



*India Flagship Course on Health Systems Strengthening and Sustainable Financing*

May 28-31, 2018 | Mussoorie

## Background

In India, the newly launched **Ayushman Bharat** with the National Health Protection Mission and the Health and Wellness Centers presents opportunities for states to design health systems that are responsive to their unique challenges and formulate sustainable solutions that continue to show long-term impact.

As an initiative towards realizing this, the **India Flagship Course on Health Systems Strengthening and Sustainable Financing** was designed and directed by the Harvard School of Public Health (HSPH).

The course was organized by the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie in partnership with the Health Systems Transformation Platform (HSP); and was supported by the Ministry of Health and Family Welfare (Government of India).



**Participants attending the Opening Session** with Arti Ahuja (Joint Director-LBSNAA), Prof. Winnie Yip (HSPH), and Manoj Jhalani (Additional Secretary-Health from Ministry of Health & Family Welfare (on video))

The course is modelled on the Global Flagship course originally developed by Harvard University and the World Bank and is tailored to the Indian context.

# The Flagship Course in 2018

The Flagship Course was organized from May 28-31, 2018 at LBSNAA in Mussoorie (India). The four-day course was designed for senior policymakers/bureaucrats and representatives from institutions working on health research.

Participants engaged in systematic analysis of the challenges, opportunities and potential risks associated with using different policy levers to strengthen health systems. The course approach integrated lecture, group work, and case studies. The course approach was ***not advocacy but analysis***.

The course ended with an assignment for the teams to design a draft health transformation plan based on the new program launched in India – the Ayushman Bharat.

## Course Objectives

- Enable participants to critically assess the performances of their healthcare systems and diagnose the underlying causes, using an analytical approach and tools that are generalizable and yet adaptable to the local context. The focus is to create an understanding on 'why' it is important to focus on health systems design.
- Assist participants in designing a health system transformation plan that would address the needs and challenges of their states, and which are feasible and workable within the context of the states.



Participants attending a lecture session by Prof. William Hsiao



### Interactions between participants and faculty

From left to right: Dr. JN Srivastava (Advisor, National Health Systems Resource Center), Dr. Pramod Meherda (Secretary-Health, Odisha), Prof. Peter Berman (HSPH)



Participants engaged in Group Work facilitated by Prof. Winnie Yip

Participants seen here: Mokir Ori (Director-Monitoring, Arunachal Pradesh); K Lego (Director-FW, Arunachal Pradesh); YW Ringu (Secretary-Finance, Arunachal Pradesh); Vikash Kesri (ADRI, Bihar); KN Jha (Mission Director-NHM, Jharkhand)



Participants attending a lecture session by Prof. Michael Reich

## Course Participants



**Course Participants**

Some participants seen here: Varun Roojam (Special Secretary-Health, Punjab); V. Hekali Zhimomi (Secretary-Health, UP); Alaknanda Dayal (Secretary-Finance, UP); S. Rajesh (Director, NITI Aayog); Yugal Kishore Pant (Mission Director-NHM, Uttarakhand); Anurag Goel (Secretary-Health, Assam); JN Srivastava (Advisor-NHSRC); Pramod Meherda (Secretary-Health, Odisha)

A total of 32 people participated in the course. The participants included the highest-ranking officials (Principal Secretaries, Additional Chief Secretaries and Secretaries) of the Departments of Health and Finance; and researchers from **13 states – Arunachal Pradesh, Assam, Bihar, Delhi, Gujarat, Jharkhand, Karnataka, Maharashtra, Odisha, Punjab, Telengana, Uttarakhand, and Uttar Pradesh.**

There was representation of researchers from the All India Institute of Medical Sciences (AIIMS) Bhubaneswar, representatives from NITI Aayog, as well as renowned institutions like Indian Institute of Public Health (IIPH)-Bhubaneswar, Indian Institute of Public Health (IIPH)-Gandhinagar, Indira Gandhi Institute of Development Research (IGIDR)-Mumbai, Mumbai

School of Economics and Public Policy (MSE) and Indian Institute of Management (IIM)-Lucknow.

## Faculty and Resource Persons

The Course was taught by senior faculty from Harvard School of Public Health – Profs. Winnie Yip (Course Director), William Hsiao, Peter Berman, Michael Reich; and faculty from Indian institutions – Drs. Indranil Mukopadhyay (Jindal Global University), Mita Choudhury (National Institute of Public Finance and Policy), and Dr. Avni Kapur (Center for Policy Research).

