

Strategies and tactics for effective leadership to achieve 25x25

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Outline

- **Brief pace setter talk on leadership and strategies**
- **Interactive discussion**
- **A short video on leadership**

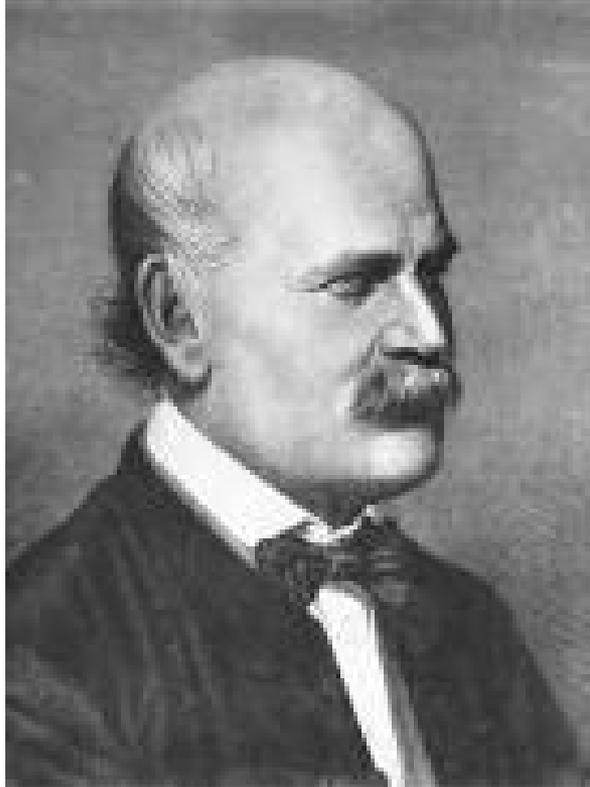
**Research Leadership:
Tactics and the ten
Commandments
with apologies to the
original Ten
Commandments**

Commandment No.1 : Manage Collaborations

Don't try to do singly

An interdisciplinary/trans-disciplinary project is usually more creative than a project emanating from a single discipline

Who is this man?

