

Health Systems Transformation Platform

Odisha Health Systems Strengthening Program

Progress 2018 - 2022



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Health Systems Transformation Platform

HSTP is an Indian not-for-profit working with a mission to enable Indian researchers and policymakers to conduct effective research and translate evidence for achieving Universal Health Coverage. We work through value-based partnerships with national, state and local governments, Indian and global research and knowledge partners.

HSTP focuses on research for health systems redesign by conducting health systems assessments and design interventions for improving financial risk protection, population health and wellness. HSTP also conducts training programs to enhance capacities of researchers & policy makers and enable policy dialogue for knowledge exchange.

1. Research for Health Systems Redesign

HSTP is a strategic partner to National Health Authority providing technical support for experimentation of expanding health coverage to the “missing middle” population and establishing PMJAY linkages to primary healthcare. HSTP is working with Government of Odisha to strengthen the health systems with a focus on improving implementation of the Biju Swasthya Kalyan Yojana, enhancing competences of healthcare providers at primary settings, improving access to medicines and training mid-level health officers in leadership for improving performance.

2. Capacity building initiatives

To enhance research capacities of mid-career public health professionals, HSTP conducts the **Health Policy and Systems Research Fellowship (HPSR)**. This program is paced over a period of 18 months and includes online phase, face-to-face phase, research implementation and mentoring phase. [Read More](#)

HSTP conducts **Annual Flagship Course on Health Systems Strengthening and Sustainable Financing aimed at** senior policy makers and public health practitioners/ researchers. This program is focused on systems thinking and problem solving for transformation. [Read More](#)

3. Exploratory Health Systems Research Studies

HSTP has prioritized to deepen knowledge and workings of primary healthcare & health systems governance in India, through a systems thinking approach. HSTP has conducted exploratory studies that examine and document best practices in primary healthcare, develop a framework for multi-sectoral integration for primary healthcare strengthening in urban settings, role of local governance in improving health outcomes & healthcare regulations pertaining to service delivery in India.

Odisha Health Systems Strengthening Program

The program aims to strengthen Odisha's Health System in partnership with the State Government through design of context specific interventions for challenges/gaps identified by a comprehensive health systems diagnostic assessment. These interventions are improved using implementation research and evaluation or feasibility and scale up.

HSTP, Tata Trusts and Government of Odisha agreed on a four-year memorandum of understanding (2019-2023) for strengthening Odisha Health System on 9th January 2019. Harvard School of Public Health, Indian Institute of Public Health Bhubaneswar, Asian Institute of Public Health, Kalinga Institute of Social Sciences and All India Institute of Medical Sciences, Bhubaneswar are technical collaborators.

It was agreed to take a health systems approach with an objective to strengthen systems as whole to achieve improved outcomes in areas of priority for the State Government informed by evidence.



HSTP is also engaged in providing technical support to the State Health Assurance Society for implementation of Biju Swasthya Kalyan Yojana (BSKY), the universal health coverage program in Odisha State. Our healthcare financing experts support the BSKY scheme policy and implementation diligently working with the scheme Chief Executive Officer and the implementation team. We have conducted several trainings in processing claims, claims analysis for decision making, medical audits, communication with beneficiaries and providers, etc.

Odisha Health Systems Diagnostic Assessment

A diagnostic assessment was an inbuilt part of the programmatic design to identify key intervention areas under the state health system strengthening effort. This diagnostic assessment was conducted in 2019-20. It included a landscape analysis of the Odisha health system to understand the socio-political & economic context of the state, identify gaps and inform design of research questions & survey instruments.

As a part of this assessment, a household survey was conducted to understand the healthcare utilization pattern, financing and beneficiary satisfaction. Provider survey was conducted for hospitals (public+private) & Community Health Centers, Primary Care Centers in rural and urban areas, Sub-Centers to understand the work settings, their function and challenges faced. Individual providers in a government facility and solo providers in private sector were also surveyed to identify specific challenges.

Health system and policy analyses were conducted. In consultation with the government, efforts were initiated for development of blue-prints and designs of specific health systems interventions.



Interventions Designed for Odisha Health Systems Strengthening



The evidence generated from the diagnostic assessment lead us to identify challenges to be addressed. In consultation with Government of Odisha and local partners, in-depth research was conducted to design interventions. Expert committees headed by Government officers have been formed to guide and internalize context specific solutions focused on :

- Improving competencies of public healthcare providers working in primary healthcare settings
- Strengthening access to medicines at primary health centers
- Strengthening Biju Swasthya Kalyan Yojana
- Leadership Development Program for Causing Incredible Performance in Public Health Sector, Odisha

When these interventions are piloted, based on implementation research, they will be improved to achieve desired outcomes. Scaling-up of successful and feasible models will be adopted to achieve greater positive impact across the state.

