# Report

# 18íh Infernational Public Healíh Managemení Developmení Program © TEATH SYSTEMS STRENETIENNE®



SUPPORTED BY INDIAN TECHNOCAL AND ECONOMIC COOPERATION, MINISTRY OF EXTERNAL AFFAIRS, GOI



ORGANISED BY DEPARTMENT OF COMMUNITY MEDICINE AND SCHOOL OF PUBLIC HEALTH, POST GRADUATE INSTITUTE OF MEDICAL EDUCATION AND RESEARCH, CHANDIGARH

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# **EXECUTIVE SUMMARY**

A health system is made up of people, institutions, resources, and activities with the primary goal of promoting, restoring, and maintaining health. Strengthening the health system includes strategies, responses, and activities aimed at improving a country's health system performance over time. Strong health systems are required to provide people with access to quality health care and to align resources for long-term health improvements. The COVID-19 pandemic has highlighted how easily global health threats can cross borders, as well as the critical importance of strong health systems in all countries.

In this context, the Department of Community Medicine and School of Public Health conceptualised a 5-day online 'e-course on Health Systems Strengthening' under the International Public Health Management Development Program (IPHMDP) with support from the Indian Technical and Economic Corporation (ITEC) under the Ministry of External Affairs, Government of India. The course aimed to improve the knowledge and skills of senior health officers, public health professionals, and senior administrative officers from different ITEC countries about health systems and its importance in routine and emergent situations.

This is the first course of its kind in the country for foreign Ministry of Health officials to improve their knowledge and skills in the area of health system strengthening. The course was fully funded by the Ministry of External Affairs of the Government of India, and there were 28 participants from 15 countries around the world.

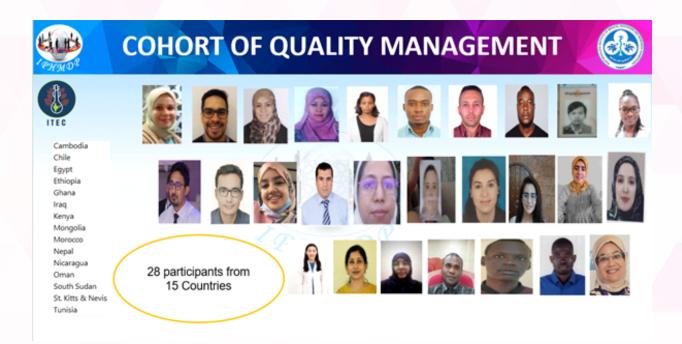
#### Goal

To improve the knowledge and understanding of the health care professionals of different aspects of health systems and its building blocks and also improving competencies of the health care workers for overall performance and productivity.

#### **Course Objectives**

- To build capacity of public health professionals for health systems performance.
- To illustrate with relevant context specific case studies, how health systems can be strengthened for improved overall health system productivity.
- To equip participants with various strategies and techniques for effective management of health system.

# **PARTICIPANTS OF HEALTH SYSTEM STRENGTHENING COURSE**



#### **Program Audience**

The major attendee if the course were public health officials and senior programme managers who are engaged in improving their country's health system and enhancing their organization's efficiency and effectiveness. A total of 28 officials from 15 countries took part in the current programme to improve their skills in health system strengthening.

#### **Resource faculty**

The program faculties are eminent experts from premier government medical institutes of India, private organizations and international NGOs.



## Resource persons of Health systems strengthening course

# **TEACHING METHODOLOGY**

The teaching was done through a multi-pronged adult learning pedagogy comprising of live lectures, reading materials, assignments, and interactive sessions. Besides this, the participants were engaged with their peers in the discussion forums and prepared action plan during the program in order to demonstrate their learning in their respective settings.

