports of performance of individual hospitals. He also involved in the statistical analysis of data from the District Family and Health Survey, as well as in maintaining the Census 1991 database. He is currently pursuing diploma in Business Management through correspondence.

K Satish Kumar

Dr. K Satish Kumar, Faculty holds a post graduate degree and Ph.D. in Zoology with Environment Biology as specialisation. The title of his doctoral work is " Studies on Urbanisation and the Associated Human Health effects through a Conjunctive Use of Satellite Remote Sensing Data and Ground Observations". He worked as a Research Assistant in the Forestry and Ecology Division of National Remote Sensing Agency, Dept. of Space, Govt. of India, wherein he was acquainted with techniques of both visual interpretation/ digital analysis of Satellite Remote Sensing Data and was involved in a Habitability Index project of Vijayawada city involving generation and analysis of ambient air quality, meteorological and

socio-economic data. He was a recipient of the senior research fellowship (SRF) sponsored by the Council of Scientific and Industrial Research (CSIR) New Delhi.

As part of his Ph.D. work, he executed field based research program in adults (n=216) as well as in paediatric population (n=1,119) the subjects belonging to both urban and rural areas, essentially focusing on the respiratory morbidity aspect as an offshoot of urban outdoor air pollution. A part of his Ph.D. work entitled "Respiratory Effects of Air Pollution " presented at the AP State Tuberculosis and Chest Diseases Worker's Conference, held at Vijayawada in 1997, was awarded a **Gold Medal** for best scientific paper presentation. He also worked as a part-time lecturer at the PG level, at the Department of Zoology, Osmania University, Hyderabad. Currently, he is project coordinator in the District Family Health Survey, a pilot study, funded by the Commissioner of Health & Family Welfare, Govt. of Andhra Pradesh. This study was undertaken to estimate sensitive indicators of population health - Infant Mortality Rate, Maternal Mortality Rate & Fertility Rates at the district level, which are useful for monitoring effectiveness of public health programs. He is also involved in Indoor Air Pollution Exposure Assessment study, funded by the World Bank.

Mukesh Janbandhu

Mr. Mukesh Janbandhu, Faculty holds a post graduate degree in Medical and Psychiatric Social Work from Tata Institute of Social Sciences, Mumbai. Having done BMR (Bachelor's Degree in Mental Retardation) from the National Institute for Mentally Handicapped, Secunderabad he has worked with mentally handicapped children and adults in Mumbai. After working for an year, he completed his masters in Social Work and joined CHETNA (Center for Health Education Training and Nutrition Awareness) at Ahmedabad, Gujarat. At CHETNA, he was responsible for conducting training programmes on capacity building of NGO's developing health education materials and documentation. He also worked with the Foundation for Research in Health Systems (FRHS) Ahmedabad as a Research Officer. At FRHS he assisted in co-ordinating an operations research project on health Systems at Ahmednagar in Maharashtra. He was also involved in other research projects on Reproductive health. He is currently working in APHSR project, funded by WHO.

Subashree Srinivasan

Ms. Subhasree Srinivasan, Faculty holds a masters degree in Psychology from MS University, Baroda. She has had clinical practice in a private mental health clinic where, her job profile was to administer psychodiagnostic tests, counseling and develop management plan for the clients. Her experience also extends to the rural sector where she worked as a project associate for a Project funded by Mac Arthur foundation. The project was concerned with imparting training to women on reproductive health. She was responsible for developing the training module for the rural women as well as co-ordinating and managing the whole Project. During the course of the project implementation she produced a training manual for field workers and NGO's working in the area of reproductive health. Currently she is in charge of the project called Patient Satisfaction Survey funded by world bank. The survey is undertaken every 6 months for all the district hospitals and area hospitals in Andhra Pradesh. The Survey helps to assess the satisfaction level of the patients in the hospitals and highlights the area of weakness and strengths which can be worked upon.

K Raghunandan

Mr. K Raghunandan, Faculty has a masters degree in Bio- Statistics from Indian Veterinary Research Institute, a deemed University under Indian Council of Agricultural Research (ICAR), New Delhi. He has one year research experience as a junior research

fellow in the areas of statistical modelling and multivariate analysis. He also holds a certificate course in database technology from CMC. He has one year teaching experience as a faculty in NIIT and has working knowledge in C, C++ Linux, Oracle 8, VB6 and statistical packages like SPSS and SAS. He has worked on software development projects including hospital management and student information system. He is currently working full time in APHSR project and providing the statistical support for the sampling frame and subsequent analysis of the collected data.

