



Report

Valedictory Ceremony: Cohort I (Sep 2022 – Jan 2023) Leadership Development for Causing Incredible Performance in Public Health Sector, Odisha Bhubaneswar

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Contact

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This report has been developed by Health Systems Transformation Platform (HSTP) to share the summary of proceedings of Valedictory Ceremony of Cohort 1 (Sep 2022 to Jan 2023) of the Leadership Development for Causing Incredible performance in Public Health Sector Odisha, held in Bhubaneswar on 24 February 2023.

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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 Dr. Brundha D. Mission Director, National Health Mission, Department of Health and Family Welfare, Odisha, Shri. Saroj Kumar Mishra Special Secretary - Health, State Institute of Health, and Family Welfare Odisha (Dr Amarendranath Mohanty, Dr Pradeep Padhi, Dr Sandipana Pati) to the Athulya Performance Facilitators (Prof Balaji C, Nidhi Prabha Tewari, Niraj Garg), and HSTP team (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 14 - 17 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 was assigned a coach who will guide them to achieve goals they had 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 2nd Workshop** was conducted on 12 December 2022, 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.

Valedictory ceremony was conducted on 24 February 2023 with the objective of celebrating the achievements of the participants, distribution of certificates and sharing their experiences of their 3-month journey with higher officials of the Department of Health and Family welfare, Odisha. Also, it was a day for the stakeholders (HSTP, Athulya, SIHFW and the Directorates) to reflect on the training program as a whole and what refinements could help scaling up this effort further to better the health outcomes for people of Odisha.

Summary of Proceedings

Inaugural Session

The inaugural session was chaired by Dr. Brundha D, Mission Director National Health Mission. Shri. Saroj Kumar Mishra, Special Secretary graced the occasion. Director Public Health, Director of Family Welfare attended the meeting. Dr Amarendranath Mohanty Director SIHFW and SIHFW officials (Dr Pradeep Padhi and Dr Sandipana Pati), Prof Balaji C, Ms Nidhi Prabha Tewari, Mr. Niraj Garg from Athulya, and Dr Rahul S Reddy from HSTP were present.

MD NHM shared that the CIP program was innovative and emphasized that 17 public health officials having achieved their goals is a huge achievement for the State. Given the rapid transformation of health systems at the community level, she stressed on the need for doctors to be updated and trained in administration of the health facilities. Highlighting the importance of capacity building, she urged the doctors to think of further progress, to keep up the momentum and expressed her desire to work together with stakeholders like HSTP and Athulya CIP to meet community challenges.

Officials like the Special Secretary shared that this program has motivated the participants to work towards creating incredible changes for the society. He congratulated HSTP and Athulya CIP on the great scale of improvement achieved within 3 months. The Director of Public Health highlighted the important responsibility of the participants as team leaders and managers. He emphasized on areas like program management, conflict resolution and decision making which received attention during the training. The Director of Family Welfare congratulated the participants on their incredible achievement. The Director of Health encouraged those who could not achieve their goals to recognize their efforts and challenges as it can sometimes be difficult for clinicians to perform public health roles. He asserted that in effective management for public delivery, trainings programs like this play a crucial role.

Dr Mohanty reiterated that the program has re-vitalized their teams work at facility level and their progress is improving health outcomes. The State officials found the progress by participants very encouraging.

Ms. Nidhi Tewari expressed her gratitude to the participants and government officials for being a part of this program and highlighted that around 99,600 lives were directly impacted by the program through coaching and enabling each participant (here doctor) to strive to work with the system and individuals in ways to achieve their goals.

Dr. Rahul Reddy thanked all the partners and expressed gratitude for having the opportunity to help transform lives. He asserted that the public health officials, with support of the SIHFW, NHM and State Govt have achieved twice the service delivery, which is inspiring and a step towards strengthening managerial capacities of doctors to impact communities they work in.

Presenting Program outputs

Ms. Nidhi Tewari and Dr. Rahul Reddy presented the outputs from the program. Of the 28 participants who attended the introductory workshop, 25 set their goals. 20 attended the coaching sessions regularly and 17 of these participants achieved their incredible goals. 3 participants did not achieve their goals but surpassed stretch goals. 99629+ lives directly impacted- as against a Business as Usual of 49502 in 3 districts of Odisha – Sundargarh, Khurda, Koraput.

Participant's Personal Level Impact

Each participant shared their experiences during their journey to achieve their goals, they explained their goals and how they achieved them. A summary of impact of the program in participants view is below:

Before LDP	After LDP
Time frame to achieve and target was not fixed	Easier to achieve goals in a time frame
It was difficult to achieve targets	Easier to overcome obstacles
Quite often were waiting for things to happen by themselves	Planning and implementation are much better
Commit and account was low	Have learnt to rally others for producing results
Often obstacles were not identified and when they were It was difficult to find solutions for obstacles	Can take on incredible goals and achieve them both in professional and personal life

Recommendations for next cohorts of the program

1. We take CIP to more Doctors who are into program management roles
 - a. Their CIP goals can be about any State Level Priorities/Missions e.g., AMLAN
 - b. Produce large scale results on an ongoing basis
2. Develop internal CIP coaches
 - a. Screen potential coaches from the current Batch and
 - b. Create opportunities for them to coach in the next batch and onwards
 - c. Make this a part of the official Capacity Building Process for doctors in program management roles
3. Selection of participants for next batches,
 - a. The department may nominate the participants, but they will have the option of continuing with the programme at the outset.
 - b. Build in a condition that they would agree to be coaches in future.

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.

The appreciation we received from participants and the government is encouraging. In discussion with the State Government, we intend to discuss with the state government on how we can make the programme sustainable by embedding it in the action plan of the State Institute of Health and Family Welfare. We will also document the process in CIP so that other States with similar contexts can adapt this programme to their contexts.

Time	Session Description	Speakers
10.45 - 11.30	Inaugural Session	Dr. Brundha D, Mission Director NHM Odisha Shri. Saroj Kumar Mishra, Special Secretary Dr. Amarendranath Mohanty, Director SIHFW, Odisha Prof. Balaji C, Athulya Performance Facilitators Dr. Rahul S Reddy Karpada, HSTP
11.30 - 12.30	Participants Experience Sharing	Nidhi Prabha Tewari, Athulya Performance Facilitators
12.30 - 12.45	Distribution of Certificates to Participants Distribution of mementos to Dignitaries	
12.45 - 1.00	Recommendations and Way Forward	Nidhi Prabha Tewari, Athulya Performance Facilitators Dr. Rahul S Reddy Karpada, HSTP Dr. Amarendranath Mohanty, Director SIHFW, Odisha
1.00 - 2.00	Lunch	

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 Birkeria
21	Dr. Shreekant Toppo	Superintendent, CHC Kutra
Facilitators		
22	Prof C. Balaji	Athulya Performance Facilitators
23	Ms. Nidhi Prabha Tewari	Athulya Performance Facilitators
24	Mr. Niraj Garg	Athulya Performance Facilitators
25	Dr. Rahul S Reddy Kadarpetta	Health Systems Transformation Platform
26	Ms. Aaliyah Ali Kahan	Health Systems Transformation Platform