

SUMMER INTERNSHIP PROGRAM

at

National Health Mission, Rajasthan

From May 6th 2024 to July 6th 2024

A REPORT BY

Aditi Kashyap Thakan

Master of Business Administration

Hospital and Health Management

2023-25

under the Mentorship of

Arindam Das, Ph.D.





Government of Rajasthan
National Health Mission, Rajasthan
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No. F 2 (153) NHM/SPM/2024/ 845

Dated: 5/7/24

CERTIFICATE

This is to certify that **Ms Aditi Kashyap Thakan**, student of MBA, Indian Institute of Health Management Research (IIHMR University, Jaipur) has successfully completed her Summer Training at National Health Mission, Rajasthan from 06/05/2024 to 05/07/2024. She has worked on the project-

**EXPLORING THE ROLE OF COMMUNITY HEALTH OFFICERS
IN THE FUNCTIONALITY OF AAM SUB CENTRES**

Her performance was found satisfactory. We extend her good wishes for a bright and successful career ahead.

(Dr Jitendra Kumar Soni)
Mission Director, NHM

Special Secretary
Medical Health & Family Welfare

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Aditi Kashyap Thakan** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESERACH** has prepared poster with respect to her summer internship held during May-June 2024.

She has carried out her work as per the guidelines. Her poster is approved for presentation.

Date-22 July 2024

A handwritten signature in blue ink that reads 'Arindam Das'.

Arindam Das, Ph.D

Professor

IIHMR University, Jaipur

- Digitize and integrate technology for data storage.
- Develop strategies to improve inter-departmental communication and administrative efficiency.
- Properly monitor programs, resources, facilities, and funds to ensure present and future sustainability.

Weekly Report 1

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: Not assigned yet

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 1

From: May 6th, 2024

To: May 9th, 2024

Activity Done	The main activity for the 1st week was a 6 day Orientation programme which aimed to get us acquainted with the several departments and components of NHM, Rajasthan, regarding their functioning and the work that they do, in order to have a clear idea of how the organisation runs. We were explained a brief history of the department, relevant areas of public health they aim to cover and how they play a role within the overall working of NHM. Furthermore, we were also informed about the inner workings of the departments, which included the current projects and schemes they are working on, how their departments are funded, and some of the issues and challenges they face.
Linking theory (Classroom learning) with practice at your organisation	Classroom learnings from various modules that were taught across our first year played a substantial role in our understanding of how the NHM functions. Learnings from modules such as National Health Programmes, Health Policy and Health Care Delivery System, Demography, Epidemiology, and Health and Development, all played a role in ensuring a smooth and adept understanding of what role each department of NHM plays. Furthermore, as conversations moved towards more technical aspects of Public Health, we were also able use this knowledge to cross-question, as well as answer several questions raised by department members.
Gaps identified on the working area.	

	Major gaps that could be identified within the first week of being introduced to the organisation included the level of inter-departmental communication, as well as the integration of adequate amounts of technology for everyday functioning.
Suggestions for improvement	Though the current level of functioning is adequate, one area that could use some improvement is the way the orientation programme is paced. I believe we could achieve more than what we currently are, if each department was prepared with an orientation presentation beforehand and were given specific slots for conducting it.
Plan for the next week	Our main goal for next week is to complete the organisation's orientation program, which will be followed by choosing one specific department we wish to work with, based on personal interest. Once a department is assigned, we shall begin working on the programs and projects that are being currently undertaken while being further acquainted with the overall working of NHM and how it plays a role in the state's public health landscape.