Sreenivasa Sarikonda

Mr. Sreenivas, Faculty is a graduate in Life Sciences with a masters in Anthropology, studied Indigenous knowledge systems of the Koyas (a tribal group). A topper in M.Phil, he has specialised in Medical Anthropology from the University of Hyderabad. A part of his study dealt with the health seeking behaviour of TB patients in slums, which was presented as a paper at a National Seminar on Health and Hygiene. He has worked in various capacities in projects funded by International Organisations dealing with TB and HIV/AIDS in particular. He was also involved in other research projects on secondary level hospitals. He is currently pursuing diploma in Human Resources Management.

TVN Padmavathi

Ms TVN Padmavathi, Faculty holds a post graduate degree in Food Science and Nutrition from Sri Padmavati Mahila Viswavidyalam, Tirupati. She worked as Anganwadi instructor at Cuddapah with Women and Child Welfare department. She also worked as Assistant Project Officer in UPACOR a field level training institute funded by UNICEF in collaboration with Govt. of India and worked as Research Associate in three ICAR projects titled " Strengthening the development aspects of children in deprived communities" " Effect of feeding grain amarnath and red palm oil on cholesterol level of eggs". She also worked as part time lecturer at under graduation level at Koti Women's College Hyderabad. She participated in several national and international conferences and attended various training programs in the concerned filed.

Visiting Faculty

Venkaiah A.

Mr. Venkiah has a degree in public finance and economics and is a professional trainer. He successfully completed an advanced programme on “Training for Trainers” conducted by the University of Manchester, UK, and was awarded a certificate in Training and development by the Institute of Training and Development, UK. Earlier he was senior faculty member in the Accounts Training College, and Institute of Administration of the government of Andhra Pradesh. Currently Mr. Venkiah is a freelance faculty and resource person. His areas of strength include, public administration, disciplinary procedures, public finance and accounting.

Research Associates

G. Madhu

Mr. Madhu, Research Associate is a post graduate degree holder in Social Work from Nagarjuna University. Currently he is pursuing PG Diploma in Rural Development from

IGNOU. Earlier he worked as a coordinator in "Sampurna" an NGO conducting various programmes like DWACRA, Self Help Groups etc., and also in NIN (National Institute of Nutrition) conducting AP Economic Reconstruction programs under Base Line Survey of ICDS sponsored by WORLD Bank. He is currently working on " Infant Mortality Rate" project funded by Commissionerate of Health and Family Welfare.

KM Pushpa Latha

Ms. KM Pushpa Latha, Research Associate is a post graduate degree holder in Psychology from College of Arts and Social Sciences, Osmania University. During her masters degree training she has completed projects like " Effect of Raga on Memory, Blood Pressure and Pulse rate among students of music" and "self defining Memories". She has also participated in "health state valuation" survey conducted by Institute of Health Systems. She is currently working in APHSR project funded by WHO.

P Usha Rani

Ms. P Usha Rani, Research Associate is a post graduate degree holder in Psychology from College of Arts and Social Sciences, Osmania University. During her masters degree training she has completed projects like " Influence of Pop, Light and Classical music on word learning" and "Intervention study of Anger Management". She also worked as an All India Radio contributor and presented articles like "Importance of Psychology in day to day life" and "This thing called happiness". She has also participated in "health state valuation" survey conducted by Institute of Health Systems. She is currently working in APHSR project funded by WHO.

K Srinivasan

Mr. K Srinivasan, Research Associate is a post graduate degree holder in Sociology from University of Hyderabad. During his masters course he has completed independent short term projects like " Corruption in India" and "Industrial Scenario at NATCO". He has experience in social survey, data collection and analysis. He is currently working in hospital performance analysis project.

Laxminarayana ES

Mr Laxminarayana ES has a masters degree in Mass Communication with specialisation in Television Production from University of Hyderabad and Social Work with specialisation in Medical and Psychiatric social work from Osmania University. During his masters degree in social work he has completed projects like "A Study on careers of Schizophrenic". He also presented a paper on Child Prostitution in Hyderabad at Chennai organised by ECPAT. During the course he has been trained in NIMS and Woodlands Neuro Psychiatric Centre, Hyderabad. Earlier he worked as Associate Producer in Zee Telefilms, Mumbai

Radha Krishna Raju

Mr Radha Krishna Raju K has a masters degree in Biochemistry from Kakatiya University. He has a PG Diploma in Plastics and also a diploma in Computer applications.

