

# Workshop Report

## Strengthening BSKY Operations

16-17 April 2019, Bhubaneswar



# Workshop Objectives

**Health Systems Transformation Platform** is incubated in the Tata Trusts family. HSTP is an enabler of systems change in Indian healthcare. India's progress towards Universal Health Coverage depends on re-design of health system's architecture & function based on systems assessment, policy relevant research/evidence synthesis and conducting experiments that focus on health outcomes to re-engineer health interventions. HSTP's objectives are:

- Develop and articulate medium & long term health systems strategies for India and states, learning from Indian and global experiences, best practices & innovations.
- Nurture talent and enhance capability in India on health systems research, leadership, policy & strategy formulation.
- Collaborate with governments, research/ academic institutions, experts and practitioners to create a platform for health systems thinking and attempt to solve health systems challenges.
- Foster a safe space for health systems stakeholders for policy dialogue, knowledge sharing & learning.

**In Odisha, HSTP is** providing technical support to Biju Swasthya Kalyan Yojana (BSKY) implementation agency – the State Health Assurance Society to improve program implementation through building capacities of the personnel and business & clinical process re-orientation targeting better stakeholder engagement and beneficiary experience that contribute to financial risk protection and good health outcomes.

This workshop on **Strengthening Operations of BSKY** is a part of HSTP's program to enhance capacities of practitioners & functionaries at the state level health programs. **The objective** was to orient the functionaries on data analytics and medical audit to enhance their capabilities in conducting analysis of BSKY claims data to support monitoring and trigger improvements in scheme implementation. This was executed in collaboration with State Health Assurance Society Odisha, National Health Mission Odisha, ACCESS Health International, Indian Institute of Public Health Bhubaneswar, Ziqitza Healthcare Limited. The workshop provided a learning opportunity to about 40 functionaries of Biju Swasthya Kalyan Yojana - BSKY (medical and non-medical staff at state and district level and Third Party Administrators) working in the state to implement the program.

**Learning was facilitated by** Dr. Sudha Chandrasekhar (HSTP), Dr. Dhanajaya Naidu (AHI) & Dr. Sarit Raut (IIPH B), Mr. Sushanth Kumar Mohanty (Ziqitza). Ms. Shalini Pandit, IAS - CEO, BSKY participated on both the days and appreciated HSTP for bringing this together and the trainers' efforts. She said this orientation and future refresher workshops on these key topics are key in strengthening the capacities of the BSKY personnel and improve program implementation and beneficiary experience.

*We duly acknowledge the guidance and contribution of the HSTP Board, Shalini Pandit CEO - BSKY, Himani Sethi (AHI), Subash Salunke (IIPH B), Rahul Reddy, Bhupendra Prabhakar & Peter Parekattil (HSTP).*

# Learnings

**Importance of Medical Audit:** A medical audit system is a quality improvement process with a step-by-step analysis of healthcare services against explicit criteria of quality of care and cost. These could be done at various levels - Pre-authorization stage by ISA, Concurrent audit: during hospital stay of beneficiary, Retrospective (post facto) audit: review of hospital records. Specific steps were highlighted - (1) Input preconditions to enable a successful medical audit system and processes including the development of indicators, rules, and triggers to assure effective medical audits were informed. (2) The process of conducting the audit, including on- and off-site investigations. (3) Outcomes concerning the results of medical audits, linked to the overarching goals of improved quality, patient outcomes, and the financial elements of risks protection and sustainability.

**Claims Data Analysis:** Data Analytics helps to identify the potential risks that need to be avoided and the opportunities that must be grabbed in order to grow. It enables to gauge the satisfaction level of the customers and their needs to design new initiatives and services that suit them. **Session had two distinct components.**

One that informed the personnel on claims analysis for monitoring and triggering audits/ course corrections for the short term/ immediate actions. Methodology of performing claim data analysis and applying triggers in fraud control management was highlighted. Illustration of BSKY claims data was done to explain importance of triggers and their identification - dropout of cases during the treatment process, mis-utilization of unspecified package Beneficiary and provider based fraud triggers, scheme performance indicators, deviations in performances etc.

The second component focused on analysis at a systemic level for relevant policy guidance and decision making. This was focused on analysis of the Rashtriya Swasthya Bima Yojana (RSBY) claims data with respect to 4 years between 2013-17. As a part of National Health Mission (NHM) Orissa had given IIPH B a data of 5,50,555 claims to do this analysis. In this analysis both beneficiary and provider behavior evidences have been studied. Some aspects highlighted were - Coverage (% of people covered under any insurance scheme), What services are covered? What % of cost is covered (Financial Risk Protection)? Enrolment per 1000 population, Claims ratio (claims as a % of premiums paid), Enrolment conversion ratio - (issued cards as % of enrollment list), What is the utilization of RSBY across Odisha? What is the pattern of utilization of RSBY-public/private? - mean disbursement and variations in public and private, mean disbursement and variations across major procedures, inter-district variations in utilization, public/private etc.

