



Month-wise Progress Report

Meghalaya Health Systems Strengthening Project



RAMAIAH
International Centre for
Public Health Innovations



RAMAIAH
Medical College

Constituent units of Ramaiah University of Applied Sciences

This month-wise progress report entails all activities/tasks' status for the Meghalaya Health Systems Strengthening Project (MHSSP) awarded by the Govt. of Meghalaya in collaboration with the World Bank, starting from January 2023 to June 2023.

About the project

The Ramaiah Medical College and RICPHI have been jointly awarded a contract by the Meghalaya Health Systems Strengthening Project under the National Health Mission, Meghalaya for “Providing Capacity Building Support for Health Staff including Nurses under the Meghalaya Health Systems Strengthening Project (MHSSP) to improve the efficiency and accountability in delivering day-to-day activities at Health Facilities at the State and District levels by developing clinical and techno-managerial skills of medical officers, block and district level officials, including the nursing cadre of the Health Department of the State” effective from January 19, 2023 for three years.

The official contract was signed between the MHSSP team led by Mr. Ram Kumar, IAS, MD, NHM, Meghalaya and Project Director for MHSSP and the Ramaiah team led by Dr. Shalini C. Nooyi, Principal and Dean, Ramaiah Medical College in presence of Dr. Nayanjeet Chaudhury, Director, RICPHI and representatives of, both, Govt. of Meghalaya, and the Ramaiah team on January 30, 2023, in Shillong.

The entire capacity building project has been divided into three (3) components namely:

1. Training Needs Assessment (TNA)
2. Training implementation including facilitating exposure visits, and
3. Monitoring & Evaluation (M&E).

Activity Implementation so far

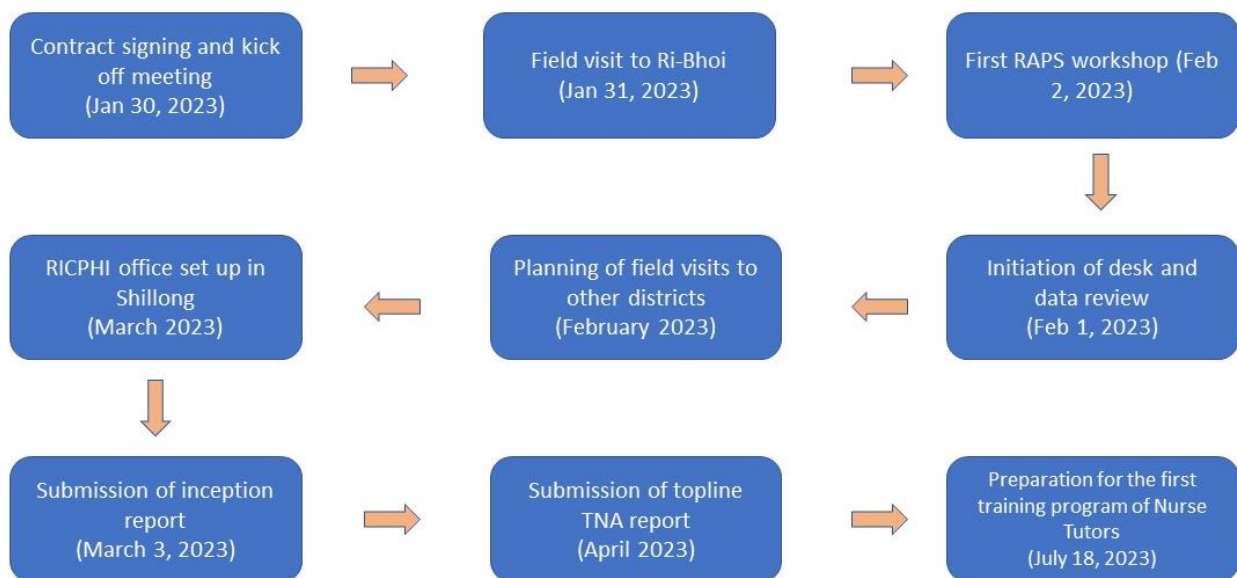


Figure 1: Timeline of activities since January through June 2023

January 2023

MHSSP Process mapping workshop: In January 2023, the core members of the Meghalaya Health Systems Strengthening Project (MHSSP) got together for an intense 3-day workshop for detailed process mapping of all processes that have been proposed as part of phase 1 i.e., Training Needs Assessment (TNA) of the project. All major processes were broken down into micro processes with step wise instructions. These micro processes have been converted into a visual flowchart which will form the basis of the program implementation manual.



