

Human resource development at Christian Medical College, Vellore – A model for India and the World



Christian Medical College
Vellore

PART I

AWARD APPLIED BY:

PRIVATE SECTOR ORGANIZATION

PART II

INTRODUCTORY INFORMATION

PROJECT NAME: Human resource development at Christian Medical College, Vellore – A model
for India and the World

INSTITUTE: Christian Medical College, Vellore

AWARD CATEGORY APPLIED FOR: SKOCH SMART GOVERNANCE AWARD – Health

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**HUMAN RESOURCE DEVELOPMENT AT CHRISTIAN MEDICAL COLLEGE,
VELLORE – A MODEL FOR INDIA AND THE WORLD**

BRIEF OVERVIEW OF THE PROJECT

The Christian Medical College, Vellore (CMC) is an unaided, Christian minority health care institution founded with the mission to develop, through education and training, compassionate, ethical, and professionally excellent individuals; to exemplify, through its model of health care delivery, a culture of caring through the use of innovative, appropriate and cost-effective technology; and to strive, in the field of research, to foster a spirit of enquiry, commitment to truth and high ethical standards.

Over a hundred years after its humble beginning as a one-bedded clinic, and well beyond the life span of most institutions, CMC continues to grow exponentially. This is made possible because of a unique Human Resource (HR) management policy that is aimed at attracting and retaining medical personnel who embody the core values of competence, compassion, excellence and empathy.

CMC's HR policy is aimed at the holistic development of each individual by addressing their professional, academic, spiritual, health care and social needs.

- In the professional sphere, medical, nursing and allied health faculty can avail of both short and long term training opportunities at centres of excellence outside India and are provided financial assistance to attend national and international conferences for skill upgradation.
- In the academic sphere, the institution encourages innovative, path breaking research through a system of intra-mural research grants for both faculty and students.

- Spiritual nurture is provided through periodic staff retreats conducted by the Chaplaincy department, and through ‘fostering’ and ‘mentorship’ afforded to undergraduate and postgraduate students by faculty.
- CMC is unique among private health care institutions in offering universal health benefits for all staff and their dependents, which continues even after their superannuation.
- CMC strives towards a just and equitable society, and encourages its students and staff to serve the poor and marginalized in areas of need.
- Members of the support staff (clerk typists, attendants and housekeeping staff) are familiarized with the culture and ethos of the institution and provided training in basic life support, emergency procedures, occupational hazards, biomedical waste management, universal precautions, language, etiquette and soft skills.
- Finally, in keeping with the motto of ‘minimum government and maximum governance’, all members of the HR team are health personnel and full time employees of the institution – CMC does not employ professional management consultants, because of the belief that such elements may dilute the ethos and character of the institution.

CHALLENGES FACED BEFORE THE DEPLOYMENT OF THE PROJECT

The college had its humble beginnings as a one-bedded clinic started by the founder Dr Ida Scudder in the mid-1800s as a response to a societal need and as a mark of obedience to her calling. She travelled the world to enthuse and invite people with similar commitment to join her in this journey at Vellore, fully recognising that if this venture was to be a success, she

needed like-minded people with the rare combination of excellence at work, a compassionate heart, and willingness to serve in the most difficult circumstances.

Being challenged by the need, several stalwarts of medicine from overseas came and joined Dr Ida Scudder at Vellore. Notable among them is a surgeon Dr Paul Brand; who did ground breaking work on the rehabilitation of leprosy patients and Dr Reeve Betts; who was among the pioneers of cardio-thoracic surgery in India. Once medical training started in CMC, several early graduates from our country joined CMC to take up leadership positions and pilot CMC to a position of pre-eminence in the country between 1950–70.

THE OBJECTIVES OF CMC'S HR POLICY

The Christian Medical College seeks to attract and nurture health personnel, non-medical personnel and their families who seek to fulfil the Vision Statement of the institution.

DESCRIPTION OF CMC'S HR POLICY

Today, approximately 8000 staff and 2000 students inhabit the college and hospital. The human resource management team is engaged at various levels to attract, nurture and motivate staff and students with the aim of attracting as well as retaining personnel who would be in sync with the vision and mission of the institution.

Initiatives for academic and professional development

Recognizing the importance of satiating the intellectual appetite of its medical personnel, the institution offers training opportunities at various stages in the career of the valued staff member.

1. Medical personnel

Long duration training opportunities

- **Study leave:** This is offered to young faculty, who, at the beginning of their careers, are looking to establish themselves in a niche area in their areas of specialisation. They are encouraged to look for training opportunities overseas in centres of excellence and are allowed to proceed on study leave **for a maximum of three years**, while their academic position and all benefits which go along with the appointment are retained, to facilitate a smooth return when they rejoin the institution after their training stint. This has been a valuable tool used by staff to establish links with overseas centres and make progress in their personal careers.
- **Sabbatical leave:** This is offered to senior staff members who would like to take a break from the institution to have a fresh perspective by moving out of Vellore for a period of time. This is a time of rejuvenation, recuperation, refreshment and restoration for the individual as well as an opportunity to play a mentoring role in their sphere of influence. This is made available as one year for every five years of service to the institution.

Short duration training opportunities

- **Kansas University Medical Centre Modale Junior Faculty Research Fellowship (KUMC):** This is a training fellowship offered by the Kansas University Medical Centre to junior faculty in medical, nursing and allied health sciences, to enhance their skills in research. This is a fully funded fellowship for a period of 16-18 weeks.
- **Junior Medical Faculty Training Fellowship (JTF (M)):** The purpose of the Junior Medical Faculty Training fellowship is to provide opportunities for

medical faculty with a long-term commitment to our institution to go abroad and work for a period of 6-8 weeks in centres of their choice to gain new skills and expertise, develop collaborations and pave the way to proceed on study leave.

- **Senior Training Fellowship (STF):** The purpose of the fellowship is to provide opportunities for members of staff who have a long-term commitment to our institution to go abroad and work for a short period in centres of their choice for 6-12 weeks. The skill and expertise should have direct application in improving the quality of work (patient care, teaching and research) and enhance overseas collaborations in these areas.
- **Fluid research grants:** These research grants are available to faculty and students for research within the institution. There are two grants available: the major grant for INR 200,000/- per year for a period of 2 years, and a minor grant for INR 50000/- per year for 3 years. This facilitates research within the institution, especially for postgraduates to complete their mandatory research project as well as junior faculty to do quality research to further their career development.
- **Conference rules:** All staff members are encouraged to be leaders in their respective fields and are allowed to attend all- expenses paid three conferences/ symposia/workshops in a year. Over and above this, for faculty presenting scientific papers, deputation leave up to a maximum of 45 days a year is granted.