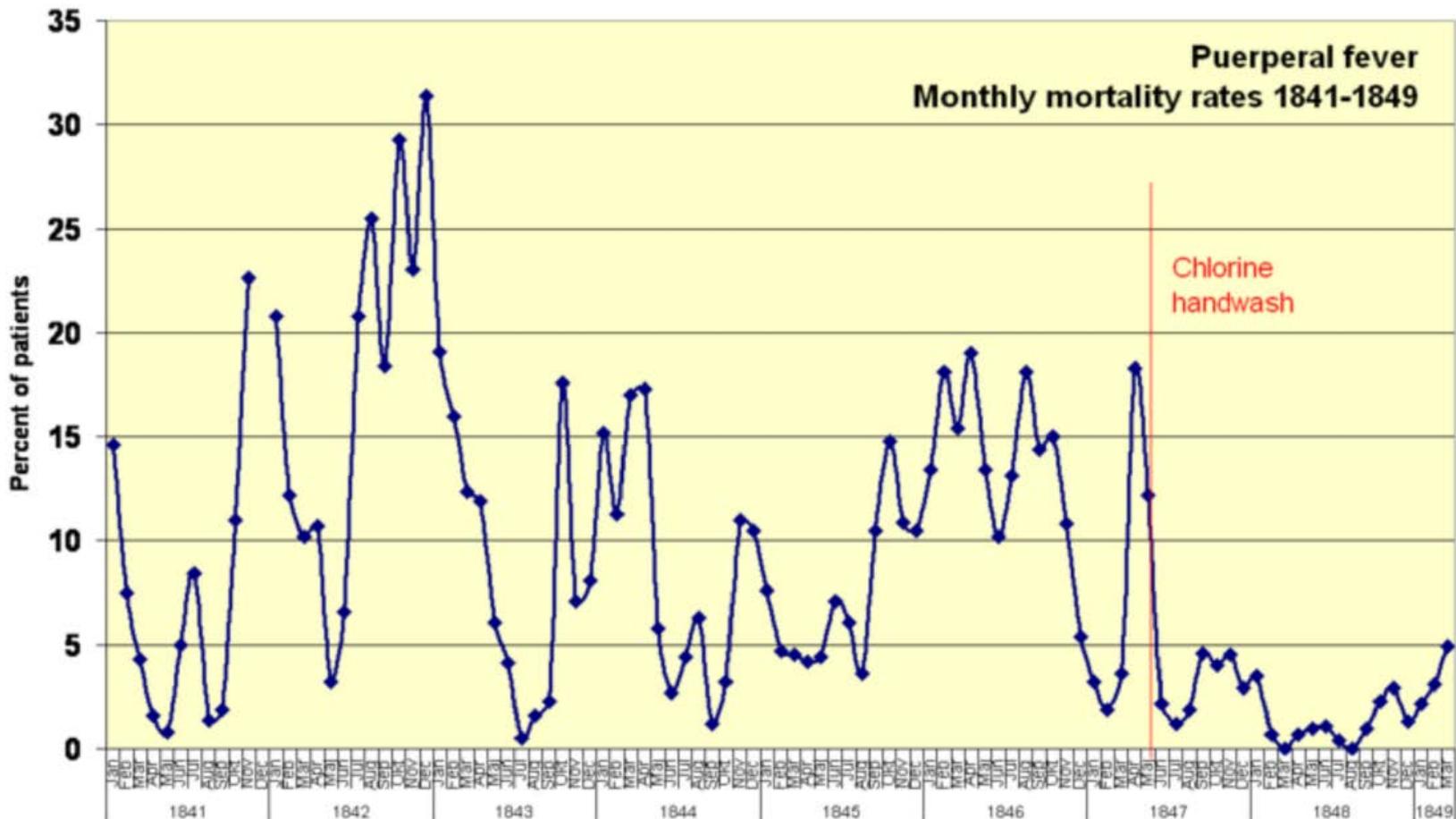


Ignaz Philipp Semmelweis was a Hungarian physician of German extraction now known as an early pioneer of antiseptic procedures

How is he relevant to collaborative research?