Neelima S



Ms Neelima S has a masters degree in Sociology from Osmania University with specialisation in criminology and rural urban thought. Currently pursuing diploma in Advanced Software Technology from CMC.

Research Assistants

Md. Nazeem

Md. Nazeem, holds a masters degree in Social Welfare with specialisation in Personnel Management and Labour Welfare. He has extensive experience in social survey, data collection, entry and analysis. His survey works include projects on quality assurance in private hospitals. Earlier he worked among mill workers at the Yeshwant Sahakari Soot Girani Niyamith, Solapur.

J Rambabu

Mr.J.Rambabu, holds a Masters degree in Economics from Sri Venkateswara University. He worked in Ramoji film city and in ENBEE Advantage Services LTd as a Customer Service Executive.

M Hussain

Mr. Hussain, has a Masters degree in Anthropology with specialisation in Social Anthroology from SV University, Tirupati and currently pursuing M.Phil in SV University. He has work experience as research investigator in CESS (Center for Economic and Social Studies) and also as a field investigator in NIN (National Institute of Nutrition).

M Venkateshwara Rao

Mr. Venkateshwara Rao has a Masters degree in Social work with specialisation in Personnel Management and Labour Welfare from Osmania University. He has done a project "A study on absenteeism among the employees of Voltas Chemical Plant", Patancheru. He has work experience in social survey, data collection and analysis and worked as a Asst Personnel Officer in SIDUR a voluntary organisation. he has working experience in Windows and MS office.

Malini

Ms. Malini has a Masters degree in Psychology from Osmania University. During her PG training she completed projects like "Maternal attitudes of rich women". She has done her PGDCA from Global Institute of Technology. She has also worked at the "Career Institute of Competitive Exams" as a student counsellor. Currently working in "Structure and Dynamics of Private Health Sector in A.P" funded by world bank.

Sunil Bhandari

Mr. Sunil Bhandari has a Masters Degree in Hospital Management from Apollo Institute of Hospital Administration and internship programme of 6 months duration at Mumbai Hospital, Mumbai. He has completed his graduation in Microbiology from Bharatiya Vidya Bhavan, Osmania University. He has also undergone a certificate programme in "Preventive and Promotive Health Care" conducted by Apollo Hospital Education and Research Foundation, Hyderabad. He has completed projects on "Establishment of Geriatric Hospital-A Holistic Approach" at Hyderabad (A.P) and also undertaken the Study on "Role-Gap

Analysis” of both medical & Para-medical staff of Apollo hospital, Hyderabad. He has also done a study on Manpower development of CT-scan department at Bombay Hospital, Mumbai. Currently working in “Structure and Dynamics of Private Health Sector in A.P” funded by world bank.

M Vani

Ms. M Vani holds a Masters degree in Business Administration from Andhra University and has done web designing course. She has worked in Ask me Information as a customer satisfaction executive.

Dhanaraj

Mr. Dhanraj, holds a Masters degree in Zoology from Gulbarga University, Gulbarga. HE has worked as a office assistant in district NRDMS (Natural Resource Data Management System) centre, Gulbarga- a DST sponsored project involving computerised data management of district Natural Resources. He also worked as a part time lecturer at the PG level , in department of Zoology, Gulbarga University. He is currently working on DFHS (District Family and Health Survey) project funded by commissioner ate of Health and Family Welfare.

Sumana

Ms. G Sumana, holds a Masters degree in Botany from PG College of Science, Osmania University. She has done PGDCA from Informa Computer Management Institute. She is currently pursuing Java 2.0 in Spandana Infotech and working in Structure and Dynamics of Private Health Sector in AP funded by World Bank.

Jagveer Kumar BS

Mr BS Jagveer Kumar has done Masters Degree in Business Administration from Osmania University. During his PG Course he completed projects like “Apna Bank - Computerization of Banking System” and “Study of Credit Card System in Bank of Baroda & Canara Bank with special emphasis on Andhra Bank”. He also has a Diploma in Pharmacy. He worked as a Social Science Intern in IHS. He participated in the projects like “District Family & Health Survey” funded by commissionerate of Health & Family welfare and “Structure and Dynamics of Private Health Sector in AP” funded by World Bank. He is currently working in APSHR project funded by WHO.