Extra-curricular training programs

- **Training Programme on “The Roles & Responsibilities of Staff”:** This program aims to familiarize every staff in the institution with CMC’s vision,

mission and quality policy, general clinician guidelines, staff service rules, grievance redressal mechanism, hand hygiene, occupational and workplace hazards

- **Managerial Advancement Programme (MAP):** Since CMC utilizes its own staff in managerial positions, this program, conducted by the Department of Hospital Management Studies & Staff Training and Development provides an opportunity for managerial level staff who have finished their DHA/FHA/MHA/M.Phil/MBA to update their knowledge and skills

2. Clerk typists, attendants and housekeeping staff

- a) Institutional Induction Training Programme: This program seeks to familiarize a new recruit with the history, culture, values, accepted practices, policies, and standards of the institution; opportunities for career advancement; hospital environment, facilities and emergency procedures; staff service rules and rights of the employee.
- b) Orientation Training Programme (OTP): A 1 year OTP for stenographer/clerk typist trainees(covering aspects of secretarial practice, office procedure, medical terminology, language and computer skills) and a 6 month OTP for housekeeping staff and attendants (covering code of conduct, waste disposal, handling of equipment and universal precautions)is conducted.
- c) Cultivating Character Training Programme (CCTP):A one day training program for all nursing and support staff where desirable character traits are taught through presentations and video clips in order to strengthen interpersonal relationships among participants.

- d) Bio-Medical Waste Segregation Training Programme: Aimed at teaching attendants and housekeeping staff regarding handling and segregation of Bio-Medical Waste in the institution.
- e) Cardio- Pulmonary Resuscitation (CPR): Apart from doctors, technicians and Class III staff are trained and periodically updated in cardio pulmonary resuscitation (Basic Life Support).
- f) “Fire & Safety” Training Programme: This program focuses exclusively on categories of fire, how to respond during fire and other precautionary steps to protect self and others during a fire incident.
- g) Staff Development Training Programme: Training programs for Class III & Class IV staff focusing on language skills (Spoken Hindi classes for secretaries / clerk-typist), Professional Etiquette (for front office staff), and Motivation and Soft skills classes (for Class III & Class IV staff).
- h) Training programmes to cater to the spiritual needs of Class III & Class IV staff

Spiritual nurture initiatives

CMC recognizes the importance of spiritual nurture along with scientific and academic development, and to this end, the chaplaincy department serves as the nerve centre for the institution to imbibe values and inspire the minds and hearts of members of the community so as to carry forward the torch which our forefathers bore so bravely. There are various events throughout the calendar year to keep the flame burning, a few of which are listed below. However, spiritual nurture is not the domain of chaplaincy alone - each family in the community plays a role in nurturing new entrants into the community.

- **Foster care:** This is a unique arrangement in the institution where two to three students are assigned to a faculty as “foster children” per year for their period of study. This system brings about a lot of healing to hurting students and bonding between foster children and parents which go way beyond the years in college, resulting in lifelong partnership and friendship between the “parents” and “foster children” as well as between “biological” and “foster” children.
- **Annual Students Missions Conference:** “Shiloh” is an annual event to inspire students and other members of the community to stay true to the vision of CMC. This event is open to medical students from all over the country and is heavily subsidised by the institution to help students choose a career option of serving the poor and needy in rural India. An average of 600-700 students attend this conference and it is inspiring to hear success stories of medical students who have chosen to venture into remote areas in India and serve those in need. This also serves to amalgamate the community within CMC to stay true to its calling.
- **Mentorship programme:** This programme is for postgraduate students who would be assigned to faculty within their department of specialisation so as to help them adjust to the new environment as well as to support them with their thesis and work responsibilities within their departments. The programme aims to curb burn out and stress related illnesses in the midst of a demanding training programme. This also provides an opportunity for faculty to understand the aspirations of these students and offer career guidance including opening up opportunities to work in CMC with a lifelong commitment.

- **Retreats:** Spiritual retreats are organized in English and vernacular languages to cater to needs of staff members and their family. This plays an important role in keeping the vision and mission statement alive and real in the lives of the staff. These are small group events conducted at a department level or as a student batch event.
- **Teaching Mission:** To help further the vision of CMC in the community, the chaplaincy department conducts a Teaching Mission annually by inviting world renowned inspirational speakers, which have over the years helped safeguard the values and ethos of the institution.
- **Alcoholics Rehabilitation Initiative and Support for Employees (ARISE):** ARISE clinic is conducted by a multidisciplinary team, every Friday for staff addicted to alcohol. The clinic aims to rehabilitate these employees, helps them find job placements outside CMC, and encourages their spouses to supplement family income by taking up jobs. Out of campus support is provided to group members by linking them with the local Alcoholics Anonymous group.
- **Relief Pool Care:** Employees kept in the relief pool due to chronic ill health, low productivity or absenteeism are rehabilitated in order to re-deploy them in needed areas.
- **Absenteeism Decreasing Drive (ADD):** The Personnel Department addresses chronic absenteeism through counselling, mentoring, home visits and maintaining attendance and movement registers.

Service to the Nation

The administration of the college recognises the importance of serving the health needs of our country where the disparity between the haves and the have-nots is so glaring. Accordingly, the institution provides opportunities for students and staff to contribute to health care delivery among the poor and marginalized sections of the population in India.

- **Sponsorship for undergraduate and postgraduate students:** The institution encourages candidates from areas of need in the country to come in to study and then return to these areas to serve. This has been an important mandate of the institution to feed doctors into rural India through mission hospitals within the network of CMC. This makes CMC a unique institution from the private sector to address the larger needs of the nation as recognised by the government. Doctors at all levels: graduates, post graduates and super-specialists, who commit themselves to serve in these areas of need are encouraged by the institution and provided with all the support they require while working in challenging circumstances.
- **Secondary Hospital Programme for medical and nursing students:** Medical and nursing students have mandatory visits to mission hospitals at three time points in their course, which is incorporated into their curriculum. Batches of 8-10 students, accompanied by a faculty from CMC, spend two weeks at these hospitals in their first year, third year and pre-final year. This gives students an exposure to the needs of the country and inspires them to take up a career in rural India with all the challenges that accompany that decision.

- **Deputation leave for Faculty to visit Mission Hospitals:** It is not only students who are encouraged to work in the most remote parts of our country - faculty at CMC are encouraged to spend a portion of their deputation leave of 45 days per year in rural hospitals in the network of CMC in order to provide their expertise in clinical skills, education, training, guidance and mentorship to staff at the local hospital, who often are their own students. These trips are fully sponsored by the institution if the host organisation cannot bear the costs.

Health Benefits for Staff and Retired Staff

The institution offers health benefits to all staff and staff dependents. Staff dependents eligible for health benefits include the spouse, children and parents (up to a maximum of 5 per staff). Children are covered under the scheme up to the age of 25 provided they are not married and are unemployed. All medical treatment and stents and implants up to a maximum of INR 150,000 are covered. For chronic diseases which require treatment costing more than INR 100,000 at one sitting, the extent of coverage is decided on an individualised basis by a sub-committee.

This benefit continues for all staff who superannuate at 60 years, provided they have put in 15 years of continuous service. At the time of superannuation, they can nominate one more member as staff dependent for these benefits, which could be a spouse, parent or child (provided they are less than 25 years and not married)

Other benefit schemes:

Pension Scheme

The superannuation benefit scheme for long term service is a scheme to encourage employees to serve up to the age of 60 and to provide a retirement benefit to those staff who put in a minimum of 15 years of continuous service at the time of superannuation. This benefit would

be passed on to the spouse in the event of the death of the employee. From 2006, this scheme is a contributory staff superannuation benefit scheme.

