

SUMMER INTERNSHIP PROGRAM

at

NITI AAYOG

From 13th May to 13th July 2024

A REPORT BY

Sargam Peshin

Master of Business Administration

(Hospital and Health Management)

2023-25

Under the mentorship of

Dr. Deepti Sharma



Dr. Devi Prasad Bhukya
Director
Ph. : 23096564

File No. A-12024/8/2019-DMEO(Admn)

Dated: 22.07.2024

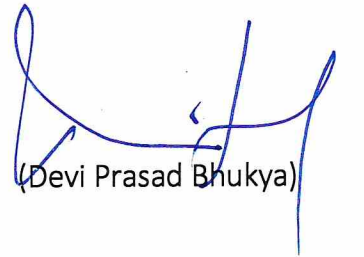
TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Sargam Peshin D/o Shri Sudhir Peshin, Student of Indian Institute Of Health Management Research, Jaipur has successfully completed her Internship with Development Monitoring and Evaluation Office (DMEO), NITI Aayog, Government of India from 13th May, 2024 to 13th July, 2024.

2 Ms. Sargam Peshin has submitted her Internship Report on “**Universal Health Coverage**” to the Development Monitoring and Evaluation Office in NITI Aayog.

3. During her internship with NITI Aayog, Ms. Sargam Peshin was sincere, hardworking and professional in her approach.

I wish her every success in her life and career ahead.

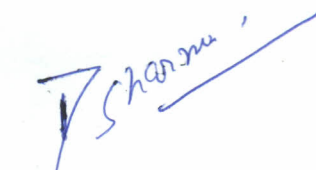


(Devi Prasad Bhukya)

IIHMR University Faculty Mentor Approval

This is to certify that Ms. SARGAM PESHIN of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT AND RESEARCH** has prepared a poster with respect to her summer internship held during **May-June 2024**. She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 20 July 24

A handwritten signature in blue ink, appearing to read 'D. Sharma'.

(Signature of Faculty Mentor)

Name: Dr. Deepthi Sharma.

Designation: Associate Professor.

ABOUT NITI AAYOG

- National Institute for Transforming India was established in 2015 as the apex public policy think tank for the Government of India. It focuses on providing strategic policy vision for the government, and deals with contingent issues. It is supported by an attached office, Development Monitoring and Evaluation Organisation (DMEO), a flagship initiative, Atal Innovation Mission (AIM) and an autonomous body, National Institute of Labour Economics Research and Development (NILERD).

OBJECTIVES

- To design long-term policy frameworks, encourage partnerships, and create a knowledge, innovation, and entrepreneurial support system.
- To monitor program implementation, focus on technology upgradation, and undertake other activities to further the national development agenda.

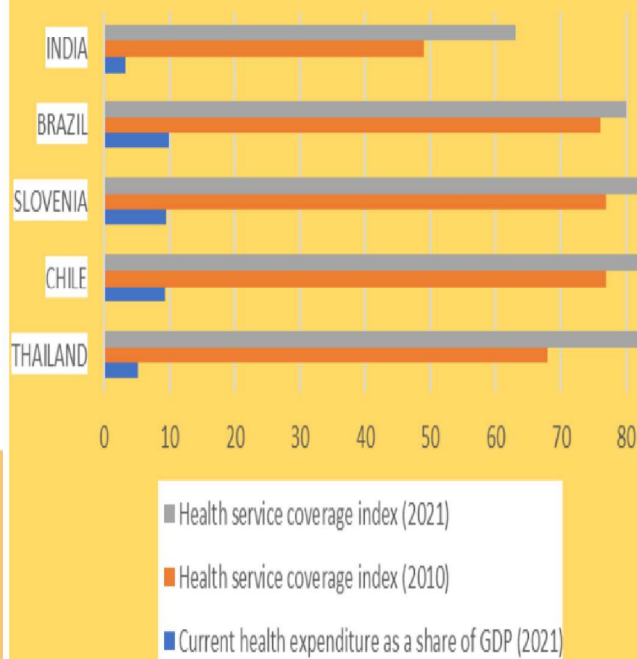
PROJECT DESCRIPTION

- To develop a comparison between India's flagship initiative- Ayushman Arogya Mandir under PMJAY and other similar initiatives launched by Chile, Brazil, Thailand and Slovenia as a step towards UHC.