Strengthening Biju Swasthya Kalyan Yojana (BSKY)

HSTP provides technical support to the State Health Assurance Society for improving implementation of Biju Swasthya Kalyan Yojana (BSKY), the universal health coverage program in Odisha. BSKY was launched in 2018 with the vision to provide assurance of quality health care to all the citizens of the State, especially vulnerable sections. Cashless services (annual coverage of 5 lakhs per family, 10 lakhs for female members) are provided at all public hospitals and empaneled private hospitals within & outside the state.

HSTP provided following inputs during implementation of BSKY:

- Transition of BSKY from a TPA-dependent model to a standalone operating model thus building core competency.
- Expanding the benefit package for ensuring required services are available to all the beneficiaries.
- Business continuity efforts during COVID times, and as analysis for decision making including support for performance review mechanisms.
- Transition to modernize BSKY technology platform including the required plan and mechanisms for non-disruptive operations. Creating RFP documents and various technical specifications for the qualification of the IT partner. Connecting the team with other State IT teams handling technology platforms for experience sharing and knowledge exchange. Detailed analysis of BSKY reviews to the CEO, BSKY to propose improvements in claims processing, fraud detection, prevention and control measures. Prepared a detailed implementation roadmap document to assist the SHAS in managing the transition including digitalize and automate some offline processes, such as hospital empanelment.



Training for Strengthening Audits & Standard Treatment Guidelines, 16-18 Nov 2021

HSTP during this three-day orientation session supported the State Health Assurance Society in

- Best practices from other states and what is adaptable in BSKY's context to ensure the best quality of care for BSKY patients.
- Establishing medical audit systems and implementation of Standard treatment guidelines for packages related to breast cancer.



Training for Strengthening BSKY Operations, 17 Apr 2019

The objective was to orient functionaries on data analytics and medical audit to enhance their capabilities in conducting analysis of BSKY claims data . This supports monitoring and triggers improvements in scheme implementation. About 40 functionaries were trained.

Read more
<https://bit.ly/3xLk002>

Training for Strengthening BSKY Pre-auth & claims processing, 21 Jan 2020

This workshop provided an opportunity to facilitate re-orientation training to the scheme functionaries. Training was provided to 20 doctors, who play a key role in this transition and to build their skills in reviewing the pre-authorization and claims processes.

Read more
<https://bit.ly/3xGN6xF>



Training for Strengthening BSKY Grievance Redressal, 30 Sep 2020

This workshop provided an opportunity to provide re-orientation training to the scheme functionaries. Training was provided to 22 district coordinators, who play a key role in this transition and to build their skills to address the queries/grievance of the beneficiaries.

Read more
<https://bit.ly/3R740fL>



Publications

- Biju Swasthya Kalyan Yojana – Learnings & Way Forward <https://bit.ly/3UriCcN>
- State led innovations for achieving UHC in Odisha <https://bit.ly/3ShFREe>
- Improving Government financial transfers for health & their utilization <https://bit.ly/3BKBevU>
- Changes in healthcare utilization at public hospitals due to BSKY in Odisha <https://bit.ly/3UurHS2>
- Fund Flows for Health in Odisha <https://bit.ly/3fgKUGw>

Improving competencies of public healthcare providers working in primary healthcare settings

The intervention aims to improve competencies of providers in primary health care settings. The initial focus is on the pharmacist, medical laboratory technologist, later to be expanded to the staff nurse, ANM and medical officers. This has been designed to have three phases as detailed below. HSTP has developed the competency framework for pharmacists and MLTs and is currently implementing the assessment which will lead to development of training package for improving competencies.

Assessment Phase

There are two major milestones in this phase: the development of competency assessment framework and Assessment of competencies for all cadres. The development of a competency assessment framework has mainly two steps, i.e., Identification of Competencies for a specific cadre and the development of a competency Assessment Tool.

Identification of Pharmacist's Competencies

The HSTP team reviewed global and Indian literature on pharmacists' competencies and prepared the list of competencies for primary healthcare Pharmacists. Based on the role in the Primary health care setting like; Role of Pharmacy Manager, dispensing drugs, supporting medical officers, and others, twenty-seven competencies have been finalized. Behaviors for all the competencies have also been finalized

Identification of Medical Laboratory Technologists' Competencies

The consultation has finalized the list of competencies for Medical Laboratory Technologists. The Competencies have been categorized into ten domains: Human Values and Professional Ethics; Quality Management, Communication and Interaction, Critical Thinking, Equipment and Instruments, Test Requisition data and Sample Collection, Specimen Preparation, and others. Under these domains, one hundred twenty-six competencies have been identified

Development of Competency Assessment Tool for Medical Laboratory Technologists

Adopting the Miller's Pyramid and WHO Global Competency and Outcomes Framework for Universal Coverage, 2022 HSTP team developed the competency Assessment Tool. This tool is designed into three sections: Section A is for General Information, Section B is for General Questions, and Section C is for competency Assessment in the form of Knowledge, Skills, and Attitudes.

