

Workshop Report

Strengthening BSKY Operations: Grievance Redressal

30 September 2020



Contact

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This workshop report titled 'Strengthening BSKY Operations: Grievance Redressal' has been developed by Health Systems Transformation Platform (HSTP) to share the summary of proceedings of this training.

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Objective

Health Systems Transformation Platform (HSTP) is incubated in the Tata Trusts family. Our mission is to enable Indian health systems respond to people's needs. We do this in collaboration with Indian & Global expertise through research for health systems design, enhancing stakeholders' capabilities and fostering policy dialogue.

In Odisha, HSTP with support from Tata Trusts, is providing technical support to the state government for implementation of state health insurance scheme - Biju Swasthya Kalyan Yojana (BSKY). HSTP works closely with the implementation agency - State Health Assurance Society (SHAS) building capacities of the personnel, improving business & clinical process, targeting better stakeholder engagement and beneficiary experience that contributes to better financial risk protection and good health outcomes.

This workshop aims to strengthen BSKY grievance redressal processes as part of HSTP's program for enhancing capacities of practitioners and functionaries at the state level health programs. State Health Assurance Society (SHAS) has transitioned to implementing BSKY directly without the support of third-party administrators. This workshop provided an opportunity to provide re-orientation training to the scheme functionaries especially the district coordinators who play a key role in this transition and to build their skills to address the queries/grievance of the beneficiaries.

The training was provided in collaboration with National Health Authority (NHA), State Health Assurance Society Odisha (SHAS), Suvarna Arogya Suraksha Trust (SAST) & Indian Institute of Public Health Bhubaneswar (IIPHB). The workshop provided a learning opportunity to about 22 District Coordinators of Biju Swasthya Kalyan Yojana working in the state to implement the program.

Learning was facilitated by Sudha Chandrasekhar (HSTP), Surendra Tiwari (NHA), Anand R (SAST) and Bhuputra Panda (IIPHB) and Jyothi Ram Dash (SHAS). Deepak Kumar Bisoyi, Jt. CEO, BSKY appreciated HSTP for bringing this together. He emphasised that these workshops are essential in strengthening the capacities of the BSKY personnel and improve program implementation.

We duly acknowledge the guidance and contribution of the HSTP Board, Shalini Pandit (CEO-BSKY), Deepak Kumar Bisoyi (Joint CEO – Technical BSKY), Rajeev Sadanandan (CEO-HSTP), N Devadasan (Technical Advisor-HSTP), Rahul Reddy (National Coordinator-HSTP), Vivek Panwar (Fellow-HSTP), and BSKY for their support.

Summary of Discussion

The workshop highlighted the importance of grievance redressal as key to BSKY scheme implementation. The structure and operational systems for grievance redressal currently being practiced by BSKY team were discussed. Best practices from Ayushman Bharat Pradhan Mantri Jan Arogya Yojana (AB PM-JAY) were presented. The training concluded with a discussion on practical issues and field experiences by Suvarna Arogya Suraksha Trust Karnataka and study findings on patient experiences in Odisha hospitals by IIPH-B.

Introductory session focused on the pre-requisites of the grievance redressal process, crucial W's of grievance redressal (WHO is involved? WHEN did it happen? WHERE did it happen? WHAT happened (EXACTLY)? and the contention WHY is it a grievance? WHEN must the grievance be filed? WHAT must be done to redress the grievance?), formal steps in handling a grievance, escalation matrix to be defined and the benefits of addressing grievances in a structured way. The different types of grievances and the roles and responsibilities of different SHAS staff especially the district coordinators were discussed through case studies and SWOT analysis. The role of IT systems in grievance tracking was demonstrated to showcase a well-coordinated comprehensive response system to maintain timelines.

Field Experiences from BSKY functionaries highlight that beneficiaries expect them to have good people and soft skills, understand all the documentation required for smooth delivery of services & ensure that mechanisms for feedback exists. They must be in touch with several actors in the field and coordinate with all relevant stakeholders of the scheme (hospitals, claims processing etc.) for timely resolution of any grievance in a satisfactory manner. Some of the issue were - beneficiaries reluctance to give a written grievance, lack of complete documentation to support the grievance and lack of feedback loops to the field team once the matter was escalated or resolved. Ways to improve the process was discussed. Findings from a study conducted by IIPH-B presented an overview of patient expectations and quality of care in Odisha. As awareness of beneficiary increases the expectations regarding quality of care will also rise and a mismatch of this will lead to grievances was discussed. It also highlighted intra-state variations and local contextual issues are always important to tailor adoption of good practices and learnings.