USEFULNESS OF INTERNSHIP

- Understanding of SDG targets and country-wise change in UHC service coverage index score.
- Exposure to various frameworks like OECD, REESI- essential for quick quantitative studies.
- Comparative analysis

COUNTRY-WISE COMPARISON



SUGGESTION

- The students enrolled in medical colleges should be encouraged to come and work in rural and remote areas.
- Tie education subsidies for health workers to agreements for return of service in rural areas and remote areas.
- Appropriate community engagement approach should be used according to the health promotion capability, experiences in people's participation at the community level and infrastructure for community engagement.

CHALLENGES

- Some of the data was confidential and hard to access.

KEY FINDINGS/LEARNINGS

- Thailand's Universal Coverage scheme, CPIRD rural doctor retention program, CHV program- global model for community based public health (WHO).
- Focus on multidisciplinary team approach for primary care by Brazil, focus on family medicine.
- Chile's "demand medical manager" role for HR retention, Comprehensive Family and Community Health Care Model.
- Slovenia- Regular screening for NCDs and risk factors and its health promotion and health education services to actively support positive lifestyle changes.
- SDG 3.8.1 and 3.8.2 progress of these countries.



STRENGTHS

- CLIENT SATISFACTION IS HIGHER AMONG THOSE WHO RECEIVE SERVICES FROM AYUSHMAN AROGYA MANDIR AS COMPARED TO THOSE WHO RECEIVE FROM NON-AYUSHMAN AROGYA MANDIR.
- EFFECTIVE COMMUNICATION BETWEEN SHC AND PHC

WEAKNESS

- INFRASTRUCTURE
- HR SHORTAGE
- FUNDS

OPPORTUNITIES

- TRAINING AND DEVELOPMENT PROGRAMS
- FINANCIAL AND NON-FINANCIAL INCENTIVES
- COMMUNITY ENGAGEMENT

THREATS

- OVER-POPULATION
- GLOBAL PANDEMIC
- DATA MANAGEMENT

SUBMITTED BY-
SARGAM PESHIN
HM, 1817
FACULTY MENTOR-
Dr. DEEPTI SHARMA

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 1

From: 13/05/2024 to 17/05/2024

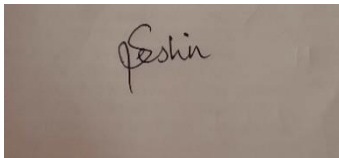
Activity done: On the first day of joining, I was introduced to the organization's culture and structure followed by a brief introduction by my mentor Dr. Devi Prasad Bhukya. We discussed the areas of interest I would like to work on for during the 2-month summer internship program. I went through the departments past work and projects to gain a better understanding. I concluded my first day by getting assigned the project for "Evaluation of AB-HWC. On the next day, as directed by my mentor, I started reading articles and research papers relating to Health and Wellness centers. Likewise, the following day was also dedicated to going through the NFHS surveys to get an idea about how the household surveys are made.

Linking theory (Classroom learning) with practice at your organization: The theoretical knowledge gained about program evaluation helped me to understand the working of the department.

