



Month-wise Progress Report Meghalaya Health Systems Strengthening Project



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 September 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

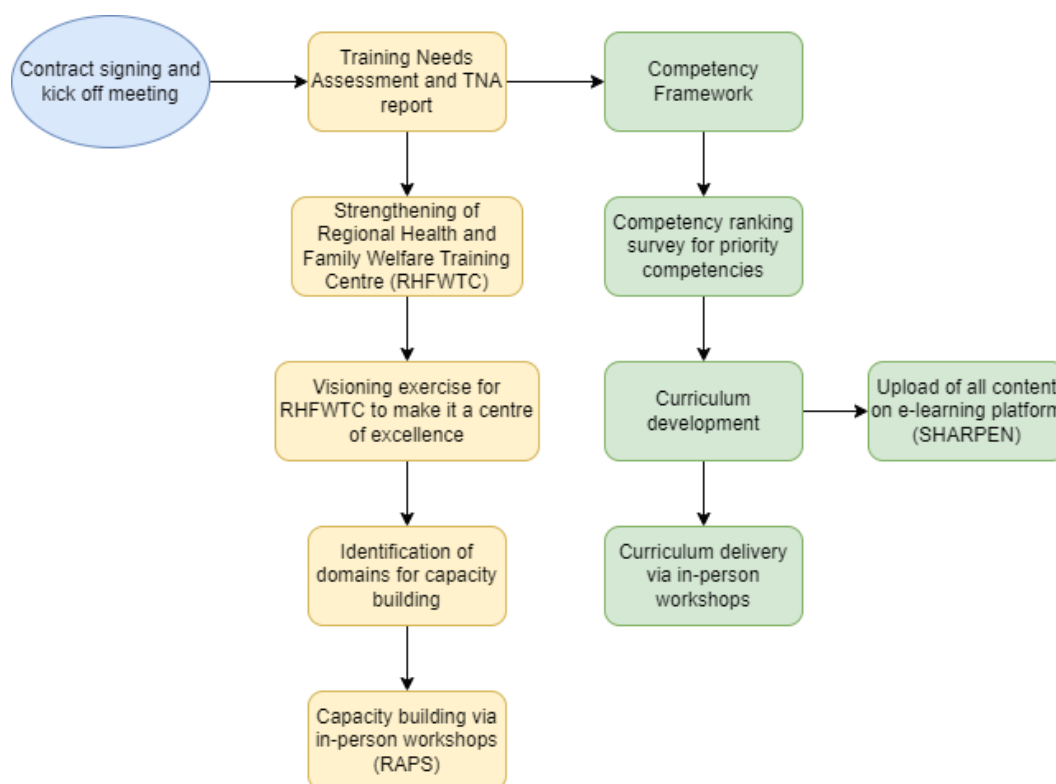


Figure 1: Timeline of activities since January through August 2023

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.

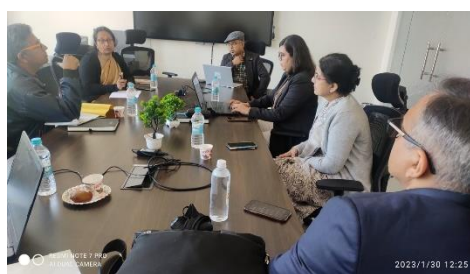
Initiation of field visits: During the inception visit, team RICPHI also visited health facilities in Ri-Bhoi district, a geography close to Shillong, Meghalaya, for better understanding of the workings of the state level healthcare services. The visit had multiple objectives such as:

- 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 Nongthliaw 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 (RHFWTC), 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



