



Presentation

on

Internal Performance Agreements

INTRODUCTION

Meghalaya Health Systems Strengthening Project (MHSSP)

What is the MHSSP?

- ❖ \$ 50 million dollar project (INR 400 Crores)
- ❖ Initiated in 2020; legal agreements signed with GOI and IBRD (WB) on 28th Oct 2021
- ❖ Will end in March 2027, unless additional funding is provided

What is its purpose?

- ❖ To improve management capacity, quality and utilisation of health services.
- ❖ Holistic approach of investing - multiple areas, not just infra
- ❖ To serve as a support system to the Health System - Dept, Directorates, DMHOs, DHs, CHCs, PHCs, SCs, etc.

How is MHSSP funding the health entities?

- ❖ Out of the \$50 million fund, **\$18 million has been earmarked** for Results-based Financing component
- ❖ Quality **Results-based Financing** are focused on **strengthening management, accountability, and governance**
- ❖ **RBF is being implemented through a tool called Internal Performance Agreement (IPA)**

INPUT Based Financing

- ❖ **Direct/ Centralised** Investments
- ❖ **Fixed** funding
- ❖ **May or may not** directly affect Outcomes
- ❖ May lead to spending **inefficiencies**

RESULTS Based Financing

- ❖ Investments **linked** to Outcomes
- ❖ Funding linked to **performance**
- ❖ **Effective** use of resources
- ❖ Build **capacity** and improves **accountability**

Internal Performance Agreements

What is it ?

→ Agreement between **MHSSP** and **Facilities/DMHOs/DHS (Entities)**

→ With specified **targets** on service delivery, policy, management and administration.

→ Fixed maximum **Budget/funding** depending on type of entity.

Pilot Phase - 23 Entities (WGH and RB)

- 4 State Entities (3 Directorates & MHIS)
- 2 O/o District Medical and Health Offices (DMHOs)
- 3 District Hospitals
- 5 Community Health Centres (CHCs)
- 9 Primary Health Centres (PHCs)

Targets defined in **FRAMEWORKS**

- Unique for each entity type

Amount defined as per **EQUITY MODEL**

- Geographical
- Health Indicators
- Facility Characteristics

IPA Pilot Implementation & Performance

Quarter 1 and 2
(Jan - June 2023)

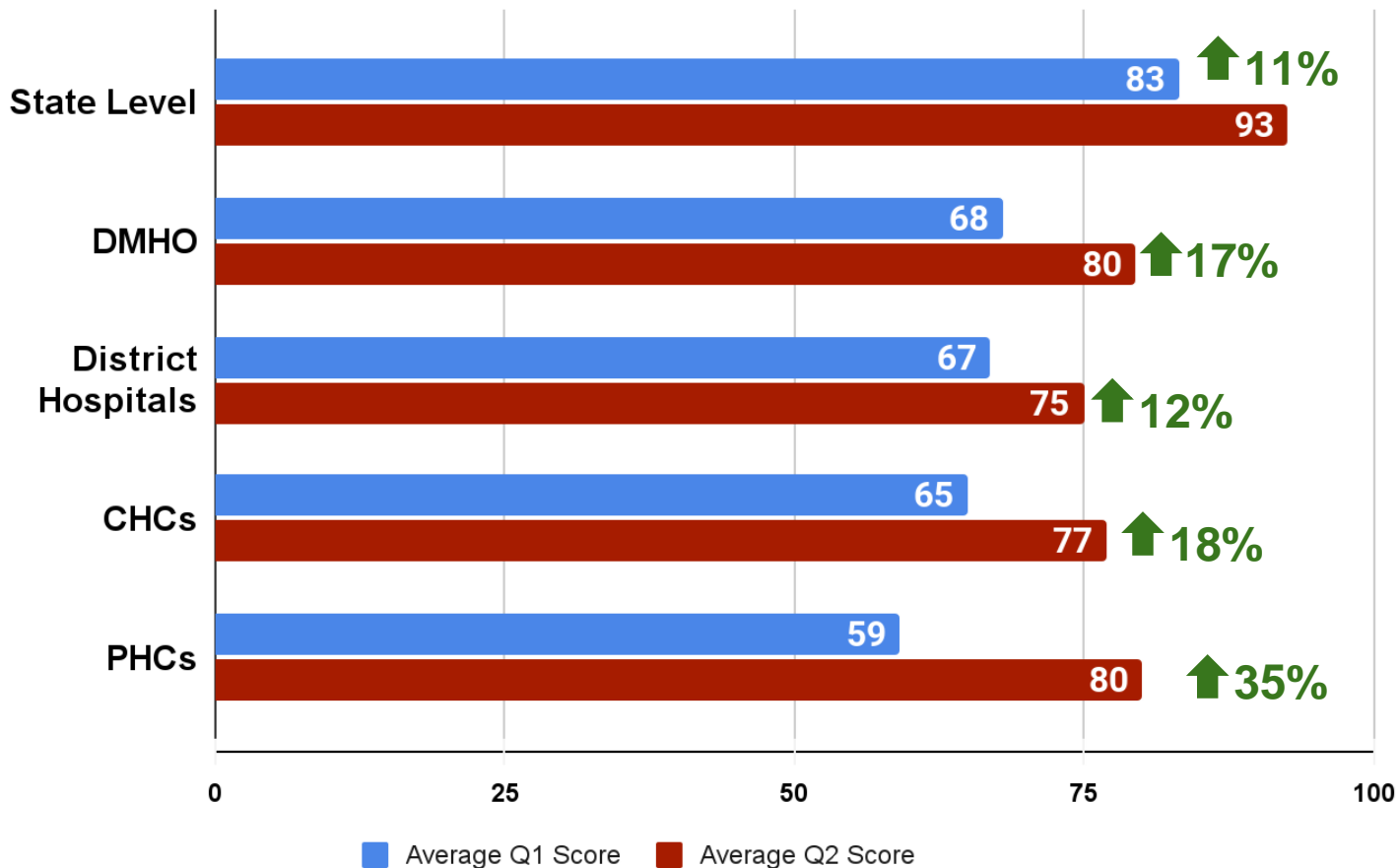
IPA Pilot Phase Implementation (Jan - June)