Research questions need not be esoteric

Semmelweis' Germ Theory – The Introduction of Hand Washing

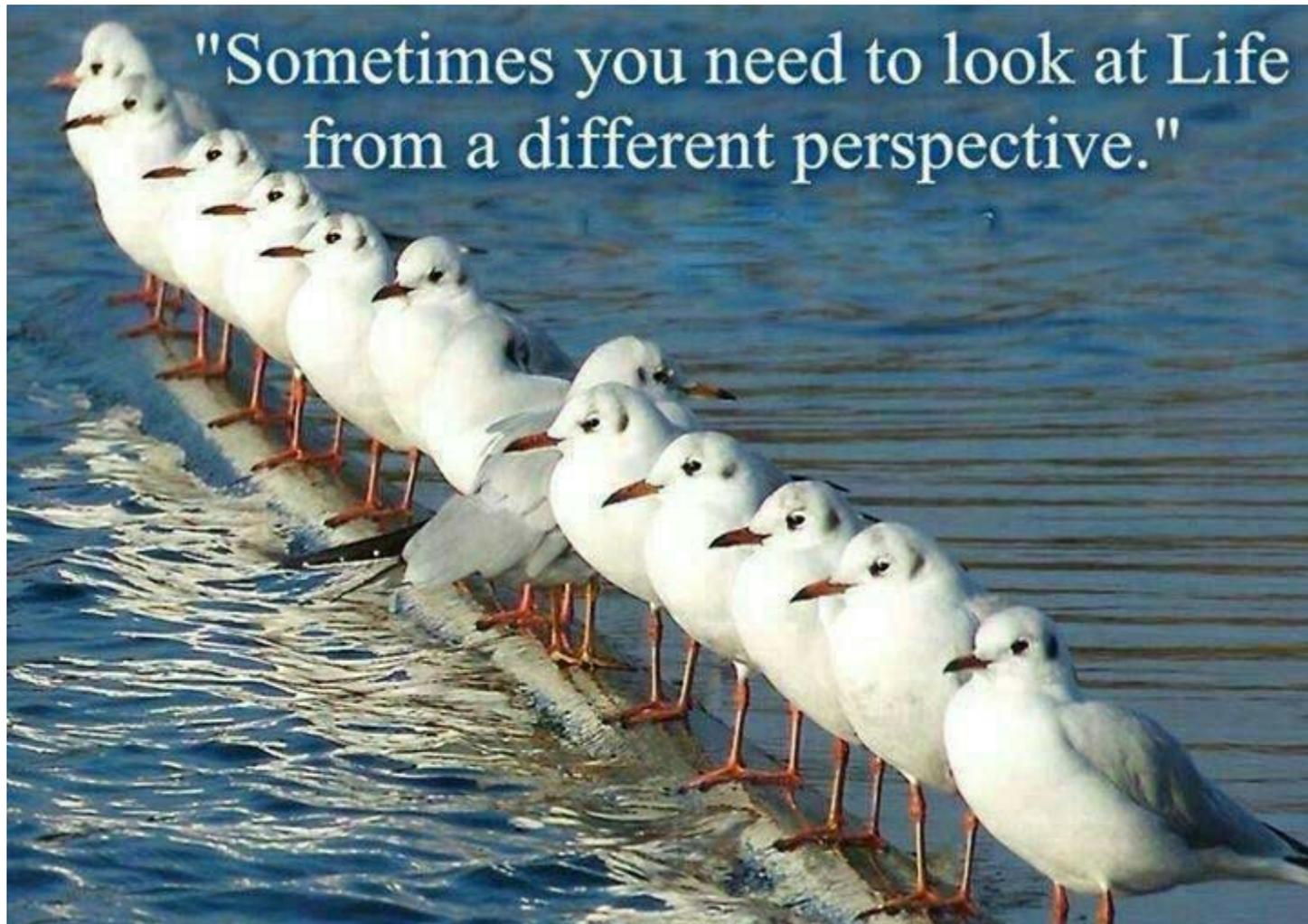


Why did his life end in a tragedy

- Lack of effective communication
- Antagonised the medical establishment, even given the opposition from entrenched viewpoints (Nuland, Sherwin B. (2003), *The Doctors' Plague: Germs, Childbed Fever and the Strange Story of Ignac Semmelweis*, W. W. Norton)
- Never published himself
- Lived in an era where collaborative research was unknown

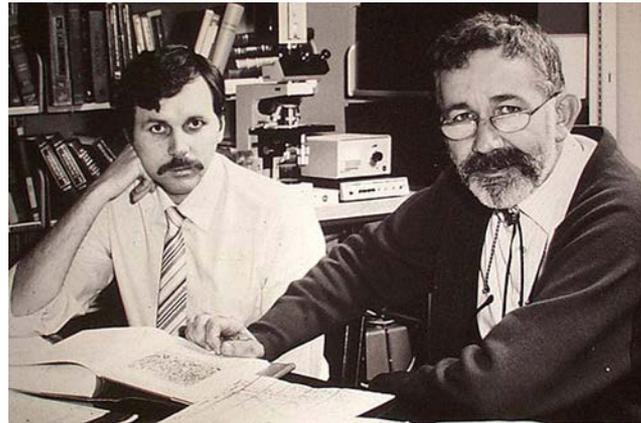
Learn negotiating skills early

Commandment 2 : Collaborate but be passionate



Causes of Peptic ulcer in 1980s

- Hurry
- Worry
- Curry



Peptic ulcer and *Helicobacter pylori*

Robin Warren and Barry J. Marshall

- **Helicobacter pylori** rediscovered in 1982, as a causative factor for ulcers.
- In their original paper, that most stomach ulcers and gastritis were caused by colonization with this bacterium, not by stress or spicy food (publication)
- **H. pylori** hypothesis was poorly received
- **Self-experimentation** : Marshall drank a Petri dish containing a culture of organisms extracted from a patient and five days later developed gastritis.
- Symptoms disappeared after two weeks, but he took antibiotics to kill the remaining bacteria to rid halitosis .
- This experiment was published in 1984 in the Australian Medical Journal and is among the most cited articles from the journal.