Schools and Crèches for children of the community

The institution has taken the responsibility of providing schools for the community, and children are benefitted by receiving good quality education at affordable costs. The fee structure is calculated according to the paying capacity of the employee. Two schools are run by the administration: Ida Scudder School which has an intake till standard 12, and Vidyalayam, a primary school with an intake till standard 5.

Apart from these schools, the crèches and pre-schools run by CMC take care of children in the less than school going age.

CMC Staff Dependents Welfare Society

The dependents of staff hailing from a poor socioeconomic background are provided gainful employment (eg. Tailoring orders from CMC's linen stores) in order to supplement their income.

Career guidance

Staff children giving their school finals are counselled to help them cope with the stresses of studying for competitive exams. They are also given guidance regarding various career options and medical aspirants are given intensive coaching to aid them in their preparations.

DETAILS OF COVERAGE OF THE TARGET POPULATION

The institution has its humble beginnings in a one bedded clinic with one person, our founder Dr Ida Scudder, giving her all to ensure its growth and development. Today it is a large

organisation with 8,645 staff of which 1413 are doctors. The details of staff and students covered by the institution's HR policy are given below:

Staff

Administrative Staff	899
Chaplains	16
Doctors	1413
Engineering Staff & Artisans	64
Housekeeping staff & Artisans	1556
Library Staff	21
Nurses	2390
Pharmacists	220
Social Workers	39
Teaching staff (Non-Medical) and Technical staff	2027
Total	8645

Students

Medical Education

MBBS	334
Postgraduate Diploma	77
Postgraduate Degree	289
Higher Specialty	148
PG Fellowship Courses	28
Post-doctoral fellowship courses	61
Total	937

College of Nursing

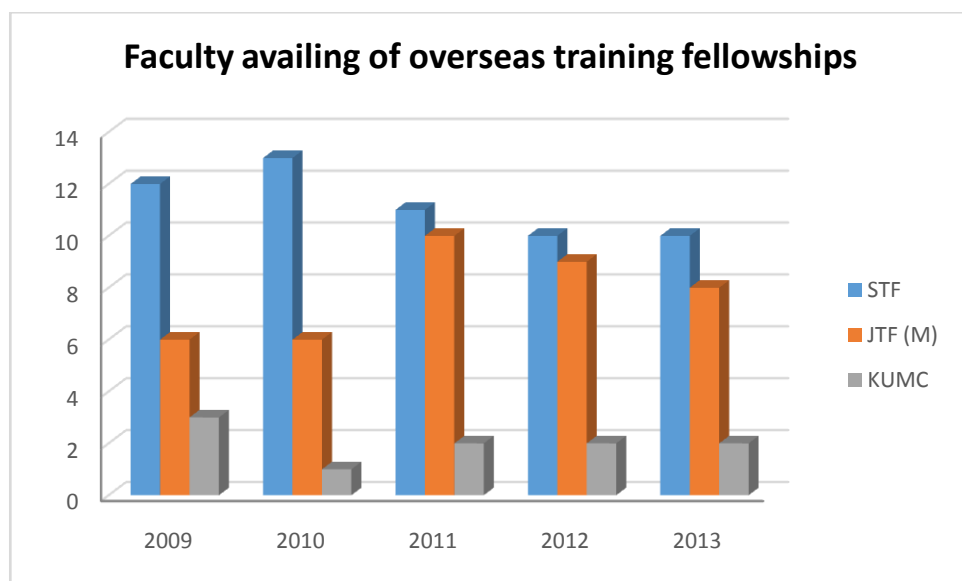
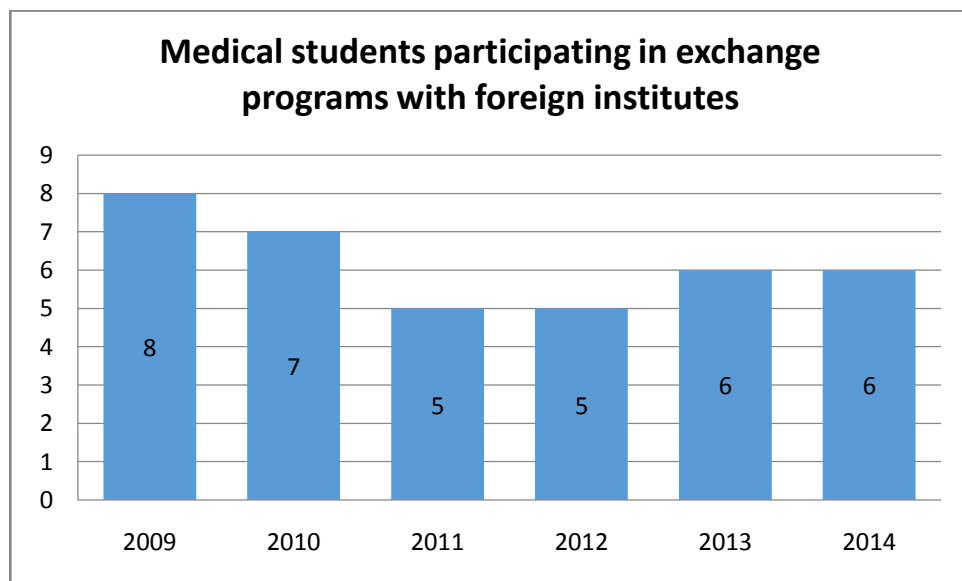
Diploma	393
Post diploma course	59

Undergraduate course	390
Postgraduate course	56
Total	898

Gross Total of students and staff = 10,480

Coverage of Academic and professional growth initiatives

- **Opportunities for work/study abroad for students and faculty**



- **Research:** The total amount sanctioned for intramural research for the last 5 years is given below.

Year	No. of research Proposals	Total amount Sanctioned (Fluid & Major grant)
2009	207	54,22,230
2010	235	82,30,238
2011	266	1,06,73,597
2012	311	81,12,115
2013	327	1,96,61,015

- **Staff training programs:** This table outlines the number of staff trained by the department of Hospital Management Studies & Staff Training and Development from January 2009 till date:

Name of program	Number of staff trained
Institutional Induction Training program	641
1 year OTP (clerk/typists)	93
6 month OTP (housekeeping staff/ attendants)	246
Cultivating Character Training Program	232
Biomedical Waste Segregation Training	1164
Cardiopulmonary Resuscitation	1400
Roles and Responsibilities of Staff	3900
Fire and Safety Training program	790

Staff benefits

Housing: CMC provides various grades of institutional accommodation to its staff, with a total of 1343 houses/studios across three campuses, and 381 rooms in rented lodges.

