

2024

INTERNSHIP REPORT

Submitted in partial fulfillment for the award of the degree of
Master of Business Administration (MBA) in Hospital and Health Management

Organization: Khushi Baby, Udaipur



Submitted by:

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IIHMR-U/01/2022-24/1467

MBA HEM-27

Submitted to:

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2024

Appendix E: Completion Certification

CERTIFICATE

This is to certify that **Anushruti Saxena** in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur has successfully completed her internship at **Khushi Baby** during March 14, 2024 - June 13, 2024.

Place: **Udaipur**
Date: **01-07-2024**

Preceptor/Head of the Organization Name
of the Organization- **Khushi Baby**

2024

Appendix F: Certificate from Faculty Guide and School Dean

CERTIFICATE

This is to certify that the internship report of **Anushruti Saxena** is a record of her original work, conducted in partial fulfillment of the requirements for the MBA degree in Hospital and Health Management at IIHMR University, Jaipur. The work was carried out under my guidance and supervision. Throughout the designated period, she diligently worked under my direction.

Faculty Guide: **Dr. Nutan P. Jain**
IIHMR University, Jaipur
Date:

School Dean
IIHMR University, Jaipur
Date:

ACKNOWLEDGEMENT

I would like to express my heartfelt gratitude to everyone who has supported and guided me throughout this journey.

First and foremost, I extend my deepest appreciation to my faculty mentor, Dr. Nutan P. Jain, for her invaluable guidance, insightful feedback, and unwavering support. Her expertise and encouragement have been instrumental in the completion of this internship.

I am immensely grateful to Mr. Ruchit Nagar, CEO, Mr. Mohammed Shahnawaz, COO, Mr. Ajay Sharma, Chief of Staff, and Mr. Hamid Abdullah, Implementation Lead for giving me this opportunity at Khushi Baby. I truly thank them for their constant support and guidance.

I would also like to extend my sincere thanks to Dr. Sanjay Gupta, Dean at IIHMR University, for his academic support and encouragement.

Lastly, I would like to thank my family and friends for their continuous support and encouragement throughout this journey. Their belief in me has been a constant source of motivation.

Thank you all for your contributions and support in making this possible.

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INTRODUCTION

Accessible and effective public healthcare is crucial for mothers, children, and the wider community in India. This report outlines my internship experience at Khushi Baby, a non-profit organization committed to improving public health outcomes across Rajasthan. Originally centered on maternal and child healthcare, Khushi Baby has broadened its focus to encompass community health initiatives, significantly enhancing the well-being of various populations.

During my internship, I had the incredible chance to work alongside a passionate team deeply committed to improving public health. Khushi Baby holds a unique position as a technical support partner for the Government of Rajasthan. They collaborate with policymakers and public health officials to strengthen and implement crucial public health programs, maximizing their impact.

This report aims to be a comprehensive record of my valuable journey at Khushi Baby, wherein information about the organization's mission, its significant contributions to public health advancements in Rajasthan, and the specific projects or tasks I was involved in is covered.

During my internship at Khushi Baby, I gained practical experience that provided valuable insights into fieldwork and the real-world applications of public health initiatives. Engaging directly with community health workers and beneficiaries allowed me to understand the challenges and intricacies involved in public health management. Field visits to various districts, including Khairtal-Tijara, Salumbar, Sarada, Gogunda, and Kherwada, offered firsthand exposure to the diverse health needs of rural communities and the impact of Khushi Baby's interventions. These experiences were instrumental in shaping my understanding of the practical aspects of public health and the critical role of technology in facilitating effective healthcare delivery.

Enhancing my data skills was another significant aspect of my internship. I was involved in data collection, validation, and analysis, which are crucial for effective health monitoring and intervention planning. Working on projects such as the High-Risk Children (HRC) tracking, High-Risk Pregnancy (HRP) tracking, child linelist analysis, and dashboard report verification, I

developed a keen eye for detail and accuracy in handling health data. This experience underscored the importance of accurate data in identifying health trends, monitoring public health indicators, and making informed decisions for targeted health interventions.

Moreover, I learned about the significance of key public health indicators and their role in tracking community health. The internship emphasized the importance of community engagement and the empowerment of community health workers (ASHAs and ANMs). By understanding their critical role in improving public health outcomes, I realized the importance of providing them with the necessary tools, training, and support. Additionally, documenting processes and challenges became a pivotal learning experience, highlighting the need for continuous improvement and adaptation in public health strategies. This comprehensive learning experience has equipped me with practical skills and knowledge that will be invaluable in my future career in healthcare management.

