

“TUBERCULOSIS PUBLIC-PRIVATE MIX- LEARNING NETWORK (TBPPM-LN).”

INTERNSHIP REPORT SUBMITTED TO



for the partial fulfillment of the award of the degree
of Master of Business Administration (MBA) in

Hospital and Health Management

by

AYUSHI SRIVASTAVA

Under the Supervision and Guidance of

Dr. Kanika Jindal

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The internship opportunity I had with **TBPPM Learning Network** gave me a great chance for my learning as well as my overall professional development. I express my deepest gratitude to **Dr. Vijayashree Yellappa, Lead for TBPPM India Chapter**, for providing me with this opportunity to work and learn. She always kept a check and provided feedback when needed. I would also like to thank my mentor **Kusum V. Moray, India Project Officer**, who despite being very busy helped me throughout my internship. She guided me through all the technical as well as non-technical tasks very patiently and helped me through my doubts at each step. It was an absolute honor and privilege to have worked with them.

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I consider this opportunity as an accomplishment in my career, and I will keep the skills and learnings I have gained throughout my life and try to use them in best way possible.

Ayushi Srivastava

Roll No. 1088

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ABBREVIATIONS

NGOs	Non-Governmental Organizations
PP	Private Practitioner
PPM	Public Private Mix
PPP	Public Private Partnership
PPSA	Patient Provider Support Agency
RFP	Request for Proposal
TB	Tuberculosis
TBPPM	Tuberculosis Public Private Mix
TBPPM-LN	Tuberculosis Public Private Mix Learning Network

INTRODUCTION

The TBPPM-LN was launched globally in October 2019 by the PPM working group to form, build and preserve dynamic interexchange of information, expertise, and best practices. The organization is hosted by the World Health Organization, Bill and Melinda Gates Foundation, McGill University Canada, governments of countries with a high burden of Tuberculosis (TB), and many partner organizations. It was built to fill in the gap regarding the knowledge of private provider engagement in TB. The network offers a variety of resources, learning and interaction tools, including monthly webinars, feature stories from the frontline, and discussion forums. It has annual meetings, and the TBPPM Learning Network will support communication and ongoing exchanges in support and in between those WG meetings.

The India chapter was led in early 2021 when the Advisory Board for the India chapter was put together. By the end of August 2021, the network swiftly grew into a member of 1370+ people with high participation from countries with a high TB burden. It was found in the survey that was conducted at the end of the year that 78% of the members found the learning network worth their time. They also stated that the resources page, accompanied by feature stories, webinars, events, and COVID-19 page was extremely helpful. Later in 2021, the dashboards, in-depth practical knowledge tools, and cross-country learning of TBPPM-LN helped in developing a stronger knowledge domain in high TB burden countries. PPSA is a flagship scheme in TBPPM, initiated by the Central TB Division, that enables state governments to contract with intermediary agencies for improving care for patients with TB in the private health sector.

The Learning Networks facilitate timely, dynamic, effective, and efficient interaction amongst a full range of policymakers, implementers, researchers, and others interested in engaging all providers for TB care and prevention. At the same time, it allows all stakeholders to learn from adjacent communities of practice in universal health care (UHC), strategic purchasing, health finance, family planning, HIV, malaria, digital health, etc.

Vision, Mission and Objectives of India Chapter

The purpose of the TBPPM-LN India (will be referred to as TBPPM-LN henceforth in this report) is to invigorate the developing PPM community of practice by building, nurturing, and leveraging a digital resource center on PPM activities and facilitate active engagement and cross learning between various stakeholders.

Vision:

A culture shift in the peer-to-peer communication between the various stakeholders in the TBPPM space in India to enable cross-learning

Mission:

The focus of the TBPPM-LN is to expand the uptake of the PPSA scheme across states by different organizations, analyze the barriers and enablers in the scheme uptake and disseminate these learnings for the benefit of the TB patient community.

