

Summer Internship Report
At
National Health Mission, Gujarat



(May 12th – July 21st, 2025)

A Report

By

Dr. Vibhuti Gupta

MBA-Hospital and Health Management 2024-2026

Roll No.- **2109**

Under the Mentorship of

Dr. P.R Sodani

(President IIHMR Jaipur)



IIHMR UNIVERSITY

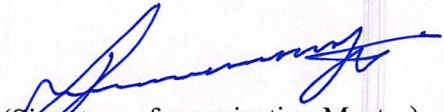
IIHMR UNIVERSITY, JAIPUR

Completion Certification from the Organization

CERTIFICATE

This is to certify that [✓] Dr./Mr./ Ms. VIBHUTI GUPTA of 24-26 (batch) of IIHMR JAIPUR (Name of the department/institute) has worked with our organization for his/her summer internship from 12/05/2025 to 21/07/25 (date). The overall performance shown by ~~him~~/her during the period was excellent/~~good~~/average. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 21/07/2025


(Signature of organization Mentor)
Name: **DR. J. S. MALVANIYA**
M.B.B.S.
Designation: **Regd. No. G-28087**

Seal/Stamp of the Organization

State Quality Assurance Medical Officer
Health Medical Service and, Medical
Education (Health Section) Gandhinagar

IIHMR University Faculty Mentor Approval

This is to certify that **Dr. Vibhuti Gupta** of academic year 2024-26 of **Institute of Health Management Research** has prepared a poster with respect to her summer internship held during May-July 2025.

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

Date : 28/07/2025

A blue ink signature of Dr. P.R. Sodani, written in a cursive style.

Dr. P.R. Sodani

President

IIHMR University

Quality Gaps in Public Health Service Delivery: A Cross-Sectional Gap Analysis of NQAS-Certified and Non-Certified Facilities(84)

University Mentor - Dr. P.R Sodani (President, IIHMR University), Under the Guidance of - Dr Asutosh Parhi (Quality Assurance Officer), By : Vibhuti Gupta Roll No-2109 MBA HM 29

History, Vision & Mission

History

The National Health Mission was launched by Government of India on April 12, 2005, to provide rural people, particularly vulnerable groups, with accessible, affordable, and high-quality health care.

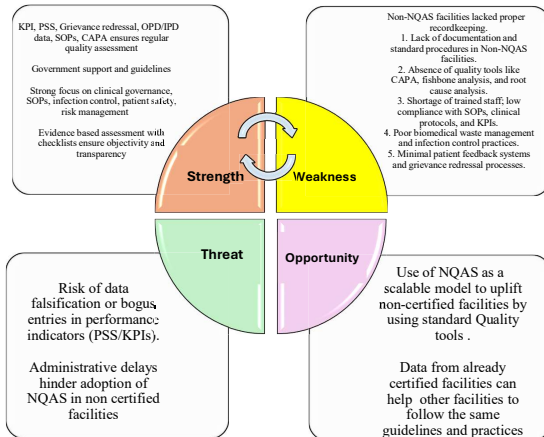
Vision

NHM Gujarat's vision is to create a health system that is accessible, affordable, and high-quality for every citizen, driving progress on national health priorities and globally aligned health goals.

Mission

To strengthen the health of our community by providing accessible, compensate quality health care through a team of committed and value based professional.

SWOT Analysis



Objective of Study

To identify key infrastructural, administrative, and service delivery gaps in Non-NQAS-certified facilities.

Methodology

It was a mix method study. The study was conducted across three districts and one municipal corporation in the state of Gujarat. Study sites were public health facilities SC, PHC, UPHC from selected districts and corporation.

Stratified Random sampling was done to select facilities. The strata was based on NQAS certification status (certified vs. non-certified). Facilities certified under the NQAS in 2023 or 2024 whether fully certified or conditionally certified were eligible. Non-certified facilities were selected from same blocks or zones to minimize geographic and demographic variability. From each of the three districts and one corporation, 10 certified and 10 non-certified facilities were chosen.