G Srinivasulu

Mr Sreenivasulu has a masters degree in Business Management with specialisation in Marketing from SKD University, Ananthapur. He also has a diploma in computer applications from BDPS Kurnool. He has done a project titled “A Study of market segmentation” with special reference to Panyam Cements and Mineral Industries, Hyderabad.

KM Ranganathan

Mr. KM Ranganathan has a masters degree in Social Work with specialisation in rural and urban community development from Osmania University. He has passed foundation course in computer concepts from SETWIN. He worked as community based rehabilitation coordinator in Training and Research Center for CBR project sponsored by Action Aid India.

Investigators:

Name	Qualifications
Ishtiaq Hussain	B.Sc.
V Mallikarjun Reddy	B.Sc., Dip in Software Technology (CMC)
Ajay Kumar Sindhe	PG Dip.in Personnel Mgmt.
Vaidyanathan Ganesh	Dip. Auto. Eng., Dip. Software Eng.

Fellows

Samatha Reddy P.R.

Ms. Samatha Reddy, Short term fellow holds a post graduate degree in Food Science and Nutrition from SV University, Tirupati. She was a recipient of three gold medals for securing the highest aggregate marks and first rank in her masters. She worked with CARE - Andhra Pradesh an International Voluntary Organization on Community Managed Supplementary Nutrition Program and Anemia Control Program. Planning, implementation, monitoring and evaluation of the community based programs form the core of her experience. She is currently working on Reproductive Health Services and Sector Reform Project Preparation for European Commission funding for the Dept. of Health and Family Welfare.

Swati. K. Gayathri

Ms. Swati Gayathri, Short term fellow is a student of Masters in Health care Administration from Administrative Staff College India - Hinduja Institute of Health care Management - John's Hopkins University at Hyderabad. She is associated with IHS for her Administrative Residency as a part of her course. She is currently working on a study on the Cold chain Management and logistics for the Universal Immunization Program. As a management student her other interests are in the areas of Finance and Human resources management.

Healthcare Software Engineering Interns & Programmers

M. Laxmi Sree

Ms. M. Laxmi Sree, Software Engineering Intern is a graduate in B.Sc. and is a Professional Diploma holder in Software Technology and System Management (GNIIT). She is also a Microsoft Certified Solution Developer clearing the following MCP's exams: Visual C++, SQL 6.5, Win Arch-I, Win Arch-II. She also writes in C,C++, Visual C++, VB, Java 2.0

She likes taking challenging tasks in the field of software and bring out quality and perfection in the performance of work, and also to enable in the over all development of the organization by optimization of the work. Her strengths lie in her hardworking which help her give a meticulous results of her tasks.

T. Dhanaji

Mr. T Dhanaji, Software Engineering Intern is a graduate in Computer Sciences from Osmania University. Currently he is pursuing masters in Computers Applications (MCA) from IGNOU. He has development skills in languages like C++, VC++ and VB and operating systems like UNIX, WIN-NT and WIN-95

V. Prasad

Mr. V Prasad, Software Engineering Intern is a graduate in Computer Sciences and has completed GNIIT program in software development. He is currently pursuing masters in Computer Applications (MCA) from IGNOU. He has good in various languages such as VC++, VB, Java, C++ and platforms like Win NT, UNIX, Novell Netware and Win 95.

S Phani Kiran

Mr. S.Phani Kiran, Software Engineering Intern is a science graduate in B.Sc Electronics Technology and has completed the GNIIT program in software development. He is currently pursuing a masters degree in computer applications from IGNOU. He writes in various languages including C,C++,VC++,Vialual Basic, Java and on different software platforms including Windows 95/NT, Unix,Dos and RDBMS packages like MS SQL Server and Sybase. He is interested in learning new things and tries to incorporate in his field of work. He likes facing challenges and particular in overall effectiveness of the work and meeting the deadlines within the time limits.

K Vivek Sainath

Mr. K.Vivek Sainath, Software Engineering Intern is a science graduate & has completed the GNIIT program in software development. He is a Microsoft Certified Product Specialist in VC++. He was also a faculty with APTECH. He has worked on many software development projects including shares accounting & automation of airways reservation system. He is good at both programming skills and teaching skills. He writes in C,C++,VB, VisualC++ and Java.