23 PILOT IPA ENTITIES

Sl. No.	Facility Name	Block
State Level IPA Entities		
1	DHS MI	-
2	DHS MCH&FW	
3	DHS Research	
4	State Nodal Agency (MHIS)	
West Garo Hills IPA Entities		
5	DMHO West Garo Hills	
6	Tura Civil Hospital	Rongram
7	Tura Maternal and Child Health Hospital	Rongram
8	Dalu CHC	Dalu
9	Phulbari CHC	Selsella
10	Asananggiri PHC	Rongram
11	Babadam PHC	Rongram
12	Tikrikilla PHC	Tikrikilla
13	Bhaitbari PHC	Selsella
Ri Bhoi IPA Entities		
14	DMHO Ri Bhoi	
15	Nongpoh Civil hospital	Umling
16	Bhoiymbong CHC	Umsning
17	Umsning CHC	Umsning
18	Patharkhmah CHC	Jirang
19	Byrnihat PHC	Umling
20	Marngar PHC	Umling
21	Kyrdem PHC	Umsning
22	Mawhati PHC	Umsning
23	Mawlasnai PHC	Umsning



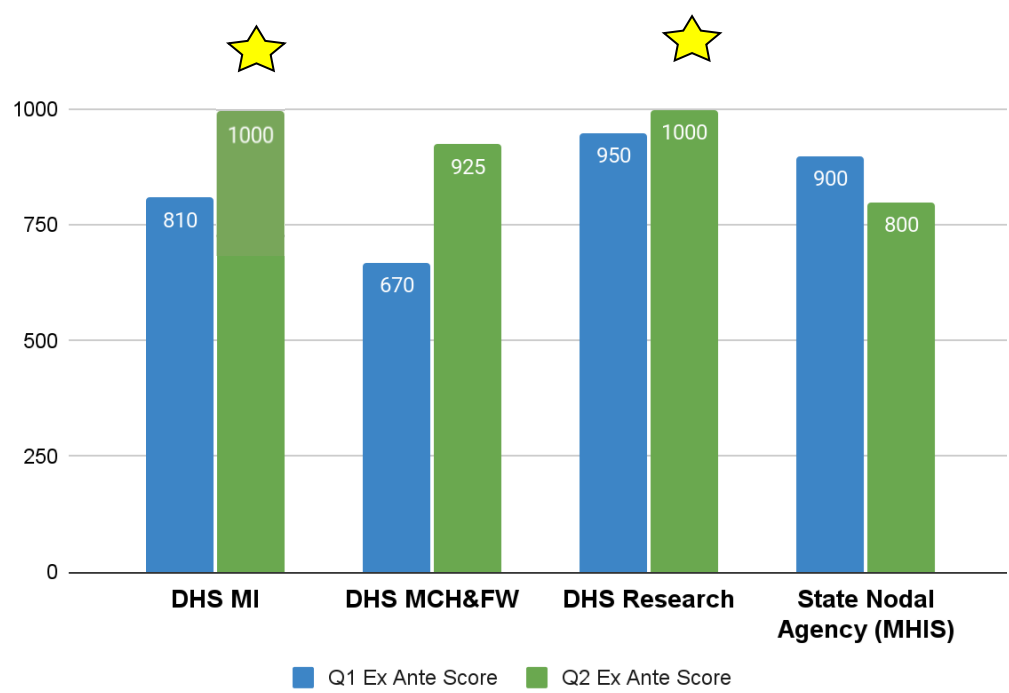
External Performance [Q-1 Vs Q-2]