Intervention

Based on the assessment, facilities were identified and categorized.

- For non-certified facilities, targeted counselling and training sessions were conducted to build awareness and guide them toward certification readiness.
- Certified facilities were further encouraged to maintain and enhance adherence to NQAS quality standards.



Learnings and Value Additions

- Gained in-depth knowledge of the National Quality Assurance Standards (NQAS) and their practical application across public health facilities.
- Critical Evaluation of Health Systems- Understood the stark differences in service delivery between certified and non-certified facilities.
- Gained experience in conducting field visits, collecting qualitative insights, and presenting data-driven conclusions.
- Recognized the role of supportive supervision and state-level follow-up in sustaining quality interventions.

Challenges

- Lack of state-level capital investment, delayed renovation proposals, and absence of long-term planning for rented premises.
- Capacity building - Lack of capacity to conduct internal assessments or quality improvement initiatives.
- Many frontline staff, including CHOs and MOs, lacked understanding of NQAS beyond documentation compliance. This affected their engagement and motivation in sustaining quality measures post-certification.

Report (1st week)

Name of the Organisation: National Health Mission, Gujarat

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 1st **From:** 12/05/2025 to 17/05/2025

Activity Done	During the first introductory week, we were asked to read about a few guidelines. NQAS, Lakshay and IPHS modules were given to us by our mentor. I tried to understand the norms and application of these guidelines at the level of SC (Sub centre) , PHC (Public health centre),CHC (Community health centre) and DH (District Hospital)
Linking theory (Classroom learning) with practice at your organisation	Classroom learnings from NHP (National Health policies) and Health policy and healthcare development helped me in understanding the framework of the guidelines.
Gaps identified on the working area.	No gaps identified and the prime focus was to understand the guidelines.
Suggestions for improvement	No suggestions provided for this week
Plan for the next week	1)Begin with field visits , understanding the basic working structure of PHCs and SCs 2.Start understanding quality practices followed in the healthcare centres.

Signature of the Student-Vibhuti.

Approved by the IIHMR University's Mentor

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Report (2nd week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 2nd **From:** 19/05/2025 to 23/05/2025

Activity Done	Participated in the Swachh, Swasth, Sarvatra (SSS) training session organized by the State Quality Cell, NHM Gujarat, aimed at Medical Officers and Staff Nurses from PHCs and UPHCs. Gained insights into the WASH (Water, Sanitation, and Hygiene) program and its significance in enhancing hygiene and infection control at the facility level. Acquired understanding of how Kayakalp, National Quality Assurance Standards (NQAS), and LaQshya are integrated within the SSS initiative to drive quality improvement in healthcare settings. Contributed to the certification activities for facilities aspiring to achieve State-level NQAS accreditation.
Linking theory (Classroom learning) with practice at your organisation	The knowledge gained from Health Programme Management and Quality in Healthcare enabled me to understand the practical implementation of hygiene and sanitation initiatives within healthcare facilities. I could connect the theoretical aspects of NQAS and Kayakalp assessment tools with their real-world application during the training and certification process.
Gaps identified on the working area.	No particular gaps were noted during this week, as the main emphasis was on participating in the training sessions and observing the certification procedures.

Suggestions for improvement	No suggestions
Plan for the next week	To support the Executive Assistant in facilitating the certification of healthcare facilities seeking State-level NQAS accreditation.

Signature of the Student-Vibhuti.

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Report (3rd week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 3rd **From:** 26/05/2025 to 31/05/2025

Activity Done	<i>Obtained AEFI (Adverse Event Following Immunization) data from the consultant for analysis. Engaged in sorting and structuring the dataset, as it was my initial exposure to handling raw data for analytical purposes. Continued providing support in the certification process for healthcare facilities striving to achieve State-level National Quality Assurance Standards (NQAS) accreditation.</i>
Linking theory (Classroom learning) with practice at your organisation	<i>Utilized basic concepts from courses such as Biostatistics and DBMS to organize and initiate analysis of the AEFI dataset. Exposure to the NQAS certification process strengthened my</i>