Venu Gopal S

Mr. Venu Gopal, Software Engineer Intern has a Masters degree in Computer Applications from Kakatiya University. He also has a diploma in software exports from NIEM. He is a skilled developer in application software. He has development skills in various languages and platforms including Visual Basic, Oracle, C, C++ , Java and operating systems like Windows NT, Unix etc.

G Shanti Krishna

Ms. Shanti Krishna, Software Engineer Intern is a Science graduate and has completed Higher Diploma in Software Engineering from APTECH, 'O' level from DOEACC and Health Care Software Development Course from IHS. She is currently pursuing masters in Mathematics from Osmania University. She has development skills in C, C++, VB, Oracle, JAVA and operating systems like MS-DOS, Windows. She has capability to enable all-round development of the establishment by utilizing the power of information technology through automation, by experience gained in previous assignments.

DV Deepa

Ms. DV Deepa, Software Engineering Intern is a Science graduate and has completed Higher Diploma in Software Engineering from APTECH and Health Care Software Development course from Institute of Health Systems. Currently she is pursuing masters in Mathematics from Osmania University. She has development skills in C, C++ VB, Java,Oracle and operating systems like MS-DOS and Windows. She has capability to enable all-round development of the establishment by utilizing the power of information technology through automation, by experience gained in previous assignments.

Health Intranet System Administration Interns

S Hemalatha

Ms. S Hemalatha, Systems Administration Intern has a masters degree in Commerce, post graduate diploma in computer applications from CMC and a certificate course in Health Intranet System Administration. She has knowledge of programming languages like C and JAVA and operating systems like MSDOS, UNIX, LINUX, Windows and Network operating systems like Windows NT.

MV Prathap

Mr. MV Prathap, Systems Administration Intern has a Degree in Bachelor of Arts, Post graduate diploma in computer applications, higher diploma in Software Engineering and Certificate course in Health Intranet System Administration. He has work experience in languages like C, C++ and operating systems like MSDOS, UNIX. He is currently working on maintenance of power distribution circuits, data backups, etc.

SP Mahalakshmi

Ms. SP Mahalakshmi, Systems Administration Intern has a degree in Commerce, diploma in computer applications and a certificate course in Health Intranet System Administration. She has work experience in operating systems like MSDOS, Windows etc. Currently she is working on hardware assets, IHSNET, maintenance of user accounts etc.

M Rama Krishna

Mr. M Rama Krishna, Systems Administration Intern has a Degree in Sciences and Public Relations, Diploma in computer applications and a Certificate course in Health Intranet System Administration. He worked for a private software firm where he use to oversee testing and implementation of financial accounting packages. His computer skills include DOS, Windows Novel Netware etc. He is currently pursuing Department of Electronics Accredited Computer course advanced diploma level.

V Bhaskar

Mr. V Bhaskar, Systems Administration Intern has a degree in Commerce, post graduate diploma in computer applications and a certificate course in Health Intranet System Administration. He has work experience in languages like C, C++ operating systems like MSDOS, UNIX, Windows etc. He is currently working on maintenance of RAS, software assets, I-Net connections, e-mail services etc.

A Ramesh Kumar

Mr. A Ramesh Kumar, Systems Administration Intern has a masters degree in Technology in Structures, Post graduate diploma in Computer Applications from CMC and a Certificate course in Health Intranet System Administration. He has work experience in various GIS (Geographical Information Systems) projects and having knowledge of programming languages like C & Fortran and Operating systems like MSDOS, Windows95, Windows-NT, UNIX, LINUX etc.

KN Raja Shekhar

Mr. KN Raja Shekhar, System Administration Intern has a degree in Sciences, post graduate diploma in Computer Applications and a certificate course in Health Itranet System

Administration. Has knowledge of programming languages like C and operating systems like MSDOS, Windows etc.

G Rama Krishna

Mr. G Rama Krishna, System Administration Intern has a degree in Computer Science, PGD - MISCA from Osmania University and a Certificate course in Health Intranet System Administration. He has knowledge in languages like C, C++ , VC++ ,Java and operating systems like MSDOS, Unix etc.