Gaps identified on the working area: Nil

Suggestions for improvement: Nil

Plan for the next week: To develop an in-depth understanding of the topic and discuss the questionnaire to be made for the proposal of evaluation of AB-HWC.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 2

From: 20/05/2024 to 24/05/2024

Activity done: This week I started working on the questionnaire required for the Request for Proposal of the assessment of Ayushman Bharat-Health and Wellness Centres. Taking the reference from various household surveys like NFHS and NSSO, I started with a rough draft of the questionnaire. To begin with, I started with the general information questions in the questionnaire, and with the help of my mentor, I made the necessary corrections. Besides that, my mentor also guided me through the week on how to frame more specific questions about the

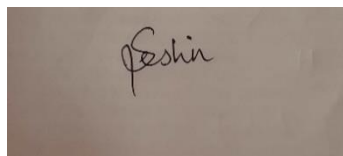
household's income status, source of income, expenditure etc.

Linking theory (Classroom learning) with practice at your organization: The knowledge gained in class about the manpower at HWC, and the expanded range of services under CPHC helped me to understand the objectives of the proposal.

Gaps identified on the working area: Nil

Suggestions for improvement: Nil

Plan for the next week: To prepare the questionnaire with specific questions keeping in mind the objectives, impacts and outcomes of the proposal.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 3

From: 27/05/2024 to 31/05/2024

Activity done:

- This week, my primary aim was to undertake comprehensive secondary research on Universal Health Coverage (UHC). The goal was to study and assess the various initiatives and techniques used by different countries to obtain universal health coverage.
- To further my comprehension, I read several publications released by the Organisation for Economic Cooperation and Development (OECD) and the World Health Organisation (WHO). These reports provided useful insights into the various countries' progress and obstacles in reaching UHC. They also provided comparative statistics on healthcare performance, finance, and policy actions.
- In India, the Pradhan Mantri Jan Arogya Yojana (PM-JAY) was launched in 2018 under the Ayushman Bharat scheme. PM-JAY aims to provide health coverage to over 100 million poor and vulnerable families, offering financial protection up to INR 5 lakh per family per year for secondary and tertiary care hospitalization.
- To acquire a better understanding of the efficacy of these measures, I analyzed the World Health Index, which assesses and ranks countries based on a variety of health metrics such as life expectancy, infant mortality rate, and healthcare access.

Linking theory (Classroom learning) with practice at your organization: In my class, we talked about the basic principles of health economics and the significance of maintaining fair access to healthcare services. We also discussed global health policies and the role of international organisations such as the World Health Organisation and the World Bank in advancing health equity. During my research, I used these ideas to examine how other countries

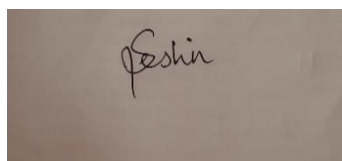
arrange their UHC programmes to maximise access while minimising financial hardship.

Gaps identified on the working area: Each country's healthcare system is influenced by its particular socioeconomic and cultural setting. Understanding these distinctions was critical, but difficult because direct comparisons can be misleading without proper context.

Suggestions for improvement: Nil

Plan for the next week:

- Compare the PM-JAY with the UHC models of the other four countries.
- Compare the UHC initiatives of Indonesia, Ghana, Thailand, Bangladesh, and India using identified metrics such as coverage, funding mechanisms, service provision, and outcomes.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 4

From: 3/06/2024 to 7/06/2024

Activity done:

- Reviewed international models, with a particular focus on the Universal Coverage Scheme (UCS) in Thailand, to understand their structure, implementation, and outcomes.
- Compared these models with India's AB-HWC to draw insights on best practices and areas for improvement.
- Evaluated India's performance on various indicators of Sustainable Development Goal 3 such as life expectancy, RMNCHA, maternal, neonatal and child mortality, non-communicable diseases, infectious diseases etc. particularly those related to Universal Health Coverage.
- Identified schemes specifically targeting elderly care, palliative care, and mental health services through which I read about National AYUSH Mission (NAM) 2014, 2022 that offers VAYO MITRA: Geriatric Healthcare Services, addressing the healthcare needs of the elderly and KARUNYA: Palliative Services Beneficiary includes older adults.