Signature of the student

Aditi Kashyap Thakan

Weekly Report 2

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 2

From: May 13th, 2024

To: May 17th, 2024

Activity Done	• The main activity for the first half of the week consisted of completing the organisation's orientation plan where we were briefed by the remaining departments, including NTCP, NUHM, NLEP, RBSK, etc. • Once the orientation was completed mid-week, we met with the State Program Manager to choose one specific department of interest, where I selected AAM (Ayushman Arogya Mandir). • Field-visit to SIHFW (State Institute of Health and Family Welfare) on 16th & 17th of May to observe an ongoing Extended Induction Program for Community Health Officers (CHOs) from various districts of Rajasthan.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Health Policy and Health Care Delivery System, which facilitated our understanding of the basic foundational level working of primary health care delivery in the country.
Gaps identified on the working area.	• Multiple departments within the NHM reported facing problems regarding HR understaffing and other administrative problems. • A gap that was identified from observing the induction program was the format of the training programs of the CHOs, wherein the specified schedule of 2 training programs (<i>a. 15 day Extended Induction Program, and b. 12 day Expanded Package of Service Program</i>) was not being followed properly by the CHOs.

	Furthermore, discrepancies within reporting of cases/paperwork by CHOs was also found, specifically cases of over-reporting due to incentive based reasons.
Suggestions for improvement	- The first suggestion for improvement would be to ensure following and monitoring of the proper training schedule for CHOs. - Another suggestion for improvement would be to include training programs regarding digital literacy amongst CHOs, especially with regards to digital portals and apps such as the <i>Sashakt Portal</i> and the <i>GUNAK app</i> which have been developed to aid their training programs.
Plan for the next week	The main goal for next week is to have a discussion regarding our individual projects and topic allotment by our selected department. Further working shall be continued on it, as well as continue working on other ongoing projects and gaining exposure.

Signature of the student

Aditi Kashyap Thakan

Weekly Report 3

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 3

From: May 20th, 2024

To: May 24th, 2024

Activity Done	• The main activity for this week consisted of developing multiple sets of FAQs regarding Ayushman Arogya Mandir from various perspectives, including those of Community Health Officers (CHOs), as well as the general publics • Another field-visit to SIHFW (State Institute of Health and Family Welfare) on 21st of May to further observe the induction program for CHOs, as well as to develop a set of FAQs for the CHOs, which was based on their own input regarding the questions and expectations that they have about the program. • Furthermore, there were also a few small discussions regarding topics for personal projects, however, no concrete decisions were reached as they required further research and discussion.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work of developing FAQs included from the module of Health Policy and Health Care Delivery System, which facilitated our understanding of the basic foundational level working of primary health care delivery in the country. • Furthermore, the module of National Health Programs also allowed us to be appropriately equipped with understanding basic national level health schemes and programs which assisted us in the creation of more general FAQs regarding Ayushman Arogya Mandir.
Gaps identified on the working area.	

	• The biggest gap that was identified while developing the FAQs for CHOs was that despite already being posted to their positions for over 2 years, as well as also being provided with various training programs to be appropriately equipped with skills and knowledge to run SHCs and PHCs, most of them were still unsure about their exact job, roles and responsibilities. • Though all the CHOs had already been working for a few years at their current jobs, most of them lacked ability to apply the knowledge gained from training programs practically in real life scenarios. • Furthermore, there were several reports regarding communication difficulties between block level SHCs & PHCs with their higher-ups and senior authorities, such as district level or state level authorities, some of them almost being unreachable. • Further administrative gaps regarding allotment of funding for various activities at these SHCs and PHCs were also found.
Suggestions for improvement	• The most urgent suggestion for improvement would be a stringent quality assessment and re-evaluation of the training programs being conducted for CHOs and whether the aims of the program are actually being achieved or not. • Another suggestion for improvement would include developing stricter rules regarding the following and monitoring of a strict training schedule for CHOs.
Plan for the next week	• The main goal for next week remains the same, which is to have more discussions regarding individual projects and topic allotment by our selected department. Further working shall be continued on it, as well as continue monitoring of the induction program for CHOs until it ends in early-June.