#### **Program Contents**

Торіс	1-	Health System and Models
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- Topic 2- Strengthening health system through WHO six building blocks (i) Health workforce, (ii) Health information systems, (iii) Leadership/Governance
- Topic3-Strengthening health system through WHO six building blocks (i) service<br/>delivery, (ii) access to essential medicines (iii) financing
- Topic 4- Measuring Health system Performance

## **Program Duration and Venue**

Duration:The duration of program was 5 days (21st November to 25th November 2022)Venue:Online on E learning for Public Health platform

# **SCHEDULE**



#### PROGRAM SCHEDULE HEALTH SYSTEM STRENGTHENING E-INTERNATIONAL PUBLIC HEALTH MANAGEMENT DEVELOPMENT PROGRAM 21<sup>st</sup> -25<sup>th</sup> November 2022 02:00-04:45 PM (all days except first day)



TIEG					
Day & Date	Time	Topic of Presentation	Resource Persons		
	01:30- 01:35 PM	Welcoming the Delegates			
	01:35-01:45 PM	Introduction to E- IPHMDP			
	01:45-02:00 PM	Pre test			
D1		Lecture 1			
Day 1	02:00-02:45 PM	Health System and Models	Prof. Sonu Goel		
21"			Professor, Dept. of Community		
November	02:45-03:00 PM	MCQ	Medicine & School of Public Health		
2022	03:00-03:15 PM	Mobility break / energiser			
	03:15-04:00 PM	e-Assignment			
	04:00-04:30 PM	Discussion			
	04:30-04:45 PM	Attendance and Feedback			
	04.30-04.43 PM	Lecture 2			
Day 2	02:00-02:45 PM	Strengthening health system through WHO	Dr. Raimohan Panda		
Days	V2.00-V2.72 FIN	six building blocks (i) health workforce, (ii)	Additional Professor		
22**		health information systems (iii)	Public Health Foundation of India		
November		leadership/governance			
2022	02:45-03:00 PM	MCQ			
	03:00-03:15 PM	Mobility break / energiser			
	03:15-04:00 PM 04:00-04:30 PM	e-Assignment			
	04:00-04:50 PM	Discussion			
	04:30-04:45 PM	Attendance and Feedback Lecture 3			
	02:00-02:45 PM		Mai Can (Da) Deaf, Atal Katual		
Day 3	02:00-02:45 PM	Strengthening health system through WHO six building blocks (i) service delivery, (ii)	Maj Gen (Dr.) Prof. Atul Kotwal Executive Director, NHSRC, New		
Days		access to essential medicines (iii) financing	Delhi		
23 <sup>rd</sup>	02:45-03:00 PM	MCQ			
November	03:00-03:15 PM	Mobility break / energiser			
2022	03:15-04:00 PM	e-Assignment			
	04:00-04:30 PM	Discussion			
	04:30-04:45 PM	Attendance and Feedback			
		Lecture 4			
Day 4	02:00-02:45 PM	Measuring Health system Performance	Prof. Sanjiy, Kumar		
24 <sup>m</sup>			Chairman, 3 Domain Leadership		
November			Foundation		
2022	02:45-03:00 PM	MCQ			
	03:00-03:15 PM	Mobility break / energiser			
	03:15-04:00 PM	e-Assignment			
	04:00-04:30 PM	Discussion			
	04:30-04:45 PM	Attendance and Feedback			
	Lecture 5				
	02:00-03:00 PM	Group Work: Developing an operational fram	ework for HSS based on country		
Day 5	02:00.02:16 78.6	experiences			
25 <sup>th</sup>	03:00-03:15 PM 03:15-04:00 PM	Mobility break / energiser Presentation and Discussion			
November 2022	04:00-04:30 PM	Attendance and Feedback			
2022	04:30-04:45 PM	Post test			
	04:45-05:00 PM	Certificate distribution			
	01.10-00.00 PM	ventalene undrivativit			

## Day 1 (21st November 2022, Monday)

# INTRODUCTORY SESSION

Dr. Munmie Das, host of the programme and State program Officer, welcomed eminent speakers and participants from around the world to the 18th International Public Health Management and Development Program, which was held in support of the Indian Technical and Economic Cooperation Programme under the Ministry of External Affairs, Government of India.