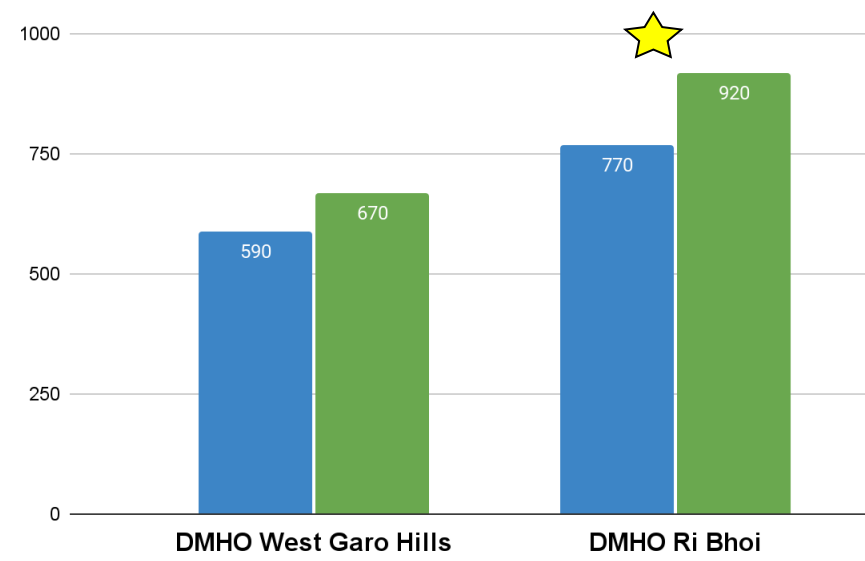
Improvement in scores across the health system:

1. Better understanding of the results based financing through IPA after one quarter
2. Learnings from the external assessment.
3. Understanding of the performance indicators was more clear.
4. Funds was utilised towards improvement of performance.
5. Peer to peer learning amongst the entities.

External Assessment Performance (Q-1 Vs Q2)

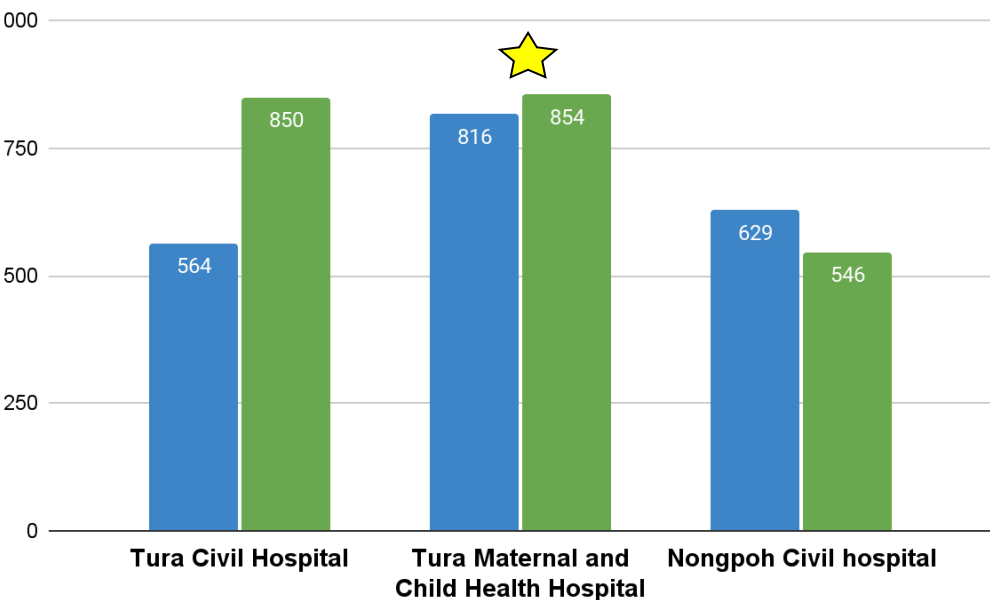


State Entities

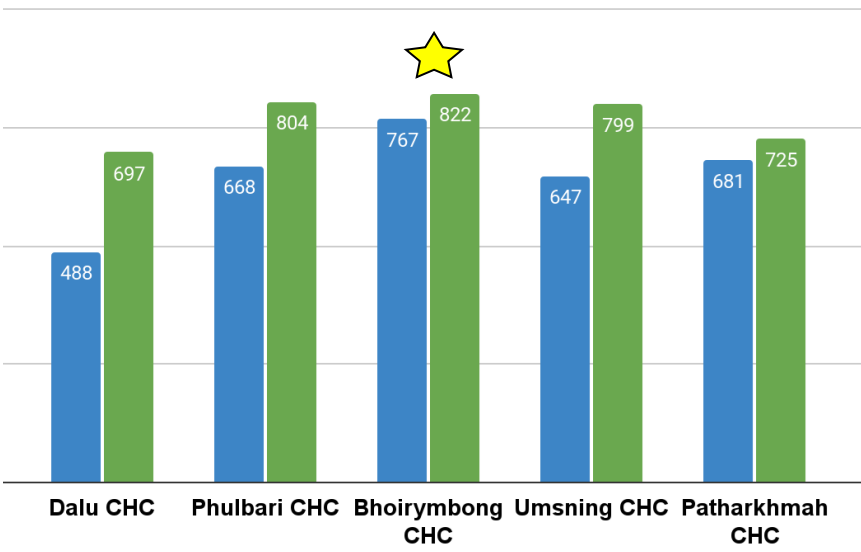


DMHOs

External Assessment Performance (Q-1 Vs Q2)