Strengthening access to medicines at public health facilities

HSTP in consultation with the State Government acknowledges that access to affordable, quality-assured essential medicines is crucial to reduce the financial burden of care and improve population health. This requires strengthening processes for procurement and supply chain management of medicines in the State.



HSTP in collaboration with the AIPH University, Bhubaneswar is conducting in-depth research to understand the current procurement and supply chain management systems for medicines in Odisha. HSTP has developed assessment tools to gather the relevant information. This will identify factors affecting availability of essential medicines at the primary care facilities in the state. The findings from this research will guide us to devise appropriate strategies to enhance availability of essential medicines across these facilities. Subsequent interventions are expected to reduce the out-of-pocket expenditure on medicines for those accessing care from public health facilities.

The proposal was co-developed in consultation with the Health Finance Committee, Odisha established under this program. HSTP is working closely with the Odisha State Medical Corporation Limited (OSMCL) to understand its structure, functioning and the processes involved in procurement and supply chain management of drugs in the state. Best practices from medical corporations in states such as Tamil Nadu, Kerala have also been studied to derive lessons for strengthening the Odisha model.

Additionally, we would also appraise the availability of essential drugs through an assessment of stock-in and stock-out of medicines at the facility level; examine the prescription practices for essential medicines by health care physicians at the public health facilities through a prescription audit.

Leadership Development Program for Causing Incredible Performance in Public Health Sector

HSTP along with Athulya CIP has designed a leadership development program for improving performance of mid-level health officials within the public system. 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, 30 district level medical officers have been selected by the Department of Health and Family Welfare, Odisha. These participants will undergo a 3-month coaching 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).

CIP Framework - Ten Action Principles



The first workshop was conducted from 14th to 17th September 2022. The participants familiarized themselves with framework and the process of achieving incredible performance using the CIP Handbook and activity-based learning with assistance from facilitators. After this session, they will be coached individually to set their goals to be achieved in 3 months.

CIP has already been applied in various settings. In Odisha, it resulted in improving performance of the Pradhan Mantri Ujjwala Yojana since 2019. Based on the extraordinary results produced in the state, CIP has since been used in other States like UP, Bihar, Jharkhand, West Bengal and Assam. It is currently being implemented in states of Chhattisgarh, Madhya Pradesh, Maharashtra, Rajasthan and Gujarat under Ujjwala Yojana.

Way Forward

HSTP in collaboration with Government of Odisha has begun a journey of strengthening Odisha's health system. Through this partnership, we have been able to develop and support evidence based interventions that enhance competencies of the health professionals and enable access to medicines which will lead to improved service delivery within the public health system. These interventions when validated and scaled up would impact at least 70% of Odisha's poor and vulnerable population directly. We also believe our attempts will open opportunities for improving policy and program implementation through implementation research for evidence based decision making in health.

Improving Planning and Financial Management

Our analysis shows while Odisha performs better than most states in financial management, there are potential sources of financing which remain underutilized. Any attempt at improved absorption of funds would need the health department to develop long term investment plans and matching them to additional financial resources. HSTP could work with the Government and support to prepare these plans by matching the identified health needs with resources that are available from various sources.

Human Resources for Health

Human Resources for Health (HRH) constitute the most important input for health care delivery. HRH situation is dynamic and influenced by policies on recruitment, promotions and transfers in addition to incentives and motivation levels. HSTP could work with the Department of Health to analyse and finetune the HRH policies and their implementation.

Regulation

Odisha has a nascent private sector. It is important that regulatory frameworks for the private sector are developed and implemented at this stage. HSTP can work with the Government of Odisha to rationalise the regulatory framework that facilitates private investment in health while safeguarding patient rights and ensuring quality of health care services.



Digital Health

In our progress towards SDGs it is important that health needs of especially the most vulnerable are met. One mechanism to ensure this is digitalising provision of services, including creating Electronic Health Records, analytical tools, decision support systems etc. The Ayushman Bharat Digital Mission has outlined parameters of how digitalisation can be implemented. These have to be contextualised to each state and HSTP intends to work in Odisha to develop and validate digital health interventions.

