

Strengthening Human Resources for Health in India

Fact Sheet: October 2018

Partners: Government of India (GoI), Ministry of Health and Family Welfare (MoHFW), State Governments of Uttar Pradesh, Rajasthan, Assam, Chhattisgarh, Punjab, Jharkhand, Odisha, Madhya Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura, Bihar, Jharkhand, Haryana; Indian Nursing Council (INC), the Federation of Obstetric & Gynaecological Societies of India (FOGSI), World Health Organization (WHO), Indira Gandhi National Open University (IGNOU)

Donors: United States Agency for International Development (USAID), World Bank, University of Manitoba (UoM), Tata Trusts, Bill & Melinda Gates Foundation (BMGF), Reliance Foundation and *MSD for Mothers*

Background

Globally, nurses and midwives account for nearly 50% of the health workforce. Of the 43.5 million health workers in the world, it is estimated that 20.7 million are nurses and midwives.¹ In India, nurse-midwives comprise around 30.5% of the total health care workforce² and they are an integral part of India's public health system. Findings in a paper on composition and distribution of the health workforce in India are even more telling and suggest that in the year 2011 - 2012, there were 2.5 million health workers (density of 20.9 workers per 10 000 population). **However, 56.4% of all health workers were unqualified, including 58.4% of nurses and midwives and 69.2% of health associates.** In addition, by cadre, there were 3.1 nurses and midwives per 10000 population. This is around one quarter of the World Health Organization (WHO) benchmark of 22.8 doctors, nurses and midwives per 10 000 population.³

Given the acute shortage of competent nurses and auxiliary nurse midwives (ANMs) in the country and recognizing the critical role of the nursing cadre in

achieving the sustainable development goal (SDG 3)⁴ (ensure healthy lives and promote well-being for all at all ages), GoI has prioritized the deployment, empowerment and overall strengthening of the nurse-midwifery cadre through the development of a roadmap.

Jhpiego is working closely with the MoHFW, GoI, INC and various state governments to provide technical assistance (TA) for strengthening the nursing cadre in India. This support includes work on improving the quality of pre-service education (PSE), by strengthening the public and private sector nursing institutions in high focus states, creating an enabling policy environment for nursing, improving the leadership and management capacity of the nursing cadre and ensuring a greater role for nurses and midwives in clinical and programmatic decision making. Jhpiego, through its human resources for health (HRH) programs, is not only building the competencies of faculty and students of the nurse-midwifery institutions, but also strengthening the capabilities of in-service providers through onsite trainings and continuous mentoring support. Furthermore, Jhpiego is working for task shifting, allowing nurses to take on greater roles in the healthcare sector, and helping enable career progression for nurses in the country.

Strengthening of Pre-Service Education (PSE)

Nurse-midwives are critical to India's health care workforce, and key to achieving health related SDG targets. The lack of skilled and competent nurses deters provision of quality RMNCH+A services in the public sector. In addition, with the private sector institutions contributing 93% of India's nursing and midwifery graduates (INC), strengthening private sector nursing-midwifery PSE becomes critical to building a strong nursing cadre in the country.

¹ World Health Organization (WHO) website. Data available at - http://www.who.int/hrh/nursing_midwifery/en/. Accessed on 24 Oct 2018 at 2:54 PM.

² The health workforce in India. Human Resources for Health Observer Series No. 16. Document available at - World Health Organization (WHO) website. http://www.who.int/hrh/resources/16058health_workforce_India.pdf. Accessed on 24 Oct 2018 at 3:00 PM.

³ Rao KD, Shahrawat R, Bhatnagar A. Composition and distribution of the health workforce in India: estimates based on data from the National Sample

Survey. WHO South-East Asia J Public Health [serial online] 2016 [cited 2018 Oct 24]; 5:133-40. Available from: <http://www.who-seajph.org/text.asp?2016/5/2/133/206250>

⁴ The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. SDG 3 is "ensure healthy lives and promote well-being for all, at all ages." <http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>



Strengthening Nursing-Midwifery Cadre in Uttar Pradesh, India

Donors: University of Manitoba (UoM)

Partners: Gol, MoHFW, Government of Uttar Pradesh

Program Period: August 2017 - October 2019

Geographical Coverage: Uttar Pradesh

The program

Jhpiego is synergizing UP Technical Support Unit's efforts towards improving RMNCH+A services resulting in improved health outcomes. Jhpiego provides technical assistance to strengthen nursing-midwifery training institutions in the state. **The program has four objectives:** to strengthen quality of PSE in all public sector nursing institutions in UP by implementing standards-based approach; demonstrate a feasible model of PSE strengthening for the private sector by implementing INC standards in 10 - 15 private institutions; strengthen capacity of state nursing registration council (SNRC) and state nursing directorate in regulation, management and leadership; and, assist in operationalization of Health and Wellness Centers by supporting roll-out of certificate course in community health.