# **PROGRAM OVERVIEW**

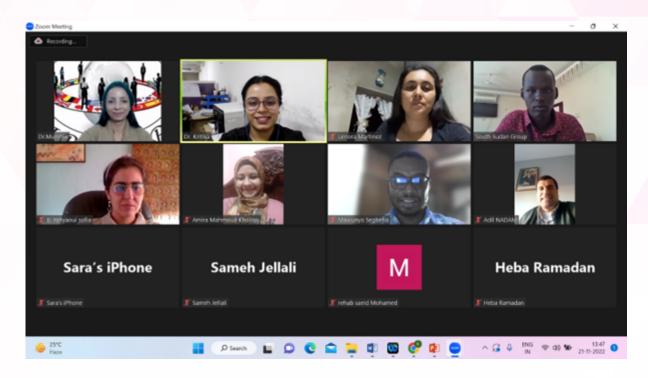
The host welcomed Dr. Kritika Upadhyay, Program Coordinator, (IPHMDP) to share his view on the journey of IPHMDP which was conceptualized in the year 2016. Dr. Upadhyay highlighted the needs, objectives and the journey of the program to the audience. In continuation to this, the program outcomes at the organizational as well as participant level were enumerated. Dr. Upadhyay also shared her view on how health system strengthening is crucial need for efficient delivery of healthcare services. She mentioned that the course also aims at understanding six building blocks of health system, which are integral to strengthening health



care system in their countries. The session was then concluded by calling attention to the outreach of IPHMDP that has trained 900+ participants from 80+ countries till date in past six years. Lastly, she welcomed the 28 torchbearers of 18th International Public Health Management Development Program from 15 different countries.

#### **Group photo**

Everyone in the group was asked to turn on their videos for a group photograph which was followed by their introductions



#### Pre test

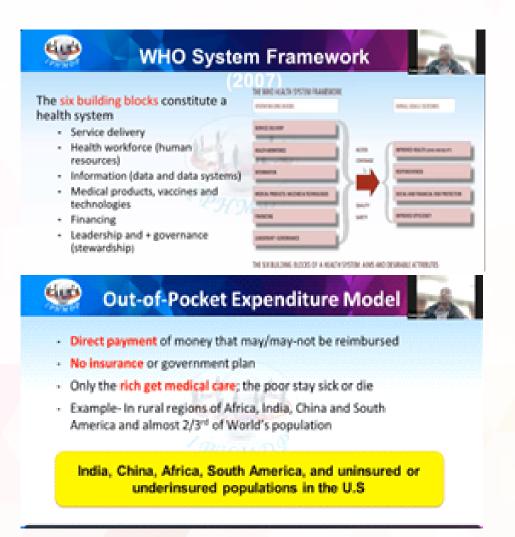
An online test consisting of 20 questions was set forth as a google form to the participants by sharing the link in the chat box of Zoom platform and through a mail. Participants were given 20 minutes to complete and submit the test.



#### **Session 1- Health System and Models**

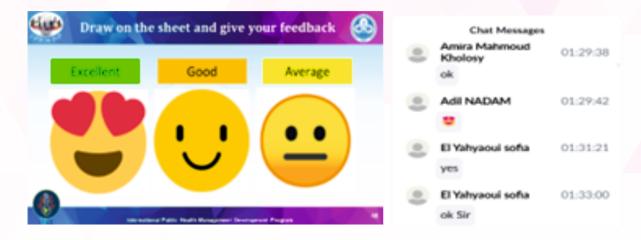
# Dr. Sonu Goel Professor, Department of Community Medicine and School of Public health, PGIMER, Chandigarh

Dr. Sonu Goel, Program Director presented the first session, in which he explained that the health system is one of the key components of healthcare determinants. He outlined the World Health Organization's definition of the health system. He then went into a great detail about the WHO health systems framework in context to strengthening health system by cutting various examples of participating countries. The major types of health care systems – and their models were taught (with examples) including Beveridge model, Bismarck model, National Health Insurance model, and Out of Pocket Expenditure model. He then went over the advantages and disadvantages of each model based upon the participating countries. The participating countries. The system model in context of the session and suggested few ideas to improve their country.



## **Session Feedback**

Participants provided their feedback of each session on three parameters (Excellent, Good, Average) by drawing an emoticon on the piece of paper and showing on the camera which depicted their experience of the particular session.