**Communication through the Call Centre:** This was aimed at training the call centre employee who has to handle variety of situations during answering beneficiary calls. Skill & professionalism during the interactions with beneficiaries are an asset to the operations of scheme. A trained call centre employee will enable the beneficiary with the adequate information and close the call. This session enlightened call centre employees on various health procedures under BSKY and the program components so that step by step information reaches the beneficiary effectively. Examples from 108 call centre operations were highlighted to motivate personnel and impart soft skills during communication to make the beneficiary not only informed but also comfortable during the interaction.

## What Next ?

Robust skills for program management, monitoring and evidence based policy making fundamental to effective to ensure successful programs with good outcomes. At the core of this are the practitioners – policy makers, managers and other medical and non- medical personnel associated with all these programs both at national, state and district level. We value their contribution to current understanding of the Indian health systems. To enable transformation and lead the system on the path towards universal health coverage and achieving Sustainable Development Goals India needs enhanced capacities in the areas of their work and especially in monitoring and evaluation, course corrections using evidence generated from the program and analysis systemic effects that lead to better health systems diagnostics, design, policy, strategy and measuring performance. HSTP's program on enhancing capacities of policy makers, practitioners, managers and program functionaries is committed to continue conducting activities in this direction.

This workshop provided the participants an approach to medical audit, claims analysis methods and their use in course corrections/ fraud control and communication skills for informing beneficiary effectively. From the participant feedback received, we envisage to engage with them more frequently in the coming months to curate a one or two-day workshops and develop a continuous mentoring program involving experts from our partner institutions who would guide functionaries and explore the possibility of initiating specific programs relevant to BSKY and other state specific issues.

# Workshop Agenda

**Venue – NHM Conference Hall, Odisha NHM Office, Bhubaneswar.**

<b>Day 1</b>	<b>16 April 2019</b>
10.00 - 10.30	<b>Welcome and Introductions</b> Ms. Shalini Pandit (IAS), Special Secretary to Government of Odisha & CEO BSKY Odisha Dr. Rahul Reddy, National Coordinator, HSTP Dr. Sudha Chandrasekhar, Consultant, HSTP Mr. Bhupendra Prabhakar, Program Manager, HSTP
10.30 - 12.00	Conducting Medical Audit - Dr. Sudha Chandrasekhar, HSTP
12.00 - 1.00	Experience Sharing by doctors processing claims, BSKY scheme
1.00 - 2.00	<b>Break for Lunch</b>
2.00 - 4.00	Soft skill training of Call Centre staff - Mr. Sushanth Kumar Mohanty, Ziqitza health care
<b>Day 2</b>	<b>17 April 2019</b>
10.00 - 12.00	Data Analytics Monitoring and Fraud Control - Dr. Dhananjaya, Access Health International RSBY Claims Analysis - Dr. Sarit Rout, Indian Institute of Public Health Bhubaneswar
12.00 - 1.00	<b>Group Work and Discussion</b>

# Participants

<b>Participant</b>	<b>Organization</b>
Subhananda Mahapatra	Joint CEO (Admin), State Health Assurance Society Odisha (SHAS)
Shashanka Mahapatra	Joint CEO (Fin), SHAS
Dr. Bisoy	Joint CEO (Technical), SHAS
Dr. P.K.Dash	Additional Director, SHAS
Dr. Suresh	Joint Director, SHAS
Dr. Anil	Joint Director, DMET
Dr. H.S. Hembram	Joint Director, SHAS
Prashanth Kumar Pradhan	Finance and Admin Officer, SHAS
Manilal Gupta	OSTF Co-ordinator, DMET
Sashwat Dash	Claims Officer, SHAS
Chinmay	M & E Officer, SHAS
Dr. A.K Rant	Raksha TPA
Dr. R.C.Das	Raksha TPA
Sushree Sasmita sethi	Accounts Manager, Raksha TPA
S.K.Dash	Raksha TPA
Birupakhya Patra	State Co-ordinator, Heritage Health TPA
Sanjib Bodhak	Heritage Health TPA
Subas Mohanty	Finance Manager, Heritage Health TPA
District managers	SHAS
Call Centre staff	SHAS
Dr. Arunabh	ACCESS Health International
Dr. B.K Pathak	UP, State Health Agency
Dr. Tapan	ACCESS Health International
<b>Resource Persons</b>	
Dr. Sudha Chandrashekar	Consultant, HSTP
Dr. Dhananjay Naidu	Health Financing Specialist, ACCESS Health International
Dr. Sarit Kumar	Indian Institute of Public Health, Bhubaneswar
Sabyasachi	State Head - Ziqitza Healthcare Limited
Sushanth Mohanty	Ziqitza Healthcare Limited
<b>Observers</b>	
Bhupendra	Program Manager - Health Systems Transformation Platform
Rahul Reddy	National Co-ordinator - Health Systems Transformation Platform
Dr. Anindita Bhowmick	Independent Consultant – Health Systems
Zakhy Khan	Indian Institute of Public Health, Bhubaneswar
Deepak Behra	Indian Institute of Public Health, Bhubaneswar



## Contact

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This report titled 'Strengthening BSKY Operations' has been developed by Health Systems Transformation Platform (HSTP) and the partner(s) to share the summary of proceedings of this workshop.

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