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

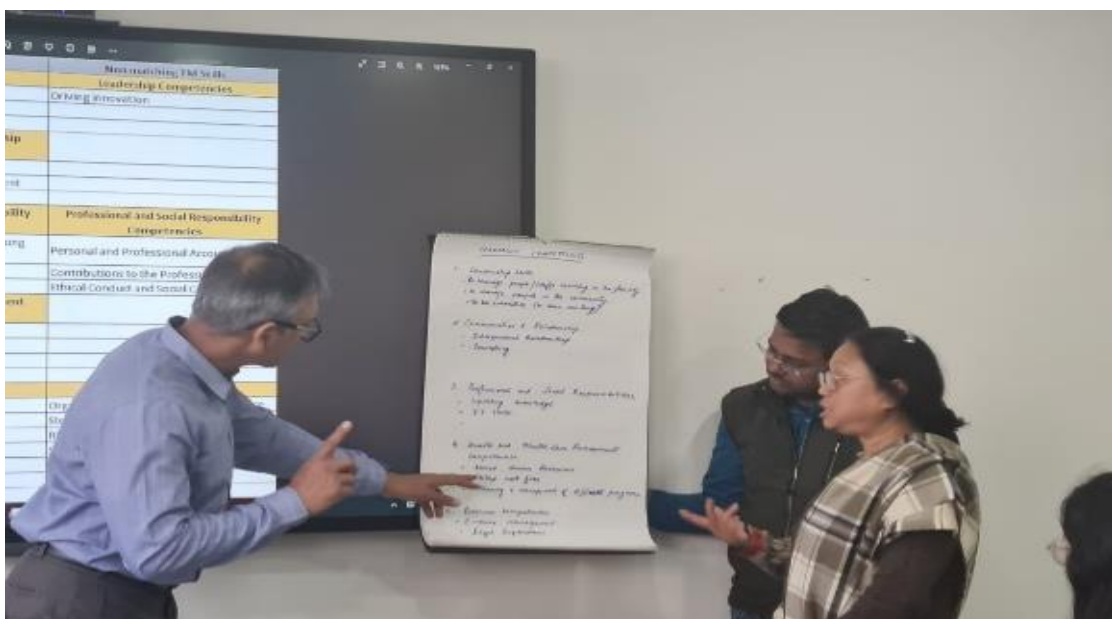
June 2023

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.



July 2023

Training sessions for Nursing Tutors (1.0): The RICPHI team visited Shillong from July 24th, 2023, to July 28th, 2023, to initiate the first set of trainings scheduled for the newly recruited Nursing Tutors who will be stationed in the District Training Units in Meghalaya. The team also used this opportunity to interact with other stakeholders, both, within the Regional Health and Family Welfare Training Centre (RHFWTC), Directorate of Health Services (DHS), Meghalaya and the National Health Mission (NHM), Meghalaya.



Figure 7: T-M Competency training underway for Nursing Tutors

The week started off by initiating the training session with the nursing tutors at the Regional Health and Family Welfare (RHFWTC) venue in Shillong, Meghalaya. After the first day of introduction, context setting, registration on RICPHI's E-learning platform and a pre-test, the subsequent days were dedicated to covering the basic level of the following competencies:

Sr. No.	Competency	Trainer	Date
1	Resource Management- Project Planning	Ms. Shailee Shah, Manager, Learning and People Management	July 26th, 2023
2	Data Driven Decision Making	Dr. Santhosh Kaza, Manager, Data and Analytics/ Dr. Nayanjeet Chaudhury, Director	July 26th, 2023/ July 28th, 2023
3	Emotional Intelligence	Dr. Nayanjeet Chaudhury, Director	July 28th, 2023
4	Communication	Ms. Bansara Marbaniang, Project Co-Ordinator, MHSSP	July 28th, 2023
5	Adult Learning	Dr. Tapan Kalita, Training Expert	July 28th, 2023
6	Quality Management	Dr. Tapan Kalita, Training Expert	July 28th, 2023



Figure 8: T-M Competency training underway for Nursing Tutors

To ensure a solid grasp of the knowledge gained, the participants were asked to attempt a Post Test through RICPHI's E-learning platform. The participants also submitted their feedback for trainers and general feedback around the organization of the sessions on the last day of the training.

Meeting with RHFWTC: On July 25th, 2023, the RICPHI Team met with Dr. C. langrai, the Principal of RHFWTC, alongside her team, and Dr. S. Saldanha, the Training Consultant of MHSSP. The purpose of the meeting was to brainstorm ideas on how RICPHI could contribute to strengthening the Training Centre. After a productive discussion, it was decided that a Risk Assessment and Problem Solving (RAPS) Workshop would be organized, involving representatives from RHFWTC, NHM Training Team, and a few members from MHSSP. The objective of the workshop was to foster collaboration between RICPHI-RHFWTC-MHSSP and to help the RHFWTC transition to a centre for excellence beginning with a brief visioning exercise which was conducted by RICPHI on July 26th, 2023, via a Risk Assessment and Problem Solving (RAPS) workshop.

Visioning exercise for RHFWTC: Recently, the government proposed to upgrade the RHFWTC to a Nodal Centre of Excellence for the state by bringing all types of training for health care providers under its ambit. In this regard, stakeholders from RHFWTC, MHSSP and RICPHI, jointly organized brainstorming session on July 26th, 2023, in the RHFWTC premises. RICPHI team volunteered to facilitate the session using the Risk



Figure 9: RAPS workshop underway for stakeholders of the training centre

Assessment and Problem-Solving methodology, which has been used by RICPHI extensively for consensus building, based on theories of group dynamics, design thinking and participatory research.

