



# Report

## Workshop 2

### Leadership Development for Causing Incredible Performance in Public Health Sector, Odisha Bhubaneswar

12 December 2022



## Contact

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This report has been developed by Health Systems Transformation Platform (HSTP) to share the summary of proceedings of Workshop 2, Leadership Development for Causing Incredible performance in Public Health Sector Odisha, held in Bhubaneswar on 12 December 2022.

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Prof Maharaj Kishan Bhan, HSTP's pillar of strength, continues to inspire our work. We are grateful to the HSTP Board for their support & Experts for their contribution. Special thanks to the Athulya Performance Facilitators (Prof Balaji C, Nidhi Prabha Tewari), State Institute of Health and Family Welfare (Dr Amaredranath Mohanty, Dr Pradeep Padhi, Dr Sandipana Pati) and HSTP team (Rajeev Sadanandan, K. Rahul S Reddy, and Aaliyah Ali Khan).

## Objective

In 2019, Odisha Health Systems Strengthening Program, a four-year collaborative effort, was initiated by the Health System Transformation Platform (HSTP) in collaboration with the Government of Odisha and the Tata Trusts. The collaborative effort intended to improve Odisha's Health System to provide affordable and equitable access to quality care for its population while avoiding significant financial risks and improving citizen satisfaction. A health system diagnostic study in Odisha was conducted, which identified Leadership among mid-level healthcare officials within the State is required to achieve goal of strengthening the health system in the State.

HSTP in consultation with the State Government designed a training program in collaboration with [Athulya Performance Facilitators](#), an organization lead by Prof. C Balaji, an eminent Human Resources and Management expert. The focus of this program is to enhance managerial and leadership skills of public health officials to support health transformation in the State. In phase one, 28 district level medical officers have been selected by the Department of Health and Family Welfare, Odisha. These participants will undergo a 4 month facilitation program where they will be introduced to the CIP Framework and application of the “Ten Action Principles”. The workshops and individual coaching will help the participants to apply these principles to achieve incredible performance on Key Result Areas (KRAs). This initiative is anchored at the state level by the State Institute of Health and Family Welfare (SIHFW), Odisha. The institute is the venue for training and is in regular contact with all participants to provide them all logistics and other support required during the training period.

The first workshop was conducted from 14th to 17th September 2022 where the participants were introduced to the framework and the process of achieving incredible performance using the CIP Handbook and activity-based learning with assistance from facilitators. The 3-month individual coaching session started from 21 September 2022 onwards, where each participant is assigned a coach who will guide them to achieve goals, they have set for themselves for this period. The coach supports in defining the goals and coaches the participant through virtual call for 1-2 hours each week, monitoring progress.

**The 2<sup>nd</sup> Workshop is a one- day mid-program group coaching session** to bring together participants to share their progress and experiences with their peers. Coaches also reinforce the CIP's “Ten Action Principles” highlighting examples from each participant's journey. The group discussions help exchange ideas and motivate participants.

The inaugural session was chaired by Dr Amaredranath Mohanty Director SIHFW and attended by SIHFW officials (Dr Pradeep Padhi and Dr Sandipana Pati). Prof Balaji C, Ms Nidhi Prabha Tewari from Athulya and Dr Rahul S Reddy from HSTP were present. Dr Mohanty reiterated State Government's commitment to this training program. He mentioned that State officials found the progress by participants very encouraging. Participants shared that the program has re-vitalised their teams work at facility level and their progress is improving health outcomes.

## Summary

As part of the training program, a one-day mid-training group coaching session was necessary to bring together all participants and coaches to reinforce the share the progress and experiences to reinforce the framework. The highlights from proceedings are below. The participants were guided to apply the Ten Principles of the Causing Incredible Performance Framework by the coaches to their goals during the last one and half month. The participants presented their journey and focused on their positive experience, obstacles and they ways they overcame these to drive themselves and their teams towards achieving their goals.