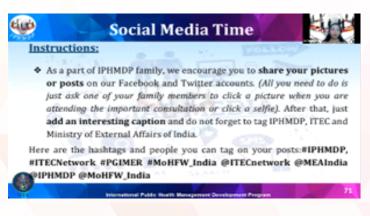
#### **Quiz Session**

A short quiz session consisting of ten question viz. Fill the Gap, a MCQ and a fill in the blank was conducted after the session to assess the knowledge gained by the participants.



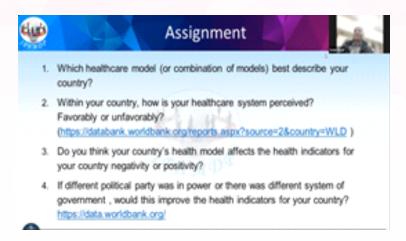
# Social media time

Participants were provided with a short media break where the organizing team demonstrated steps for creating social media post on Facebook, LinkedIn and twitter handle of IPHMDP. This was followed by a 2 minute mobility break



#### **E-Assignment**

Participants were given four questions and given one hour to develop them. They had to examine their countries' healthcare systems and determine which healthcare model (or combination of models) best described their country. They were then asked to describe how the healthcare system is perceived. Favorably or unfavourably, and how the health model influences the negativity or positivity of health indicators. Finally, they had to consider whether a different political party or a different system of government would improve their country's health indicators. All participants were given 60 minutes to complete the assignment, which was voluntarily presented by 5 participants and discussed.





# Attendance and feedback

Lastly, the day ended with the instructions for second day and sharing the attendance and feedback link in the chat box.

## (22nd November 2022, Tuesday)

# **RECAP SESSION**

The second day began by a brief recap of the previous days learning by Ms. Amira Mehmoud from Morocco. Dr. Munmie, then announced the winner of day 1 quiz and congratulated them. This was followed by the technical session

#### Session 2-Strengthening health system through WHO six building blocks

#### (I) Health workforce (ii) Health information systems (iii) Leadership/Governance

#### Dr. Rajmohan Panda, Additional Professor, PHFI

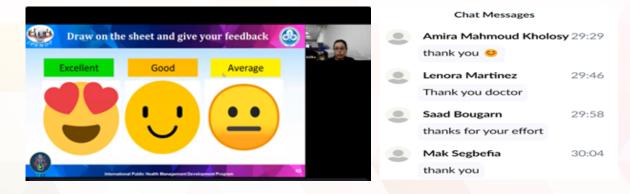
The day's technical session began with an overview of the health system of participating countries. The speaker went into great detail about the six building blocks of the health system and managing their interactions in order to achieve more equitable and long-term improvements in health services and health outcomes. He distributed some research articles on



health sector reforms and healthcare performance and linked them with three building blocks then he went over each of the building blocks one by one by giving examples and also interlinking between each one of them. The assessment matrix for the performance of country health systems was also discussed. Finally, Dr. Panda discussed the benefits and drawbacks of using the WHO building block framework. Following the lecture, the participants were given an assignment.

# **Session Feedback**

Participants provided their feedback of each session on three parameters (Excellent, Good, Average) by drawing an emoticon on the piece of paper and showing on the camera which depicted their experience of the particular session.



## E- assignment

The participants were given a case study of the Covid 19 pandemic and its impact on low and middle income countries. Participants must think at the programme manager level and plan to investigate the health system preparedness in their facility in terms of health staff capacity, health information processes, and strategies in accordance with National health policy for COVID-19 management. Finally, they must assess the plan's effectiveness.

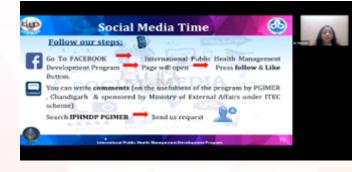


## Quiz

A short quiz session consisting of ten question viz. Fill the Gap, a MCQ and a fill in the blank was conducted after the session to assess the knowledge gained by the participants.



## Social Media time



Participants were provided with a short media break where the organizing team demonstrated steps for creating social media post on Facebook, LinkedIn and twitter handle of IPHMDP. This was followed by a 2 minute mobility break

## Attendance and feedback

Lastly, the day ended with the instructions for second day and sharing the attendance and feedback link in the chat box.