Program Achievements

- Initiation of regular admissions in public sector general nursing-midwifery (GNM) schools of Uttar Pradesh (UP)
- Three nodal centers - the national nodal center (NNC) Kanpur, state nodal center (SNC) Varanasi and SNC Meerut, have been established and are operational
- A total of 31 program study centers (PSCs) for the certificate course in community health established and operational; 21 additional PSCs to be set up in the next year
- The initiative has managed to sustain financial allocations under National Health Mission (NHM)'s program implementation plans (PIPs) for strengthening nursing cadre in the state. Funds worth INR 109.372 million proposed in PIP FY 2018-2019
- 53% (9 out of 17) public sector nursing institutions and 54% (7 out of 13) private sector

nursing institutions strengthened, having achieved at least 70% INC performance standards

- Strengthened training infrastructure of nursing institutions with 91% institutions having functional skill labs and IT labs and all institutions having a library
- Facilitated faculty development initiatives with 86 nursing faculty from public sector institutions having been trained in a specialized six-week program

Strengthening Nursing Education in Private Sector

Donor: United States Agency for International Development (USAID)

Partners: Gol, MoHFW, Governments of Jharkhand, Odisha, Madhya Pradesh, Bihar, Haryana, Delhi-NCR

Program Period: March 2016 – March 2019

Geographical Coverage: States of Jharkhand, Odisha, Madhya Pradesh, Bihar, Haryana, Delhi-NCR; total institutions - 38 (Odisha-9, Madhya Pradesh-6, Bihar-7, Jharkhand-9, Haryana-3, Delhi-NCR-4)

The program

Jhpiego, in partnership with USAID, is working to improve **the quality of PSE for the nursing midwifery cadre in private sector institutions**, thereby contributing to strengthening the delivery of high-impact reproductive, maternal, newborn, child and adolescent health (RMNCH+A) interventions at the facility and community levels. The primary objectives of this program are:

- **Establish partnerships for leveraging private sector resources** towards inclusive and sustainable improvement in the quality of PSE
- **Strengthen PSE in private sector nursing training institutions** using INC's established educational and clinical standards
- **Leverage tested information technology (IT)** to build the capacity of faculty members and improve knowledge and skills of students in private nursing training institutions
- Create an **institutional mechanism for continuing professional development (CPD)** for faculty in private sector institutions



Program Achievements

- Skills lab established - 58% (of 38 intervention sites)
- IT labs established - 100%
- Library established - 95%
- Virtual classroom established - 84%
- Thus far, 61% of colleges of nursing i.e. 11 out of 18, and 50% GNM schools have been strengthened, meeting the target with more than 70% performance standards achieved, and remaining 33% of colleges of nursing and 35% of GNM schools are very close to be strengthened as achieved performance scores between 50% to 70%
- 606 participants trained in 'Dakshata' trainings (314 faculties and 294 service providers)
- Last but not least, 81 master trainers have been developed for virtual classroom trainings

In-Service Capacity Building of Nursing Workforce and Primary Health Care Teams

As noted earlier, nurses and midwives comprise around 30.5% of the total health workforce in India and play a vital role in delivering health care effectively. Within the context of primary health care and universal health coverage, nursing-midwifery services contribute to reduction of morbidity and mortality. Hence, maintaining and improving the skills i.e. capacity building of the nursing-midwifery cadre is critical in ensuring that health care is delivered efficiently and effectively.

Strengthening Nursing-Midwifery Skills for Universal Health Coverage

Donor: World Bank

Partners: GoI, MoHFW, State governments of Madhya Pradesh and Punjab

Program Period: January 2017 – December 2018

Geographical Coverage: Madhya Pradesh and Punjab

The program

The World Bank has proposed an 'advisory services and analytics (ASA)' program at the

request of the Ministry of Health and Family Welfare (MOHFW), GoI, to support the National Health Mission (NHM) in achieving its goal of expanding affordable, high- quality health care services for universal health coverage. **This program has two key objectives are:** improving the skills and competencies of frontline health workers and their supervisors for providing high quality, collaborative primary health care at sub-block level in Madhya Pradesh; and, landscaping of capacity and performance of nurses and recommendations on contextually appropriate and cost effective skill development strategy for nursing professionals in Punjab.