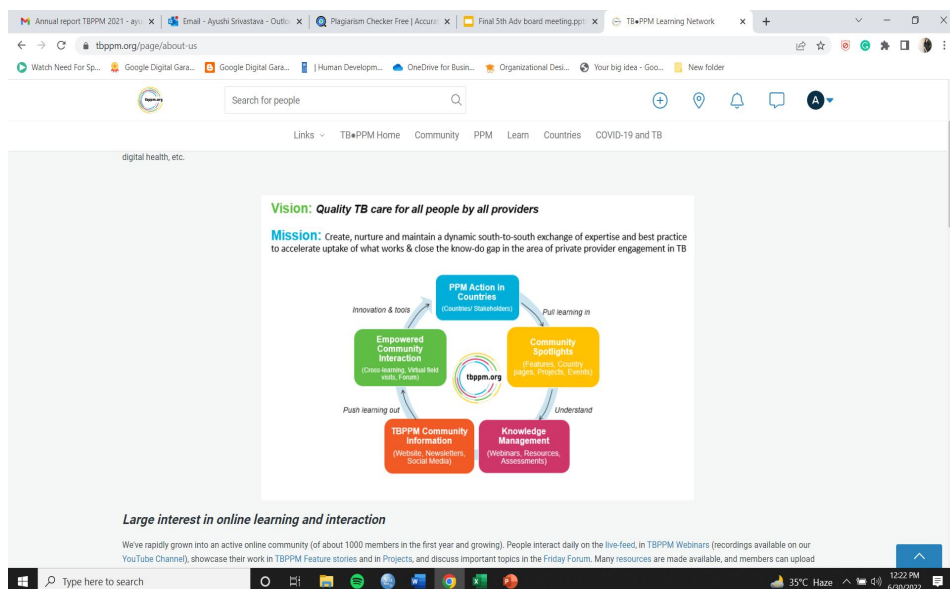


Figure 1. Mission and Vision of TBPPM-LN.

Source: TBPPM-LN official website (<https://www.tbppm.org/page/about-us>)

The objectives of the network are as follows:

1. **Understand and Learn:** To understand the Public-Private Partnership for TB in India and to build and provide the learning opportunities for the organization and people regarding the TBPPM.
2. **Empower:** The organization also aims to grow the inventory of the organizations applying for PPSA as subcontractors.
3. **Bridge and Build:** The TBPPM-LN opens the door for connections and opportunities for PPSA to learn from each other.
4. **Support:** The organization also facilitates the progressing public sector capacity building efforts.

The objectives of the TBPPM-LN have been depicted in the figure below (Figure 2).

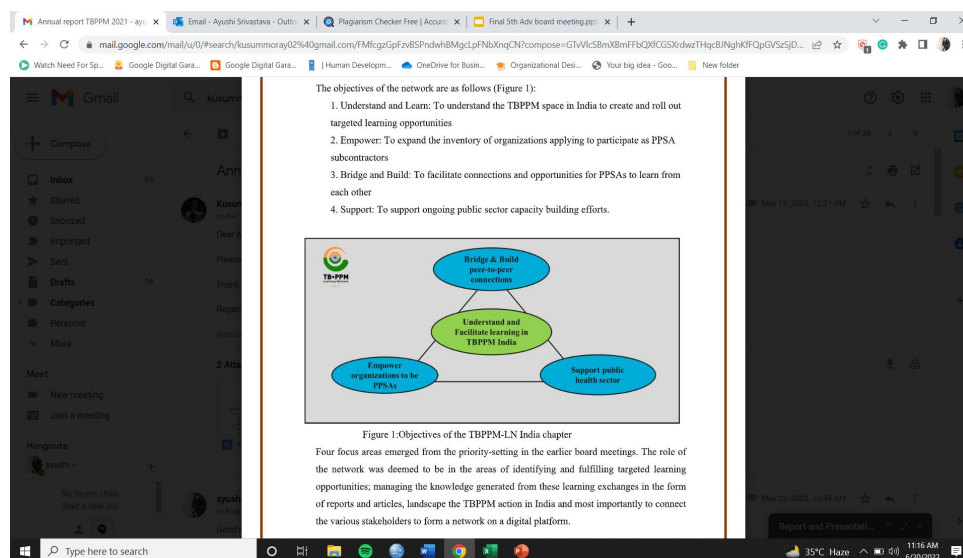


Figure 2. Objectives of TBPPM-LN, India Chapter

Source of the picture: TBPPM-LN, Annual report 2021.