GBN Surya Kumar

Mr. GBN Surya Kumar, System Administration Intern has a degree in Computer Science, PGD - MISCA from Osmania University and a certified course in Health Intranet System Administration. He has knowledge of languages like C, C++ , VC++ , Java and operating systems like MSDOS, Unix etc.

K Mohan Lal

Mr. K Mohan Lal, System Administration Intern has a degree in Bachelor of Sciences, Post graduate diploma in Computer Management from Megabyte Computer Academy, Post graduate diploma in Computer Sciences from Self Employment & Training, Govt. of AP, Certificate course in Advance Programming in DBase III Plus and Micros in Lotus 1-2-3 and certificate course in Health Intranet System Administration. He has 6 years work experience in maintenance of computer hardware in Govt residential ITI for girls and one year experience in District Collectorate Mahabubnagar. He has knowledge of COBOL, BASIC, FOXPRO and operating systems like MSDOS Windows etc.

M Balaiah

Mr. M Balaiah, System Administration Intern has a degree in Engineering with Electronics and Communications from Andhra University, post graduate diploma in Information technology PGDIT from NISIET and certificate course in Health Intranet System Administration. Currently pursuing MBA material management from IGNOU. He has work experience in languages like C, C++ and operating systems like MSDOS, Windows etc.

System Administration

G. Rajitha

Ms G.Rajitha, Systems Administrator, graduated in Commerce and Completed MISCA Course from Osmania University and Completed VB, Oracle courses from VJ Info. Earlier, she was a Software Engineer intern at the Institute.

Pavan Kumar

ITI - Electrical

Technical Assistant

General Support - Executive

Vijaya Lakshmi Tadi

Ms Vijaya Lakshmi Tadi has a masters degree in Administration from Osmania University. She has experience of four years as Liaison Officer for SIIF (Stroke Institute of India Foundation) and as Customer Care Executive for Softalia Private Ltd, Hyderabad.

General Support - Programme Associates

Ch. Gopal Rao

Mr Ch.Gopal Rao has a degree in commerce from Berhampur University, Orissa. He has worked as accountant for Rowe & Pal Chartered Accountants, Maniunatha Overseas Traders Ltd. He also worked as chief accountant for Narne Aqua Marine Estates Ltd, Secunderabad and as asst accounts manager in Hotel Deccan Continental, Secunderabad a reputed star hotel in Twin Cities.

J.Jayalaxmi

Ms. Jaya Lakshmi, Program Associate holds a masters degree in English Literature from Andhra University and has Diploma in computer applications and computer programme from GNIIT. She worked as research associate for two years in ASCI in areas like finance, social services etc. At ASCI Hinduja Institute of Health Care Management she dealt with office administration works, seminars, research work, training programs etc.

General Support - Assistants and Staff

<u>Name</u>	<u>Qualifications</u>	<u>Designation</u>
A. Swaroopa Rani	B.Sc (MPC)	Secretarial Assistant
Koteswara Rao K	DCCP	Front Office Assistant
J.Phani Kumar	DCCP	Front Office Assistant
Kavitha B	B LiSc	Asst Librarian
Raghu Ram M	DCCP	Secretarial Assistant
Pavan Kumar	ITI - Electrical	Technical Assistant
Kumar Parida		Camp Attender
Chandra Kala		Sanitary Worker
Manemma		Sanitary Worker
Kumar Swamy		Driver & Attender

Annex-2

IHS Faculty participation in Training programs, Workshops, Seminars and Conferences