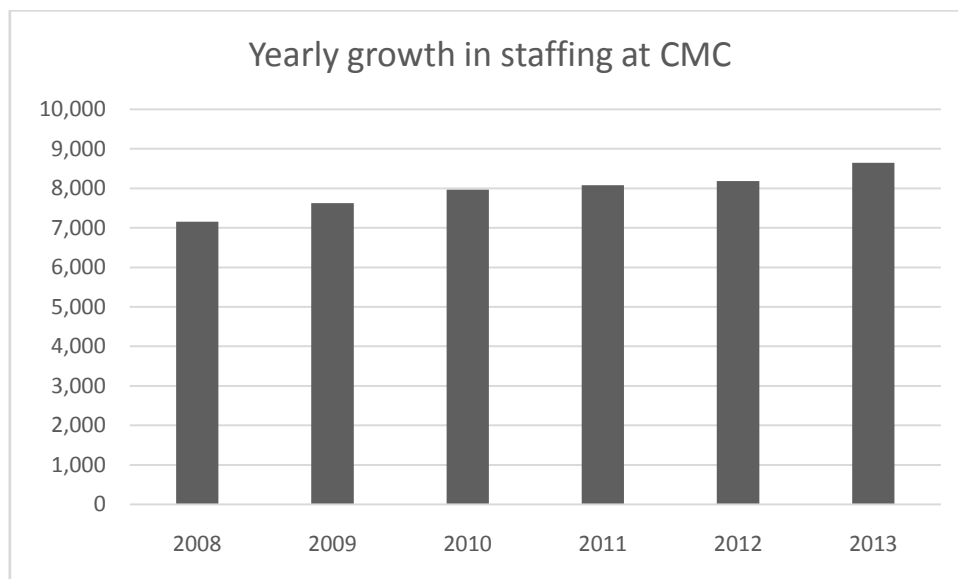
Other benefits: The number of staff children below school going age who are looked after in crèches and nurseries run by the institution is given below.

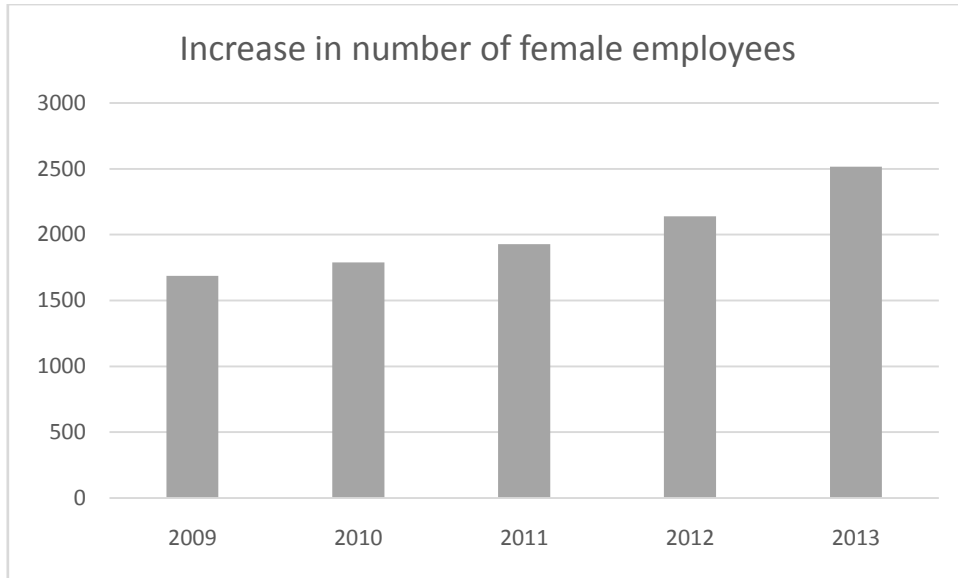
	Balavihar Crèche	Balavihar play school	Balavihar Jr. class	Balavihar Sr. Class	Sunset Crèche	Sunset play school
Capacity	20	30	50	50	15	15
Intake	16	30	48	53	10	15

COMPARISON OF THE PRE-DEPLOYMENT SCENARIO AND POST DEPLOYMENT BENEFITS

Benefits of the HR policy to the institution

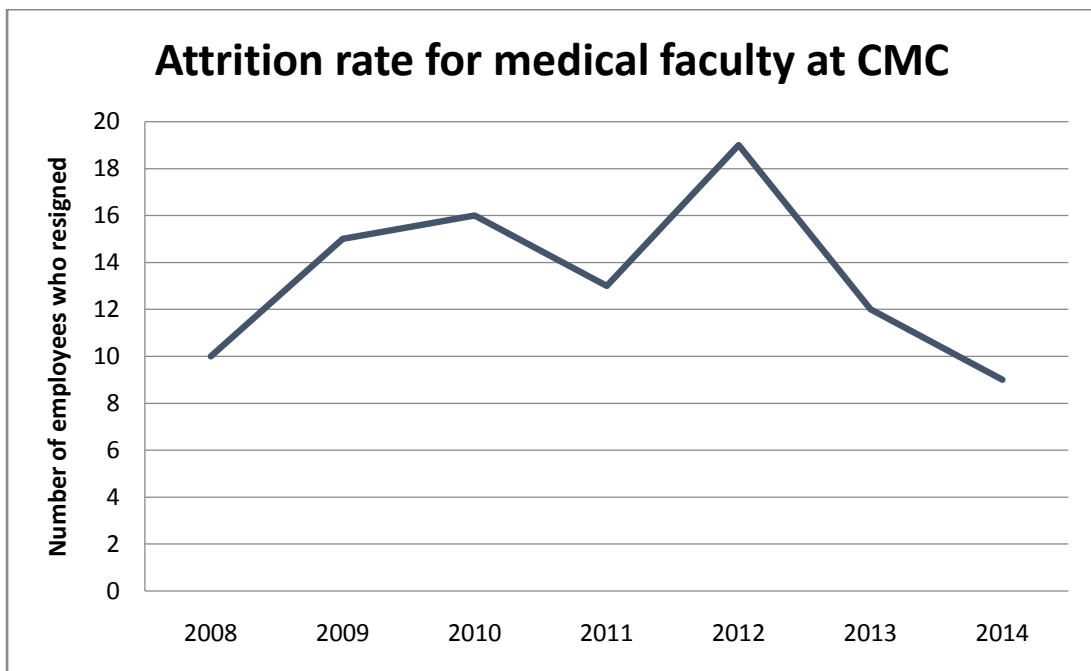
Institutional growth: These figures show a steady increase in the number of staff (excluding students), especially female staff, in the last 5 years. This is ample proof of the success of CMC's HR policy.



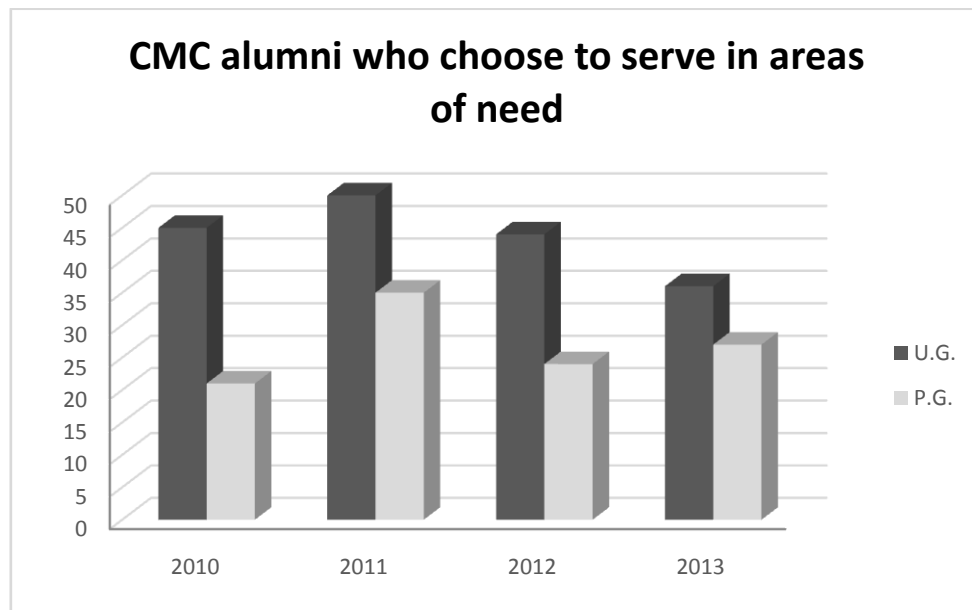


Research: As a result of generous funding for intramural research, faculty from CMC had over 543 indexed publications to their credit in the year 2013 itself.