OBJECTIVES OF INTERNSHIP

The main objectives of my internship with TBPPM-LN were as follows-

- To find “Why are organizations (NGOs) not opting to engage with the Public Sector in healthcare and service delivery for Tuberculosis?” (Dissertation Report).
- To prepare the directories for the potential NGOs for PPSA with reference to the Request for Proposal document (RFP) of different states of India and “Guidance document for Partnerships”.
- To develop the Digital Repository for the TBPPM-LN website (India chapter) by theming of the resources.
- To attend and learn from the webinars and workshops conducted by the TBPPM-LN with diverse panel members.

ORGANIZATIONAL PROFILE

An Advisory Board specific to the India chapter of TBPPM-LN was brought in action to put together the diverse and relevant advisors and enhance the effective functioning of the network. The Advisory Board members onboard for the India chapter of TBPPM-LN are represented in the figure 3.

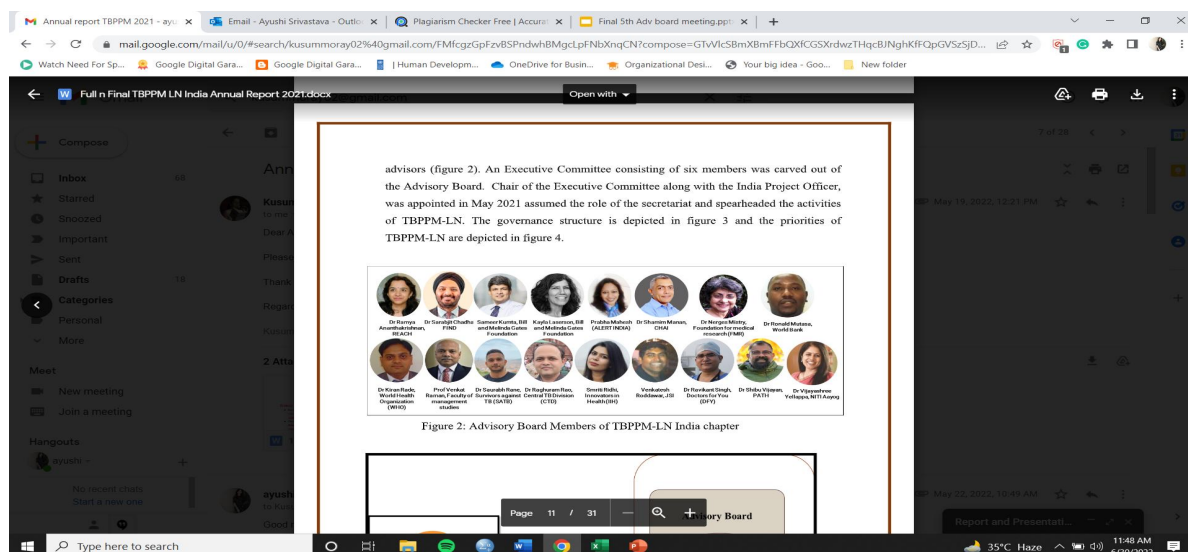


Figure 3. Advisory Board Members of TBPPM-LN, India Chapter.

Source of the picture: TBPPM-LN, Annual report 2021.

From the Advisory Board, a bunch of expertise were carved out and put together along with the India Project Officer and Chair of Executive committee to work together on the India chapter. The TBPPM India secretariat lead the activities of the network. The Governance structure of the TBPPM-LN is shown in the Figure 4.