The workshop was jointly facilitated by Dr. Nayanjeet Chaudhury, Director, RICPHI and Ms. Shailee Shah, Manager, Learning and People Management, RICPHI

Meeting with DHS: On July 26th, 2023, team RICPHI met with stakeholders in the Directorate of Health Services (DHS), Shillong to explore the possibility of a joint workshop for competency training at their level. Team RICPHI invited Dr. Mary Umlong, Consultant, OB & GYN, NHM, Meghalaya to

complete a brief survey on competency ranking via an online link shared with her.

Meeting with PD, MHSSP: The visit culminated with an elaborate discussion with Shri Ramkumar S., IAS, Project Director, MHSSP to discuss the accomplishments of RICPHI during the entire week and discuss on the way forward.



August 2023

Training sessions for Nursing Tutors (2.0): After the first round of visits for training of newly recruited Nursing Tutors in July 2023, the RICPHI team visited Shillong from August 14th, 2023, to August 18th, 2023, to indulge in the second set of trainings for Nursing tutors to be stationed in District Training Units in Meghalaya. This section highlights details from the second round of training held in August 2023.

In the first half of the day, on August 14th, 2023, Batch 1 of the Nursing Tutors gave a presentation on the data that they had collected when they went for their field visit at their respective districts as per their place of posting from 31st July to 4th August at the Regional Health and Family Welfare (RHFWTC) venue in Shillong, Meghalaya. The session was led by Dr. Shaibya Saldanha, Training Consultant, MHSSP with Dr. Nayanjeet Chaudhury, Director, RICPHI as the key expert on data visualization. In the second half of the day, participants completed their Pre-test through the E-learning platform for the new set of competencies to be covered during the day. The list below elucidates the day wise trainings covered for the Nursing Tutors till date. This list includes trainings conducted in July 2023 and August 2023:

Sr. No.	Competency	Trainer	Date
Nursing Tutors- Training 2.0			
1	Data Presentation	• Dr. Nayanjeet Chaudhury, Director	August 14th, 2023
2	Data Driven Decision Making	• Dr. Santhosh Kaza, Manager, Data and Analytics/ • Dr. Nayanjeet Chaudhury, Director	August 14th, 2023
3	Stakeholder Relations	• Dr. Dipika Bumb, Senior Research Fellow, MHSSP/ • Ms. Bansara Marbaniang, Project Co-Ordinator, MHSSP	August 14th, 2023
4	Self-Directed Learning	• Dr. Dipika Bumb, Senior Research Fellow, MHSSP	August 14th, 2023

After the sessions were completed, the participants were asked to attempt a Post Test, via the e-learning platform, and submitted their feedback for trainers and general feedback around the organization of the sessions, online.

Brainstorming session on IPA framework and indicators for RHFWTC for results-based financing: During the Training Needs Assessment (TNA) presentation on April 19, 2023, the MD, NHM, Shri Ram Kumar S., IAS who is also the Project Director for the Meghalaya Health Systems Strengthening Project (MHSSP), envisioned an additional scope of work for team RICPHI around transforming the Regional Health and Family Welfare Training Centre (RH&FWTC) into a centre of excellence. The RH&FWTC currently functions as the nodal state training centre. This has led to a major shift in MHSSP strategy to derive Internal Performance Agreement (IPA) indicators and targets that are achievable, realistic and outcome driven. To design the aspirational measures of success with quarterly targets, the current capacity of the Human Resources in Health (HRH) needs to be substantiated with training. Within the IPA framework, under MCH one of the components DHS-MCH (RH&FWTC) entails the draft indicators for state-wide roll out, planned in October.

In continuation to the RAPS workshop on a visioning exercise for the centre of excellence, significant gaps and potential solutions have been documented that guided this discussion forward. Team RICPHI met with stakeholders from RHFWTC and MHSSP to assist in mapping out a new set of indicators for consideration by the stakeholders. Some key takeaways included:

- Identifying champions to drive the bandwagon for setting up training processes.
- Designing specific SOPs
- Formulating S.M.A.R.T goals.
- Developing a set of flexible indicators, reflecting the day-to-day functioning of RH&FWTC. For the first quarter (Q1), 70 % indicators should be successfully achieved.
- Redefining the training evaluation.

RAPS workshop for operationalization plan: As a continuation to the visioning exercise, all the stakeholders got together once again on August 16th, 2023, in RHFWTC to embark on an operationalization exercise to convert the learnings of the previously concluded visioning exercise into a tangible operational plan. In the previous workshop, the participants were split into 3 groups to work on current barriers to achieving excellence across 3 different thematic areas and listing the potential solutions to address those barriers. Of all the potential solutions, the participants voted the top three priority/best potential solutions and then selected two out of the three solutions to develop indicators that will help them measure the effectiveness of the solutions using the S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, Time bound) framework. The participants were then encouraged to come up with a workflow process to operationalize the implementation of the S.M.A.R.T. indicators listed by them. These workflows will serve as guidelines for them to take into account to develop implementable workflows for the centre.

