

INTERNSHIP REPORT

Submitted to



The IIHMR University, Jaipur

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

by

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Internship Organization



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Introduction

The National Health Systems Resource Centre (NHSRC) was established in 2006 under the National Rural Health Mission (NRHM) by the Ministry of Health & Family Welfare (MoHFW), Government of India. As an apex technical support institution, NHSRC plays a pivotal role in strengthening public health systems across the country. It provides policy and strategy support, technical assistance, and capacity-building initiatives to both central and state governments, aiming to improve health outcomes through governance reforms, innovations, and enhanced information sharing.

Objectives of Internship

An internship at NHSRC (Knowledge Management Division) :

The objective is to gain in-depth exposure to India's public health system through active involvement in research, documentation, and policy analysis. The internship aims to enhance understanding of health systems strengthening with a strong focus on evidence synthesis, best practices documentation, and knowledge dissemination. Being part of the KMD division offers the unique opportunity to contribute to the creation of knowledge products such as policy briefs, case studies, and reports, and to support initiatives that inform national and state-level decision-making.

Interns in KMD are expected to assist in compiling and analyzing data, documenting innovative practices from various states, supporting thematic research, and helping disseminate key findings through presentations and publications. Overall, the internship fosters the development of critical skills in research, writing, data interpretation, and stakeholder communication, equipping interns for future roles in health policy, program implementation, and health systems research.

Organizational Profile

Vision

To facilitate the attainment of universal access to equitable, affordable, and quality healthcare that is accountable and responsive to the needs of the people of India.

Mission

Provide technical support and capacity building to strengthen public health systems, generate evidence from the 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.

Inter-sectoral: 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.

Organizational Structure

NHSRC operates under the guidance of a 23-member Governing Body chaired by the Secretary, MoHFW. The center comprises 8 specialized divisions:

1. Community Process- CPHC
2. Healthcare Financing
3. Healthcare Technology
4. Human Resources for Health and Health Policy and Integrated Planning
5. Knowledge Management Division
6. Public Health Administration
7. Quality and Patient Safety
8. IT Division

Additionally, the Northeast Regional Resource Centre (NE-RRC) functions as a branch office, focusing on the unique health challenges of the northeastern states.

Services Provided by NHSRC

NHSRC offers a broad spectrum of services aimed at enhancing the efficiency and effectiveness of India's health systems:

- **Policy and Strategy Development:** Assisting in the formulation of health policies and strategies at both national and state levels.
- **Technical Assistance:** Providing expert support to states for implementing health programs and initiatives.
- **Capacity Building:** Organizing training programs, workshops, and seminars to strengthen the skills of health professionals.
- **Research and Evaluation:** Conducting studies to assess the performance of health programs and identify areas for improvement.
- **Knowledge Dissemination:** Sharing best practices, innovations, and lessons learned to inform policy and practice.
- **Support to State Health Resource Centres (SHRCs):** Enhancing the capabilities of SHRCs to provide localized technical assistance.

Knowledge Management Division (KMD)

The Knowledge Management Division (KMD) is dedicated to fostering evidence-based policy research and strengthening health systems through collaboration among decision-makers, program managers, and the public health research community.

Key Focus Areas

- **Research and Studies:** Conducting implementation research for health systems strengthening (IR-HSS).
- **Support to SHRCs:** Providing technical assistance to State Health Resource Centres.
- **Tribal Health:** Addressing health challenges specific to tribal populations.
- **Common Review Mission (CRM):** Generating reflections and evidence from annual CRM reports.
- **Innovations and Best Practices:** Identifying and disseminating replicable practices in public healthcare.
- **Urban Health (NUHM):** Focusing on health issues in urban settings under the National Urban Health Mission.
- **Cross-Divisional Activities:** Collaborating across divisions for integrated health solutions.

- COVID-19 Related Advisories: Issuing guidelines and orders pertinent to the pandemic response.
- Publications: Producing reports, policy briefs, and other knowledge products.
- Partnerships: Engaging with stakeholders to enhance knowledge sharing and collaboration.
- Tele MANAS: Supporting mental health initiatives through telemedicine.
- Advisories: Issuing directives to guide health system practices.
- IR HSS: Focusing on implementation research for health systems strengthening.

Through these initiatives, KMD plays a crucial role in ensuring that health policies and programs are informed by robust evidence and best practices.