Commandment 3: Acquire a good mentor



Commandment 4: Acquire great mentees who are smarter than you



Commandment 5: Be generous to your colleagues not necessarily only mentees



SHARE WHAT YOU KNOW. BECOME A MENTOR.

It doesn't take special skills to mentor a young person—just a willingness to listen, offer encouragement, and share what you've learned about life.

Mentoring programs in your community need more volunteers.

Commandment 6: Address conflicts/cultural sensitivities early

- **Communication is crucial**
- **Always have wine after conflict resolution**
- **Carefully listen to what is said**

WHAT THE BRITISH SAY	WHAT THE BRITISH MEAN	WHAT FOREIGNERS UNDERSTAND
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect	You are an idiot	He is listening to me
That's not bad	That's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest	Do it or be prepared to justify yourself	Think about the idea, but do what you like
Oh, incidentally/ by the way	The primary purpose of our discussion is	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
I'm sure it's my fault	It's your fault	Why do they think it was their fault?
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I almost agree	I don't agree at all	He's not far from agreement
I only have a few minor comments	Please rewrite completely	He has found a few typos
Could we consider some other options	I don't like your idea	They have not yet decided

Acknowledgement: Richard Smith

Commandment 7: Respect others ideas but be generous with yours

IDEAS ?

“the tracing of ideas is a guessing game. We can’t tell who first had an idea – we can only tell who first had it influentially, who formulated it in some form, poem or equation or picture, that others could stumble upon with the shock of recognition.”

Wallace Stegner

Excerpt from Ramachandra Guha’s – Patriots and Partisans.