Signature of the student

Aditi Kashyap Thakan

Weekly Report 4

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 4

From: May 27th, 2024

To: May 31st, 2024

Activity Done	• The main activity for this week was to discuss and research possible topics upon which personal projects could be made. • The process of selecting and eliminating possible topics also included making a list of all aspects of activities that would be involved, possible resources required and whether or not they were viable, as well as whether primary data regarding similar topics was available. • Furthermore, it also focused on narrowing down possible areas of interest based on the gaps that were recognised throughout the activities conducted in previous weeks.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Health Policy and Health Care Delivery System, which allowed us to incorporate pre-existing knowledge about basic foundational level working of primary health care facilities into research for individual projects.
Gaps identified on the working area.	• Not much data and statistics regarding the functioning and overall significance of Ayushman Arogya Mandir is available online, despite having been implemented for several years now. • This lack of data/statistics regarding the functions, significance and overall effect of AAM may possibly point towards problems within quality assessment.

Suggestions for improvement	• Creation of a possible portal or website that regularly stores and updates data regarding the efficiency of PHCs and SHCs that can easily be accessed by NHM employees, researchers, policy makers, as well as other CHOs to get a clear idea of what the program has achieved and what more can be achieved in the future.
Plan for the next week	• The main goal for next week is to finalise one topic and come up with a proper plan of action, detailing every single activity that would be conducted while working on the chose topic. Further, possible visits to nearby SHCs and PHCs have been planned, as well as virtual meetings with CHOs in the upcoming weeks.

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Weekly Report 5

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 5

From: June 3rd, 2024

To: June 7th, 2024

Activity Done	• The main activity for this week was to discuss and form a plan of action for the individual area of work. • This was followed by developing a questionnaire to help collect information regarding overall functioning and significance of CHOs posted at SHCs. The questionnaire included several sections on which data was to be collected, such as; Demographic Information, Training and Skills, Work Environment and Resources, Patient Care and Community Outreach and, Challenges and Suggestions.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Health Policy and Health Care Delivery System, which allowed us to incorporate pre-existing knowledge about basic foundational level working of primary health care facilities into research for individual projects.
Gaps identified on the working area.	• Lack of previous research and data regarding the functioning and overall significance of the CHO post at SCHs.
Suggestions for improvement	• NIL

Plan for the next week	The main goal for next week is to visit to nearby SHC, PHCs and UPHCs, as well as virtual meetings with CHOs. Furthermore, visits to SIHFW to collect information and data from CHOs by using the questionnaire that was prepared have also been planned.

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Aditi Kashyap Thakan

Weekly Report 6

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 6

From: June 10th, 2024

To: June 14th, 2024

Activity Done	• The main activity for this week was to collect data using the questionnaire that was developed last week. A visit to SIHFW was planned to collect data from a pool of CHOs who were there to attend an ongoing training programme. The data collection process involved a brief introduction and explaining the purpose of collecting the data, which was followed by providing instructions for how to go about filling the form. We were also closely monitoring the process in order to help in case any issues arose. • Once the data was collected, the next activity which was done was to clean and analyse the data collected in order to get a clear idea of what information can be gathered from it. • Furthermore, visits to nearby SHCs, PHCs and UPHCs were also planned in order to observe and understand their functioning in person, as well as to have an in-person meeting with the CHOs posted there.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Health Policy and Health Care Delivery System, which allowed us to incorporate pre-existing knowledge about basic foundational level working of primary health care facilities into research for individual projects.
Gaps identified on the working area.	• Multiple gaps were identified while collecting data from CHOs which included administrative issues, improper management and availability of resources, lack of funds, and irregular monitoring of the facilities.

Suggestions for improvement	• Most of the suggestions for improvement regarding this week's work includes on focusing on improving administrative issues that lie within the working of the organisation at every level, as a stricter functioning of the administration would ensure more efficient functioning at lower levels of the organisation that depend on guidelines and rules to be enforced by their higher-ups. • Furthermore, proper monitoring of resources, facilities and funds would also ensure improved functioning.
Plan for the next week	• The main goal for next week is to continue visiting more SHCs and PHCs in person, as well as to collect more data from a new batch of CHOs that would be attending a 12-day Expanded Package of Service Program training session at SIHFW.