Emerging solutions to improve Grievance Redressal processes:

- Establish a well-coordinated system with District Grievance Redressal Committee & State Grievance Redressal Committee that ensures transparent and timely resolution of grievances. Escalation matrix and persons responsible should be identified. Timelines to address different types of grievance need to be notified and analysis undertaken regularly.
- Grievance redressal software needs to be developed and updated to track every grievance.
- Display of contact number of DCs, grievance redressal officer at hospital help desk and panchayat offices.
- 104 call centre staff need to be trained both on scheme details and soft skills to handle the grievances.
- Orientation on grievance redressal process for the empanelled hospital treating doctors, Chief District medical officer, (CDMO) & DMO-cum-Superintendent, & District Collectors to be conducted.

Next steps

HSTP and its partners will follow-up with SHAS and other appropriate authorities in consultation with experts and prepare a plan & implementation framework incorporating the suggestions received. Institutionalization of grievance redressal mechanisms is important and will have long term impact on the scheme performance. Some of the feasible suggestions (ensuring contact details, constitution of district and state level committees, trainings and defining escalation matrix within the scope of the scheme) may be taken up on a priority basis.

Robust skills for program management, monitoring and evidence-based policy making is fundamental 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.

Agenda

Video Conferencing Platform

30 Sept 2020, 10:30 AM – 01:30 PM

10:30 - 10:40	Welcome Address Deepak Kumar Bisoyi, Joint CEO-Technical, SHAS, BSKY
10:40 - 11:15	Introduction to Grievance Redressal Sudha Chandrashekar, Consultant, HSTP
11:15 - 11:45	Current scenario of grievance redressal process in BSKY Jyothi Ram, Grievance officer, SHAS
11:45 - 12:30	Grievance redressal process of PMJAY Surendra Tiwari, General Manager Operations, National Health Authority
12:30 - 1:00	Experience sharing by Grievance Redressal Officer of Karnataka Anand R, State Grievance Redressal Officer, SAST, Karnataka
1:00 - 1:30	Patient experiences in hospitals in Odisha Bhuputra Panda, Indian Institute of Public Health, Bhubaneswar
1.30 PM	Closing remarks and feedback Deepak Kumar Bisoyi, Joint CEO Technical, SHAS, BSKY

Participants

S.No.	Name	Designation	Organization
1	Sudha Chandrashekar	Consultant	Health System Transformation Platform
2	Surendra Tiwari	General Manager, Operations	National Health Authority
3	Bhuputra Panda	Associate Professor	Indian Institute of Public health, Bhubaneshwar
4	Anand R	State Nodal officer	Suvarna Arogya Suraksha Trust
5	Deepak Kumar Bisoyi	Joint CEO Tech	State Health Assurance Society, HQ
6	Saswat Dash	HE & Claim Officer	State Health Assurance Society, HQ
7	Jyoti Ram Dash	Grievance Officer	State Health Assurance Society, HQ
8	Ranjan Kumar Dash	IT Manager	State Health Assurance Society, HQ
9	Alok Kumar Kumbhar	District Coordinator	DC, Sundargarh, SHAS
10	Ajay Kumar Pradhan	District Coordinator	DC, Balasore, SHAS
11	Pragnya Parmita Dash	District Coordinator	DC, Sambalpur, SHAS
12	Putun Hansada	District Coordinator	DC, Bhadrak, SHAS
13	Bharat Chandra Mallick	District Coordinator	DC, Angul, SHAS
14	Annapurna Nayak	District Coordinator	DC, Jagatsinghpur, SHAS
15	Bidyut Ranjan Chow Pattnaik	District Coordinator	DC, Rayagada, SHAS
16	Subhashree Mohanty	District Coordinator	DC, Cuttack, SHAS
17	Bibhu Prasad Biswal	District Coordinator	DC, Puri, SHAS
18	Dayanidhi Mallick	District Coordinator	DC, Nayagarh, SHAS
19	Bhabnath Sahoo	District Coordinator	DC, Ganjam, SHAS
20	Susant Kumar Dalai	District Coordinator	DC, Mayurbhanj, SHAS
21	Prasant Kumar Sahoo	District Coordinator	DC, Kendrapada, SHAS
22	Lingaraj Pattnaik	District Coordinator	DC, Jajpur, SHAS
23	Pravati Priyadarsini Bara	District Coordinator	DC, Keonjhar, SHAS
24	Bibhu Charan Naik	District Coordinator	DC, Kalahandi, SHAS
25	Sanjib Kumar Patel	District Coordinator	DC, Bargarh, SHAS
26	Susmita Naik	District Coordinator	DC, Jharsuguda, SHAS
27	Narendra Kumar Tarai	District Coordinator	DC, Sonapur, SHAS
28	Sagarika Sethy	District Coordinator	DC, Dhenkanal, SHAS
29	Abhimanhu Jagat	District Coordinator	DC, Nawarangpur, SHAS
30	Anirudh Patra	District Coordinator	DC, Gajapati, SHAS