My tenure at Khushi Baby was a transformative experience that significantly shaped my academic and professional trajectory.

OBJECTIVES OF INTERNSHIP

- a) To acquire a deep understanding of the public health sector, recognizing its complexities and real-world challenges.
- b) To learn about the processes involved in the successful development and implementation of health-related projects.
- c) To develop skills in coordinating and communicating effectively with various stakeholders, including government bodies and support partners.
- d) To delve into the digital health sector, learning about the detailed workings and challenges of digital health initiatives.
- e) To enhance my skills and competencies, thereby increasing my overall capabilities.
- f) To apply theoretical knowledge to practical situations, bridging the gap between academia and real-world applications.
- g) To actively contribute to ongoing projects and initiatives that aim to improve community health outcomes.

Organization Overview



Khushi Baby is a non-profit organization focused on improving community health in rural India through the use of technology and data-driven approaches. It bridges the gap between healthcare services and underserved populations by leveraging innovative health monitoring system, Community Health Integrated Platform (CHIP).

Type:	Non-profit Organization
Founded:	2014
Industry:	Hospitals and Healthcare
Headquarters:	Udaipur, India
Key Person:	Mr. Ruchit Nagar (CEO)
Company Size:	51-100 Employees and 95 Associated Members
Website:	http://www.khushibaby.org
Specialties:	Global Health, NFC, Community Engagement, Innovative Health Technology, Data-Driven Decision Making

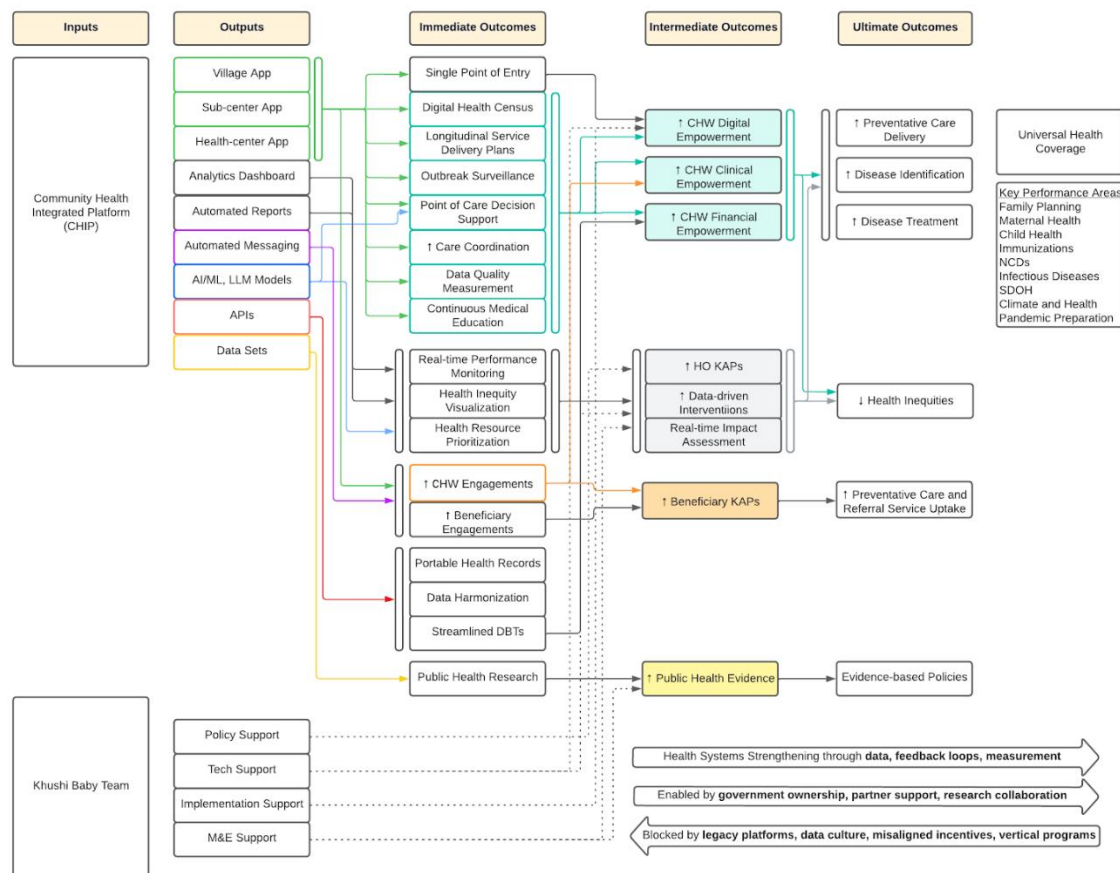
Founded as a classroom project at Yale University in 2014, Khushi Baby has expanded into a dedicated team of 51-100 members, committed to merging tradition with technology to enhance community health outcomes.