Guest speakers shared implementation experiences of relevant health reforms - NT Abroo (Government of Karnataka), Kaushik Sen (Healthspring), Pranav Mohan (International Finance Corporation), and VR Muraleedharan (Indian Institute of Technology-Madras). Resource persons from Harvard School of Public Health (Anuska Kalita and Abril Campos) facilitated the Course proceedings.





## The Collaborators

The **Lal Bahadur Shastri National Academy of Administration (LBSNAA)**, Mussoorie is the apex training institution in India for the civil services. The academy conducts a common Foundation Course for entrants to All India Services and all Group 'A' services of the country. The Academy also conducts in-service and mid-career training programs for members of the Indian Administrative Services (IAS) and induction

training program for officers



Left to right: V. Hekali Zhimomi (Secretary-Health, Govt. of UP), Prof William Hsiao (HSPH), and Upma Chawdhry (Director-LBSNAA)

comparable to India - Mexico, China, Ethiopia and Malaysia – to name a few. Harvard has conceptualized and directed the Global Flagship Course (offered in collaboration with The World Bank in Washington DC) since the year 1995. HSPH (in collaboration with LBSNAA and the Ministry of Health) had also directed the first Flagship Course in India in 2017.

### Health Systems Transformation Platform (HSP)

is a newly set up Indian Not for Profit institution incubated by the Tata Trusts and headquartered in New Delhi. Under the guidance of Dr. M.K. Bhan, and a technical and research collaboration with the Harvard School of Public Health, HSP has been created with the goal to produce rigorous, evidence-based and policy-relevant research that would contribute to strengthening India's healthcare system to benefit the Indian population, and provide global lessons. HSP is envisioned to serve as an enabler of state-level capacity, working closely with local institutions on research and capacity building on health system and policy studies to support state health reforms.



Arti Ahuja (Joint Director, LBSNAA)

promoted to the IAS from State Civil Services, as well as workshops and seminars on relevant policy issues.

As one of the leading academic institutions of public health in the world, **Harvard School of Public Health (HSPH)** brings years of experience of researching health systems in many countries across the world. The senior faculty from the School have been directly involved in informing policy and system design for countries that are



Participants attending a session facilitated by Prof. Indranil Mukopadhyay

## Participant Feedback

The feedback for the course was very positive with ~80% of the participants giving the course the highest rating, and the remaining ~20% the second-highest rating.

The need for such a course was expressed by all participants, and they felt that this course needs to be held annually at the national level, as well as at state levels. LBSNAA and MoHFW also gave very positive feedback and welcomed the regular annual organization of this course for bureaucrats and representatives of research institutions.

Two of the most noteworthy responses to the course have been - the keen interest shown by the Ministry of Health and Family Welfare in the Flagship Course and its approach, and a request from Ms. Preeti Sudan (Health Secretary, Government of India) to conduct a seminar for senior policy makers in India; and feedback to the donor (BMGF) from Ms. Arti Ahuja (Joint Director, LBSNAA) on the high quality of the interactions and sessions, the appreciation of the efforts of the Harvard faculty in making the discourse relevant to India, and their keenness to continue this partnership for hosting the Flagship Course in future.



**Participants awarded certificates at the Closing Ceremony**

From left to right: Arti Ahuja (Joint Director, LBSNAA), Alaknanda Dayal (Secretary-Finance, Govt. of UP), Prof. Winnie Yip (HSPH), Upma Chowdhary (Director, LBSNAA)



**Closing Session with Director and Joint Director, LBSNAA**

From left to right: Arti Ahuja (Joint Director, LBSNAA), Prof. Winnie Yip (HSPH), Upma Chowdhary (Director, LBSNAA)

### QUOTES FROM PARTICIPANTS

*Flagship Course is an important tool for designing the health systems. Routinely we don't analyze and forget about the ends we have to achieve, it helped keep these in focus and helped work backwards in achieving them.*

**- Secretary, Department of Health & Family Welfare, Odisha**



*It has been an experience of a lifetime, in the span of four days. I could learn so much...and got both a birds-eye and a worms-eye view. It was an excellent amalgamation of theory and practice. I will recommend this to the Chief Secretary.*

**- Secretary, Department of Finance, Arunachal Pradesh**



## Contact

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This report titled 'India Flagship Course on Health Systems Strengthening & Sustainable Financing 2018' has been developed by Health Systems Transformation Platform (HSTP) and the partner(s) to share the summary of proceedings of this course.

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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.

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