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Weekly Report 7

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 7

From: June 17th, 2024

To: June 21st, 2024

Activity Done	• The main activity done this week was to visit two UPHCs (Urban Primary Health Centre) located in Malviya Nagar and Sanganer respectively, where we supposed to understand how they function. Engaged in conversations with the staff and the medical officers posted at each UPHC regarding their basic day-to-day operations. • Furthermore, also had a conversation regarding the medical services that they provide, the challenges and problems they face, and how they deal with the problems that do arise. • Also had a conversation regarding community outreach programs that they conduct, and were introduced to their IEC materials as well. • These visits allowed for a thorough understanding of how foundational level healthcare delivery systems function.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Health Policy and Health Care Delivery System, which allowed us to incorporate pre-existing knowledge about basic foundational level working of primary health care facilities with in-person interviews in order to strengthen our understanding.
Gaps identified on the working area.	• One of the major gaps that was identified during these visits was that the staff were not very willing to divulge information regarding problems and challenges that they face on a day-to-day basis in case it may cause problems with higher-up authorities. • Another gap that was realised was that there is a severe lack of manpower reported at these UPHCs, where most

	of them lack extra doctors, ASHAs and ANM as their current amount of staff is not enough to deal with the large population that their centre is supposed to cover. One medical officer reported not being able to properly give time to each patient. • Finally another gap that was realised was that some of the population covered by these UPHCs are not willing to engage with their community outreach programs which include several important programs such as immunization and maternal/child health programs.
Suggestions for improvement	• Improvement in administrative issues and better resource allocation and monitoring are the biggest suggestions of improvement. • A stricter functioning of the administration would ensure more efficient functioning at lower levels of the organisation that depend on guidelines and rules to be enforced by their higher-ups. • Furthermore, ensuring that each UPHC is appropriately staffed to maintain a proper patient flow is also essential in order to regulate the delivery of healthcare services.
Plan for the next week	• The main goal for next week would be to attend a 12-day Expanded Package of Service Program training session at SIHFW in order to meet with a new batch of CHOs and collect data from them using the questionnaire that was prepared a few weeks ago. • Once the data is collected from the CHOs at SIHFW next week, the next goal is to compile the collected data and form a report that describes the findings of the study. • Also aiming to make a final report of the work that was done during the internship to submit to the organisation.

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Weekly Report 8

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: AAM (Ayushman Arogya Mandir)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Week no: 8

From: June 24th, 2024

To: June 28th, 2024

Activity Done	• The main activity for this week was to collect data from a new batch of CHOs at SIHFW for a new training programme, using the questionnaire that was developed a few weeks ago. • The data collection process, similar to last time, involved a brief introduction and explaining the purpose of collecting the data. This was then followed by providing instructions to the CHOs on how to go about filling the form. We were also closely monitoring the process in order to help in case any issues arose. • Once the data was collected, the next task which followed was to clean and analyse the data collected in order to get a clear idea of what information can be gathered from it. This cleaned data was added to that already prepared data from week 6 when the first set of the data was collected. This was then followed by starting to write a report in order to explain our findings. • Finally, the work on the organisational report was also completed this week which is meant to be submitted in the upcoming final week.
Linking theory (Classroom learning) with practice at your organisation	• Major classroom theory linked with this week's work included from the module of Research Methodology which created a strong base of knowledge which was necessary so we could properly write and depict the data that was collected in the previous weeks.
Gaps identified on the working area.	• No major gaps were identified this week.

Suggestions for improvement	• A few suggestions for include improving inter-departmental communication, division of workload and the efficiency with work is done.
Plan for the next week	• The goals remaining for the final week is to finish with completing and finishing reports that are required for the organisation.

