EVALUATING THE IMPLEMENTATION OF THE IMMUNISATION WHEEL IN MADHYA PRADESH: FRONTLINE WORKER PERSPECTIVES, FIELD ADAPTATION, AND ITS ROLE IN ENHANCING VACCINE UPTAKE AND COMMUNICATION

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by
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Internship Organisation

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OBJECTIVES OF INTERNSHIP

As part of my internship at the National Health Systems Resource Centre (NHSRC), I had the opportunity to engage deeply with the multifaceted domain of public health management in India. NHSRC, a key technical support institution under the Ministry of Health and Family Welfare, plays a pivotal role in shaping and facilitating health policy implementation across the country. Positioned within the Knowledge Management Division, I was involved in a variety of assignments that included primary data collection, conducting stakeholder interviews, and conducting facility-level assessments within the framework of national health initiatives. This immersive field and desk-based exposure significantly enhanced my comprehension of systemic public health challenges, while also strengthening my applied research capabilities, critical analysis, and ability to collaborate with grassroots-level workers such as ASHAs and Anganwadi workers.

The following were the objectives of the internship:

1. To acquire hands-on experience in structured data collection and management by gathering quantitative and qualitative data from diverse public health program settings, and ensuring accurate documentation and analysis for programmatic review and decision-making.
2. To engage meaningfully with key stakeholders involved in national health programs through semi-structured interviews, discussions, and participatory observations, aiming to understand their roles, experiences, and perspectives on implementation challenges and successes.
3. To learn systematic approaches for evaluating public health facilities by participating in field assessments that examined service delivery efficiency, infrastructure adequacy, human resource functionality, and adherence to quality standards.
4. To contribute to the evaluation of national health programs by analysing program performance indicators, interpreting field data, and identifying trends or gaps in implementation to inform policy recommendations.
5. To gain contextual insights into the lived experiences and operational challenges of frontline health workers such as Accredited Social Health Activists (ASHAs) and Anganwadi workers, through direct field interactions and participatory shadowing in community health settings.
6. To support the Knowledge Management Division in recommendation synthesis and reporting by translating data and interview insights into structured reports, briefs, and knowledge deliverables that inform strategic planning and policy communication.
7. To enhance competencies in public health systems thinking and policy implementation through active participation in internal capacity-building sessions, including workshops and trainings conducted by NHSRC and associated institutions.

ORGANIZATION PROFILE

National Health Systems Resource Centre (NHSRC) has been set up under the National Rural Health Mission (NRHM) of Government of India to serve as an apex body for technical assistance.

Vision

Universal access to equitable, affordable and quality health care that is accountable and responsive to the people of India.

Mission

Enable technical support and capacity building to strengthen public health systems, generate evidence from field to formulate and evaluate policies and strategies; with a focus on decentralization, equity and quality to meet the goals of the National health Policy 2017.

Policy Statement

The National Health Systems Resource Centre works closely with policy makers, practitioners and researchers to provide technical and implementation support based on experiential learning, build sustainable partnerships to develop knowledge networks; strengthen technical strategies and management approaches to enable people centred, strengthened health systems.

Values

Equity & Inclusiveness: NHSRC works to promote health equity & well-being for all people and populations.

Intersectoral: NHSRC promotes engagement & partnership approach across sectors to foster research in contributing to policies and strategies.

Quality: Assuring and improving public health functions through continuous monitoring, supportive supervision and helping the states in meeting the standards.

People-centred: Strengthens, supports, and mobilises communities to improve health.

Excellence: NHSRC is committed to high standards of excellence, professional ethics and integrity in all that we do.

Established in 2006, the National Health Systems Resource Centre's mandate is to assist in policy and strategy development in the provision and mobilization of technical assistance to the states and in capacity building for the Ministry of Health and Family Welfare (MoHFW) at the centre and in the states. The goal of this institution is to improve health outcomes by facilitating governance reform, health systems innovations and improved information sharing among all stake holders at the national, state, district and sub-district levels through specific capacity development and convergence models.

It has a 23 member Governing Body, chaired by the Secretary, MoHFW, Government of India with the Mission Director, NRHM as the Vice Chairperson of the GB and the Chairperson of its Executive Committee. Of the 23 members, 14 are ex-officio senior health administrators, including four from the states. Nine are public health experts, from academics and Management Experts. The Executive Director, NHSRC is the Member Secretary of both the Governing body and the Executive Committee. NHSRC's annual governing board meet sanctions its work agenda and its budget.