Linking theory (Classroom learning) with practice at your organization:

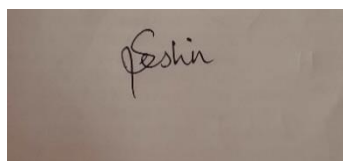
- Studying health systems models is a core part of hospital and health management education. Understanding different health systems helps in developing strategies to improve healthcare delivery and achieve UHC.

- Additionally, the National Health Programs subject emphasizes the need for a comprehensive approach to healthcare, which includes expanding primary health services to cover all aspects of health.

Gaps identified on the working area: Nil

Suggestions for improvement: Nil

Plan for the next week: To discuss the indicators of overall health and well-being of countries of South-East Asia and further draw a comparison between their SDG 3 health targets as well. Also, refine the comparative analysis and Excel documentation based on feedback and continue monitoring and evaluating the implementation and effectiveness of the identified schemes.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 5

From: 10/06/2024 to 14/06/2024

Activity done:

- Conducted extensive research on different UHC schemes including Biju Swasthya Kalyan Yojana (BSKY) of Odisha, Universal Coverage Scheme (UCS) of Thailand, Aarogyashree Scheme of Andhra Pradesh, and others.
- Gathered data from credible sources such as government reports, health organization publications, and academic articles.
- Dedicated significant effort to studying the Universal Coverage Scheme (UCS) of Thailand due to its successful implementation and recognition on the global health index.
- Wrote a comprehensive report on the UCS's implementation journey and current trends.
- Used the 2023 Global Monitoring Report published by WHO as a primary reference to provide up-to-date insights and data.
- The comparative study revealed varying degrees of success and challenges among the UHC schemes. The UCS of Thailand stands out as a benchmark due to its holistic approach and measurable outcomes in enhancing public health. Insights from the UCS report, particularly those highlighted in the 2023 Global Monitoring Report by WHO, provide valuable lessons for informing future policy recommendations and potential improvements in other UHC schemes.

Linking theory (Classroom learning) with practice at your organization:

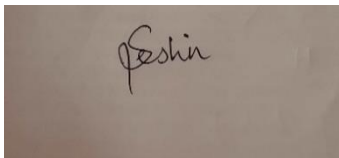
- The systematic research and data collection activities correspond with research methodology training in class. This involves qualitative and quantitative research techniques essential for evidence-based decision-making.
- The research and comparative analysis of UHC schemes are aligned with the health policy analysis component taught in class.

Gaps identified on the working area: Nil

Suggestions for improvement: Nil

Plan for the next week:

- Collect and review secondary data from international publications by WHO, World Bank, OECD, and other credible sources.
- Structure the paper to include sections such as introduction, literature review, methodology, findings, discussion, and conclusion.
- Focus on synthesizing information to provide a comprehensive overview of UHC efforts globally, highlighting key successes, challenges, and future directions.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 6

From: 17/06/2024 to 21/06/2024

Activity done:

- This week at my internship, I focused on developing a draft questionnaire for the assessment of Ayushman Bharat Health and Wellness Centres (AB-HWC). Additionally, I commenced work on a report titled "Impact of AB-HWC on Non-Communicable Disease (NCD) Management."
- Reviewed relevant publications by NITI Aayog, specifically focusing on:
 - *Evaluation of Centrally Sponsored Schemes in Health Sector*
 - *Output-Outcome Monitoring Framework (OOMF) Documents*
- These documents provided valuable insights into key performance indicators, expected outcomes, and monitoring mechanisms for health schemes, which were essential for formulating the questionnaire
- Incorporated suggestions to refine questions, ensuring clarity and relevance to the assessment objectives.

- Began drafting the report, organizing content into sections such as introduction, methodology, literature review, analysis, and conclusion.
- Collected relevant data and statistics from various studies to support the analysis.