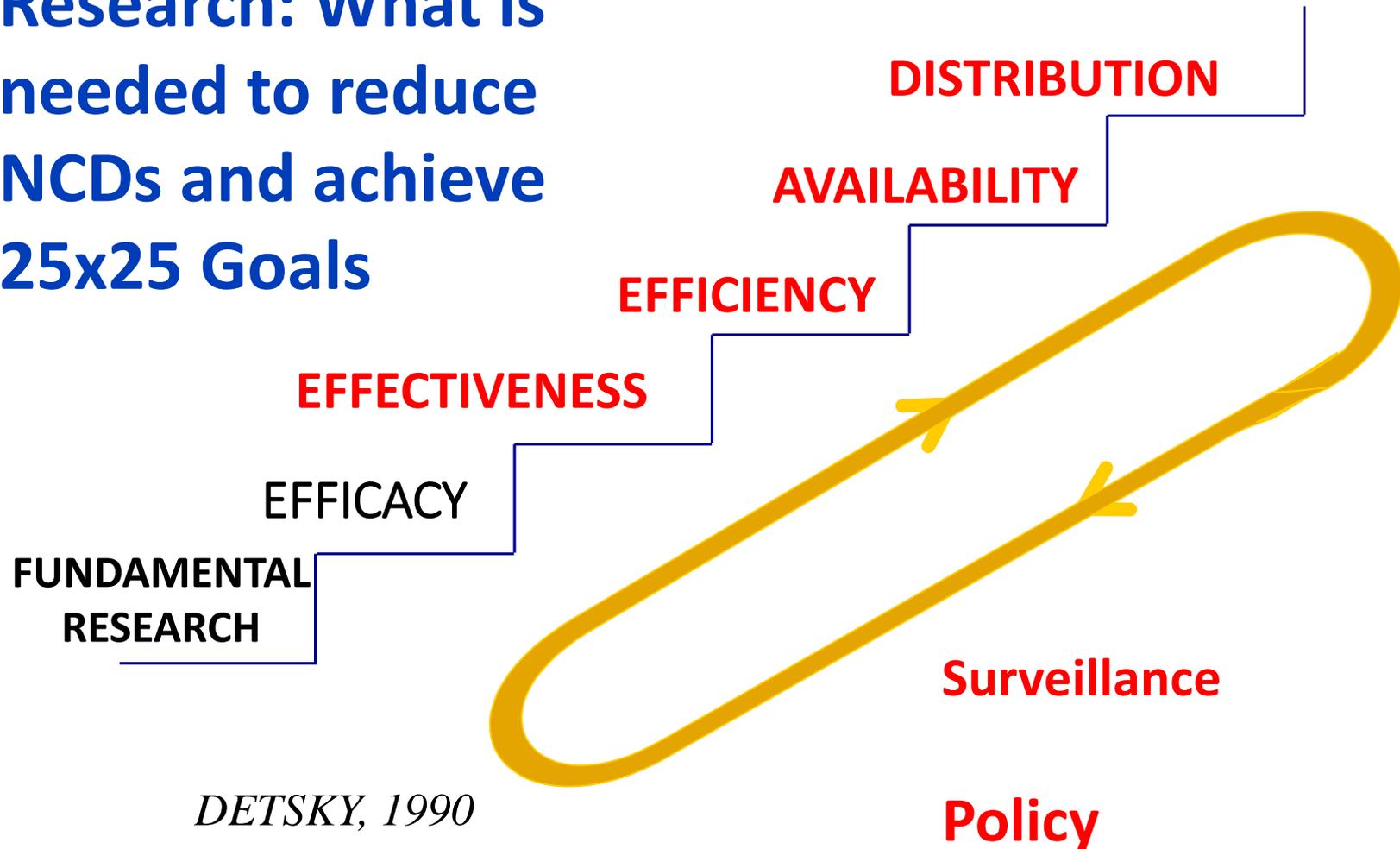
Commandment 8 : Be ambitious, but focused—select one or two single important questions, not many

- Think of why first before thinking of how and what
- Be ambitious; but very specific
- Think about feasibility at every steps