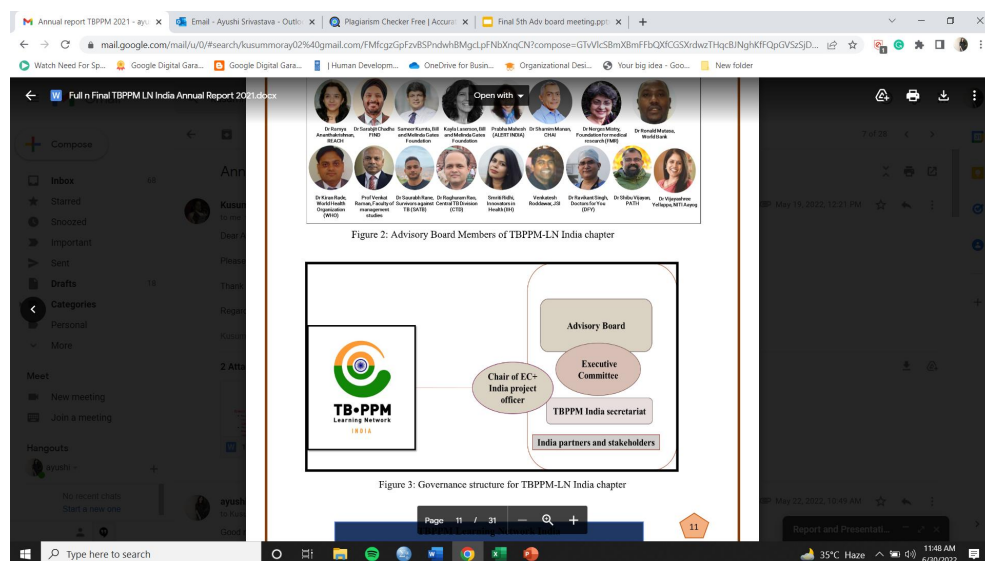


Figure 4. Governance structure of TBPPM-LN, India Chapter.

Source of the picture: TBPPM-LN, Annual report 2021.

SERVICES PROVIDED BY ORGANIZATION

The overall vision of the network is to invigorate the nascent PPM community of practice in India by creating, nurturing, and leveraging a digital resource center. The PPM activities are aimed to facilitate active engagement and cross-learning between various stakeholders.

Services provided by TBPPM-LN are as follows-

1. **TBPPM Features-** The network features stories of people and organizations to promote cross-learning among them. People share their insights and opinions based on their experience in the field of TB and TBPPM.

2. **TBPPM Friday Forum-** Every Friday of a week, a crucial question is shared over the network to have people's thoughts and suggestions about the topic.
3. **TBPPM Webinars-** Webinars are conducted by the organization with diverse panel members onboard. The chapter organized its first webinar on 'Contracting Mechanisms in TB space in India' in November 2021. Keeping in view that most of the applicants for PPSA are NGOs, it was imperative to explore the potential role of for-profit organizations in TBPPM.
4. **Resource center-** The organization offers a Digital Repository of resources regarding TB curated from different open sources. These resources include reports, articles, news, courses, webinars, etc.
5. **Jobs and opportunities-** TBPPM also provides a platform to apply for Jobs, internships, and other opportunities in the domain of healthcare.
6. **TB events and News-** The network provides an update on the upcoming events on TB and Public-Private Partnerships like seminars, workshops, meets, etc.
7. **TB and COVID-19-** The organization has set up a COVID-19 Tracker which involves news articles, literature, published papers, field experiences etc., that talks about how COVID-19 has affected the TB services and the functioning of TBBPM in India.

KEY ACTIVITIES/ PROJECTS UNDERTAKEN

1. Evolving Directories:

Directories containing all the relevant information about the applicable stakeholder groups in TBPPM space in India was developed. This national-level checklist for the NGOs was prepared by the TBPPM- Learning Network, India chapter, from the Request for Proposal (RFP) document for different states of India. The data base for this checklist was prepared in accordance with the "Guidance Document for Partnerships" by RNTCP. This checklist not an official document and cannot be used as standard for any purpose. It is used by the organization to approach the potential PPSA organizations that are eligible but not

working as a PPSA. A snapshot from the excel sheet I worked upon is shown in the Figure 5.

Sr.No.	Name of Organization	States where organization works as of 2021	Registered (Y/N)	Number of years of experience in Health projects as of 2021	Key Areas of work	Name of key person to contact (PC1)	Email id of PC1
1	MAMTA	Uttar Pradesh, NewDelhi	Y	31	MCH, SRH, NCD, TB, HIV etc	Ataur Rehman	arehman@
2	LEPRO Society	Madhya Pradesh, Andhra Pradesh, Bihar, Jharkha	Y	32	Leprosy, TB etc	Rajnikanth Singh	raini@lepr
3	HLFPPT	Pan-India	Y	30	FP, TB, HIV. Reproductive and child health	Dr Sangita Pandey	psangita@
4	Doctors for You	Assam, Bihar, Mumbai, Jammu&Kashmir	Y	13	TB, MNCH etc	Ravikant Singh	ravikant.s
5	ALERT India	Maharashtra, Jharkhand, Gujarat	Y	43	Leprosy, TB, HIV/AIDS	Prabha Mahesh	alertprabh
6	Deepak Foundation	Maharashtra, Gujarat, Telangana, Jharkhand, Del	Y	39	Health, Education, Livelihood, Vulnerable populations	Urja Pandya	urja.pandy

Figure 5. Screenshot of the excel sheet (Directory) containing the information about the stakeholders.