Serving as the Nodal Technical Support Partner to the Department of Health in Rajasthan, Khushi Baby aims to scale its digital health platform across India, encompassing all national health programs.

Mission and Vision:

- **Mission:** To monitor and motivate community health, especially maternal and child health, at the last mile.
- **Vision:** To establish a digital integrated community health platform that covers all national programs, ensuring comprehensive health tracking and interventions for underserved populations throughout India.

Khushi Baby's Theory of Change:



Community Health Integrated Platform (CHIP)

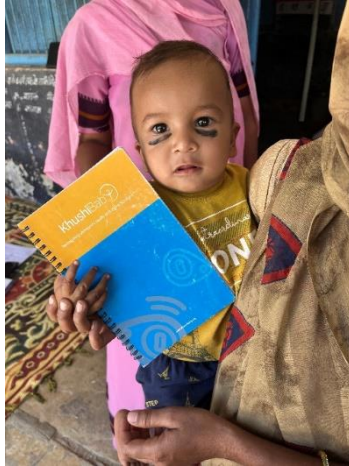
The Community Health Integrated Platform (CHIP) Theory of Change, created by Khushi Baby, carefully maps the journey from initial resources to ultimate health outcomes, focusing on enhancing community health. This framework starts with crucial resources like various healthcare applications, an analytics dashboard, automated reporting and messaging systems,

AI/ML models, APIs, and data sets. These are supported by the Khushi Baby team through policy, technical, implementation, and monitoring and evaluation support. The direct outputs from these inputs include a single point of entry for health services, a digital health census, longitudinal service delivery plans, outbreak surveillance, decision support at the point of care, care coordination, data quality measurement, continuous medical education, real-time performance monitoring, health inequity visualization, and health resource prioritization. Additionally, there is increased engagement from community health workers and beneficiaries, portable health records, data harmonization, streamlined direct benefit transfers, and public health research.

Immediate outcomes include improved access to health services, comprehensive health data collection, enhanced care plans, better outbreak response, informed decision-making, efficient care coordination, accurate data quality, ongoing medical education, performance monitoring, identification and addressing of health disparities, optimal resource allocation, increased interactions and support from health workers, heightened community engagement, easy access to medical records, integrated health data, and evidence generation to inform policies and practices. Intermediate outcomes include the digital, clinical, and financial empowerment of community health workers, improved knowledge, attitudes, and practices among health officers, data-driven interventions, real-time impact assessments, enhanced health knowledge and practices among beneficiaries, and a strengthened evidence base for public health initiatives.

Ultimately, CHIP aims to achieve long-term objectives such as increased delivery of preventive health services, enhanced disease identification and treatment, universal health coverage, reduced health inequities, and greater uptake of preventive care and referral services. The program's success is facilitated by government ownership, partner support, and research collaboration, while potential barriers include legacy platforms, data culture issues, misaligned incentives, and vertical programs. Key performance areas targeted by the initiative include family planning, maternal and child health, immunizations, non-communicable and infectious diseases, social determinants of health, climate and health, and pandemic preparation. The platform aims to strengthen health systems through the utilization of data, feedback loops, and continuous measurement, thereby ensuring an adaptive and robust healthcare infrastructure.

Khushi Baby's theory of change is based on the belief that culturally appropriate, technology-driven health interventions can significantly improve community health outcomes. By equipping frontline health workers with digital tools and integrating traditional practices with modern technology, Khushi Baby seeks to create a sustainable and scalable healthcare delivery model that bridges gaps and reaches the last mile.



Founding and Early Development

Khushi Baby was conceived at the Yale Centre for Engineering Innovation and Design by Ruchit, who, during his junior year, took the course 'Appropriate Technology for the Developing World.' This course, taught by Professors Joseph Zinter and Robert Hopkins, aimed to develop solutions to address the global immunization gap. The team innovatively utilized Near Field Communication (NFC) tags to create digital vaccine records that could be updated via Android devices.