Dates	Event & Place	Faculty / Associate
25-26 Feb. 2000	IHSNET-Building Health Informatics Infrastructure in India an update as on 2000, at the 2nd National Conference on Medical Informatics at the IPE, Hyderabad.	Lipika Nanda, Prasanta Mahapatra, Srinath E, Deepak Kumar, Deepraj Dutt
15-19 Mar. 2000	Technical workshop on health care financing: public private partnerships in health sector: health services quality and conference on health insurance”, at IIIM, Ahdemabad.	Sridhar P
22-23 Apr. 2000	Hospital Waste Management at the National Conference on “Environmental and Disaster Management” at Utkal University, Bhubaneswar, Orissa.	Lipika Nanda
3 Jul.2000	Workshop on Andhra Pradesh Water, Household Environmental and Health Study at Administrative Staff College of India, Hyd.	Prasanta Mahapatra
3-6 Jul. 2000	Training programme on “Multi country health and health systems responsiveness study methodology” at WHO, Geneva	Lipika Nanda Rajshree KT
24-25 Aug. 2000	National workshop on “Role of information technology in rural development”, Natl. Inst. of Rrural Dev., Rajendra Nagar, Hyd.	Srinath E
28 Aug. 2000	Seminar on National Family and Health Survey II at Indian Institute of Health and Family Welfare, Vengal Rao Nagar, Hyderabad.	Satish Kumar K, Prasanta Mahapatra
10-11 Sep. 2000	ICMR-AIIMS Workshop on “Priority setting for health research in India”, at New Delhi	PV Chalapathi Rao
11-12 Sep. 2000	Meeting of “WHO Committee of Experts on Measurement and Classification in Health”, WHO, Geneva	Prasanta Mahapatra
19 Sep.- 02 Oct. 2000	Workshop on “Evidence for health policy: burden of disease, cost effectiveness and health systems” at Nusa Dua, Bali, Indonesia.	Sridhar P
24 Sep. 2000	Seminar on Health Care - Past, Present and Future at Indian Medical Association at Hyderabad	Prasanta Mahapatra
10-13 Oct. 2000	Quality Management of the Private Health Sector: A study of the expressed need for regulation in Andhra Pradesh in the Qualicon-2000 conference, at All India Institute of Medical Sciences, New Delhi,.	Lipika Nanda
Nov. 6-8, 2000	Informal Consultation on Health Sector Reform WHO-SEARO, New Delhi.	Prasanta Mahapatra
9 Nov. 2000	NSSO Golden Jubilee Celebrations: State Capital Seminar by National Sample Survey Organisation	Mukesh Janabandhu

IHS Faculty participation in Training programs, Workshops, Seminars and Conferences

Dates	Event & Place	Faculty / Associate
	at Indian Institute of Health and Family Welfare, Vengal Rao Nagar, Hyderabad.	
24-25 Nov. 2000	National Conference on Medical Informatics, at NTR AP University of Health Sciences, Vijayawada	Deepak Kumar
27-30 Nov. 2000	Ninth seminar on "Computer application to hospitals and health care", at Indian Society of Health Administration (ISHA), Bangalore.	J. Anjaneyulu

Annex-3: List of outgoing personnel.

Name	Designation	Join date	Leave date	Remarks
Faculty:				
Gayatri K R	Faculty	23-07-99	18-10-2000	Resigned
Srinath E	Sr. Software Engr	07-09-98	22-09-2000	Resigned
Sai Kumar	Faculty	14-06-2000	07-11-2000	Resigned
Siva Rami Reddy	Faculty	18-02-2000	01-04-2000	Terminated
Research Associates:				
Peppa Susan	Research Assoc.	07-02-99	14-10-2000	Resigned
Research Assistants				
Mahesh Kumar	Research Asst.	02-08-2000	08-09-2000	Resigned
Investigators				
None				
Fellows, Interns and Apprentices:				
Manoj Kumar P	Software Intern	21-07-99	12-08-2000	Intrnshp Complete
Sreeram V	Software Intern	01-07-99	03-08-2000	Intrnshp Complete
Upendra C	Social Sci. Intern	01-06-2000	31-07-2000	Intrnshp Complete
Savithri Devi E	Software Intern	06-01-99	14-06-2000	Intrnshp Complete. Terminated in extended internship period
Sreedhar M	Software Intern	03-05-1999	22-03-2000	Intrnshp Complete
System Administration and Technical Support:				
Kalyan Ram	System Admn.tor	30-07-98	07-04-2000	Resigned
Anil Kumar J	Technical Asst.	10-01-2000	01-06-2000	Resigned
General Support Personnel:				
Santosh Kumar Goud	Sec. Asst.	22/09/99	31-07-2000	Resigned
Darshini VID	Sr. Sec. Asst.	24/01/2000	24/02/2000	Terminated
Natraj PR	Sec. Asst.	29/04/99	13/07/2000	Resigned
Ajay P	Sec. Asst.	02/08/99	31/01/2000	Resigned
Kankaiah	Librarian	06/08/99	27-06-2000	Terminated
Padma	Sanitary Worker	11/01/2000	10-02-2000	Resigned
Ramakanta Naik	Driver	19/07/2000	09/08/2000	Terminated

Director / 02 January 2007