Employee retention: CMC has a very low employee attrition rate, which is testament to the fantastic working environment and benefits that employees enjoy.



Benefits of HR policy for the nation



Rural mission hospitals supported by CMC in India and neighbouring countries



Total number of Hospitals: 166

Total number of states covered - 21

Other countries
Nepal – 1
Malaysia – 1
Srilanka - 1

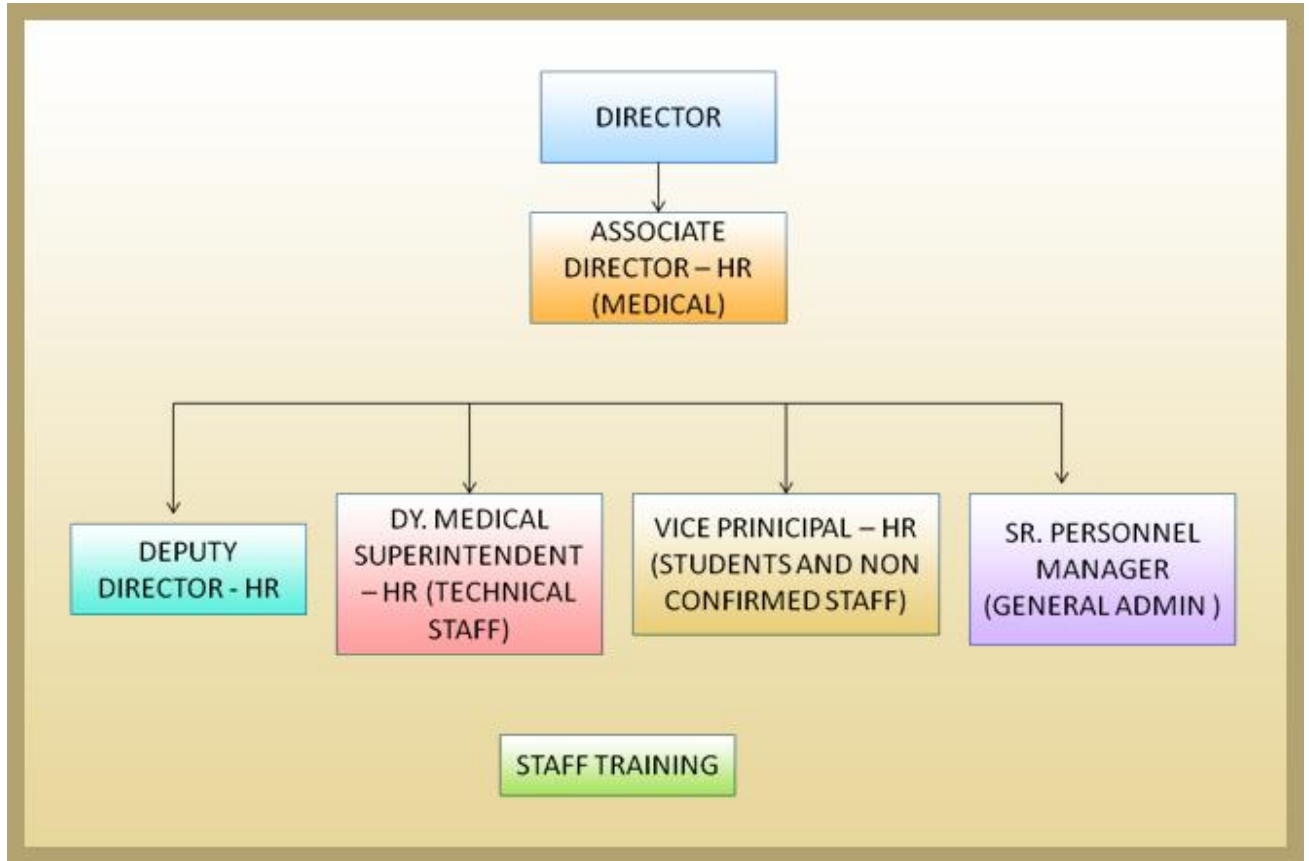
KEY LEARNING FROM CMC'S HR POLICY:

An initiative like CMC can only be sustained by human resources. As an unaided minority institution, the HR of CMC is responsible for all the required revenue generation and the building up of the institution and all its facets. Many of the staff of CMC are attracted to it because of its values and ethos and they are able to identify with and own CMC's mission and vision. The sense of ownership of the institution by its staff cannot be easily replicated. Therefore our human resource needs to be encouraged, supported and mentored. The various staff development initiatives have more than fulfilled this purpose and today CMC is a very desirable institution to work in.

FUTURE ROAD MAP OF THE PROJECT

The HR team is challenged with the need to hold members together despite the rapid growth and increase in staff. This is a particularly difficult task, since the staff work out of multiple campuses, and the HR team will need to continuously motivate new members to contribute to the life of the institution and carry the institution's vision forward.

ORGANOGRAM OF THE HR TEAM



CURRICULUM VITAE

Name : Devasahayam Jesudas Christopher
Date of Birth : 8th March 1961.
TN Regn. No. : 42203
Marital status : Married

Educational Qualifications:

May 1980	BSc in Chemistry	Madurai Kamaraj University, India
Aug 1986	MBBS	Christian Medical College, Vellore India
Apr 1992	DTCD (Diploma course in Chest Diseases & Tuberculosis)	Madras Medical College, affiliated to the Dr. MGR Medical University Madras, India
Nov.1992	Dip NB (Diplomate of The National Boarding Respiratory Diseases)	National Board of examinations, New-Delhi, India
Jun '99	FCCP (Fellow of the College of Chest Physicians)	American College of Chest Physicians, USA
Jan.2000	Advanced training in Respiratory Medicine	University of Adelaide, South Australia
July, 2007	FRCP (Fellow Of the Royal College of Physicians)	Royal College of Physicians & Surgeons, Glasgow, UK

Current Positions:

- Associate Director (HR), The Christian Medical College & Hospital, Vellore, India
- Professor and head of the department of Pulmonary Medicine, The Christian Medical College & Hospital, Vellore, India
- Course Director, Diploma in Allergy and Asthma Distance Education Program
- Vice-President (and co-founder) of the Indian Association of Respiratory Care.