The team received seed funding from winning the inaugural Yale Thorne Prize for Social Innovation, enabling initial field tests. In partnership with Seva Mandir, a leading NGO in Rajasthan, Khushi Baby conducted its first randomized controlled trial (RCT) in 2015, evaluating the impact of their digital health records on timely infant immunization.

Growth and Expansion

Khushi Baby's journey included significant milestones, such as a two-year RCT funded by the International Initiative for Impact Evaluation. During this period, Khushi Baby established its

headquarters in Udaipur and recruited a dedicated team. The platform evolved to include a tablet application for health workers, the Khushi Baby necklace for beneficiaries, and a dashboard for health tracking.

By 2017, Khushi Baby had launched a comprehensive intervention in collaboration with the government, incorporating features such as automated voice call reminders, offline biometric authentication, and WhatsApp groups for follow-up. The design thinking approach adopted in 2018, supported by grants from GAVI and the Johnson & Johnson GenH Challenge, further refined the platform.

Impact and Recognition

By the end of 2018, the results of the RCT demonstrated significant positive outcomes, with mothers in intervention areas being 1.66 times more likely to have fully immunized infants and a 0.26 times lower likelihood of child malnutrition. These promising results facilitated a partnership with the Rajasthan Department of Health, leading to the adoption of Khushi Baby's platform for the State's Nirogi Rajasthan initiative.

COVID-19 Response

In 2020, Khushi Baby expanded its team to 40 members and adapted its platform for the COVID-19 response, empowering 50,000 health workers to reach 12 million residents. This included a statewide WhatsApp chatbot, social media and policy support, and PPE donations.

Future Aspirations

Khushi Baby's success is rooted in its grassroots approach, evidence-based strategies, and frugal innovation. Looking ahead, the organization aims to build integrated digital health systems, implement AI models for tracking health worker performance, predict maternal and child health risks, and automate follow-up mechanisms. Khushi Baby remains committed to monitoring and motivating community health, ensuring that even the most remote populations receive essential healthcare services.

SERVICES PROVIDED BY ORGANIZATION

Innovative Health Technology: Khushi Baby specializes in leveraging technology to bridge the healthcare gap in rural areas. Their Community Health Integrated Platform (CHIP) is a unified, offline mobile health interface used by community health workers to track and monitor health across various National Health Mission programs in India.

Comprehensive Health Tracking: The organization excels in health tracking and monitoring, providing real-time data and analytics through CHIP. This enables efficient health interventions and targeted public health strategies.

Empowering Community Health Workers: Khushi Baby focuses on the empowerment of ASHAs (Accredited Social Health Activists) and ANMs (Auxiliary Nurse Midwives) by providing them with tools, training, and support. This empowers these frontline workers to deliver better healthcare services and improve health outcomes.

Field-Based Interventions: Khushi Baby conducts extensive fieldwork to understand and address the health needs of rural populations. Their team regularly visits various districts to implement and monitor health programs, ensuring effective on-ground interventions.

Public Health Education and Training: The organization places a strong emphasis on educating and training community health workers and the general public. They conduct workshops, training sessions, and awareness campaigns to enhance public health knowledge and practices.

Data-Driven Decision Making: By utilizing robust data collection and analysis techniques, Khushi Baby ensures that their health interventions are based on accurate and up-to-date information. This approach helps in identifying health trends and responding promptly to emerging health issues.

Collaborative Efforts: Khushi Baby works closely with government entities, support partners, and other stakeholders to coordinate efforts and resources effectively. Their collaborative approach enhances the impact of their health initiatives.

Focus on Maternal and Child Health: While expanding their scope to include broader community health initiatives, Khushi Baby remains dedicated to improving maternal and child health. They address key issues such as high-risk pregnancies and immunization, ensuring better health outcomes for mothers and children.

Key Services taken by the Organisation:

▪ **Community Health Integrated Platform (CHIP):**

The Community Health Integrated Platform (CHIP), developed by Khushi Baby, addresses the fragmented digital solutions within India's public health system by providing a unified, offline-ready m-health application for ASHAs, ANMs, and Medical Officers. CHIP streamlines data collection, report generation, and payment automation, enabling health workers to conduct digital health censuses, track longitudinal primary healthcare, and monitor disease outbreaks. The platform also equips health officials with AI and GIS-based dashboards for real-time monitoring and response, personalized community engagement, and integration with MoHFW databases.

CHIP's unique features include its comprehensive interface across health worker cadres and national health programs, its last-mile connectivity developed alongside community health workers, and its use of NFC, biometric, and GPS technology to ensure data accountability.