Figure 2: Contract signing, Jan 30, 2023

Contract signing and kick off visit: On January 30th, 2023, the contract was officially signed between the Govt. of Meghalaya and RMC/RICPHI after the virtual acceptance took place on January 19th, 2023. Various representatives from the state including training consultants, data analysts and team leads were part of the MHSSP posse along with RICPHI team members. The inception meeting served as an overview for the discussion of key project components, alignment with the MHSSP RFP Document, expectations from the implementation agency and showcasing of already existing applications/data/techniques being used by the state for

health system management.

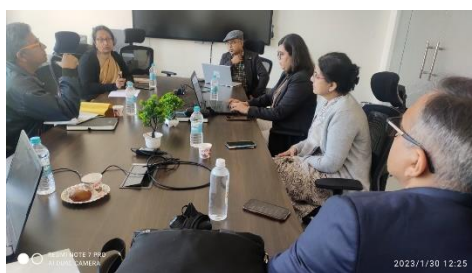
Initiation of field visits: During the inception visit, team RICPHI also visited health facilities in Ri-Bhoi district, a geography close to Shillong, Meghalaya, for better understanding of the workings of the state level healthcare services. The visit had multiple objectives such as:

- To understand the challenges faced by medical officers, staff nurses in discharging day to day activities.
- To understand the perceived T-M skills required for improving the efficiency of program/facility management.
- To understand the training infrastructure and service load at facilities



Figure 3: Facility visit in Ri-Bhoi district

Desk and Literature review: As part of the health system assessment, team RICPHI initiated desk review which included review of policy documents, operational guidelines and training manuals, and different evaluation reports such as the Common Review Mission (CRM) report etc. The team also studied literature around capacity building projects in general including global research and systematic review articles and globally accepted standard guidelines for training, healthcare, and project management.



February 2023

RAPS workshop: During the initiation visit which rolled over into February 2023, a RAPS or Risk Assessment and Problem Solving (RAPS) workshop was organized for key stakeholders in the system who would help identify various training challenges and provide solutions around them. RAPS is a concept used by RICPHI as a unique consensus building exercise for a heterogeneous group of participants. The first workshop held on February 2, 2023, helped enumerate some of the critical issues hampering training performance on the ground about:



Figure 4: First RAPS workshop- Feb, 2023

1. Training related gaps
2. Training calendar related challenges
3. Challenges around application of training
4. Challenges around a conducive ecosystem for training

In continuation of the first workshop, a second workshop was conducted with a different group of stakeholders on February 23, 2023, with the objective of building an exhaustive list of potential T-M competencies appropriate for training of healthcare workers in the state.

Field visits: The team embarked on field visits to various districts in the state as part of the TNA exercise. The districts were divided on the basis of high performing, mid performing and low performing health indicators. In February, the team went to multiple facilities in the state including a Civil Hospital in East Khasi Hills (Ganesh das hospital), the District Medical Health Officer (DMHO) office in East Khasi Hills, and Community Health Centres (CHC) in Mawphlang and Mawsynram blocks. The other district covered in February was West Jaintia Hills.



March 2023

Inception report: RICPHI submitted an inception report in the month of March which highlighted areas around the project including the background, objectives, work plan, methodology, activity implementation schedule, project mobilization plan, including assessment and implementation, M&E plan, and the next steps forward. The report was accepted after some iterations and the first tranche of payment was subsequently released.

Field visits: The RICPHI team completed all their field visits in the month of March 2023. The field visits provided ample insights from the stakeholders directly. The districts covered as part of the field visits are mentioned in the table below:

Districts	Blocks	Facilities/Offices
East Khasi Hills	Shillong	DMHO Office
		Ganesh Das Hospital
	Mawphlang	Mawphlang CHC
	Mawsynram	Mawsynram CHC
	Pynursla	Pynursla CHC
Mawkliaw PHC		
West Khasi Hills	Mairang	Mairang CHC Nongthliew PHC
Ri Bhoi	Nongpoh	DMHO Office & Civil hospital
		Marngar PHC
East Garo Hills	Rongjeng	Rongjeng CHC
South Garo Hills	Chokpot	Silkigere PHC
	Baghmara	Baghmara Civil Hospital
West Garo Hills	Tura	DMHO Office & Civil hospital
		Tura Skills lab
	Selsella	Selsella CHC
	Tikrikilla	Tikrikilla PHC
West Jaintia Hills	Jowai	DMHO Office & Civil hospital
	Thadlaskein	Ummulong CHC
	Amlarem	Nongtalang CHC
		Jarain PHC