	<i>understanding of healthcare quality standards, assessment methodologies, and the execution of public health programs.</i>
Gaps identified on the working area.	<i>No gaps identified during this week.</i>
Suggestions for improvement	<i>No suggestions provided</i>
Plan for the next week	<i>Initiate the analysis of the AEFI data obtained. Continue supporting the Executive Assistant in facilitating the certification of healthcare facilities pursuing State-level NQAS accreditation.</i>

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Report (4th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 4th **From:** 09/06/2025 to 13/06/2025

Activity Done	Finalized the analysis of the AEFI (Adverse Event Following Immunization) dataset. Compiled and shared the analytical report with the Consultant, Quality Cell, NHM Gujarat.
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	Continued providing support in the certification of healthcare facilities aiming for State-level NQAS (National Quality Assurance Standards) accreditation.
Linking theory (Classroom learning) with practice at your organisation	Utilized DBMS and public health principles from Biostatistics and Epidemiology courses to analyze and interpret trends in AEFI data.
Gaps identified on the working area.	In districts like Patan, Navsari, and Surendranagar, where no PHCs achieved scores above 70%, notable gaps were observed in data entry accuracy and AEFI management practices. Conversely, districts such as Banaskantha, Sabarkantha, and Bhavnagar, with over 100 PHCs surpassing the 70% mark, demonstrated strong systems and effective practices that can be replicated as best-practice models in other regions.
Suggestions for improvement	Encourage timely and accurate data entry to minimize duplication and maintain reliable AEFI records for precise reporting. Organize systematic training sessions on AEFI monitoring and standardized documentation for Medical Officers, ANMs, and data management staff.
Plan for the next week	Coordinate with the Project Officer to get ready for the NQAS assessment visit to AMC UPHC Ramol.

Signature of the Student-Vibhuti.

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Report (5th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell**Name of the Student:** Dr. Vibhuti Gupta**Roll no:** 2109**Stream:** HM**Week no:** 5th **From:** 09/06/2025 to 13/06/2025

Activity Done	Joined the Quality Cell Project Officer during the State-level NQAS evaluation of Ramol-2 UPHC under Ahmedabad Municipal Corporation (AMC). Witnessed the practical implementation of NQAS standards and assessment procedures that I had earlier studied in the official guidelines. Gained hands-on experience in critical areas such as liquid waste disposal, the use of mercury spill kits, AEFI kits, and blood spill kits, along with their correct handling protocols. Learned the methodology for calculating Key Performance Indicators (KPIs) and Patient Satisfaction Scores (PSS) and how they are utilized to assess the quality of healthcare services. Acquired an understanding of how quality improvement tools are applied in real-world settings to streamline healthcare operations. Visited Anganwadi Basan-1, where I explored Mamta Divas and Gauravi Divas programs and interacted with antenatal mothers and frontline healthcare workers. Continued contributing to the certification efforts of healthcare facilities pursuing State-level NQAS accreditation.
Linking theory (Classroom learning) with practice at your organisation	Practical exposure strengthened my understanding of waste management principles learned in Hospital Operations Management. The visit to the Anganwadi and involvement in Mamta Divas and Gauravi Divas provided real-world insight into concepts from the Maternal and Child Health course.
Gaps identified on the working area.	No specific gaps identified during this week.

Suggestions for improvement	No suggestions given
Plan for the next week	Design a Google Form for the designated project following the mentor's guidelines. Maintain support for the Executive Assistant in the certification of healthcare facilities pursuing State-level NQAS accreditation.

Signature of the Student-Vibhuti.