- **Longitudinal Reproductive, Maternal, Neonatal and Child Health (RMNCH) Platform:**

The Khushi Baby organization created a longitudinal Reproductive, Maternal, Neonatal, and Child Health (RMNCH) platform to address past challenges in India, where preventable maternal and child mortality rates were high. This platform replaced paper-based data collection and fragmented digital systems with digital health solutions. This improved the accountability, timeliness, and accuracy of health data collected.



In the past, healthcare providers relied on paper-based systems. Khushi Baby's platform provided them with a user-friendly mobile application. This application automated data reporting, facilitated direct benefit transfers, and supported clinical decision-making. The application was designed for use in last-mile settings, even in areas with poor connectivity. It allowed for instant offline sharing of medical records through Near Field Communication (NFC) health cards. Additionally, GPS, NFC, and biometric verifications ensured accountability.

The platform also engaged the community in the past. It did this through automated voice calls for health camp reminders and awareness messages. It also supported health workers with household follow-ups for high-risk mothers and infants. Health officials were able to leverage actionable analytics and dashboards from the platform. This allowed them to make informed decisions based on extensive data sets and AI models used to predict adverse health outcomes.

The NFC-based health card developed by Khushi Baby allowed beneficiaries to carry their health records in the past. This ensured informed care and vital accountability checks, which were often missing in other mobile health solutions. This innovative approach garnered attention for its potential to improve vaccine tracking and overall healthcare delivery, even in remote areas with limited connectivity.

- **Digital Health Census**

Khushi Baby's Community Health Integrated Platform (CHIP) includes a dedicated module designed specifically for Accredited Social Health Activists (ASHAs) to conduct a digital health census in their respective villages. This module enabled ASHAs to systematically capture comprehensive sociodemographic and health-related data for each beneficiary, directly at the last mile. The application was developed to facilitate the collection of detailed information, encompassing various health factors essential for creating a robust and actionable health database.

By utilizing the CHIP application, ASHAs were able to efficiently gather data that provided insights into the health needs and conditions of the community. This digital health census module not only streamlined the data collection process but also ensured greater accuracy and completeness compared to traditional paper-based methods. The information collected through this module was instrumental in forming the foundation for tailored health interventions and resource allocation, ultimately enhancing the effectiveness of public health initiatives in the targeted villages.

- **ASHA Chatbot**

In addition to the digital health census module, Khushi Baby recently created an AI-powered chatbot and a Large Language Model (LLM) specifically for ASHA workers. This chatbot provided real-time assistance and answered questions, making it easier for ASHA workers to perform their duties effectively.

These tools were integrated into Khushi Baby's digital platform, allowing ASHA workers to get instant help with both administrative and clinical tasks. The chatbot and LLM ensured that the

ASHA workers had quick access to accurate information, which improved the overall quality of healthcare provided in the community.

- **WhatsApp Bulk Messenger/ Notifications**

Khushi Baby also utilized WhatsApp bulk messaging to send notifications to ASHA and ANM workers. These messages acted as reminders, helping the health workers stay organized and perform their duties more smoothly. By leveraging WhatsApp, the organization ensured timely communication and support, further enhancing the efficiency of its healthcare delivery system.

- **ABHA Creation**

Khushi Baby's mobile application further streamlined healthcare management by facilitating the creation of ABHA IDs. This functionality aligned seamlessly with the Government of India's ABDM project, offering a user-friendly avenue for beneficiaries to obtain their unique ABHA IDs. By linking these IDs to individual health records within the platform, Khushi Baby ensured not only secure storage but also effortless access and management of personal health information for patients. This integration offered a significant advantage, promoting patient empowerment and fostering a more holistic approach to healthcare management.

KEY ACTIVITIES UNDERTAKEN

During my internship from March 15 to June 15, 2024, I had the incredible chance to work alongside a passionate team deeply committed to improving public health. My tenure at Khushi Baby was meticulously structured, encompassing a wide range of activities and projects that provided a comprehensive understanding of public health initiatives at both the grassroots and policy levels.

Orientation and Initial Training

The initial phase of my internship involved a comprehensive orientation conducted by the HR team, which provided an overview of Khushi Baby's operations and introduced me to the various verticals within the organization. This was followed by training sessions on the applications and dashboards used by ASHAs and ANMs. These sessions were designed to equip me with the necessary skills to effectively use the digital tools developed by Khushi Baby, which are crucial for tracking health indicators and supporting health workers in the field.