Training and Academic positions held (within India):

- Resident internship in Christian Medical College & Hospital, Vellore, India Oct 1985 - Sept 1986 (1 year)

- Resident in the department of Internal Medicine St. Martin's Hospital, Ramnad, India 1986 (3 months)
- Resident in the Department of Internal Medicine, under Prof KV Thiruvengadam MD, FRCP, FAMS at the CSI Kalyani General Hospital, Chennai, India (2 years)
- Senior resident in the department of Internal Medicine under Prof. KV Thiruvengadam, MD, FRCP, FAMS and Dr. Zaheer Ahmed Sayeed, MD, FRCP at The Southern Railway Head Quarters Hospital, Perambur, Chennai, India (6 months)
- Registrar in the Institute of Thoracic Medicine, affiliated to the Madras Medical College, Chennai, India (2 years)
- Senior Resident in the Department of Thoracic Medicine, under Dr. D. Ray, FRCP, FCCP at The Christian Medical College & Hospital, Vellore, India (6 months)
- Tutor in the Department of General & Pulmonary Medicine under Dr. AM Cherian, MD, FRACP ibid (6 months)
- Lecturer in the Department of General & Pulmonary Medicine under Dr. AM Cherian, MD, FRACP ibid.(4 years)
- Lecturer in Pulmonary Medicine under Dr. AM Cherian, MD, FRACP ibid. (6 months)
- Reader in Pulmonary medicine ibid (2 years)
- Associate Professor of Pulmonary Medicine ibid (2 years)
- Professor of Pulmonary Medicine ibid (From November 2001)

Training positions held (Oversees):

- Registrar in the Respiratory Medicine department, The University College London Hospitals (Middlesex Hospital), United Kingdom (6 months, 1997)
- Registrar and Advanced Trainee in Respiratory Medicine, The Queen Elizabeth Hospital, Adelaide, Australia (2 years, 1998-2000)

Academic positions held (Oversees):

- Lecturer in Medicine, The University of Adelaide, South Australia (1 year, 1999-2000)
- Fellow in Respiratory Medicine, The Queen Elizabeth Hospital, Adelaide, South Australia (6 months, 2000)

Advanced Training Fellowships (oversees):

- In Therapeutic Bronchoscopy (laser bronchoscopy, airway stenting and brachytherapy) at the University College London Hospitals, United Kingdom (6 months, 1997)
- International travel fellowship of the American Association of Respiratory Care, Burlington, Vermont; Cleaveland, Ohio and San Antonio, Texas.in the United States of America (3 weeks, 2005)

Fellowships held:

1. The American College of Chest Physicians
2. Royal College of Physicians and Surgeons of Glasgow

Memberships held:

1. American thoracic society
2. American college of chest physicians
3. The European Respiratory society
4. American Association of Respiratory Care
3. Indian Chest Society
4. Indian Association of Respiratory Care
5. Indian Medical Association
6. National Academy of Allergy

Awards:

- Awarded 'Rising stars in global health care' by Grand challenges, Canada & Gates foundation (2011)
- Best research poster presented, annual research day(2011)
- Dr OA Sharma oration award by the Indian Chest Society (2009)
- Admitted as a Fellow of the Royal College of Physicians & Surgeons of Glasgow (2007)
- Listed in 'Marquis Who's Who in the world' 2007 – 11 (5 years)
- Listed in Marquis 'Who's Who in medicine & healthcare' 2008-11 (4 years)
- Awarded International travel Fellowship by the American Association of Respiratory Care (2005)
- Elected Fellow of the College of Chest Physicians by the American College of Chest Physicians, USA (1999)
- Awarded a Research-Training Fellowship by the Raj Nanda Pulmonary Disease Research Trust & The British Thoracic Society, for training in The United Kingdom (1997)
- Received a commendation for the quality of the paper presented at the 16th National Congress on Respiratory Diseases held at Bangalore, India in December 1996 for the free paper entitled "Talc Slurry VS Tetracycline for the pleurodesis of malignant pleural effusion"
- Won the "Best paper" award in the Award Session of the 13th National Congress on Respiratory Diseases held at Madras, Southern India in January 1994 for the free paper entitled "Our experience with blind pleural biopsy using a Tru-cut Needle"

Professional achievements:

- Pioneered the development of the department of pulmonary medicine, CMC, Vellore. Landmarks:
 - The department of pulmonary medicine dedicated in 2000
 - Pulmonary function testing – spirometry 2000
 - Diagnostic bronchoscopy service 2001
 - Pulmonary function testing – lung volumes & diffusing capacity 2001
 - Pulmonary function testing - respiratory drive 2003
 - Advanced respiratory therapy; allied health science programme 2003
 - Sleep lab set up- 2004

- Pulmonary function testing – Bronchoprovocation 2004
- Asthma clinic– 2004
- Diploma in allergy & asthma distance education programme – first training in allergy in India (endorsed by the American Association of Allergy, Asthma & immunology) 2006
- Diplomate of the national board in respiratory diseases(DNB) -2006
- Pulmonary function testing – cardiopulmonary exercise testing -2006
- Impulse oscillometry - 2006
- Medical thoracoscopy (first service in India) – 2007
- Therapeutic bronchoscopy – 2008
- DOTS clinic of CMC (took charge) – 2008
- Fellowship in Pulmonology (2010)
- Fellowship in Allergy & Immunology(2011)
- Doctor of Medicine(MD) - 2011
 - Research & publication:
 - Largest publication on risk of TB infection in healthcare workers in India
 - First prediction equation described for the Indian population for ‘respiratory drive’
 - First prediction equation described for the Indian population for ‘cardiopulmonary exercise testing’
 - First prediction equation described for the Indian population for ‘6 minute walk test’
 - One of the 2 comparative trials comparing Tru-cut and Abrams needle for pleural biopsy in the World
 - First case series of medical thoracoscopy from India
 - Largest case series on ‘bronchial carcinoids’ in south east Asia
 - Professional societies & extra-institutional:
 - Conducted the first American College of Chest Physicians(Indian Chapter) congress on Interventional pulmonology (Jan 2011)
 - Conducted the first conference on respiratory care in India (2006)
 - Co-founder of the Indian association of respiratory care (2006)

Examinership & Credentialing:

1. Examiner (theory paper setter) Combined Entrance Test, Diplomate of National Board, India
2. Examiner (theory paper setter), Final Examination in the specialty of Respiratory Diseases, Diplomate of the National Board, India
3. Examiner (clinical Examination), Final Examination in the specialty of Respiratory Diseases, Diplomate of the National Board, India
4. Examiner (clinical Examination), MD in Pulmonary Medicine, Govt Medical College, Trivandrum, University of Kerala
5. Examiner (theory paper setter), Madras medical college, Chennai, Dr MGR medical university
6. Inspector to medical institutions for suitability to conduct diplomate of the National Board in Respiratory diseases.
7. Inspector to the Medical council of India for the assessment of medical colleges to conduct courses

Journal articles published or accepted for publication = 65

Chapter in Text books

1. Christopher DJ (2010) 'Empyema and parapneumonic effusion'. In 'Handbook of Pulmonary and Critical Care Medicine', ed. SK Jindal. Jay Pee Brothers (2011)
2. Christopher DJ, Richa Gupta (2010) 'Pulmonary thromboembolism'. In Handbook of Pulmonary and Critical Care Medicine, ed. SK Jindal. Jay Pee Brothers (2011)
3. Christopher DJ (2010) 'Empyema and parapneumonic effusion'. In 'Text book of Pulmonary and Critical Care Medicine', ed. SK Jindal. Jay Pee Brothers (2010)
4. Christopher DJ, Gupta R (2010) 'Pulmonary thromboembolism'. In Text book of Pulmonary and Critical Care Medicine, ed. SK Jindal. Jay Pee Brothers (2010)
5. Christopher DJ (2002) "Consensus on Ambulatory Management of Asthma in Children". In 'Promoting childhood well being – Vellore Experiences', ed MC Mathew
6. Christopher DJ, Ruffin RE (2001) "Pulmonary Embolism". In 'Essential Guide to Geriatric Practice', ed. R.N. Ratnaik. McGraw-hill

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1. Abraham P, Christopher DJ, Viswanathan PN, Thomas K, Roul RK, Cherian AM. Tetracycline VS Talc slurry for the pleurodesis of malignant pleural effusion. EurRespir J.