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Report (6th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109 **Stream:** HM

Week no: 6th **From:** 16/06/2025 to 21/06/2025

Activity Done	Assigned a project titled " <i>Comparative Study of NQAS and Non-NQAS Certified Facilities</i> " by the mentors at NHM Gujarat. Created a data collection instrument for the study under the supervision of Quality Cell consultants. Obtained feedback and final approval for the tool from the mentor. Carried out pilot testing of the tool at UPHC Palaj. Following the pilot test and subsequent observations, identified areas needing improvement and revised the tool in consultation with the mentor.
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Linking theory (Classroom learning) with practice at your organisation	Utilized concepts from courses such as Research Methods and Health Program Evaluation to design a practical, field-relevant data collection tool. Gained insights into the significance of pilot testing, validation, and engaging stakeholders in refining and finalizing the tool development process.
Gaps identified on the working area.	No specific gaps identified.
Suggestions for improvement	No suggestions provided.
Plan for the next week	Participate in the LaQshya Workshop scheduled in Vadodara, organized by the State Quality Cell, Gujarat.

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Report (7th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 7th **From:** 23/06/2025 to 28/06/2025

Activity Done	Attended a one-day NQAS Workshop organized by the State Quality Cell for DQMOs, Medical Officers, and facility staff. Joined a two-day LaQshya Workshop in Vadodara, accompanied by Quality Cell consultants. Developed the research proposal for the <i>Comparative Study of NQAS and Non-NQAS Certified Facilities</i>, which was subsequently reviewed and approved by the State Quality Medical Officer (SQMO). Selected four districts—Vadodara, Bhavnagar, Sabarkantha, and Ahmedabad Municipal Corporation—for data collection. Performed random sampling and identified 20 facilities in each district (10 NQAS Certified and 10 Non-NQAS Certified) for inclusion in the study.
Linking theory (Classroom learning) with practice at your organisation	The NQAS and LaQshya workshops offered valuable hands-on exposure that complemented the theoretical concepts learned in Quality in Healthcare, Maternal and Child Health, and Hospital Operations. Utilized principles of research design and sampling techniques from the Research Methodology course to structure the study framework and identify sample facilities. Developed deeper insights into how academic research principles translate into real-world program implementation and drive quality enhancement in healthcare.
Gaps identified on the working area.	No specific gaps identified.
Suggestions for improvement	No suggestions provided.

Plan for the next week	Conduct field visits to the 20 identified healthcare facilities under Ahmedabad Municipal Corporation to gather data for the comparative study.
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Report (8th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 8th **From:** 30/06/2025 to 05/07/2025

Activity Done	<i>Completed visits to 20 healthcare facilities within Ahmedabad Municipal Corporation (AMC) for the comparative study of NQAS and Non-NQAS certified centers.</i> <i>Collected field-level data using the validated data collection tool.</i> <i>Organized and performed preliminary analysis of the gathered data.</i>
Linking theory (Classroom learning) with practice at your organisation	<i>Utilized fieldwork and quality enhancement concepts from Hospital Operations Management and Quality in Healthcare.</i> <i>Implemented research design, survey methods, and data analysis skills gained from the Research Methodology coursework in a practical setting.</i> <i>Analyzed the influence of formal quality assurance frameworks on service delivery, reinforcing theoretical understanding of health system strengthening.</i>

Gaps identified on the working area.	<i>Noted considerable differences between NQAS-certified and Non-NQAS certified facilities across various parameters, including:</i> <i>• Hygiene standards and infection control practices</i> <i>• Display and utilization of IEC (Information, Education & Communication) materials</i> <i>• Accessibility and adherence to SOPs (Standard Operating Procedures)</i> <i>• Tracking and evaluation of KPIs (Key Performance Indicators)</i> <i>• Levels of Patient Satisfaction Scores (PSS)</i> <i>• Functioning of grievance redressal systems</i> <i>• Uniformity and compliance in clinical workflows</i>
Suggestions for improvement	<i>Maintain up-to-date clinical guidelines at all care delivery points.</i> <i>Organize refresher sessions for Medical Officers (MOs) and ANMs focused on protocol-based treatment and accurate documentation.</i> <i>Install clear and prominent signage to facilitate patient navigation and department identification.</i> <i>Place IEC materials on patient rights, available services, and public health programs in easily accessible and visible locations.</i>
Plan for the next week	<i>Conduct field visits to the 20 identified healthcare facilities in Vadodara and Bhavnagar to collect data for the comparative study.</i>