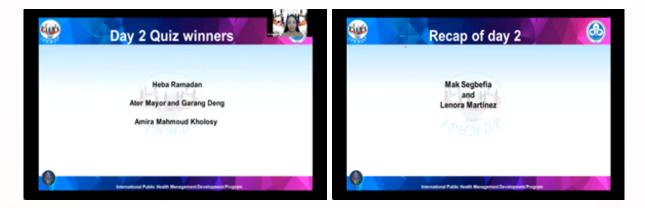
(23rd November 2022, Wednesday)

# **RECAP SESSION**

The third day began with few instructions and told about the ongoing contest.



Then by a brief recap of the previous days learning by Mr. Mak Sagbefia and Ms. Menora Martinez. Dr. Munmie, then announced the winner of day 2 quiz and congratulated them. This was followed by the technical session on WHO building blocks.



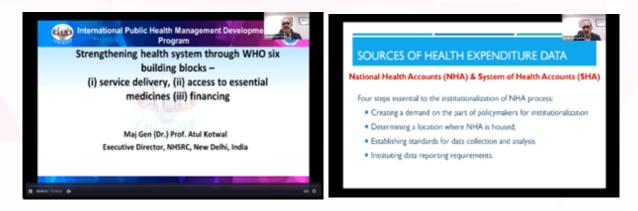
Session 3- Strengthening health system through WHO six building blocks –

(i) service delivery, (ii) access to essential medicines (iii) financing

#### Maj Gen (Dr.) Prof. Atul Kotwal, Executive Director, NHSRC, New Delhi

This session covered the rest three building blocks of health systems. He started his session began with an overview of what is Health System and the Health System interventions. The speaker then questioned the audience that do we need to go beyond WHO six building block framework ? He explained that healthcare services could be measured on the parameters like access, availability, utilisation and coverage and listed core indicators and their portable data sources. Then he shared the key characteristics of good service delivery and sources of information on health service delivery. The Indian healthcare service delivery was explained

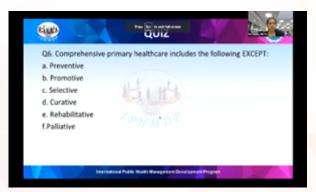
through National Health Mission of India, Ayushman Bharat and their role in achieving UHC. Second part of his presentation focused on the next building block on health economics, which was well explained through core indicators and their sources of extraction. He also described four blocks of National health accounts which included revenues of Healthcare Financing Schemes, Healthcare Financing Schemes, Healthcare Providers and Healthcare Functions. Lastly, he picked up the third block of access to which he explained by citing example of participating countries.



## **Session Feedback**

Participants provided their feedback of each session on three parameters (Excellent, Good, Average) by drawing an emoticon on the piece of paper and showing on the camera which depicted their experience of the particular session.

# Draw on the sheet and give your feedba



## Quiz

Dr. Taruna from the NHSRC Team conducted a short quiz session consisting of ten question viz. Fill the Gap, a MCQ and a fill in the blank was conducted after the session to assess the knowledge gained by the participants.

#### Day 4 (24th November 2022, Thursday)

#### **Recap session**

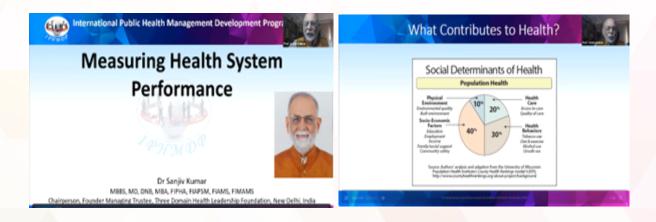
The second last day began by a brief recap of the previous days learning by Mr. Ater Mayor from Sudan . Dr. Munmie, then announced the winner of day 3 quiz and congratulated them. This was followed by the technical session.



#### Session 4- Measuring health system performance

#### Dr. Sanjiv Kumar, Chairperson, Three Domain Leadership Foundation

He began his presentation by outlining the goals of his talk. He asked the audience why we measure health system performance, and he shared the rationale for doing so, which included tracking progress over time, comparing to other countries, capturing potential health gains over time, diagnosing bottlenecks, and addressing challenges. He then focused on the boundaries of the health system, using the WHO six building block model and the control knob model to help participants understand. He also educated the audience on the social determinants of health and their relationship to the performance of health-care systems. At the end of the session, Dr. Sanjiv provided examples from reproductive child health, adolescent and newborn health, and their indicators.