Curriculum Vitae

Dr. Deepak Thomas Abraham

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CLINICAL EXPERIENCE

From - To	Designation	Institution
Aug 2011 – Until Date	Professor in Endocrine Surgery	Department of Endocrine Surgery, Christian Medical College, Vellore, India
Jan'11 to Aug'11	Associate Professor in Endocrine Surgery	
Aug'08 to present	Honorary Senior Lecturer	Faculty of Medicine, University of Sydney
Jan'08 to Dec'10	Mary Jo Reeve Fellow	Department of Endocrine Surgery, Royal North Shore Hospital, St. Leonards, Sydney, NSW
Jan'08 to Dec'10	Clinical Fellow	Department of Surgery, Hornsby Ku-ring-gai Hospital
Sep'07 to Dec'10	Associate Professor in Surgery	Department of General Surgery, Christian Medical College, Vellore, India
July'07-Aug'07	Honorary Clinical Fellow	Department of Surgery, Division of Endocrine Surgery, University of Wisconsin, Madison WI, USA
March'06	Honorary Clinical Assistant	Queen Mary Hospital, Hong Kong
Aug'02 – Aug'07	Assistant Professor in Surgery,	Christian Medical College, Vellore, India
April '99 - July '02	Resident Surgeon,	Christian Fellowship Hospital, Oddanchatram, India

POSTGRADUATE TRAINING

March'08- Dec'10	PhD candidate,	Kolling Institute of Medical Research, University of Sydney
March'96 - March'99	Postgraduate Trainee	Department of General Surgery, Christian Medical College, Vellore
Feb'93 - Feb'96	Resident doctor	Departments of General Surgery, Internal Medicine and Orthopaedics, Christian Fellowship Hospital Oddanchatram, Tamil Nadu
Jan'92 - Jan'93	Internship	Medical College, Kottayam, Kerala
EDUCATION		
Year	Degree	Institution
2011	PhD	University of Sydney, Australia
1999	Master of Surgery (M.S.)	The Tamil Nadu Dr. M.G.R. Medical University Chennai, Christian Medical College, Vellore
1993	Bachelor of Medicine and Bachelor of Surgery (M.B.B.S.)	Mahatma Gandhi University, Kottayam, Medical College, Kottayam, Kerala

Teaching Experience

- Lectures and clinical case discussions for undergraduate medical students.
- Training of interns in the ward and at the bedside on surgical management.
- Postgraduate student training in the operating room and surgical management of emergency and elective cases.

Attended Several Workshops and Participated & Presented Papers in several conferences, national and international.

Awards

- FESTA grant for Young Endocrine Surgeon for the year 2003
- ICRETT skill transfer fellowship in Differentiated thyroid cancer management awarded by UICC for the year 2007.
- Mary Jo Reeve Scholarship 2008 Department of Endocrine Surgery, Royal North Shore Hospital, University of Sydney.
- Faculty of Medicine Scholarship 2008 University of Sydney.
- Endeavour International Postgraduate Award 2009
- International Postgraduate Award 2009
- Australian Endocrine Surgeons Travel Award 2009

- Northern Clinical School Top Up Scholarship 2009
- Scientific Staff Council Australasian Travel Award 2009
- University of Sydney Postgraduate Research Scholarship 2010
- Kolling Institute International Travel Award 2010

Memberships in Professional Bodies

- Association of Surgeons of India
- Indian Association of Endocrine Surgeons
- Asian Association of Endocrine Surgeons
- International Association of Endocrine Surgeons
- Breast Surgery International
- Australia and New Zealand Endocrine Surgeons
- Association of Academic Surgeons

Publications: 27

REFERENCES

1. Leigh Delbridge, M.D., F.R.A.C.S
Professor, University of Sydney Endocrine Surgical Unit,
Academic Head of Surgery, Northern Clinical School, Royal North Shore Hospital,
St. Leonard's 2065, Sydney, Australia
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2. Herbert Chen, M.D., F.A.C.S.
Chief, Section of Endocrine Surgery, Department of Surgery, University of Wisconsin,
Leader, Endocrine Cancer Disease Group,
University of Wisconsin Paul P. Carbone Comprehensive Cancer Center
H4/750 Clinical Science Center, 600 Highland Avenue, Madison, WI 53792
Phone: (608) 263-1387 FAX: (608) 263-7652 e-mail: chen@surgery.wisc.edu

CURRICULUM VITAE

Name : Hannah Paul
Age & DOB : 52, 20.07.1962
Place of Birth : Nazareth
Father's Name : Rev. John Moses
Husband's Name : Mr. Paul James
Address : 9A, Church Colony, Virtuhampet, Vellore – 6
Contact No. : 9894590892

ACADEMIC CREDENTIALS

Degree	Place of Study	Year of Completion
B.A. (English Literature)	Auxilium College, Katpadi	May 1982
MSW	Stella Mary's College, Chennai	May 1984
M.Phil (HHSM)	BITS (Pilani), CMC & Bombay Hospitals	May 2003
M.Sc. (Psychology)	TN Open University	May 2007
M.A. (Personnel Mgt. & Industrial Relations)	Alagappa University	May 2007

WORK PROFILE

ORGANISATION	EXPERIENCE	POSITIONS HELD
Personnel Department , CMC	01.02.2011 to Till date	Personnel Manager
Personnel Department , CMC	01.01.2004 to 31.01.2011	Officer (Admn.)
Personnel Department , CMC	04.01.1988 to 31.12.2003	Welfare Officer
Mental Health Centre, CMC	Sep 1985 to 31 st Aug 1987	Research Officer
Opportunity School for the Mentally retained	Sep 1984 to April 1985	Vocational Guidance Officer

RESPONSIBILITIES HANDLED

- Instrumental in obtaining government recognition for the opportunity school for mentally retarded children at Chennai.
- Conducted research for the standardization of Eysenck's personality questionnaire at MHC, Bagayam.

- As a Welfare officer visited employees' houses at Kasp&Kagithapet where more than 300 families of our Class IV were residing during the year 1988 to 2003.
- Conducted health awareness camps for the residents at Kasp&Kagithapet on the following topics.
 - Family planning (Those days families had nurse man 4 offsprings)
 - HIV (Awareness was almost nil before 2000)
 - Tobacco & Alcohol abuse.
- Processed Low Cost Housing Loan papers & inspected the sites of more than 200Class IV workers prior to the year 2003. This involved inspecting sites, releasing the loan & sending periodic reports to the donor agency.
- Counselling Class IV & III staff under General Superintendent relating to
 - Poor work performance
 - Addition to alcohol & tobacco
 - Work place relationship strains
 - Low self esteem
 - Family problems
- Handling Man power planning, Retention Strategies, Planning & executing welfare activities trouble shooting & planning proactive strategies in handling around 2500 employees.