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Report (9th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 9th **From:** 07/07/2025 to 11/07/2025

Activity Done	<i>Completed visits to 22 healthcare facilities each in Vadodara and Bhavnagar for the comparative study of NQAS and Non-NQAS certified centers.</i> <i>The data collection was continued using the same approved tool</i>
Linking theory (Classroom learning) with practice at your organisation	<i>Utilized concepts from Quality in Healthcare and Hospital Administration to evaluate and compare operational workflows.</i> <i>Strengthened understanding of Research Methodology by conducting field surveys and observational assessments.</i>
Gaps identified on the working area.	<i>Identified significant gaps between certified and non-certified facilities in areas such as hygiene, record-keeping, service quality metrics, and grievance resolution mechanisms.</i>
Suggestions for improvement	<i>Organize training and orientation sessions in non-certified facilities focusing on quality improvement practices and proper clinical documentation.</i> <i>Encourage adherence to standardized operating procedures, conduct regular cleanliness audits, and establish patient feedback mechanisms in non-NQAS facilities.</i> <i>Offer mentoring support and routine performance reviews for</i>

	<i>low-performing facilities to help them progress toward NQAS certification.</i>
<i>Plan for the next week</i>	<i>Conduct field visits to the 20 identified healthcare facilities in Sabarkantha to gather data for the comparative study.</i>

Signature of the Student-Vibhuti.

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Report (10th week)

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Week no: 10th

From: 14/07/2025 to 18/07/2025

Activity Done	Visited 22 healthcare facilities in Sabarkantha district, completing the final phase of data collection for the comparative study on NQAS and Non-NQAS certified facilities. Finalized data sorting and analysis for all facilities surveyed across the four selected districts: Ahmedabad Municipal Corporation, Vadodara, Bhavnagar, and Sabarkantha.
Linking theory (Classroom learning) with practice at your organisation	Applied knowledge from Database Management and Health Systems Research courses to efficiently sort, clean, and analyze the collected field data.

Gaps identified on the working area.	Persistent and notable deficiencies were observed in non-certified facilities concerning hygiene, record-keeping, adherence to clinical protocols, grievance redressal, and overall quality of services.
Suggestions for improvement	Promote the adoption of systematic quality improvement methods and practices in non-NQAS facilities. Organize focused training sessions on proper documentation, adherence to clinical SOPs, and implementing patient feedback mechanisms. Provide ongoing mentorship and conduct regular internal evaluations to help non-certified facilities progress toward NQAS certification.
Plan for the next week	Submit the final project report to the mentors for review and approval. Gather all required completion certificates and official documents pertaining to the internship.

Signature of the Student-Vibhuti.