Signature of the student

Aditi Kashyap Thakan



Compiled Report

Name of the Organisation: National Health Mission, Rajasthan

Area/ Department/ Project of Summer Internship Program: Ayushman Arogya Mandir (AAM)

Name of the Student: Aditi Kashyap Thakan

Roll no: 1665

Stream: MBA Hospital and Health Management

Activity Done	Throughout the 2 months of the Summer Internship at National Health Mission, Rajasthan, various activities were undertaken that acquainted us with its several departments and components, how each of them function individually, as well as in unison with each other, and the vital role they play in providing comprehensive healthcare to the public. The following activities were accomplished over the 8 week long internship: • The first few weeks focused on familiarising us with major departments of the NHM, which included giving us a brief history of the department, relevant areas of public health they aim to cover and how they play a role within the overall working of NHM. Furthermore, we were also informed about the inner workings of the departments, which included the current projects and schemes they are working on, how their departments are funded, and some of the issues and challenges they face. We were acquainted with the following departments: i. Maternal & Child Health ii. RBSK
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	iii. RKSK iv. Family Welfare v. Immunization vi. Quality Assurance vii. Integrated Ambulances viii. Health Wellness Centres (now known as Ayushman Arogya Mandir or AAM) ix. Non-Communicable Diseases (NCDs) x. NUHM • Once the orientation programme was completed, we chose a specific department to work in based on our personal interest, where I chose the department of AAM, which allowed us to get familiarised with its aims, the programs that run under it and what role they in the overall public health landscape. • Under the department of AAM, multiple field visits were organised for us to observe and be a part of multiple ongoing training programs for Community Health Officers (CHOs) at the State Institute of Health and Family Welfare (SIHFW), who are a new post of non-medical professionals that act as the first point of contact for receiving primary health care at the block level for the general public. We were a part of two of their training programs which included; <i>a. 15 day Extended Induction Program, and b. 12 day Expanded Package of Service Program</i>, both of which provided us an insight into the roles, responsibilities and the purpose of introducing and integrating CHOs in Sub-health centres across the state. • During these visits to SIHFW, we were also tasked with developing multiple sets of FAQs which were based on the work that the CHOs do as well as questions that they may have regarding their roles and responsibilities. These FAQs were developed using an “expectations and
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	questions from the training” form that was filled by the CHOs at SIHFW. • Upon being acquainted with the basic functioning of the CHOs, we decided to base the internship project on exploring the work that has been done by them at sub-centres over the 2 years since the post was introduced within the Indian primary healthcare system. We also decided to use the project to analyse the possible factors that were playing a role in hindering their efficient functioning. The reason for deciding to base our internship project on this specific area was the lack of previous research and data available that focused on understanding the productivity of CHOs, as well as to gain in-depth idea about how the department of AAM is responsible for providing primary healthcare at the grassroots level. • A questionnaire was developed in order for us to be able to collect qualitative data from the a convenience sample of 88 CHOs present at SIHFW, collected across 2 dates. The questionnaire comprised of 6 sections focusing on several aspects, ranging from topics of work environment and resources to patient care and community outreach, as well as challenges faced and possible suggestions. Once the data was collected, we focused on finding and selecting recurring themes in order to narrow down and be able to come to generalisable conclusions for the select sample. • Furthermore, multiple visits to nearby sub-centres and urban primary health centres were also made that allowed to observe in-person how they function. These visits also allowed us to interact with the staff present and learn more about what and how they function, the facilities available at their centres and see in-person how
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	they provide healthcare services. Additionally these visits also provided an opportunity to see the possible challenges they face while doing their work. • Finally, using this collected data, we were also involved in creating a report for the our department in the NHM to report our findings and showcase our learnings throughout the course of the 8 weeks.
Linking theory (Classroom learning) with practice at your organisation	Classroom learning from various modules that were taught across our first year played a substantial role in our understanding of how the NHM functions. They were also exceptionally important as they were responsible in creating a strong foundational base that allowed us to extract as much practical exposure from the internship as possible. Modules that played a substantial role throughout the internship include: • National Health Programmes, Health Policy and Health Care Delivery System, and Health and Development, all played a role in ensuring a smooth and adept understanding of what role each department of NHM plays. Learnings and theories from each of these modules facilitated us to incorporate pre-existing knowledge about basic foundational level working of primary health care facilities into research for individual projects. Combining the classroom knowledge with the practical exposure provided during the internship aided in deepening our grasp on concepts of public health. • Furthermore, as conversations moved towards more technical aspects of Public Health, we were also able use knowledge from modules such as Demography and Epidemiology to cross-question, as well as answer several questions raised by department members at NHM. • As our internship progressed, the module of Research Methodology played an extremely important role in allowing us to conduct a rough survey study on our chosen topic. It aided us in several aspects of conducting the survey such as