Linking theory (Classroom learning) with practice at your organization:

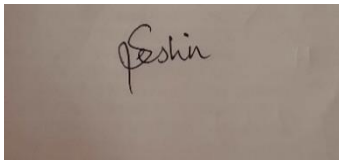
- The research methods course emphasized the importance of literature review, data collection, and analysis.
- Used these skills to conduct a thorough literature review for my report on NCD management and to start the data analysis process.
- Learned about the epidemiology, prevention, and management strategies for NCDs. Applied this knowledge to analyze the impact of AB-HWC on NCD management, identifying effective practices and areas for improvement.

Gaps identified on the working area: Synthesizing information from various sources to create a cohesive questionnaire.

Suggestions for improvement: Nil

Plan for the next week:

- Finalize the draft questionnaire after incorporating all feedback.
- Continue working on the NCD management report, focusing on detailed analysis and conclusions.
- Prepare for any upcoming presentations or reviews of the questionnaire and report.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 7

From: 24/06/2024 to 5/07/2024

Activity done:

- This week at my internship, I started preparing a presentation on what all I learnt about Universal Health Coverage and what initiatives countries have taken to attain UHC.
- In the presentation, I also added the key points on challenges faced by India to move towards UHC through comprehensive primary care approach.
- The presentation focused on what strategies other countries with better global health index have adopted and what can be learnt from them.
- Additionally, it also highlighted the recommendations and suggestions in achieving UHC made by reputed health professionals from countries like Australia and Brazil.

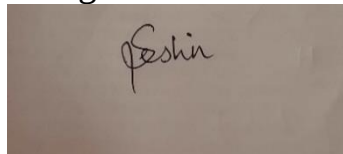
- Finally, by the end of the week, I completed my research report of the 2-month internship.

Linking theory (Classroom learning) with practice at your organization: Nil

Gaps identified on the working area: Nil

Suggestions for improvement: Nil

Plan for the next week: Finalize the research report and presentation and make the necessary changes after discussion.



Signature of student

Weekly Report

Name of the Organisation: Niti Aayog, New Delhi

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no: 1817

Stream: Hospital and Health Management

Week no: 8

From: 8/07/2024 to 12/07/2024

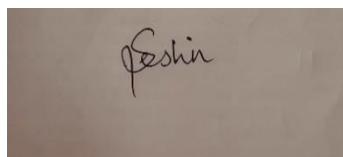
Activity done:

- With the feedback from my mentor Dr. Devi Prasad sir, I added more parameters such as GDP per capita, healthcare spending, SDG 3.8 indicators, life expectancy parameters, SDG 3 index in the comparison study of different health programs of various countries.
- This week ended by wrapping up my 2-month internship journey at NITI Aayog and taking the feedback from my mentor.

Linking theory (Classroom learning) with practice at your organization: Report writing skills and communication skills

Gaps identified on the working area: Nil

Suggestions for improvement: Nil



Signature of student

COMPILED REPORT

Name of the Organisation: NITI Aayog

Area/ Department/ Project of Summer Internship Program: Development Monitoring and Evaluation Office

Name of the Student: Sargam Peshin

Roll no:1817

Stream: MBA Hospital and Health Management

WEEK 1

Activity done:

- On the first day of joining, I was introduced to the organization's culture and structure followed by a brief introduction by my mentor Dr. Devi Prasad Bhukya.
- We discussed the areas of interest I would like to work on for during the 2-month summer internship program. I concluded my first day by getting assigned to the project for drafting a sample household survey for the "Evaluation of AB-HWC".
- On the next day, as directed by my mentor, I started reading articles and research papers relating to AB-Health and Wellness centers.
- My mentor shared resources like NFHS's latest surveys, the NSSO 75th survey focused on health to get an idea about how the household surveys are prepared.