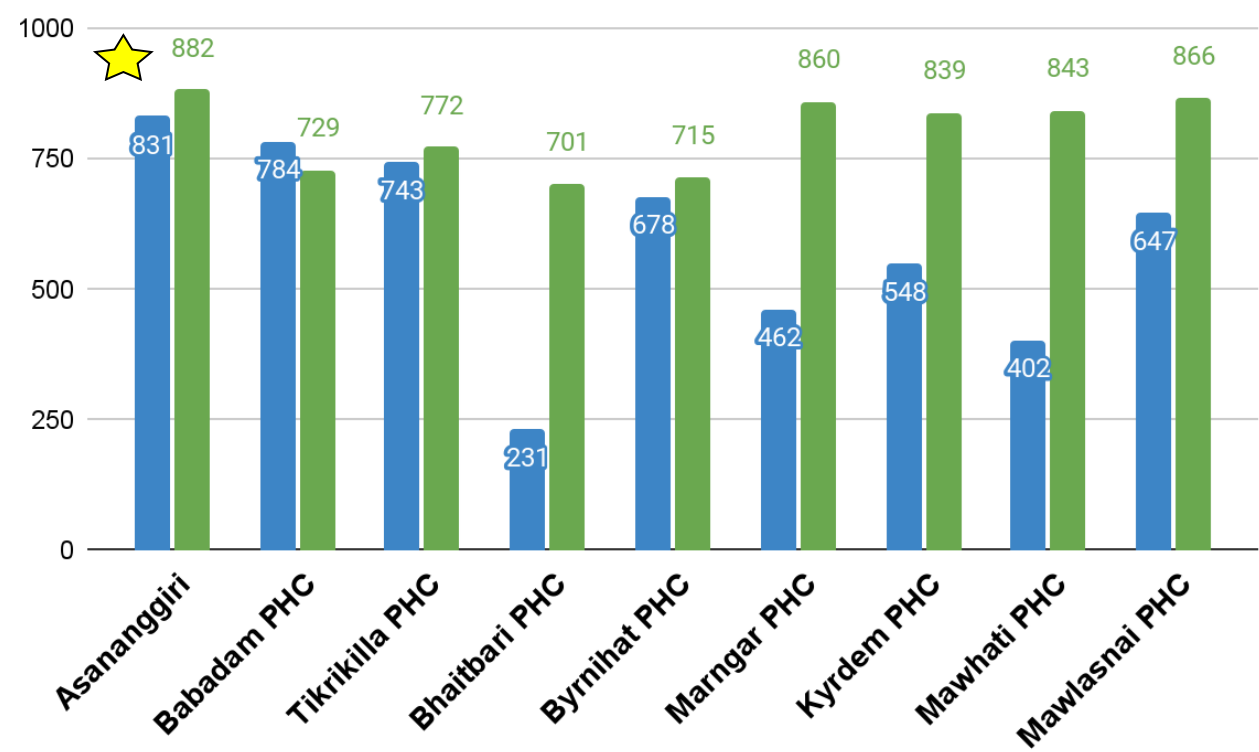


District Hospitals



CHCs

External Assessment Performance (Q-1 Vs Q2)