The NHSRC currently consists of seven divisions – Community Processes, Healthcare Financing, Healthcare Technology, Human Resources for Health, Public Health Administration, Knowledge Management Division, Quality Improvement in Healthcare

The NHSRC has a branch office in the north-east region of India. The North East Regional Resource Centre (NE RRC) has functional autonomy and implements a similar range of activities.

SERIVCES PROVIDED BY ORGANIZATION

• **Policy Development and Analysis:** NHSRC contributes to the formulation and analysis of health policies at the national level in India.

• **Technical Assistance and Capacity Building:** They provide technical expertise and capacity-building support to various stakeholders in the healthcare sector.

• **Research and Documentation:** NHSRC conducts research studies and documents best practices in healthcare delivery and management.

• **Monitoring and Evaluation:** They undertake monitoring and evaluation of health programs and initiatives to ensure effectiveness and efficiency.

• **Knowledge Management:** NHSRC manages health-related knowledge resources and disseminates information to stakeholders.

• **Training Programs:** They organize training programs for healthcare professionals and stakeholders to enhance skills and knowledge.

• **Advisory Services:** NHSRC offers advisory services to the Ministry of Health and Family Welfare and other organizations on public health issues.

These services collectively contribute to strengthening health systems and improving healthcare delivery across India. For the most accurate and updated information, I recommend visiting NHSRC's official website or contacting them directly.

KEY ACTIVITIES/PROJECTS UNDERTAKEN OTHER THAN DISSERTATION

- Development and structuring of Research reports: Actively contributed to the drafting of comprehensive research reports grounded in field data and thematic analysis. These reports highlighted key findings and offered evidence-based recommendations to improve the design and implementation of national public health programs.
- Participation in Knowledge-Management and documentation processes: Supported the organization and maintenance of institutional knowledge repositories, including compiling best practices, case studies, and research outputs. Assisted in curating resources for dissemination among policymakers, practitioners, and partner institutions to foster evidence-informed decision-making.
- Involvement in data-gathering and support: Engaged in data collection through a variety of tools and methods, such as surveys, structured interviews, and observational fieldwork. Contributed to cleaning, organizing, and conducting preliminary analysis of this data to support ongoing monitoring and research activities.
- Participating in Stakeholder consultations and interview conduction: Facilitated interviews with key informants involved in national-level public health initiatives—including government officials, program managers, and frontline health workers—to gather qualitative insights on implementation gaps, local innovations, and system-level challenges.
- Facility performance review and service delivery assessment: Participated in field assessments of public health facilities to evaluate infrastructure adequacy, human resource deployment, service availability, and workflow efficiency. These evaluations informed recommendations aimed at strengthening primary health systems and improving patient outcomes.

KEY LEARNINGS FROM INTERNSHIP

- *Applied data collection and public health information management:* Acquired practical knowledge of systematic techniques for collecting, organizing, and managing both quantitative and qualitative data—skills essential for evidence-based public health planning, monitoring, and evaluation.
- *Experience in stakeholder communication and field engagement:* Gained a hands-on experience in conducting structured and semi-structured interviews with stakeholders involved in national health programs. This enabled a deeper understanding of field-level realities, and helped align diverse stakeholder inputs with broader organizational objectives.
- *Exposure to knowledge-integration and strategic dissemination:* Learned about institutional knowledge management frameworks used to integrate field data and research findings. Contributed to the preparation of reports and briefs that support the dissemination of actionable insights and good practices across health system stakeholders.
- *Introduction to health policy review and systemic analysis:* Gained foundational exposure to policy analysis, including how public health policies are framed, implemented, and assessed. Developed an understanding of the influence of macro-level policies on local-level service delivery and program outcomes.
- *Cross-functional collaboration in multidisciplinary settings*: Experienced the dynamics of working within interdisciplinary teams across departments at NHSRC. This fostered a more integrated understanding of how collaborative approaches enhance the planning and implementation of complex health initiatives.
- *Flexibility, fieldwork adaptability, and analytical problem-solving:* Gained the ability to adapt to varied public health contexts, especially during data collection and field assessments. Developed practical problem-solving strategies to manage challenges encountered in fieldwork, stakeholder coordination, and data validation.