Commandment 9: Get out of your research comfort zones

Research: What is needed to reduce NCDs and achieve 25x25 Goals



DETSKY, 1990

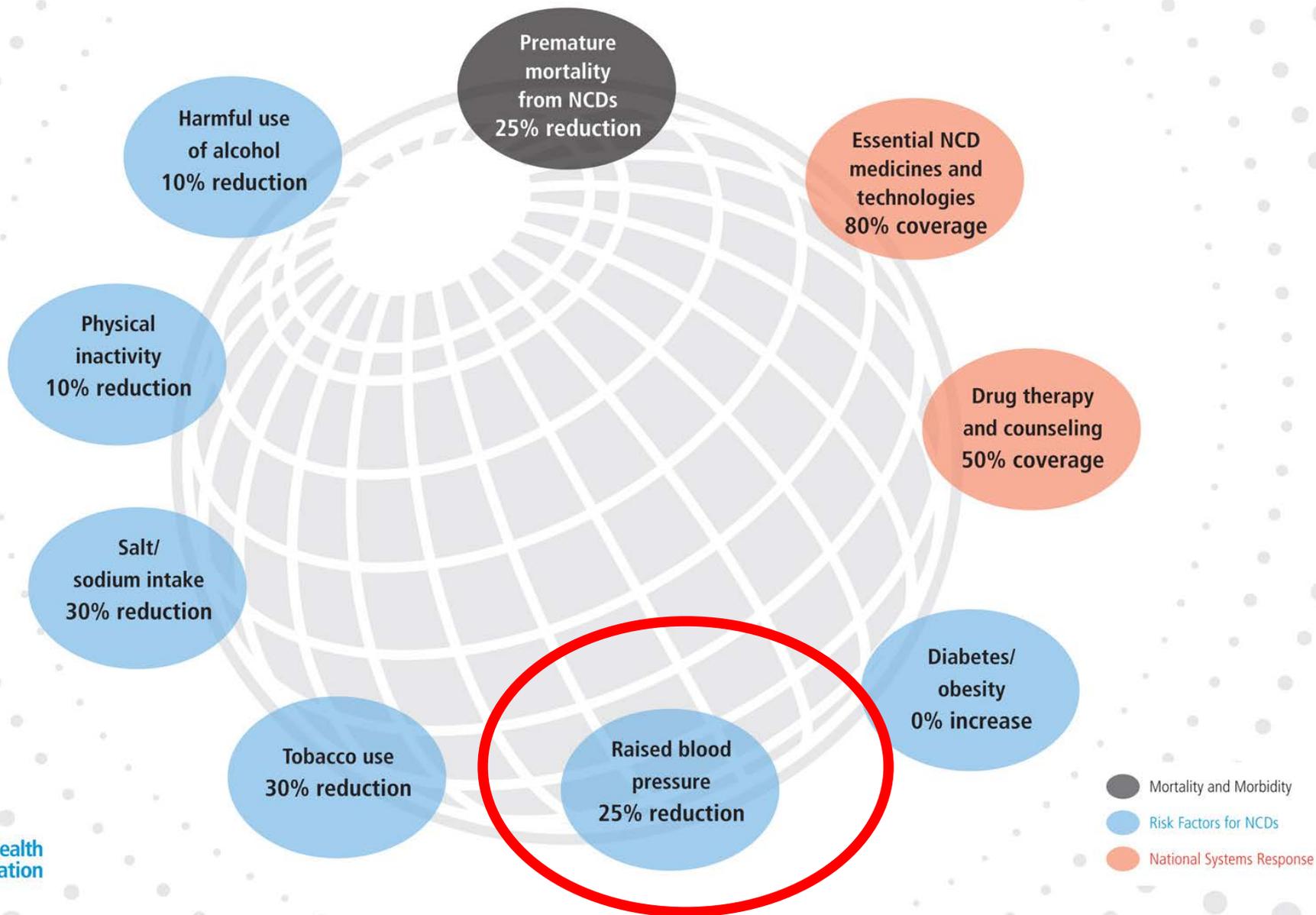
Commandment 10 : Work hard but have fun

- **Research leadership is a life time commitment**
- **Family**
- **Friendship**
- **Fun**

Personal reflection on leadership

- Leaders focus on why rather than how and what
 - Set goals and are always on the ball
 - Have an eye of an eagle
- Strategic and not reactive
- Not fearful of criticism
- Manage conflicts
- Similar standards both in personal and professional life
- Generous
- Caring and knowledgeable about every person
- Technical skills

Set of 9 voluntary global NCD targets for 2025



Larger Question

- Can we reduce high blood pressure burden in India by 25% in the next 10 years ?

What is needed ?

- **We need a benchmark to start with!**
 - Situational analysis/ Epi data/Surveillance
- **We need to know what works and what does not?**
 - Clinical trial evidence (drugs; strategy etc)
- **Will the policy makers be receptive?**
 - Policy research
- **Is there enough financial resources?**
 - Economic modeling; costing; utility; Best buys
- **Do we have enough human resources**
 - Physicians/non physician health care providers
- **Will the non health sector be receptive**
 - Establishing a multi-disciplinary structure and multi sectoral framework

Beyond Policy: Main Challenges?