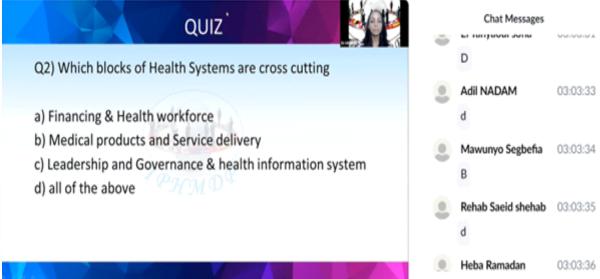
#### **Session Feedback**

Participants provided their feedback of each session on three parameters (Excellent, Good, Average) by drawing an emoticon on the piece of paper and showing on the camera which depicted their experience of the particular session.

Draw on the sheet and give your feedba	Chat Messages Annra Mannouu Kholosy	03:01:42
Excellent Good Average	Choice y	
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Researced Public Health Management Development Program	 Sabita Yadav	03:01:49

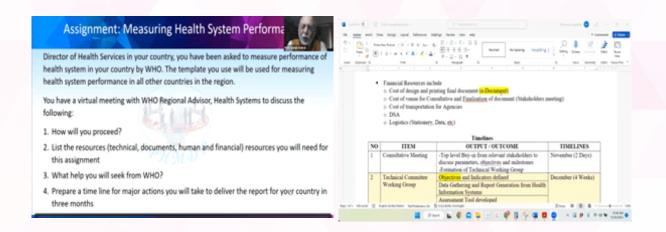
# Quiz

Dr. Munmie conducted a short quiz session consisting of ten question viz. Fill the Gap, a MCQ and a fill in the blank was conducted after the session to assess the knowledge gained by the narticipants



# E- assignment

Following the technical session, participants were asked to work on a scenario in which they were the Director of Health Services in their country and were tasked by WHO with measuring the performance of the health system. They had to develop a strategy for how they will proceed, what resources will be needed, what assistance WHO will provide, and what major actions will be taken to develop the country's report. Dr. Sanjiv also demonstrated how they should proceed. The participants had one hour to complete the assignment, and a few of them presented it to the group, allowing for a better understanding of the topic.



## Social Media time

During a brief media break, the organising team demonstrated how to create social media posts on the IPHMDP's Facebook, LinkedIn, and Twitter handles. Then there was a 2-minute mobility break. Participants were also encouraged to post their feedback on the social media handle.



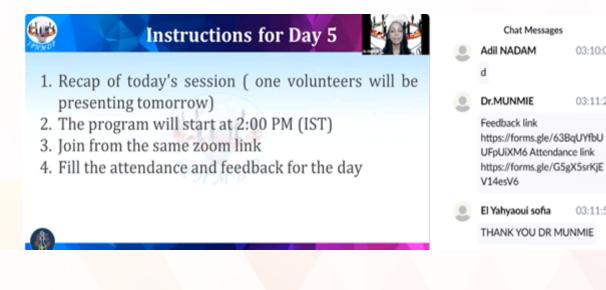
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## Attendance and feedback

Lastly, the day ended with the instructions for second day and sharing the attendance and feedback link in the chat box.