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Summer Internship Program

Compiled Report

Name of the Organisation: National Health Mission

Area/ Department/ Project of Summer Internship Program: Quality Cell

Name of the Student: Dr. Vibhuti Gupta

Roll no: 2109

Stream: HM

Activity Done	Internship Experience Summary – Quality Cell, NHM Gujarat During the internship, I actively engaged in quality improvement initiatives, training programs, data analysis, and field visits across multiple districts under the guidance of the State Quality Cell, NHM Gujarat. Key Activities & Learnings: • Guidelines Review: Studied NQAS, LaQshya, and IPHS modules to understand their application across SCs, PHCs, CHCs, and District Hospitals. • Training Participation: ○ Attended the Swachh, Swasth, Sarvatra (SSS) workshop for Medical Officers and Staff Nurses, gaining insights into WASH practices and their role in infection control. ○ Learned how Kayakalp, NQAS, and LaQshya are integrated within SSS to enhance healthcare quality. ○ Participated in State-level NQAS and LaQshya workshops for DQMOs, Medical Officers, and facility staff. • Certification Support: ○ Contributed to certification processes for facilities seeking State-level NQAS accreditation. ○ Accompanied the Project Officer for a State-level NQAS evaluation at Ramol-2 UPHC (AMC), observing on-ground implementation of NQAS standards. • Field Exposure & Practical Insights: ○ Gained hands-on experience in liquid waste disposal, handling mercury spill kits, AEFI kits, and blood spill kits. ○ Learned to calculate Key Performance Indicators (KPIs) and Patient Satisfaction Scores (PSS) for assessing service quality.
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	○ Visited Anganwadi Basan-1, explored Mamta Divas and Gauravi Divas programs, and interacted with antenatal mothers and frontline workers. • AEFI Data Analysis: ○ Obtained AEFI (Adverse Event Following Immunization) data, organized it, and performed analysis. ○ Prepared and shared an analytical report with the Consultant, Quality Cell. • Research Project: Comparative Study of NQAS vs Non-NQAS Facilities: ○ Designed a data collection tool, piloted it at UPHC Palaj, revised based on feedback, and secured mentor approval. ○ Developed the research proposal, approved by the State Quality Medical Officer (SQMO). ○ Selected 4 districts (Ahmedabad MC, Vadodara, Bhavnagar, Sabarkantha) and conducted random sampling of 20 facilities per district (10 NQAS certified, 10 non-certified). ○ Completed data collection at 84 facilities, followed by data sorting, cleaning, and analysis.
Linking theory (Classroom learning) with practice at your organisation	The internship experience at the Quality Cell, NHM Gujarat, provided an opportunity to bridge theoretical knowledge from my MBA coursework with practical applications in real-world healthcare settings. Application of Academic Knowledge: • Health Policy and Programme Management: ○ Leveraged learnings from National Health Policies (NHP), Health Policy, and Healthcare Development to understand the framework underpinning guidelines such as NQAS, LaQshya, Kayakalp, and IPHS.

	○ Connected policy-level understanding to the operationalization of hygiene, sanitation, and infection control initiatives within healthcare facilities. • Quality in Healthcare and Hospital Operations: ○ Applied theoretical knowledge of quality assurance tools and assessment checklists to actively participate in NQAS certification and Kayakalp evaluations. ○ Analyzed and compared operational workflows in NQAS vs non-NQAS facilities, linking them to formal quality assurance frameworks and health system strengthening principles. • Biostatistics, Epidemiology, and DBMS: ○ Utilized statistical and database management skills to organize, clean, and analyze AEFI data, interpreting trends and generating insights. ○ Applied epidemiological concepts to understand adverse event patterns and their implications for public health safety monitoring. • Research Methods and Health Programme Evaluation: ○ Designed a field-relevant data collection tool by applying research design, sampling techniques, and survey methodology principles. ○ Conducted pilot testing and validation of the tool, incorporating stakeholder feedback to refine its effectiveness for field use. • Maternal and Child Health (MCH): ○ Strengthened understanding of maternal and child health programs (e.g., Mamta Divas and Gauravi Divas) through direct field visits, connecting academic learning with program implementation. • Hospital Operations Management: ○ Applied concepts of operational efficiency, workflow evaluation, and quality enhancement
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	during facility assessments and NQAS evaluations. Key Outcomes of Classroom-to-Field Integration: - Translated theoretical frameworks of healthcare quality into practical certification processes and program assessments. - Strengthened research skills by applying study design, field survey methods, and statistical analysis in a live public health setting. - Developed deeper insights into quality assurance mechanisms, operational workflows, and their direct impact on service delivery and patient outcomes. - Enhanced ability to synthesize academic knowledge from multiple courses (Health Policy, Quality in Healthcare, Biostatistics, Research Methods, DBMS) to address real-world public health challenges.
Gaps identified on the working area.	Significant quality gaps were noted in non-NQAS certified facilities, particularly in hygiene, record-keeping, SOP adherence, grievance redressal, and service quality. Low-performing districts (e.g., Patan, Navsari) showed poor data accuracy and weak AEFI management, while high-performing districts (e.g., Banaskantha, Sabarkantha) demonstrated effective systems that can serve as best-practice models. Certified facilities outperformed non-certified ones in hygiene, KPI tracking, patient satisfaction, and clinical workflow compliance, highlighting the need for targeted training and replication of successful practices to strengthen non-certified centers.