Field Visits and Community Engagement

Field visits formed a significant part of my internship, allowing me to observe and participate in health interventions across various districts. These visits included trips to Khairtal, Tijara, Sarada, Gogunda, and Kherwada, among others. During these visits, I had the opportunity to interact with local health workers, observe the implementation of Khushi Baby's initiatives, and understand the health challenges faced by different communities. These experiences provided invaluable insights into the on-ground realities of public health work and the socio-economic factors affecting health in rural communities.

Training and Workshops

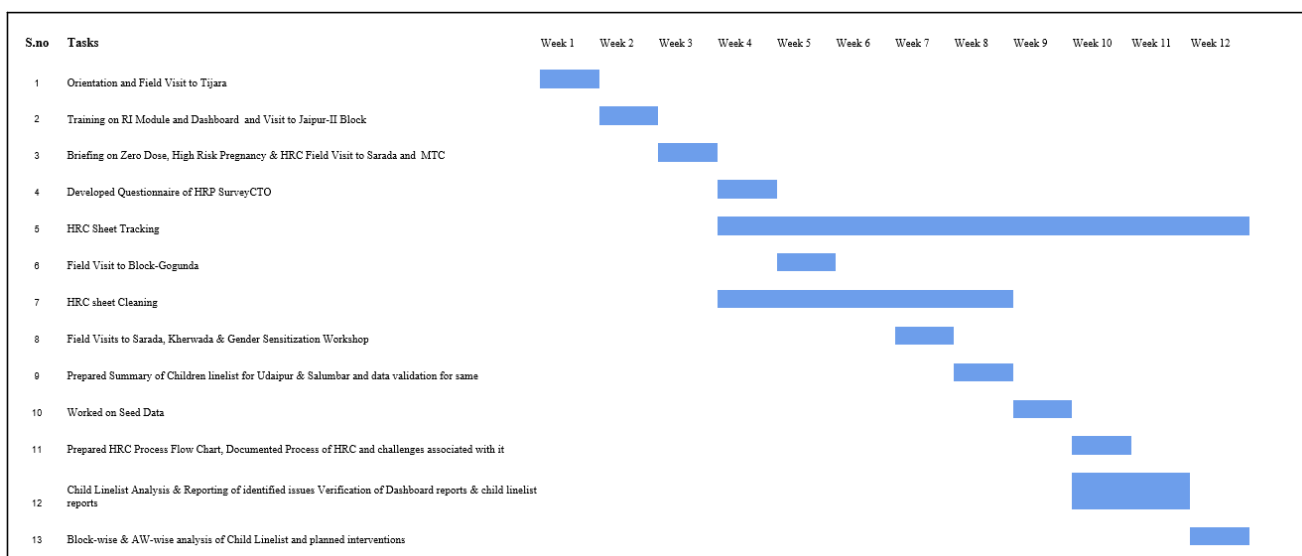
In addition to field visits, I participated in various training sessions and workshops. Notable among these were the training on Routine Immunization (RI) modules and dashboards, and a gender sensitization workshop. The RI training focused on equipping health workers with the skills to manage immunization records and schedules effectively. The gender sensitization workshop highlighted the importance of incorporating gender-sensitive approaches in health interventions, a critical aspect of public health.

Project Work and Data Management

A significant portion of my internship was dedicated to project work and data management. I was involved in developing a questionnaire for the High-Risk Pregnancy (HRP) survey using SurveyCTO, tracking and following up on high-risk cases, and cleaning and validating data from child health linelists. These tasks required meticulous attention to detail and a thorough understanding of data management principles. I also worked on preparing process flow charts and documenting the processes and challenges associated with high-risk case management.

Analysis and Reporting

Towards the latter part of my internship, I was involved in analyzing and reporting data. This included preparing summaries of child health data for various districts, validating data to ensure accuracy, and analyzing block-wise and Anganwadi-wise health indicators. These activities not only enhanced my analytical skills but also provided a deeper understanding of the health status of different communities and the effectiveness of Khushi Baby's interventions.



KEY LEARNINGS

During my internship at Khushi Baby, I gained practical experience that provided valuable insights into fieldwork and the real-world applications of public health initiatives. Engaging directly with community health workers and beneficiaries allowed me to understand the challenges and intricacies involved in public health management. Field visits to various districts, including Khairtal, Tijara, Sarada, Gogunda, and Kherwada, offered firsthand exposure to the diverse health needs of rural communities and the impact of Khushi Baby's interventions. These experiences were instrumental in shaping my understanding of the practical aspects of public health and the critical role of technology in facilitating effective healthcare delivery.

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