PHCs

Investment by facilities Through IPA Funds

Administrative Investments



Biometrics Attendance system



Inverter for Power Backup



Computers and Printers

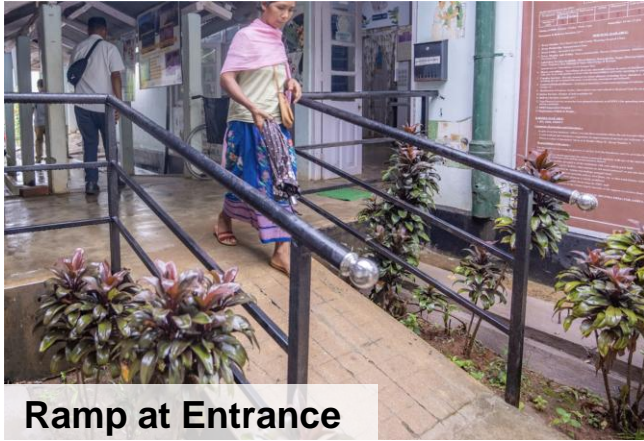


Almirahs for File storage



Chairs for meetings

Patient-Centric Investments



Ramp at Entrance



Safe Drinking Water



Patient Waiting Chairs

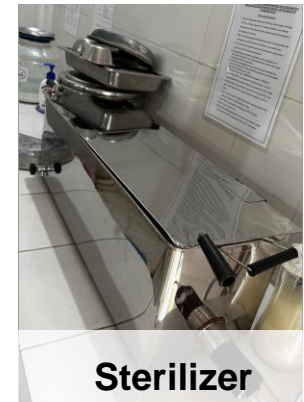
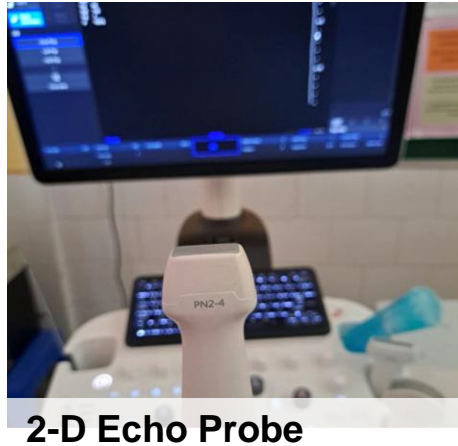