Strategic inclusion on gender training program: As part of the capacity building component, team RICPHI has also been approached for supporting the Meghalaya Health Systems Strengthening (MHSS) team in aiding the development of gender inclusive training programs currently needed in the state of Meghalaya. On August 17th, 2023, team RICPHI met with stakeholders from MHSSP to discuss the findings of a recently concluded gap analysis which focused on finding out the effectiveness of gender training programs currently being offered in the state. The analysis revealed notable shortcomings in the existing training initiatives, highlighting the absence of a structured training calendar and the insufficiency of training materials. Additionally, it was noted that the absence of clear learning objectives (LOs) and a comprehensive evaluation system further hindered the impact of the training sessions. To address these identified gaps, a proposal for the development of a parallel and independent gender training program was presented. The primary objective of this proposed program is to integrate gender considerations into the existing training centre's sessions, which currently cover health-related topics and violence prevention. The program aims to rectify the shortcomings by introducing a well-defined training calendar, curated reference materials, specific LOs for each session, and a robust evaluation mechanism.

Workshop on curriculum development: As an extended outcome of the discussion on gender training, RICPHI conducted a workshop on curriculum development for various stakeholders of Meghalaya Health Systems Strengthening Project (MHSSP) to help better understand the philosophy and steps behind developing a wholesome curriculum with specific learning objectives. With regard to the same, RICPHI conducted a workshop on curriculum development on August 18th, 2023, for stakeholders in the MHSSP team. The workshop began by familiarizing the participants to the differences between training, mentoring, and coaching. Clear distinctions were drawn between these terms to establish a common understanding. The workshop emphasized that successful training programs should address cognitive, affective, and psychomotor domains for comprehensive learning. The MHSSP team will subsequently carry forward the learnings from the workshop in future curricula development.



Figure 10: Workshop on curriculum development underway

September 2023

Training sessions for Nursing Tutors (2.0- Extension): In continuation of the training sessions for the Nursing Tutors, more T-M competencies were covered in September 2023 on different dates. This section highlights details from the extended second round of training held in September 2023.

On September 1, 2023, team RICPHI were allotted the entire day to complete several techno-managerial competencies curriculum. However, the training that was scheduled to start at 10 a.m., started at 11 a.m. for RICPHI as the first hour was allotted to a session on ECD development taken by their representative(s). Before embarking on the training session, the participants took a short pre-test via RICPHI's E-learning platform.

The topics covered during September included:

Sr. No.	Competency	Topics covered	Trainer	Time	Date
1	Resource Management (Project planning)	<ul style="list-style-type: none">- Importance of project management methodologies- Difference between traditional and agile management styles- Triple constraint in project management- Phases of project management cycle- Gantt chart	Ms. Shailee Shah, Manager, Learning and People Management	11 a.m. to 1 p.m.	September 1, 2023
2	Public Health Surveillance	<ul style="list-style-type: none">- Definition of Public health surveillance- Roles and uses of public health surveillance- Basic epidemiology measurements- Maternal mortality Ratio- Infant mortality rate	Dr. Ananth Ram, Program Specialist- Health Systems	2 p.m. to 3:30 p.m.	September 1, 2023
3	Quality Management	<ul style="list-style-type: none">- What is quality assurance?- Four tenets of quality assurance- National Quality Assurance Standards- NQAS- Areas of concern for public health facilities- Continuous quality improvement- Approach to quality improvement- Quality improvement process	Dr. Tapan Jyoti Kalita, Training Expert	3:30 p.m. to 4:30 p.m.	September 1, 2023
4	Communication skills	<ul style="list-style-type: none">- Meaning of cross-cultural communication- Concept of time in cross-cultural communication	- Dr. Reema Chaudhury, Communication Expert	2 p.m. to 5 p.m.	September 11, 2023

		<ul style="list-style-type: none"> - Non-verbal communication in the cross-cultural context - Cross-cultural relations - Pragmatic Vs. Experiential approach in cross cultural context 	<ul style="list-style-type: none"> - Ms. Bansara Marbaniang, Project Co-ordinator 		
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To ensure a solid grasp of the knowledge gained, the participants were asked to attempt a Post Test through RICPHI’s E-learning platform. The participants also submitted their feedback for trainers and general feedback around the organization of the sessions on the last day of the training. The next set of trainings in T-M skills for Nursing Tutors have been scheduled on October 9th and October 10th, 2023.

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