#### Day 5 (25th December 2022, Friday)

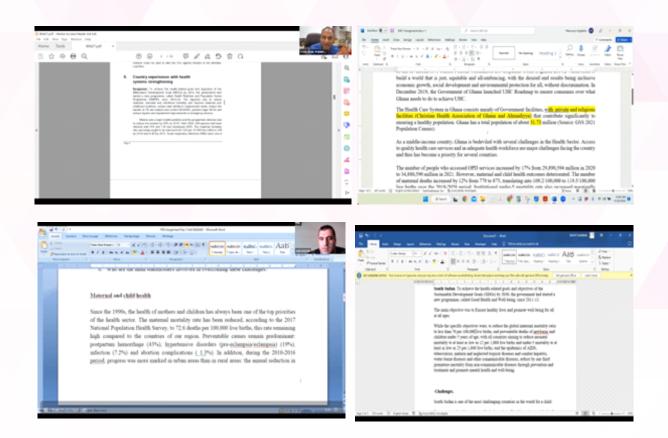
Dr. Kritika Upadhyay, Program Coordinator welcomed the delegates to the final day of the program. The day began with brief instructions and recap of the previous days learning by Mr. Kailash Khakhi from Nepal. After that she then announced the winner of day 4 quiz and congratulated them.



# Session 5: Group Work: Developing an operational framework for HSS based on country experiences

# Dr. Sonu Goel, Professor, Department of Community Medicine and School of Public health, PGIMER, Chandigarh

Dr. Sonu Goel, Program Director, shared a WHO manual on health system strengthening as well as the experiences of a few countries (Bangladesh and Iraq). The participants were then asked to look for the main health challenges faced by their country. Then they had to look at the technical responses that were put in place to meet the challenges, overcome the constraints, and identify the gaps. Finally, they had to research the policy and reform processes used to improve the capacity and stewardship of the health system, as well as the key stakeholders involved in overcoming these challenges. They were given one hour for development of plan of their country, followed by presentation.



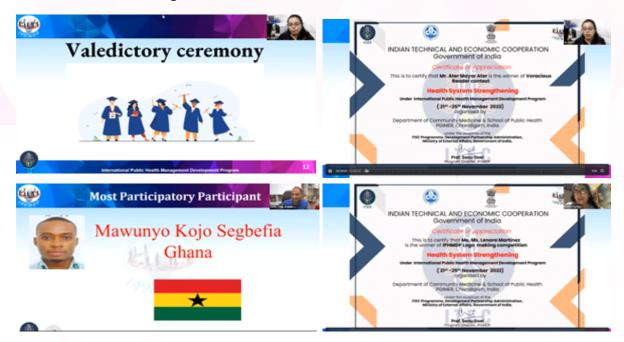
## Post test

Following the technical session, participants were asked to complete a post-test consisting of 20 questions to be answered in 15 minutes. It was kept to assess the participants' knowledge after the course was completed.



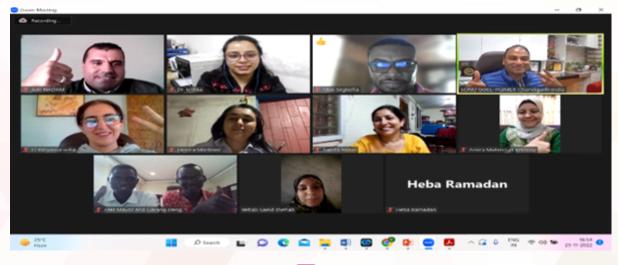
# Valedictory ceremony

The valedictory ceremony started after the technical session. The session strated with briefing everyone about the learning gained in the five days course. Then Dr. Munmie invited Prof. Sonu Goel, Program Director to announce the winners of various contests held during the program and distrubute the course completion certificates to all the participants Dr.Sonu Goel congratulated all participants on successful completion of the course and invited participants to share their experiences. Then, he urged the participants to reach out to their respective embassies in order to organize similar courses in their countries.



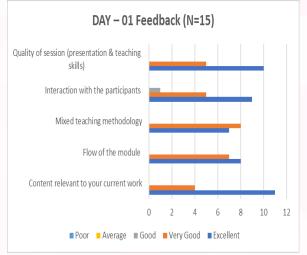
# Feedback by participants

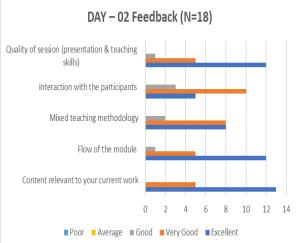
The day ended with feedback by the participants on the chat box and all the participants were asked to fill the overall feedback form. Participants stated that they were generally pleased with the quality of all sessions, the teaching methodology, and the content's relevance to their work. The course received "excellent" ratings across the board from the participants.