Responsibilities & Role of Personnel Manager

GENERAL

1. To be responsible for the overall functioning of the department.
2. To be an example in conduct, behavior, relationships, work ethics, caring and service.
3. To be caring, considerate and supportive to colleagues and to foster their welfare.
4. To be an example by setting good standards in teaching, research and patient care.
5. To take active steps in fostering cordial interpersonal relationships in the department and ensuring that there is a smooth working relationship among all the members of the department.
6. To be the external face of the department.
7. To co-ordinate the functioning of units if any and ensure the department function as a single coordinated entity.
8. To co-ordinate teaching and research programs of the department.
9. To be known for humility, transparency and integrity.

SPECIFIC

1. Conduct monthly departmental meetings.
2. Will interact with the administrators and external agencies on behalf of the department.
3. Evolve directional plan and programme for the department in consultation with the dept. staff.
4. Be responsible for teaching programs, schedules; evaluations etc.
5. Plan human resource needs for G.S. area in consultation with GS & unit heads.
6. Emphasize the value of neat, orderly and comfortable ambience in the department.
7. Attend interdepartmental and other meetings with the administrators.
8. Be in charge of the public relations for the department.
9. Send out performance appraisals, job appraisals and give regular feed back to the employees.
10. Keeping the department informed of the decisions taken both at the administrative and departmental level.
11. Go through the personal development plans of the team members and help them achieve goals.

12. Develop and foster friendly relationships with the administration, other departments, fraternal agencies within India and outside.
13. Interact with all groups of staff (medical, nursing, allied health service, support services etc) to ensure smooth running of the department.
14. Plan and co-ordinate outreach programs of the department if any.
15. Monitor departmental accounts and ensure financial prudence.
16. Ensure discipline in the functioning of the department.
17. Initiate in the promotion process of the employees under G.S.
18. Approve and oversee the activities promoting staff welfare – Training programs, Picnics, retreat etc.
19. Organize the monthly departmental meetings.
20. Plan cadre and positions needed for the entire G.S. area in general & take it for approval.
21. Participate in the recruitment of new employees.
22. Approve department policies, procedures, processes and job descriptions.
23. Plan and approve capital budget requests.
24. Organize functions in the department- Christmas, farewells etc

HANNAH PAUL

X. Sonia Valas

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HUMAN RESOURCE MANAGEMENT

PROFESSIONAL PROFILE

- ☑ A budding professional with nearly 5 years experience & competent in handling the entire gamut of human resource development functions encompassing like manpower planning, training & development, performance management, etc.
- ☑ Presently associated with the Department of Hospital Management Studies & Staff Training and Development, Christian Medical College, Vellore as Officer (Admin.).
- ☑ Comprehensive knowledge and expertise in areas like Recruitment, Training & Development, PMS & Administration
- ☑ Successfully completed six sigma green belt certification & Diploma in Journalism.
- ☑ An out-of-the-box thinker committed towards the growth of people within the organization.
- ☑ Career interests include Human Resource Management, Organizational behaviour and personal development.
- ☑ Excellent communication and management skills; ability to work simultaneously with management functions including planning, organizing, directing, staffing and controlling.

ORGANISATIONAL SCAN

June' 09 – till date as Officer (Admin.) with Christian Medical College, Vellore

Key Deliverables:

- ☒ Short listing candidates for recruitment & conducting interviews.
- ☒ Identifying the training needs of the staff within the organization & developing training programmes based on both the organization's and the individual's needs.
- ☒ Carrying out induction programs, scheduling, organising & coordinating meetings and making arrangements for travel and department events as and when required.
- ☒ Preparing comprehensive training package to maintain a motivated and skilled workforce and to fulfil the needs of the organization.
- ☒ Co-ordinate classes for different ongoing trainings programmes & management courses.
- ☒ Managing daily HR operations and sorting issues related to staff and students (grievances handling, counselling, coordinating & networking).
- ☒ Liaison between H.O.D and the students / trainees.
- ☒ Serve as a faculty for Post Graduate Diploma in Hospital Administration and Fellowship in Hospital Administration.
- ☒ Have guided numerous Management students of various university in their thesis and project work taking different areas of hospital and health care management.

Highlights:

- ☒ Was a notable part of the "Cultivating Character" training programme conducted by Character Solutions International in collaboration with Christian Medical College, Vellore.
- ☒ Successfully organised and conducted many training programmes for the staff of Christian Medical College.

- ☞ Actively developed Training Need Analysis and conducted the same to the employees of general service departments.
- ☞ Introduced Feedback at the end of each programme which is one of the important management tools. Also analyse the same and implement the needful.
- ☞ Part of the organizing committee of various institutional conferences conducted at National level.

PRECEDING ASSIGNMENTS

Mar' 06 – May' 06 Internship in DCW Pvt Ltd, Sahupuram

Role: Facilitated as a part of the Personnel department in updating and computerizing the staff details.

EDUCATIONAL CREDENTIALS

2012	Pursuing M.Sc. Psychology from University of Madras, Institute of Distance Education.
2009	PGDM in Human Resources from Loyola Institute of Business Administration, Chennai. Scored 5.06 / 9 CGPA.
2007	B.Com (specialized in secretarial practice) from Holy Cross College, Trichy. Scored 73.83%
2004	Class 12 th from Kamalavati Hr. Sec. School, Tuticorin Dt. (State Board). Scored 85.5%.
2002	Class 10 th from Kamalavati Hr. Sec. School, Tuticorin Dt. (CBSE). Scored 66.67%.

OTHER CERTIFICATIONS

- ☞ Certificate Course in “Qualitative Research Methods Analysis and Instrument Development” conducted by SAMARATH in Biostatistics Department, CMC Vellore
- ☞ Successfully completed Six Sigma Green Belt Certification in 2008 from Benchmark Six Sigma, Chennai.
- ☞ Certificate course in Online Share Marketing in 2007 from Holy Cross College, Trichy.
- ☞ Diploma in Journalism in 2006 from Holy Cross College, Trichy.

SKILL ENHANCING SCHEDULES

- ☞ Evaluation of Performance Appraisal and Employee Satisfaction at Natrust (**National Trust Housing Finance Ltd**), **Chennai**. The project evokes the importance of the Performance Management System (PMS) in an organization and the impact of employee satisfaction with the PMS which is a key factor for effective performance.

ACCOLADES

- ☞ Part of the athletic team at school level.
- ☞ Captain of the Kho-Kho team in school and college.
- ☞ House Captain at school level (2002- 2004)
- ☞ Secretary of Exnora, Holy Cross College, Trichy.(2007)
- ☞ Co-ordinator of Consumer Club in college.(2007)
- ☞ Volunteer in ABSTINENCE Club (2007)
- ☞ Hobbies: Social Work, Reading psychology books and magazines and Net Surfing.

PERSONAL VITAE

Date of Birth: 9th June 1987
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