Health system challenges

- Lack of access
- Uneven distribution of health care
- Curative care over prevention
- Insufficient human resources
- Lack of clear guidelines

Individual challenges

- Costs of care and out of pocket expenditure
- Compliance
- Inability to change behaviors

Several Innovations have the potential to overcome these challenges

What are the innovations needed for hypertension management and control

- Individual level
 - Improving compliance
 - FDC
- Health system strengthening through task shifting and task sharing; team based care
- Role of structured behavior change using frontline health care workers
- Population level Salt reduction
- Integration of chronic care
- Setting based interventions
- Use of affordable technologies

Health System Intervention: Research Approaches

- **Inter/multidisciplinary**
- **Trans Disciplinary**

Inter disciplinary research

- Simple: Collaboration on a question of mutual concern to investigators from different disciplines e.g.; HIV and Hypertension
- Complex: Prevention of obesity to reduce burden of hypertension

Multidisciplinary Resaerch

Study of multiple facets of a problem, with questions of both separate and convergent interest to investigators, eg; cardiologists, biochemists, geneticists, public health experts, policy makers.....)

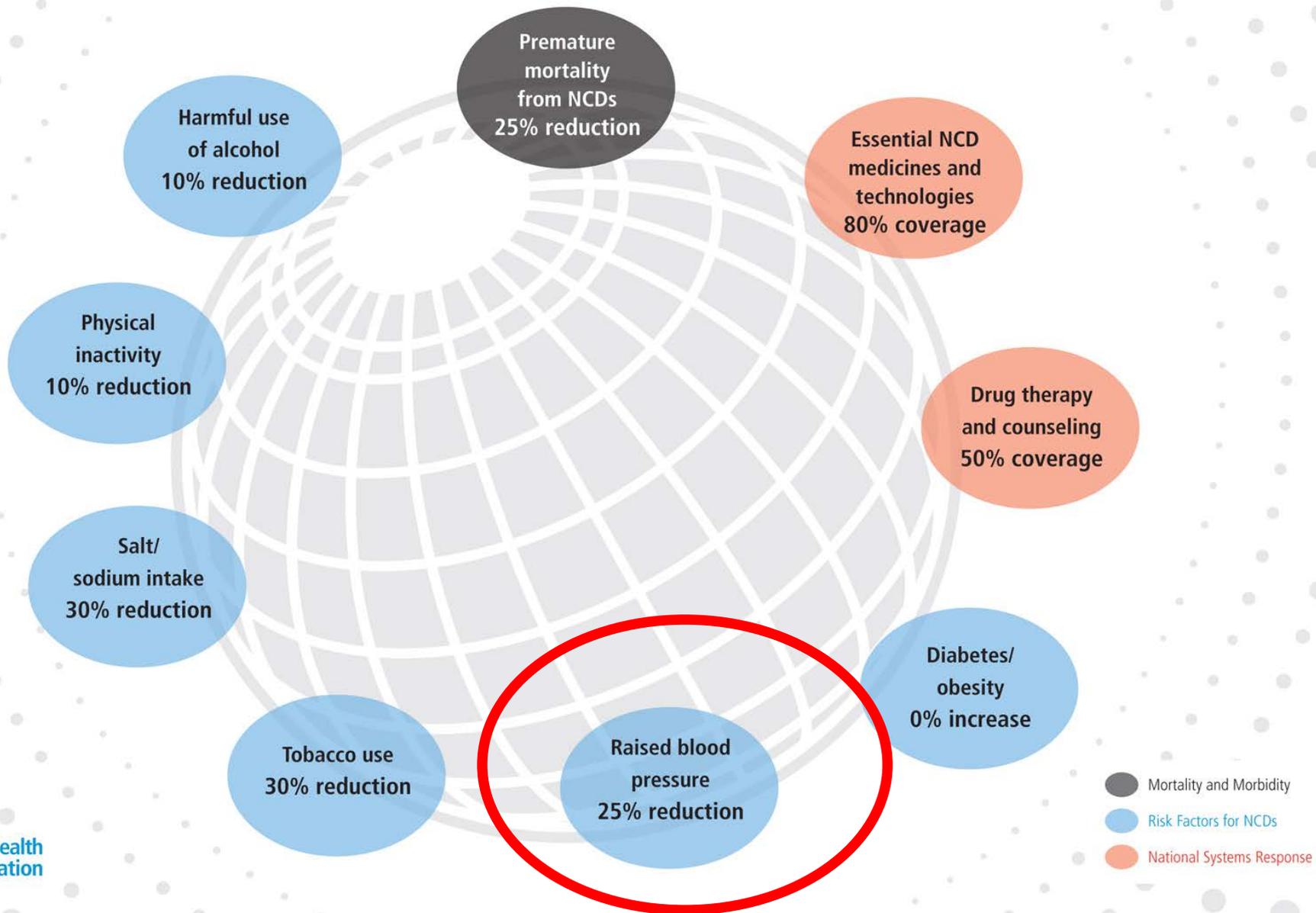
From asking a research question to scaling up: an example