Medicines



Breastfeeding Corner

Equipment



Cleanliness and Waste Management Investments



Automatic Scrubber Drier



Colour-coded bins



Renovated Toilet and Bathroom

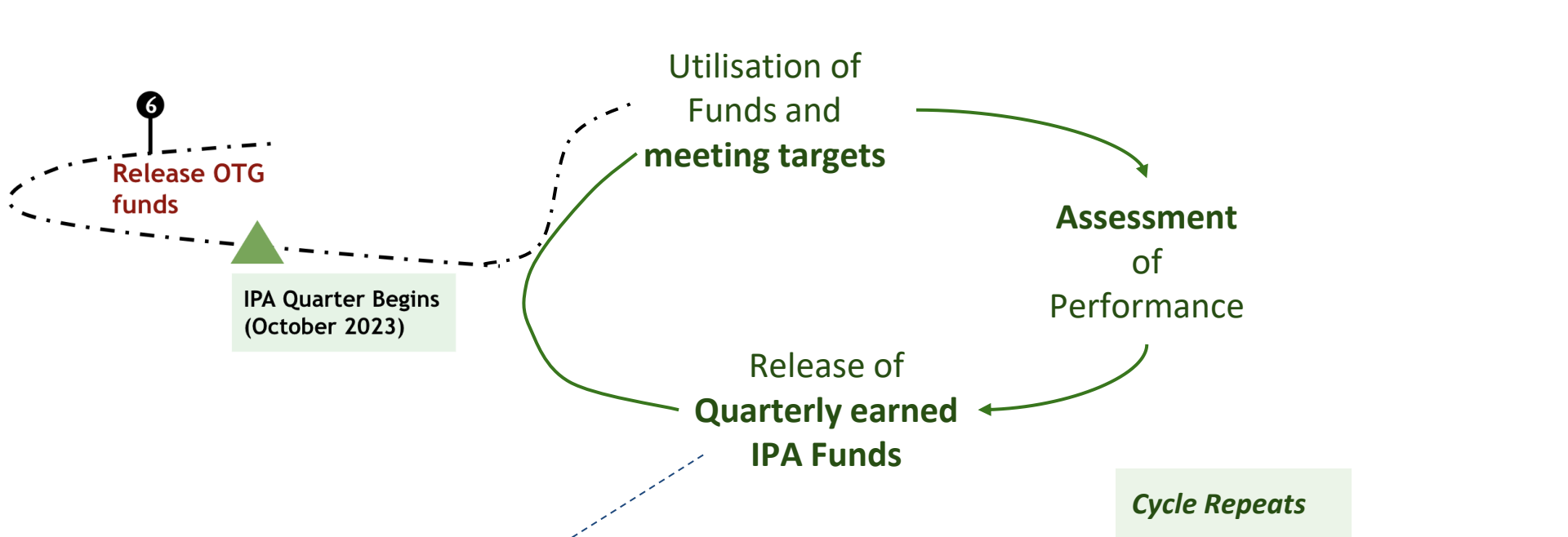


Slabs covering for drains



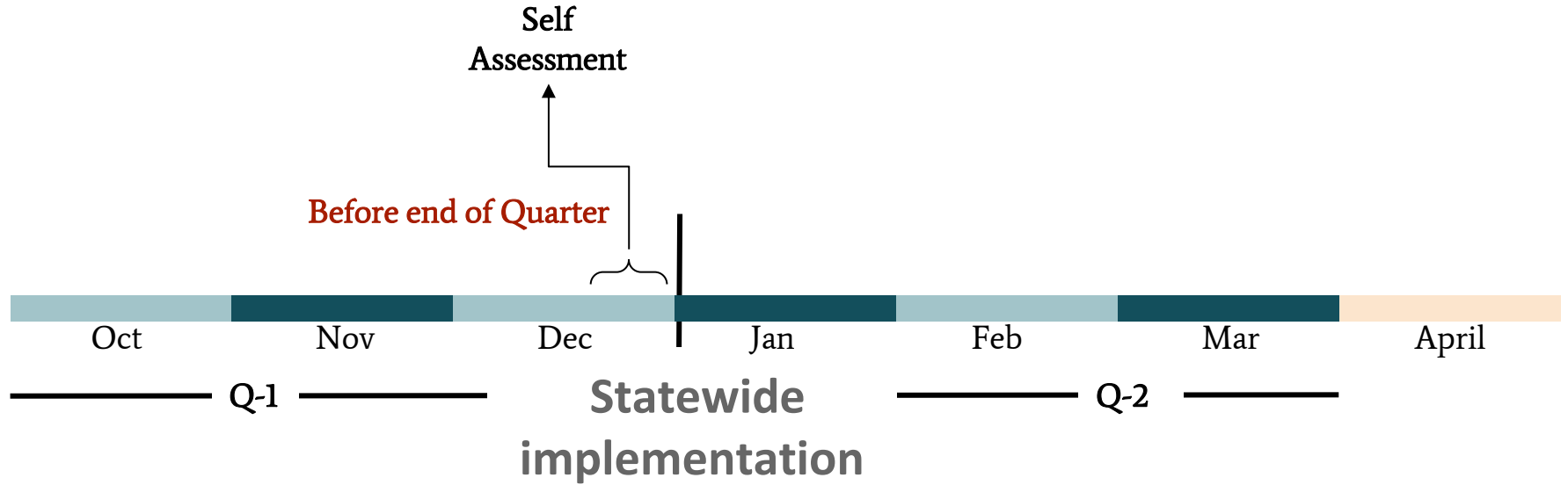
IPA Funding Cycle

Main Stages of IPA Implementation

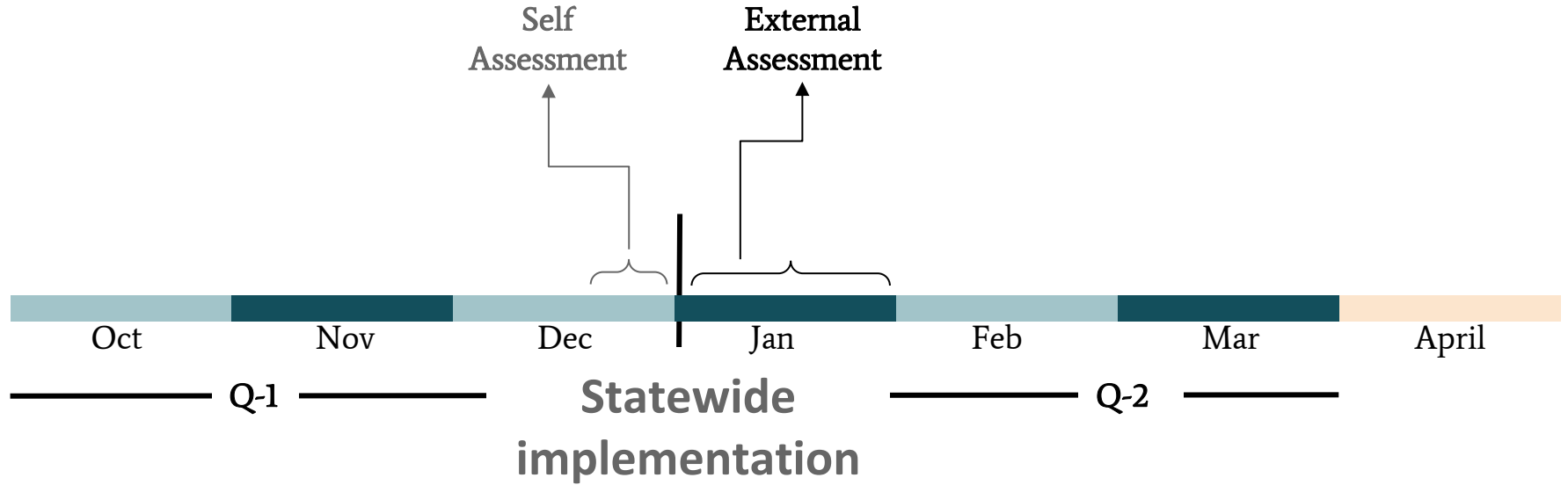


Based on funds earned,
Entities make **Action Plans**
(ideally mapped to the
frameworks)