April 2023

TNA presentation: On April 19th, 2023, RICPHI presented the top-line findings of the TNA to the Govt. of Meghalaya along with representatives from the Regional Health and Family Welfare Training Centre (RHFUTC), Clinical experts from NHM, Training cell- National Health Mission, Meghalaya, other implementing agencies in the state including representatives from Indian Institute of Public Health, Gandhinagar (IIPH-G), Indian Institute of Public Health, Shillong, IQVIA, IPE Global etc. The discussion after the presentation included a leader board activity which helped the team gather more stakeholder insights into training related challenges mentioned earlier. All the stakeholder insights were collected from the following sources:



Figure 5: Mr. Ram Kumar, IAS, MD-NHM, attending TNA presentation by RICPHI

Approach	Key achievements
RAPS workshops	Covered 30 stakeholders over 2 workshops
Field insights	7 districts
	15 blocks
	20 facilities
	Interviewed 80 stakeholders
Skill lab assessments	Assessed 2 skill labs on training infrastructure, manikins, equipment and modules, training plan being used, training mode, and training evaluation
State training	Visited a state level training workshop on immunization and rubella in East Jaintia Hills
	Interacted with 19 Medical Officers and their Supervisors
Leader board activity	Interacted with 25 participants who provided their inputs on training content design, ecosystem challenges around training, application of training, training related challenges, motivation of trainers and trainees and best training and learning methods



May 2023

Meetings with MHSSP and RHFWTC: Multiple rounds of discussions between RICPHI, MHSSP and RHFWTC were held to understand the perspectives of the state stakeholders, especially to design a mutually beneficial path to develop a comprehensive training program for all providers on techno-managerial skills.

Meeting with MD-NHM: On 22nd May, on invitation from Mr. Ramkumar, IAS, MD-NHM and Health Secretary of Meghalaya who also heads the MHSSP project, Dr. Nayanjeet and several members from the Regional Health & Family Welfare Training Centre (RHFWTC), the training cell of National Health Mission (NHM) and the MHSSP gathered at the State Administrative Staff College in Shillong. Mr. Ramkumar announced that the RHFWTC and the NHM Training Cell would be merged to form a Nodal Training Centre for the state and he suggested that RICPHI work in close coordination with them to deliver the capacity building program that RICPHI has been entrusted with.

Finalizing competency definitions: The RICPHI team had proposed six competency buckets in its TNA top-line findings which comprised of several sub-competencies under each bucket. In order to maintain uniformity among training modules to be delivered, the RICPHI team identified standardized definitions that were arrived at after multiple rounds of discussions between MHSSP and RICPHI.



Figure 6: TNA presentation in progress

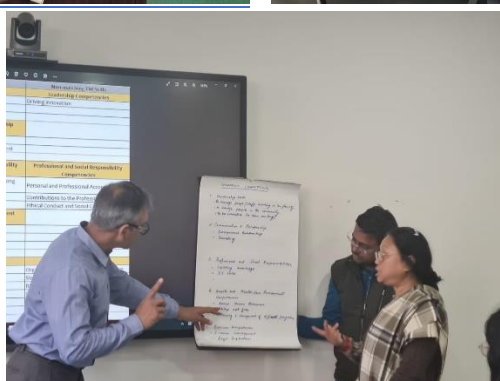
June 2023

Prototyping and competency ranking: In order to find out the top priority competencies, the team initiated multiple rounds of discussions with the stakeholders from RHFWTC and NHM. The RICPHI team also came up with an online survey link to understand the perception of the healthcare providers about the most critical competencies along with designing and delivering the training modules based on the most relevant competencies in the first and second rounds of training sessions. The data collection for the same is in progress.

Curriculum Development: The RICPHI team embarked on a curriculum development exercise in the month of June 2023 beginning with:

- Identification of process owners for each competency
- Finalizing of learning objectives and key knowledge and skill areas for each competency
- M&E indicators for each competency
- Developing the course content using Modified Bloom's Taxonomy to be delivered via a hybrid model comprising of an online repository and in-person workshops.
- Development of an evaluation plan for the training programme using Kirkpatrick's model.

The entire curriculum development exercise will pave way for training delivery and M&E of the same, scheduled from July 2023 onwards.



Contact Us:

Ramaiah International Centre for Public Health Innovations (RICPHI)

MSR Nagar, MSRIT Post, Bengaluru-560054, Karnataka

Email: Ricphi.admin@ramaiahgroup.org

Ph: 080-2365190 Extn: 268