

DEVELOPMENT PROGRAMME FOR NATIONAL INSTITUTE OF HEALTH SCIENCES (NIHS), KALUTARA, SRI LANKA

Project Team Members

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The National Institute of Health Sciences (NIHS) is the premier Public Health Training Institute for the Ministry of Health and Family Welfare, Government of Sri Lanka. The institute started as a pilot project in 1926 as Kalutara Health Unit with the support from the Rockefeller Foundation. WHO, in consultation with NIHS, Kalutara and Government of Sri Lanka identified the National Institute of Health and Family Welfare, New Delhi, India for developing and implementing the Faculty Development Programme for NIHS, Kalutara, Sri Lanka, with the following terms of references:

To review the current status of organizational set up, infrastructure, facilities and activities being carried out at NIHS, Kalutara, Sri Lanka and to identify the gaps and constraints in implementing these activities with a view to suggest measures for its further development.

To identify the training needs of the faculty and to develop and implement the training plan for the faculty of NIHS, Kalutara, Sri Lanka.

To develop a customized package of training for the faculty of NIHS based on the results of the Training Needs Assessment.

To develop a training schedule for training of NIHS faculty.

The NIHS team did the initial desk review of the policy guidelines and activities of at NIHS, Kalutara, Sri Lanka, and developed the tools for interaction with various stake-holders. The team members visited NIHS, Kalutara, Sri Lanka to have interactions with Director, Deputy Directors, HODs, Academic Faculty, Staff Members, Students undergoing training at NIHS and the District Administrative Officer Kalutara, during the period from 20th to 27th November 2011. The members also visited the departments/units and field area attached to NIHS.

Based on these observations and discussions the following recommendations are being made: Faculty Development at NIHS

1.1 Actions at NIHS level/MOH for the academic and field staff:

Recruitment for filling up the vacant posts (details given in Annexure III) and official procedure for increasing (initiation of) positions.

Incentives for academic and field staff in the form of academic allowance, attractive perks and salary cadre, teaching designations such as Professor, Associate Professor and Assistant Professor.

Making academic staff positions non-transferrable from NIHS. Adequate career development pathways.

Faculty exchange programmes with national and international institutions. Mechanisms for periodic training of academic and field staff in the specified area. Encouraging guest/visiting faculty at NIHS.

1.2 **Action at NIHS/MOH for teaching and training courses**

Develop teaching/training policies for public health manpower in consultation with various stakeholders and funding agencies.

Develop Human Resource Development (HRD) cell at NIHS/MOH with responsibility of identifying medical manpower for training and their subsequent placements at appropriate levels. The cell should also coordinate between various agencies and keep track of trainees and ensure regular re-trainings and also provide/channelize funds.

Develop expert group committees to review the curriculum periodically to incorporate newer contents. This should also monitor and evaluate the curriculum and develop learning material and modules.

Develop guidelines and SOPs for various training and teaching courses. There should be formal bulletins/prospectus.

Develop SOPs for examinations; introduce newer methodologies for assessment such as OSCE etc.

Use modern IT, AV equipments, internet, online facilities in teaching and training.

Develop skill lab for imparting skills to nursing students.

Upgrade labs with modern equipments, logistics and facilities.

Upgrade the facilities and infrastructure in the field practice area of NIHS.

1.3 **Actions at NIHS/MOH level for strengthening teaching/training infrastructure**

NIHS should develop Academic, Distance Education, Administrative and International Blocks in the campus. The departments/units be reorganized for more effective functioning.

NIHS should also improve the infrastructure at field practice areas.

Increase hostel facilities for students especially nursing students and renovate the current hostel facilities. This will attract international participants as well.

Upgrade renovate lecture halls/seminar rooms with public address system, AV equipments, AC facilities etc.

Upgrade the facility of conference rooms at MOH office.

Accommodation for staff at NIHS campus.

Improve recreational, canteen and sports facilities in the NIHS campus.

1.4. Others

Starting best teacher and best student award

Development of clinical skill lab

Have affiliation of NIHS with Universities, Medical Colleges, Pharmacy Colleges, Nursing Colleges, International Institutions

Increase teaching allowance for both academic as well as for field staff

Sabbatical leave for staff

CME for staff

Have on line courses

Have visiting faculty at NIHS and faculty exchange programme with national and international institutes of repute

Have several internal committees for curriculum review, monitoring and quality assurance.

1.5 Action at NIHS/MOH level for making NIHS as centre for Excellence

Upgrade NIHS to university or have affiliation with universities/medical schools/nursing colleges/pharmacy colleges.

Develop networking with national and international institutions.

1.6 Actions at NIHS/MOH level for strengthening labs:

Renovations of old physical infrastructure.

Procurement of newer equipments and instruments.

Develop guidelines and SOPs for functioning, safety, waste disposal and quality control in labs.

Develop standards of services.

1.7 Actions at NIHS/MOH level for research

Proper fund allocation for research.

Procurement of software for data analysis and development of health models based on the data from the field area.

Strengthen the facilities and infrastructure at field area.

II. Organizational set-up, infrastructure at NIHS, Kalutara, Sri Lanka

Actions at NIHS/MOH for governance and management

Autonomy to NIHS with sufficient administrative and financial powers to Director, NIHS. The post of Director be upgraded to DDG with delegation of administrative and financial powers (Up to Rs.10 millions). Have an independent Governing Board/Management Board be constituted for providing policy guidelines to NIHS. The board should have members from academic institutions government, funding agencies etc. under the chairmanship of senior officer from MOH. NIHS should have its own byelaws and rules and regulations for governance of its activities. The academic activities be guided by a technical advisory committee, chaired by prominent public health professional and comprising of academic institutions, universities, nursing schools etc. with Director, NIHS as member secretary.

The financial planning and management be facilitated by a finance committee headed by a financial adviser from MOH. Realistic budget allocations be made considering the long-term objectives, mission and vision statement of NIHS. Resource generation be given due importance and additional funds be generated by providing training to private students and charging from them.

A Works Maintenance Office be created at NIHS for the maintenance of physical infrastructure

Actions at WHO/SEARO, Sri Lanka Level

3.1 Providing technical support for faculty development activities. The training needs for academic staff has been identified in the areas of training technology, research methodology, management and health promotion.

The training courses of 5 days duration in each of the above areas would be sufficient for capacity building. (Details of the training packages is given in the Annexure-IV).

These courses will conducted by NIHFW, New Delhi (Details of the training schedule is given in Annexure-V).

3.2 Providing technical and budget support for development of skill lab, updating documentation centre, learning resource centre at NIHS.

3.3 Networking with other academic institutions in the region.