29-04-2002

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To: Dr.Prasanta Mahapatra, MBBS, DSc, IAS Director Institute of Health Systems HACA Bhavan, Hyderabad Andhra Pradesh 500 004. Tel: 040-3210136/3210139/3211014 Fax: 3241567 Email: pmahapat@ihs.org.in

Dear Dr.Prasanta,

Sub: Submission of my impression as a visiting fellow at the Institute. Ref: Your appointment letter dated 16.04.2002.

Many thanks for providing me with an opportunity to authorize myself with the institutes activities and its work culture by appointing me a visiting fellow at Institute of Health Systems.

Please accept my sincere apologies for not having to complete my full one month tenure due to urgent business back home at Rajkot.

However even in this short stay I have had quite a bit of exposure to the IHS activities and was able to get insight to the current project titled "The Medium Term Financing Reform Strategy for Health (MTFSH)." Meeting Dr. Peter Berman & his team from Harvard in regard to this project was a good learning experience.

Functioning of the Institute:

Frankly I am very much impressed by the sincere efforts & missionary spirit being put in by yourself and a well nurtured faculty in increasing the quality of research and bringing up a good work culture. I feel confident that this good foundation shall propel this institute to greater heights of achievements.

My vision:

I wish to share my vision of this institute with you. Having entrenched itself firmly in Andhra Pradesh this institute is now poised to increase its sphere of activity to other states soon. I foresee this institute's activities making substantial contribution in bringing about health policy reforms in India. This institute has the potential to become a name to reckon with in the international arena.

From:

My humble strategy suggestions:

Having achieved and moved this far this Institute's progress should not be geopardized by financial constraints. As the institute does not depend on any fixed grants I would suggest that it should focus on few aspects to garner sustainable resources.

- 1. Institute should focus on sales of its teaching/training programs in a large scale and thus develop a good profit center. It necessary should recruit a person with commercial focus to head this division.
- 2. Should seek projects in other states very aggressively to gain a foothold in other states as early as possible. For this it should appoint persons with liaisioning capabilities.
- 3. Should discuss with the board the feasibility of seeking specific project oriented sponsorship from industrial houses and philanthropic organizations. It is not wise to shy away from such funding.

As for myself I shall always be eager to contribute my time and energy to assist the institute's activities in whichever way desirable and needed. I feel I am in a position to help its activities in Gujarat region and would do my best whenever such opportunity arises.

It was an exciting experience staying with you these few days and has helped bringing us closer after our good old days at medical school. I look forward for a continued and active relationship with the institute in future too.

Convey my thanks to Dr.C.K.George, Samatha, Mukesh, Dr.Jayashree, Vijayalakshmi, Sailaja and other members of the team for their assistance during my stay.

Wishing success to all your efforts. I remain Yours truly Dr.Dinesh Patel

Certified that the above is a true reproduction of the contents of the fax message. The contents of the message has been typed as the message was not easily readable.

1-12-02 Vijava Lakshmi Tadi Communications & Services Officer