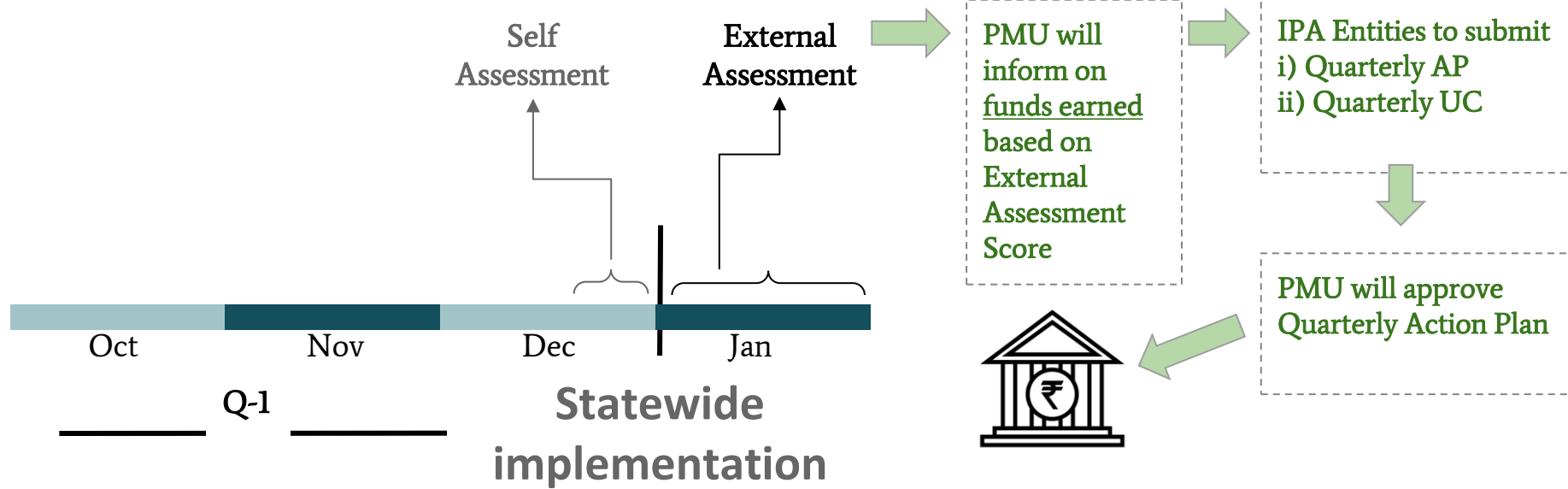
Quarterly Timeline - Assessments



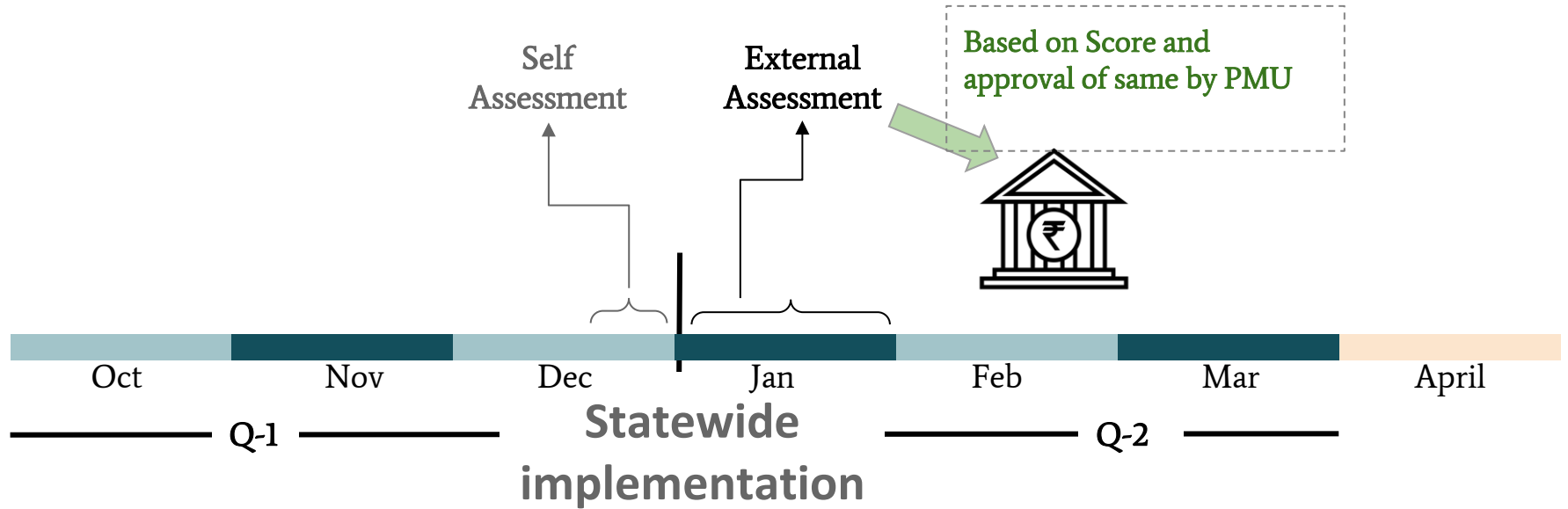
State Wide Roll out Timeline - Assessments