### Three participant experiences are shared here in brief:

- **Dr. Susanta Kumar Das, ADPHO(VBD), DHH Koraput**  
He has taken on a goal of API less than or equal to 10 on or before 31 Dec 2022. Last year the API was 12. As of 12 Dec 2022, the API is 9.6. He shared his experience of rallying the district collector and other district level officers to take support from village level functionaries in his select block. Initially he was not focusing on the API number which is equal to number of malaria cases in a year divided by population and multiplied by 1000. He was coached that to act on the important result, he must track his API number. For each action that he had put in his Action Planning Template he had written down a clear Expected Tangible Result. He was ready to, “produce the record when asked for”- an action under the Action Principle “Commit and Account. He was also coached on how to state the goal as a statement of result as against stating it as an action such as “reduce API”. Further he was coached on how to be unambiguous in stating his goal.
- **Dr. Somyakanta Das Pattnayak, Superintendent, CHC Balugaon**  
His goal is Number of Mental Health Patients\* treated\*\* three times or more during Oct to Dec 2022 is greater than or equal to 210. BAU is 100. Here treated means counselling/giving medicines. He credits CIP for, crossing the number of mental health patients under care even though the district specialist who is supposed to come every month has not come in last two months. Dr Soumya has conducted the OPD himself, he has also organized OPD at PHC level to make it easy for the patients to reach him. He said it is for the first time that all 13 medicines prescribed for mental health are available at his Community Health Centre. When Dr Soumya Kant sent an indent for getting the medicines for mental health patients- it was identified that he had used the rallying approach. Rules and Standards along with persuasion. He rallied his pharmacist for it, who took his vehicle to the district to get the medicines and made them available to all CHOs. There was coaching on 10 rallying approaches that can be used to produce the result we want.
- **Dr. Neelamadhab Satpathy, ADPHO(FW), DHH Koraput**  
Dr Neelmadhab made a detailed presentation on his goal which is “No of anemic pregnant women increasing HB level by greater than or equal to 2 g percentage is greater than or equal to 4000”. His BAU goal is 1000. With his sharing the group received coaching on the importance of getting data and verifying data that one receives from the field. He described how, in one coaching session, after the coach persuaded him to review the partial statistics that he had got form some of his blocks, he left the session believing that

he could even reach double his goal. He had entered the session believing that he was unlikely to achieve his goal. There are others in the group who have also taken on goals related to increase in Hb level of anemic women. They were able to share strategies related to same. Some of the ideas presented and discussed:

- o Utilising MAMTA fund for nutrition of the pregnant women
- o DOTS for consuming nutritious food provided at AWC by the pregnant women
- o Adoption of pregnant women by a field functionary

### Group Reflections

- Group reflections were initiated illustrating experience sharing by Dr Nandita Gupta ADPHO(DC), CDM&PHO Khorda. She shared her experience of rallying and the obstacles she encountered during the process. The group received instruction on how not to Rally others. We frequently encourage people by requesting action we do identify the outcome we want from them; we frequently coerce or threaten the person we are rallying to say yes even if they do not agree to give that outcome. As a result, the individual we are seeking support from accomplishes far less than what we desired. The group went through the actions for rallying others from the handbook.
- The group also reflected on the magnitude of incredible goals taken on by them. A table (shown in pic.) was prepared which listed goals of participants and contrasted the Business as usual (extremely sure) goal numbers against the Incredible goal numbers. Some of the participants have taken on incredible goals which are two to five times their Business as Usual (BAU) goals. BAU goals are goals which one is extremely sure of achieving. The group shared that ordinarily they would agree to increasing their performance by anywhere between 5 to 25% and here they had taken on goals which were even 400% of their current performance. They shared that it was because of the CIP framework, weekly coaching and the encouragement from the coaches that has made them do it.
- Every participant learnt to answer this question authentically as to whether they were likely to achieve their goals or not. They were coached to look at their data and information and make a realistic assessment about what they had achieved so far and how much more can they achieve to reach their goals. The group also received coaching on focusing on “direction” of goal. Most of them have declared a goal which is greater than or equal to a number. They were coached to focus on the greater than part of the goal.

	BAU	Incredible	
1.	≤ 15,000	≥ 19,000	×
2.	≤ 2500	≥ 4000	✓
3.	≤ 80%	≥ 90%	✓
4.	≥ 12	≤ 10	✓
5.	1000	≥ 4000	✓
6.	400	≥ 400	✓
7.	4000	≥ 4800	✓
8.	50%	≥ 80%	✓
9.	100	≥ 210	✓
10.	5000	≥ 7000	✓
11.	150	≥ 500	✓
12.	1200	≥ 13,000	✓
13.	10	≥ 30	✓
14.	400	≥ 800	✓
15.	250	≥ 450	✓
16.	3000	≥ 7000	✓

## Next Steps

Strong skills in program management, monitoring, and evidence-based policymaking are fundamental to ensuring successful programs with good outcomes. At the core of this are the practitioners – policymakers, managers, and other medical and non-medical personnel associated with these programs at the national, state, and district levels. We value their contribution to the current understanding of the Indian health systems. To enable transformation and lead the system toward universal health coverage, India needs enhanced capacities, especially in using evidence generated from the program and systemic analysis effects that lead to better health systems diagnostics, design, policy, and strategy.