Health Information Systems

Health workers in the state spend nearly 30% of their time collecting, compiling and transmitting data. However, the health system does not use this data for policy making, monitoring or implementation. HSTP will work with Government of Odisha to create reporting systems that are easy to use, analytical tools to create dashboards that are available at all levels of implementation and policy making.

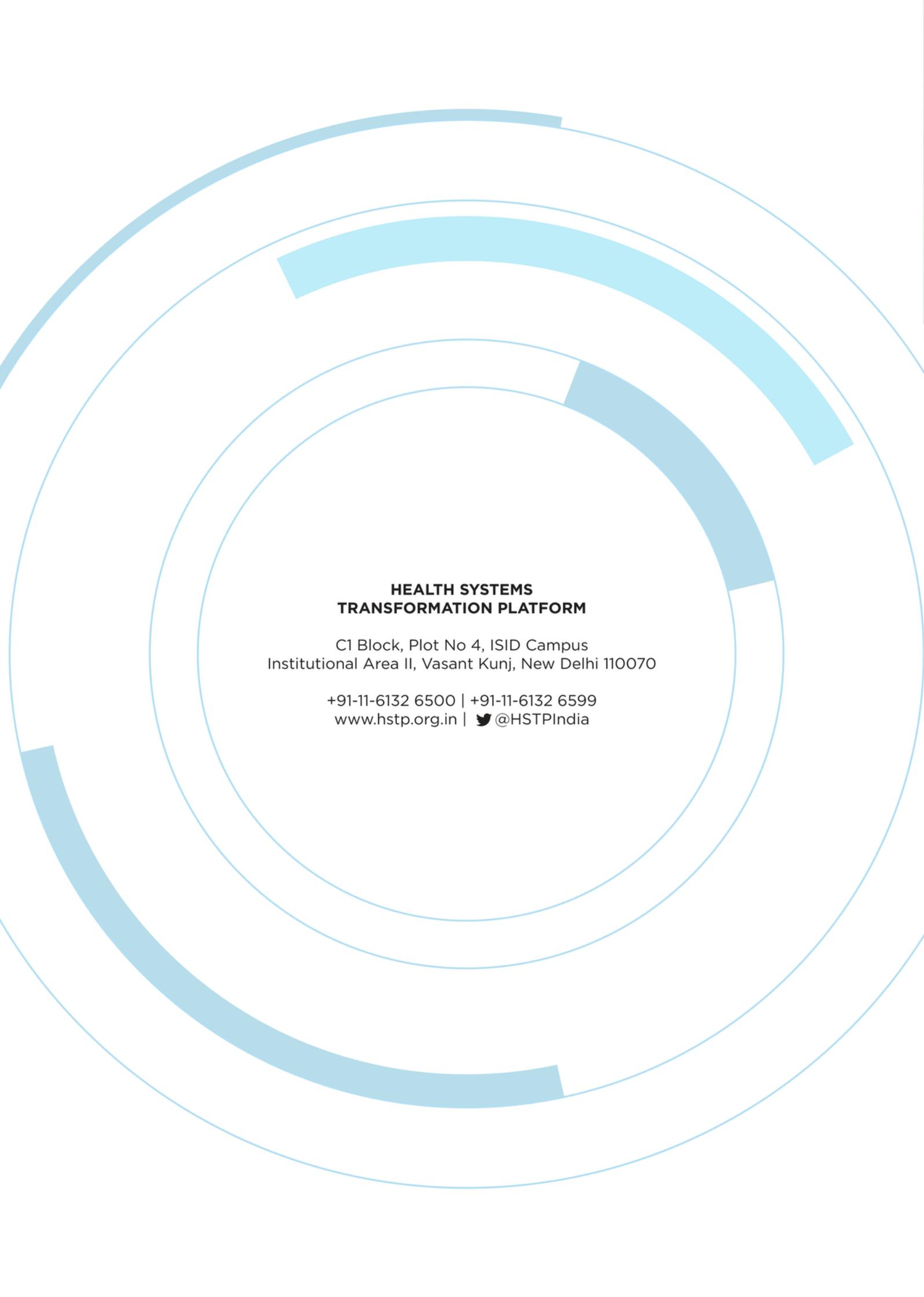


Strengthening Health Systems in Odisha Journey goes on....

HSTP commenced its work in partnership with the Government of Odisha. The proactiveness of the state to engage in evidence-based reform has been a sustaining support for us. The state has made considerable strides in improving the health of the people and is poised to achieve more. This is supported by many favourable factors such as fiscal strength, political leadership, stability and an evident thrust to make the state a leader in most aspects of development.

HSTP hopes to partner with Odisha in this journey, generating in the process knowledge products that would be useful to other states and enhance the pool of knowledge in the sector.





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