WEEK 2

Activity done:

- This week I first started with understanding the Request for Proposal of the assessment of Ayushman Bharat-Health and Wellness Centres.
- Taking the reference from various household surveys like NFHS, NSSO and the publication by NITI Aayog on Evaluation of Centrally sponsored schemes in the health sector, I started with a rough draft of the questionnaire.
- To begin with, I started with the general information questions to be included in the questionnaire, and with the help of my mentor, I made the necessary corrections. Besides that, my mentor also guided me through the week on how to frame more specific questions about the household's income status, source of income, expenditure etc.

WEEK 3

Activity done:

- To understand the development of household surveys I started reading the OECD and REESI+E framework that come under the guidelines for quick quantitative studies.
- Then, another aim for this week was to focus on Universal Health Coverage (UHC) and key initiatives taken by various countries to achieve UHC.
- Reports by WHO and OECD provided valuable insights into the progress made by countries towards achieving UHC.

WEEK 4

Activity done:

- Reviewed the implementation model and structure of the Universal coverage scheme (UCS) of Thailand.
- Compared this model with AB-HWCs to draw insights on areas of improvement.
- Identified the schemes dedicated to elderly and palliative care services in India like- Vayomitra geriatric services and Karunya palliative service.

WEEK 5

Activity done:

- This week I researched Thailand's Universal coverage scheme to compile a comprehensive report on its successful implementation and recognition on the global health index.
- Used the "Monitoring progress on universal health coverage and the health-related Sustainable Development Goals in the South-East Asia Region" report by WHO released in 2023 as a primary reference to add the up-to-date insights and data in my report.
- Highlighted the best practices implemented by Thailand in their journey to achieve UHC like the involvement of community health volunteers to ensure primary care to all and the CPIRD program to retain doctors in rural areas.

WEEK 6

Activity done:

- This week, I completed the questionnaire for the household survey with the help of Output-Outcome Monitoring Framework (OOMF) Documents published by NITI Aayog.
- Compiled the report into appropriate sections - introduction, methodology, literature review, and conclusion. The data was gathered from credible resources.

WEEK 7

Activity done:

- This week at my internship, I started preparing a presentation on what I learnt about Universal Health Coverage and what initiatives countries have taken to attain UHC. I specifically added the countries whose health indexes are better than India's. The countries were- Chile, Thailand, Slovenia and Brazil.
- I made a comparison between these countries based on their primary healthcare approach, human resource retention strategy and the focus of their respective health programs.
- I also included the recommendations offered by renowned healthcare professionals from around the globe in the presentation.
- Finished writing the report on 'Universal Health Coverage'.

WEEK 8

Activity done:

- With the feedback from my mentor Dr. Devi Prasad sir, I added more parameters such as GDP per capita, healthcare spending, SDG 3.8 indicators, life expectancy parameters, SDG 3 index in the comparison study of different health programs of various countries.
- This week ended by wrapping up my 2-month internship journey at NITI Aayog and taking the feedback from my mentor.

Linking theory (Classroom learning) with practice at your organization:

- Research methodology and study design.
- Data collection methods and tools.
- Questionnaire and interviews (data collection, methods and tools)
- Qualitative methods of data collection.
- Methods of data analysis.
- Report writing.
- National health programs

Gaps identified on the working area:

- Working on different topics simultaneously.
- Gathering updated data on several health indicators of some countries was difficult.
- Lack of primary research that could've helped significantly while making the questionnaire.

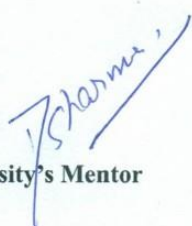
Suggestions for improvement:

- A more practical approach can help to understand the ideas better.
- A field visit to Ayushman Arogya Mandir would've been insightful.
- Involvement in the meetings of 'Evaluation of Ayushman Arogya Mandir' would've provided more practical and in-depth knowledge.

A black rectangular box containing the handwritten signature 'Peshin' in white ink.

Signature of student

Approved by the IIHMR University's Mentor

A handwritten signature in blue ink, appearing to read 'Ishar...' with a long horizontal stroke extending to the right.