	creating the questionnaire, selecting sample size, study design and ultimately also analysing the collected data.
Gaps identified on the working area.	Major gaps that were observed throughout the 8 weeks of the internship include the following: • The level of inter-departmental communication within the organisation was found to be lacking, causing hinderance in the overall efficacy of function, as well as the integration of adequate amounts of technology for daily functioning was below average. • A number of NHM departments reported experiencing issues with understaffing in HR, a shortage of personnel, and other administrative issues that result in work delays. • A weakness in the CHOs' training program structure was discovered while watching the induction program. Specifically, the CHOs were not adhering to the two training program schedules, which were the a. 15-day Extended Induction Program and the b. 12-day Expanded Package of Service Program. There is a wide discrepancy within the training the CHOs have received ,i.e., due to various reasons the CHOs have not completed their 15 days Induction program but are working at their respective HWCs. While some others have completed their 12 Day (Expanded package of service program) but have not completed the 15 Day Induction program. • Inconsistencies in the OPD cases and paperwork that CHOs reported were also discovered, particularly instances of over-reporting brought on by incentive-based factors. • While a large majority of the CHOs have been working in their respective HWCs for nearly 2 years, most of

	them are still unaware about their exact roles and responsibilities, thereby affecting the level of accuracy with which they can provide services. • Some CHOs have theoretical knowledge but are unclear on how to exactly implement this knowledge. • While gathering data from CHOs, a number of gaps were found, including problems with administration, poor resource management and availability, a lack of funding, and sporadic facility monitoring. • Serious staffing shortage was also found during the visits to the sub-centres and UPHCs; the majority of them do not have enough additional doctors, ASHAs, or ANMs to handle the massive population that their centre is expected to serve. One medical officer even claimed that they were unable to provide enough time for each patient. • Additionally, it was also discovered during the visits that a portion of the population served by these sub-centres and UPHCs were unwilling to participate in their community outreach programs, which include a number of crucial initiatives including immunization and programs related to the health of mothers and children.
Suggestions for improvement	Major suggestions for improvement noted throughout the various activities done during the internship include the following: • The first recommendation for improving the operations of sub-centres and CHOs would be to make sure that the appropriate training program for CHOs is followed and monitored. Developing more robust rules regarding the following and monitoring of a strict training schedule for CHOs could significantly improve the efficiency with which work is done at sub-centres.

	• Additionally, it could be advantageous to incorporate training programs for CHOs on digital literacy, particularly in relation to digital portals and apps like the <i>Sashakt Portal</i> and the <i>GUNAK app</i> that have been created to support their training programs. • A thorough quality assessment and re-evaluation of the training courses being offered to CHOs in order to determine whether or not the course objectives are being met. • Strict actions taken against CHOs who over-report for more incentive. • Moreover, focusing on improving administrative issues that lie within the working of the organisation at every level would ensure more efficient functioning at lower levels of the organisation that depend on guidelines and rules to be enforced by their higher-ups. • To control the delivery of healthcare services, it is also crucial to guarantee that each UPHC has enough staff members to ensure a suitable patient flow. • Finally, proper monitoring of resources, facilities and funds would also ensure improved functioning.
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Signature of the Student



Approved by the IIHMR University's Mentor