Program Achievements

- **An in-depth assessment of team structure, workload, and supervisory mechanisms** has been conducted, and **a comprehensive team based training package** for frontline health workers (FLHW) and supervisors focusing on NCDs, soft skills and work planning has also been developed in Madhya Pradesh
- 57 (14-Chhindwara, 26-Dhar and 17-Ratlam) district level and regional officials trained as master trainers through three trainings of the trainers (ToTs) held at the district level in Madhya Pradesh
- 50 supervisors and 472 FLHWs trained in comprehensive team based training package in Madhya Pradesh
- **A detailed study on quality of clinical training of students to understand the preparedness of student nurses** has also been completed, and based on this study's finding - a pre-service clinical supervision guide was developed for the state government of Punjab
- A comprehensive assessment of nurse induction training of Punjab conducted and a '10 days' training agenda developed for conducting future nurse induction trainings' in the state
- To aid the policy level decision-making, **a study on critical policy and regulatory issues affecting deployment, retention and motivation of nursing workforce** has been completed



Improving Maternal and Newborn Health Outcomes through Technology Driven Interventions: Alliance for Saving Mothers and Newborn (ĀSMĀN)

Donors: Tata Trusts, Bill and Melinda Gates Foundation (BMGF), USAID, Reliance Foundation and *MSD for Mothers*

Partners: GoI, MoHFW, Governments of Madhya Pradesh and Rajasthan

Program Period: June 2017- May 2020

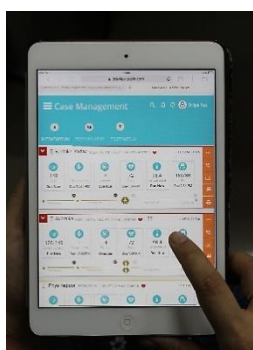
Geographical Coverage: Madhya Pradesh and Rajasthan

The program

ĀSMĀN initiative leverages new technology to effectively drive the use of evidence-based best practices that reduce early maternal and newborn mortality. This program adds value to maternal and newborn mortality reduction efforts by building on existing efforts by GoI. The hypothesis is that adoption of technology in selected key areas will result in improved efficiency and quality of facility-based services. As a result, facility-based service delivery will improve because of increased health worker capacity, on-demand clinical decision-making support and support for data-driven decision making at the facility level. The key stakeholders of this initiative are governments of Madhya Pradesh and Rajasthan, where this project is being piloted in four districts each.

Jhpiego is the lead implementation agency. The technology partner for ĀSMĀN application is 'Avalon Information Systems', the gamification partner is 'Bodhi Foundation', and 'Sambodhi' is the partner for external evaluation.

Program Achievements



The pre-alpha testing of the ĀSMĀN application has been done in two facilities of Bhilwara (Rajasthan), namely district hospital (DH) Bhilwara and community health center (CHC) Gulabpura and in two facilities of Ratlam (Madhya Pradesh), namely DH

Ratlam and CHC - Sailana. During the testing, the nursing staff, medical officers (MOs), obstetricians, and gynecologists were orientated on the application and its functionality. After pre-alpha testing until now the pre-alpha version of application is being rolled out in total 13 facilities i.e. 7 facilities in Madhya Pradesh and 6 facilities in Rajasthan. A day after the pre-alpha version of ĀSMĀN application was rolled out, the service providers have started entering the real cases in the application.

In the month of September, alpha roll out phase was initiated in both the states of Rajasthan and Madhya Pradesh. In this phase, ĀSMĀN complication management game was also integrated. In upcoming months, more facilities will be added in phased manner.

SAMARTH Initiative

Donors: University of Manitoba (UoM)

Partners: GoI, MoHFW, Government of Uttar Pradesh, the Federation of Obstetric & Gynaecological Societies of India (FOGSI)

Program Period: August 2017 - October 2019

Geographical Coverage: Uttar Pradesh

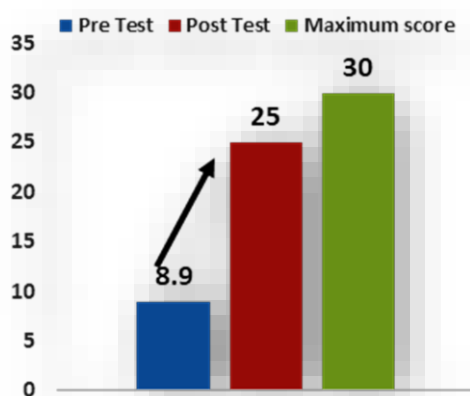
The program

SAMARTH, a FOGSI - Jhpiego partnership initiative jointly funded by UoM and Uttar Pradesh-Technical Support Unit (UP-TSU), is working to develop skill-based competencies of in-service nursing staff of identified private hospitals/ maternity homes across the state of Uttar Pradesh (UP) through a comprehensive on-the-job training. Core purpose of the partnership is to create a sustainable business model wherein select private nursing institutions of UP would be transformed into training sites for nursing professionals in the private sector.

