

# Report

## Workshop I

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

14 – 17 September 2022



## Contact

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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, Niraj Garg), State Institute of Health and Family Welfare (Dr Amaredranath Mohanty, Dr Pradeep Padhi, Dr Sandipana Pati, Dr Pushpanjali Mishra) 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 Institute of Health and Family Welfare (SIHFW), Odisha 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 3-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).

The first workshop was conducted from 14th to 17th September 2022. 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 inaugural session was chaired by Dr Ajit Kumar Mohanty Special Secretary (Public Health), Dr Bikaya Kumar Mohapatra Director of Health Services, Dr Niranjana Mishra Director of Public Health, Dr Sanjukta Sahu, Director of Nursing, Dr Amarendranath Mohanty Director SIHFW and other SIHFW officials (Dr Sandipana Pati, Dr Pushpanjali Mishra, Dr Pradeep Padhi). Prof Balaji C, Nidhi Prabha Tewari from Athulya along with Rajeev Sadanandan, K. and Rahul S Reddy from HSTP were present. All the officials opined that this leadership program will re-vitalise the workings of district level managers and improve health outcomes, ensuring welfare of population they serve. They expressed their encouragement and support to the participants at the prospect of achieving incredible performance using the existing skills of the health managers.

## Summary

Over the period of four days, the participants were introduced to Causing Incredible Performance Framework by the Facilitators. Activity-based learning, group discussions, individual and collective reflection were some of the methods used. Each day participants were given assignments to be presented and discussed with the whole group the next day. The participants also clarified doubts and shared their learnings from the previous day during each session.

- **Day 1:** The purpose was to introduce the participants to the CIP definition of “Action” and make them understand the value of “Committing to a Goal”. After an ice-breaking session, the participants read preliminary information regarding the program followed by a discussion with the facilitators on introductory concepts from the CIP Handbook. They participated in an Activity which required them to collectively perform a straightforward and measurable task. They performed another Activity, which required them to arrange a set of cards to find one/more of the Action Principles, followed by a discussion around the same. Some Action Principles like “Find a Compelling Purpose”, “Simplify”, “Declare an Incredible Goal”, and “Stay Present” were discussed.
- **Day 2:** The focus was on familiarising the participants with the Ten Action Principles and Grammar of Goals Statement. They performed an Activity to further their understanding of the terms in the “Action Principles” using wooden colour blocks followed by reflection on the results of their actions. The facilitators discussed other concepts of the CIP Framework followed by the participants taking turn to write and discuss their own statements after which they performed the same activity with some variations. In doing so, the facilitators took them through CIP definitions of goals, results, success and failure.
- **Day 3:** CIP Action Principles and tools like “Reset Mind” and “Non-fact thoughts” were discussed. The participants took part in an Activity where they sat in a circle blindfolded and attempted to identify missing pieces of a set through discussion among themselves. This was followed by reflection, discussion and clarification of some conceptual doubts. They participated in another Activity called the Tower of Hanoi, followed by explanation of more CIP concepts like “voices” and “toxicity”.
- **Day 4:** The participants performed the Tower of Hanoi activity again with some extra time to rethink their process. The new outcome was discussed. They read from the CIP Handbook and were coached by the facilitators on the terms mentioned in the handbook. They also chose their slots and coaches for the one-on-one coaching sessions to be carried out in the next 3 months. This was followed by a feedback session where the participants shared their experiences and suggestions.

## 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 first workshop, the participants will be coached individually by facilitators of the Athulya Team. Participants in consultation with their coach will set their goals which are to be achieved in 3 months. This is to practice application of the “Ten Action Principles,” by working on real-life individual projects to achieve Key Result Areas. Coaching sessions will be carried out by the CIP facilitator through hour long one-to-one coaching sessions each week till December 2022.

At the end of the 3-month period, 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 Pilot program across the State and in States with similar contexts from the experience and learnings in the next four months.

### **Day One**

- Introductions
- Agreements
- Pre-Workshop Test
- Activity-based understanding of Frequently Used Terms
- Overview of the CIP Framework
- Familiarity with the CIP Handbook
- Assignments to be done before the next day

### **Day Two**

- Review of Assignment
- Recall of previous sessions
- Quiz on Frequently Used Terms and Assignments
- Activity-based understanding of CIP Framework
- Introducing Incredible Goal
- Deepening understanding of the foundation Action Principles.

### **Day Three**

- Review of Assignment
- Recall of previous sessions
- Deepening understanding of the Action Principle “Declare an Incredible Goal” using a few goal statements participants came up with while doing the Assignments
- Deepening understanding of the tool “Grammar of Goal Statement”
- Deepening understanding of the tool “Action Planning Template” using a few goal statements participants came up with while doing the Assignments
- Introduction of Buddy System

### **Day Four**

- Review of Assignment
- Recall of previous sessions
- Introducing the tool “Brainstorming”
- Brainstorming session on possible Goals in the health sector of Khurda, Sundargarh and Koraput
- Deepening understanding of Execution Action Principles through a group Activity
- Post Workshop Test
- Explaining Coaching
- Scheduling one-on-one coaching
- Feedback

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2	Dr. Tanmoy Tripathy	Superintendent, CHC Balakati
3	Dr. Ramakanta Nayak	Superintendent, CHC Banpur
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<b>Facilitators</b>		
	Prof C. Balaji	Athulya Performance Facilitators
	Nidhi Prabha Tiwari	Athulya Performance Facilitators
	Niraj Garg	Athulya Performance Facilitators