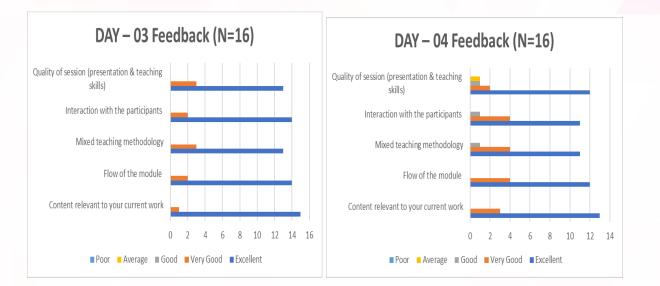


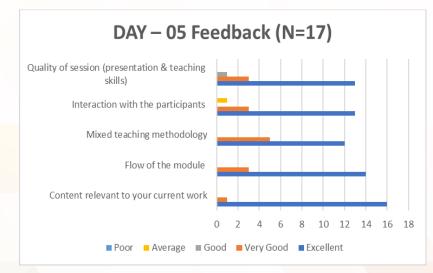
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# **PROGRAM FEEDBACK**

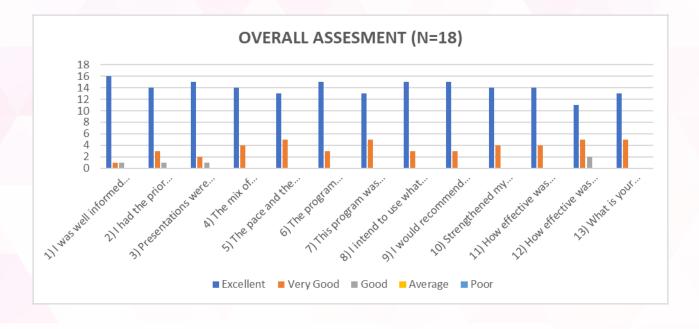








# **PROGRAM FEEDBACK**



# Pre and post test

The pre and post test judged the participants learning before taking the course and after the completion of the course. Majority of the participants improved their test scores after completion of the course.

# **CERTIFICATE OF COMPLETION**



Department of Community Medicine and School of Community Medicine, PGIMER, Chandigarh, 160012, India

# **ABOUT US**

#### Post Graduate Institute of Medical Education & Research, Chandigarh

#### Who We Are

The Postgraduate Institute of Medical Education and Research (PGIMER) is based in Chandigarh (city beautiful in North India) and was established in 1962 by then Prime Minister of India, Pt. Jawaharlal Nehru. It was declared as an Institute of National Importance by an Act of Parliament of India on 1st April 1967 and is currently an autonomous body functioning directly under the Ministry of Health and Family Welfare, Government of India. PGIMER has almost all specialties and super-specialties departments. The Department of Community Medicine was instituted in 1977 with the purpose of developing effective models of health service delivery for rural communities and for providing community health orientation to public health professionals. To address emerging challenges in public health education and research, the Depaitment of Community Medicine was upgraded to School of Public Health (SPH) in the Tenth Five Year Plan of India (200206).

#### What We Do

Department of Community Medicine and School of Public Health conduct post-graduate teaching programmes and shortterm training courses on various public health issues. Besides, we are also involved in several research projects in collaboration with national and international organizations (like DBT, ICMR, WHO, UNICEF, UNFPA, DFID, MOH & FW, and MOE&F etc.) and state governments. We also provide consultancy services to state and central health services on public health matters and national programs/projects. Each year nearly 45 training programs are conducted with an average attendance of 30 participants per course. We also deliver population based health services to approximately 80,000 population in rural, urban and slum communities of Haryana, Punjab and Chandigarh. SPH has developed various public health models which have been successfully scaled and replicated across country.

#### What We Offer

We offer regular Doctor of Philosophy (PhD), Doctor in Medicine (MD), Post Graduate Diploma in Public Health Management (PGDPHM), and Masters of Public Health (MPH) along with various short-term courses in areas of epidemiology, health management, health promotion, communicable and non-communicable diseases.



Department of Community Medicine and School of Public Health, Post Graduate Institute of Medical Education and Research, Chandigarh (India)

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