**After the second workshop**, the participants will continue their individual coaching sessions. Participants in consultation with their coach will work towards their goals which are to be achieved. At the end of January 2023, there will be a closing group meeting where all the 28 participants will share the final progress of their project and experiences with the group, followed by a celebration of their achievements and completion of the program.

**We intend to scale this program across the State and in States with similar contexts from the experience and learnings in 2023.**

<b>Time</b>	<b>Session Description</b>	<b>Speakers</b>
11.00 - 11.30 am	Inaugural: Reinforcing Program Objectives	Dr. Amaredranath Mohanty Director Sate Institute of Health and Family Welfare, Odisha  Prof. Balaji C Athulya Performance Facilitators  Dr. Rahul S Reddy Kadarpetta Health Systems Transformation Platform
11.30 - 11.45 am	Introduction to Workshop Structure	Nidhi Prabha Tewari Athulya Performance Facilitators
11.45 - 1.00 pm	Experience Sharing by Participants	Dr. Susanta Kumar Das ADPHO(VBD), DHH Koraput  Dr. Somyakanta Das Pattnayak Superintendent, CHC Balugaon  Dr. Neelamadhab Satpathy ADPHO(FW), DHH Koraput
1.00 - 2.00 pm	<b>Lunch</b>	
2.00 - 4.00 pm	Group Coaching	All Participants and Facilitators
4.00 - 4.30 pm	Key Takeaways and Way Forward	Nidhi Prabha Tewari Athulya Performance Facilitators  Dr. Amaredranath Mohanty Director Sate Institute of Health and Family Welfare, Odisha

S No	Name	Designation
1	Dr. Subrat Kumar Tripathy	ADPHO(TB), DHH Khurda
2	Dr. Tanmoy Tripathy	Superintendent, CHC Balakati
3	Dr. Ramakanta Nayak	Superintendent, CHC Banpur
4	Dr. Durgaprasad Jena	Superintendent, CHC Bankoi
5	Dr. Nandita Gupta	ADPHO(DC), CDM&PHO Khurda
6	Dr. Debasish Acharya	Superintendent, CHC Botalama
7	Dr. Paresh Kumar Acharya	Superintendent, CHC Haladia
8	Dr. Somyakanta Das Pattnayak	Superintendent, CHC Balugaon
9	Dr. Susanta Kumar Das	ADPHO(VBD), DHH Koraput
10	Dr. Sarathi Prasad. Muni	MO I/c, CHC Kotpad
11	Dr. Prasanta Kumar. Samal	ADPHO(TB), DHH Koraput
12	Dr. Suman Kumar. Topno	BPHO, CHC Mathalput
13	Dr. Adhiraj Sahu	MO I/c, CHC Boipariguda
14	Dr. Neelamadhab Satpathy	ADPHO(FW), DHH Koraput
15	Dr. Nutan Kujur	Superintendent, CHC Mangaspur
16	Dr. Mahendra Tanty	Superintendent, CHC Laing
17	Dr. Amitanshu Mandal	MO, CHC Kuarmunda
18	Dr. Sarada Prasanna Jena	Superintendent, CHC Bargaon
19	Dr. Rajesh Hembram	Superintendent, CHC Majhapara
20	Dr. Smruti Ranjan Samal	BPHO, CHC Birkera
21	Dr. Shreekant Toppo	Superintendent, CHC Kutra
<b>Facilitators</b>		
22	Prof C. Balaji	Athulya Performance Facilitators
23	Ms. Nidhi Prabha Tiwari	Athulya Performance Facilitators
<b>Observers</b>		
24	Dr. Rahul S Reddy Kadarpetta	Health Systems Transformation Platform
25	Dr. Amaredranath Mohanty	Director Sate Institute of Health and Family Welfare, Odisha



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