The program has the following goals: Identifying private hospitals across the state for establishment of training sites in consultation with FOGSI; developing a comprehensive training package focusing on general nursing and midwifery skills; identifying and creating a pool of master trainers and providing onsite handholding support and a quality assurance mechanism.

Program Achievements

- A comprehensive training resource package and course outline focusing on nursing and midwifery skills has been developed, and
- First batch of training has been completed for 19 providers from private facilities. The analysis of pre and post training assessment reveals significant improvement in mean participant score and competency level of trainees as depicted in the graph below:



Health System Strengthening and Role Expansion of Nurses

Operationalization of Health and Wellness Centers (HWCs)

Donor: United States Agency for International Development (USAID), as part of its flagship Maternal and Child Survival Program (MCSP)

Partners: GoI, MoHFW, State Governments of Assam, Chhattisgarh, Jharkhand, Odisha, Madhya Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura

Program Period: April 2018 - September 2019

Geographical Coverage: 5 high focus states - Assam, Chhattisgarh, Jharkhand, Odisha, Madhya Pradesh, and 6 northeastern states (Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura)

The program

Under the GoI's Ayushman Bharat initiative, Health and Wellness Centers (HWCs) have been conceptualized to provide comprehensive primary health care (CPHC), which will ensure the highest possible level of health and well-being at all ages, through a set of preventive, promotive, curative and rehabilitative services. Under this initiative, the Ministry of Health and Family Welfare (MoHFW) envisions upgrading 150,000 sub-centers (SCs) and all existing primary health centers (PHCs) and urban PHCs, across the country to HWCs in a phased manner, by the incremental addition of mid-level health care providers (MLHPs) to deliver CPHC services and strengthen existing RMNCH+A services.

For this, USAID's flagship Maternal and Child Survival Program (MCSP), led by Jhpiego is providing technical assistance for strengthening delivery of CPHC and RMNCH+A services and creation of sustainable training ecosystems. The program includes developing of roadmaps, operational plans and financial proposals for setting up of HWCs in intervention states. Additionally, the project will also build the institutional capacity of the intervention states to train MLHPs in six-month certificate course on community health by establishing the required number of training sites (Program Study Centers) and creation of a pool of trainers.

Goal: Creation of a network of 'Health and Wellness Centres' across intervention states for provision of comprehensive primary health care, thereby leading to universal health coverage

• Assist the intervention states in developing roadmaps, operational plans and financial proposals for operationalizing the 'Health and Wellness Centres'

Obj 1: Support states for HWCs roll out



• Build the institutional capacity to train mid-level providers in 6 month Certificate course in Community Health through establishment and operationalization of training sites

Obj 2: Training Ecosystem



• Development and demonstration of HWCs in selected intervention districts

Obj 3: Demonstration approaches





Program Achievements

- So far, INR 4697.886 million has been leveraged through government resources for this initiative **750 state and district officials** have been oriented on the CPHC concept
- **294 academic counselors** of program study centers oriented on the learning resource package (LRP) developed by MCSP to standardize trainings
- **11,518 service providers and frontline staff** have also been trained on Noncommunicable diseases
- **38 program study centers** and **952 HWCs** are now operational

Strengthen Midwifery Services in High Focus States of India

Donor: United States Agency for International Development (USAID) – Maternal and Child Survival Program (MCSP)

Partners: GoI, MoHFW, World Health Organization (WHO)

Program Period: April 2018 - September 2019

Geographical Coverage: Advocacy – National Level

The program

A highly skilled and competent health care workforce is essential for providing responsive, relevant and quality maternal and child health services at both the facility and at the community level. In India, there is a shortage of doctors for providing quality maternity services especially in the peripheral facilities. In the current circumstances, promotion of midwifery can be a very good medium term solution for the development of task shifting mechanism within the health care delivery system resulting in improved maternal and newborn outcomes.

Jhpiego will provide support to strengthen the midwifery cadre by developing an action plan, which will guide the national and state governments to implement midwifery led services.

The scope of technical assistance includes engagement with national and state levels governments for developing the necessary policy

frameworks, and creation of sustainable training ecosystems for specialist midwives.

Program Achievements

- The **draft action plan for strengthening midwifery cadre** has been submitted to GoI
- A **national technical advisory group (TAG)** for midwifery with representation from the maternal health division of GoI, state governments, clinicians, development partners and other key experts has been constituted. This TAG will review and finalize the midwifery action plan, including the monitoring frameworks

Data till August 2018