2. Digital repository of resources for the TBPPM-LN website:

During my internship with TBPPM-LN, I worked on the online repository of the resources, provided by the network. The list of resources available from different NGOs and organizations like PATH, CHAI, FIND, REACH, IIH, TB Alert India, etc. were gathered and themed according to the content of the document. Keywords were also sorted from each of the document to these documents easily detectable

on the website of TBPPM- Learning Network. A snapshot from the excel sheet I worked upon is shown in the Figure 6.

S. No.	NGO Name	S.No. of document	Title of document	Type of document	Title for website	Tag words
1	PATH					
a.			Helping hands- A holistic support system for drug resistant tuberculosis patients	Report	TB Prevention and care	DR-TB, community engagement
b.			TB DOESN'T KNOW THE DIFFERENCE: EXPANDING PUBLIC-SECTOR SERVICES TO FIGHT TUBERCULOSIS THROUGH PRIVATE-SECTOR ENGAGEMENT	Technical brief	TB- public private engagement	DR-TB, TB-HIV, private sector engagement, TB intervention
c.			TB PPM interventions	PPM in TB	TBPPM reports/ reviews	TB- challenges and solutions, PPIA, private sector engagement
d.			Patient Support System- Stakeholder Toolkit	Guidelines	TB Guidelines	RNTCP, PPSA, treatment linkage, checklist/ toolkit, M&E
e.			Patient Provider Support Agency- A toolkit to implement Patient Provider- Support Agency in your region	Guidelines	TB Guidelines	RNTCP, PPSA, budget and PIP, training, M&E
f.			Public Private Interface Agency (PPIA)- ACCELERATING TB ELIMINATION IN INDIA THROUGH PRIVATE SECTOR ENGAGEMENT	Report	PPIA report	Private sector engagement, PPIA, service delivery, PHN
g.			Improving tuberculosis services in Mumbai- PATH connects with private providers to improve TB care for urban populations at high risk	Report	PPIA report	Private sector engagement, CBO, Mumbai Mission for TB
h.			Needs Assessment for Deployment of Technical Support Unit- Andhra Pradesh, Telangana, Odisha, Delhi, and Gujarat	Report	PIP	Need assessment, State technical units (STUs), Natic (NTSUs), NHM, Process flow of PPSA contracting
i.			Map, know dynamics and act; a better way to engage private health sector in TB management. A report from Mumbai, India	Article	TBPPM reports/ reviews	Private sector engagement, research study, sampling challenges
j.			Integrating Xpert MTB/RIF for TB diagnosis- in the private sector: evidence from large-scale pilots in Patna and Mumbai, India	Article	TBPPM reports/ reviews	TB-diagnosis, Xpert MTB/RIF, research study, sampling engagement

Figure 6. Screenshot of the excel sheet showing the sorting of resources for the Digital Repository for TBPPM-LN website.

KEY LEARNINGS FROM THE INTERNSHIP

The journey of my internship has been a ride of experience and learning. The key learnings I gathered from the internship at TBPPM-LN are as follows:

- **Enhanced Knowledge-** Attending webinars and workshops conducted by the learning network helped me have a deeper understanding of the technicalities and

functioning of the organizations. Through these sessions, I also gained the knowledge of how PPSA can bring a transformation in the framework of TB in India.

- **Understanding the functioning at the grassroots level-** While pursuing my internship I got the chance to explore the topic of
 - “TB in India” through collecting, reading, and sorting the resources for the Digital repository. It provided me with an insight into things that are happening at the grassroots level, and,
 - “PPSA scheme of NTEP”, how the need assessment is done for the organizations, what are the organizations that can opt for PPSA, how a PPSA functions, etc.
- **One-on-one conversations-** During the period of my internship and dissertation. I got the chance to have one on one conversations with the representatives of the different NGOs functioning across India. The discussions helped me gain knowledge as well as the confidence to communicate efficiently.

REFERENCES

1. Road Map: TBPPM Learning Network, India Chapter
2. TBPPM Learning Network: Annual Report (2019-2020), Year 1.
3. TBPPM Learning Network: Annual Report 2021, Year 2.