Can we demonstrate the efficacy of frontline health workers enabled with IT or smart phones in reducing outcomes for patients with hypertension and diabetes ?

TRANS-DISCIPLINARY Research

“Implies conception of research questions that transcend the individual departments or specialized knowledge bases because they are intended to solve problems that are, by definition, beyond the purview of individual disciplines” —
IOM, 2003

Set of 9 voluntary global NCD targets for 2025



mWELLCARE:

An integrated mHealth system for the prevention and care of chronic conditions

Goal:

To develop and evaluate a mHealth system aimed to improve the treatment and care of patients with any chronic disease risk factor or state (hypertension, diabetes, depression, harmful alcohol use, obesity)

Specific Objectives:

- Design of m-WELLCARE: to provide evidence based decision support for physicians and primary health workers (PHWs) and for patient self-management tailored for the individual patient; and to monitor and give feedback to patients, physicians, PHWs and health service managers;
- To evaluate m-WELLCARE in two States to determine its effectiveness
- To produce a plan for ensuring scalability and sustainability of m-WELLCARE in partnership with potential users.

mWELLCARE:

Trans disciplinary team

- Epidemiologists
- Health experts in
 - Cardiovascular diseases
 - Metabolic disorders
 - Mental health
 - Tobacco cessation
- Health economists
- Health systems researchers
- Technology developers
- Business development experts
- Experts in governance

Inter-Multi-Trans disciplinary research : My personal journey

Trans disciplinary Research	Multidisciplinary Research	Interdisciplinary Research	Within Disciplinary Research
<p>Collaboration in which exchanging information, altering discipline-specific approaches, sharing resources and integrating disciplines achieves a common scientific goal (Rosenberg 1992).</p>	<p>Researchers from a variety of disciplines work together at some point during a project, but have separate questions, separate conclusions, and disseminate in different journals.</p>	<p>Researchers interact with the goal of transferring knowledge from one discipline to another. Allows researchers to inform each other's work and compare individual findings.</p>	<p>INTERHEART CREATE Registry</p>
<p>Can we integrate care for all chronic diseases : VP, DP and others</p>	<p>RA: Hypertension control in PHCS with EHR and DSS AV: Acceptability and feasibility of nurses and DSS in rural HP DP and NT: Demonstration in CHCs of HP TG and others : Economic modelling of HT care by CHW</p>	<p>VP: CHW in mental Health DP: CHW in Hypertension</p>	

Research questions have multiple angles

- Scientific credibility
(evidence & rationale?)  Biomedical & Epidemiological research (Strength, Quality, generalizability)
- Financial feasibility
(cost effective? affordable?)  Health economics research
- Operational stability[↑]
(sustainable? scalable?)  Health systems research
- Political viability
(is the community ready & receptive?)  Social sciences research

Combining all these: A trans disciplinary approach

What are the new methods that need to be incorporated in research to reduce NCD burden

- **Qualitative research**
- **Adaptive designs; demonstration projects**
- **Advances in Statistical analysis (multi level modeling)**
- **Contextualization of research particularly incorporating social determinants**
- **Incorporating newer technologies (eg GIS)**
- **EWAS (cf GWAS)**
- **True partnerships vs “Collaboration”**

Conclusions

- **A research question for WHO 2025 goals is simple yet complex**
- **Multiple angles**
- **Multiple players**
- **Scaling up and sustainability plans should be embedded in the research question.**