Key Activities/Projects Undertaken Other than Dissertation

- Reviewed the National Rural Health Mission (NRHM) Implementation Framework and prepared an executive summary highlighting key strategies, institutional mechanisms, and implementation processes.
- Analyzed the Comprehensive Primary Health Care (CPHC) Guidelines and submitted a detailed executive summary focusing on the transformation of primary healthcare through Health and Wellness Centres (HWCs).
- Reviewed the Maharashtra Maternal Death Analysis Report (2021–2022) and Child Death Analysis Report (2022–2023) and submitted executive summaries summarizing key findings, trends, and recommendations.
- Contributed inputs for a Parliamentary Question (PQ) response: *Lok Sabha Starred Question Dy. No. 9300 dated 21.03.2025*, related to non-communicable diseases (NCDs).
- Studied the State Health Dossiers 2021 for Chhattisgarh, Uttar Pradesh, and Bihar, to understand key health indicators and state-specific health system challenges.
- Participated in an IEC Review Meeting and documented and submitted the minutes of the meeting outlining key decisions and action points.
- Reviewed the Jan Arogya Samiti (JAS) Guidelines and the JAS Handbook for Members to understand community-based governance and participatory planning mechanisms under Ayushman Bharat.
- Analyzed documents on best clinical practices from Jharkhand (JAS intervention) and Madhya Pradesh (Anand Diwas and the Immunization Wheel), which highlighted state-level innovations in service delivery.
- Provided inputs for documentation and planning materials related to the Confederation of Indian Industry (CII) Annual General Meeting (AGM) Summit, focusing on public-private partnerships and health policy themes.

- **Understanding the Implementation and Impact of Jan Arogya Samitis (JAS) in Khunti District, Jharkhand (15-17 April 2025)**

A visit to Jharkhand state was undertaken to study the Good, Replicable and Innovative practice presented by the state at the Odisha Summit 2025, which included a detailed visit to Khunti district. It focused on studying the state's pilot intervention to support the constitution, training, and handholding of the Jan Arogya Samitis (JAS), in two districts of the state (project period – April 2022 to Sep 2023), namely Khunti and Simdega, that was implemented by the National Health Mission (NHM) with support from a development partner.

The visit included observation in the facilities, interaction with the health system's teams (at state, district and block) and JAS members at 6 Ayushman Arogya Mandir - Sub Centres of the district and understand how this model can be replicated across the state and to other states of India.

The AAMs were visited across three blocks, namely Sadar, Murhu and Topra of the district Khunti. Visit also included interactions with state, district and block officials at Directorate of Health, Namkum, Ranchi, District Health Office and Block (Community Health Center).

- **Understanding the Impact of Structured Monitoring and Supportive Supervision Through the 'Anand Diwas' Initiative on Cold Chain Management and 'Immunization wheel' Initiative in Madhya Pradesh**

A field visit to Bhopal, Madhya Pradesh was undertaken on the dates of 15th and 16th of May 2025, to understand and observe Good, Replicable and Innovative practices of 'Anand Diwas' & Immunization Wheel', as presented by the state at the Odisha Summit in 2025. Each of these good practices were implemented by the state of Madhya Pradesh in collaboration with external stakeholders as pilot interventions, to address the challenge of strengthening the pre-existing Universal Immunization Program (UIP) being run by Government of India.

Key Learnings from Internship

- **Understanding of Health Policy and Systems:** Gained insights into India's health policy landscape, including the structure, functioning, and key initiatives under the National Health Mission and Ayushman Bharat.
- **Evidence-Based Documentation:** Learned how to critically analyze health reports, guidelines, and data to develop executive summaries, policy briefs, and knowledge products that support informed decision-making.
- **Research and Analytical Skills:** Enhanced skills in reviewing national and state-level health data, identifying trends, and synthesizing best practices for replication and scale-up.
- **Qualitative Data Collection and Analysis:** Gained practical exposure to qualitative research methodologies including stakeholder interviews, document review, thematic

analysis, and case study development. Understood the process of coding qualitative data, identifying key themes, and translating insights into actionable policy recommendations.

- **Exposure to Knowledge Management Practices:** Understood the role of knowledge repositories, thematic documentation, and the dissemination of innovative interventions across states.
- **Field Exposure to Innovative Practices:**
Understood the role of Anand Diwas as a structured monitoring and supervision initiative to strengthen cold chain management under the UIP. Observed how the Immunization Wheel serves as a practical tool to track and improve immunization coverage, promoting timely and complete vaccination.
- **Stakeholder Interaction and Field Coordination:**
Strengthened interpersonal and communication skills through direct interaction with officials at state, district, and block levels, including JAS members and front-line health workers. Learned about the operational challenges and enabling factors in implementing health innovations in rural and tribal areas.
- **Contribution to Policy Support:** Contributed to inputs for parliamentary queries and summit documents, gaining experience in policy support functions at the national level.
- **Understanding of Community Health Initiatives:** Developed awareness of community-led models like Jan Arogya Samiti (JAS), and state innovations such as Anand Diwas and the Immunization Wheel.