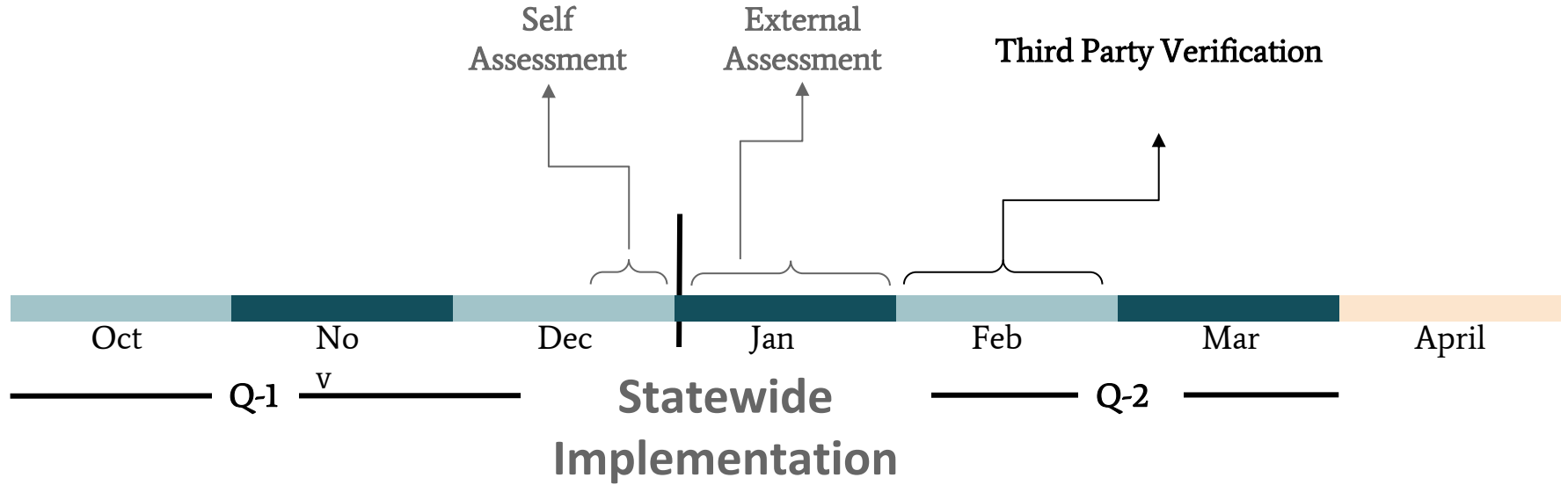
State Wide Roll Out Timeline - Assessments



State Wide Roll Out Timeline - Assessments



State Wide Roll Out Timeline - Assessments



**What are the Assessments
based on?**

FRAMEWORKS

- Set of **indicators to measure** performance of institutions/ entities
- Focus on **improving quality of services**, management and accountability
- **Sample categories of indicators for assessment:**

- ☐ Quality Management
- ☐ Facility Management, Meetings and Execution
- ☐ State Health Priorities & National Health Programs
- ☐ Laboratory and Diagnostics Services
- ☐ Staff Knowledge and Staff satisfaction
- ☐ Insurance

COMPONENTS

- Description
- Score
- Scoring Mechanism
- Means of Verification

GUIDING PRINCIPLES USED FOR DEVELOPING FRAMEWORKS

- Objective is to **increase the quality of healthcare services** by improving accountability, management and strengthening governance.
- The indicators should be **based on the ground realities and addressing specific challenges in context.**
- The indicators for each entity (PHC, CHC etc.) should focus on those assessment indicators **directly under the control and ownership of the entity.** So for instance, indicators linked to larger structural improvements: they mostly depend on the State and interventions will be done at that level.
- The indicators should be **in line** with national guidelines and performance indexes like the **SDGs and Niti Aayog's Health Index.**
- The indicators should **link the different levels and entities in the health system.**

FRAMEWORK FOR DHS (MI)

CODE	IPA Assessment Indicators	Max Score
DHSMI_1	Timely completion of Quarterly IPA Assessment of IPA Facilities/Entities (DHs and DMHOs)	100
DHSMI_2	Joint Directorate Activities	150
DHSMI_3	Management and Administration	140
DHSMI_4	Administrative Efficiency	105
DHSMI_5	NQAS Certification	105
DHSMI_6	Bio-medical Waste Management (BMW)	75
DHSMI_7	Digital Transformation	250
DHSMI_8	Training & Capacity Building	75
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORK FOR DHS (MCH&FW)

CODE	IPA Assessment Indicators	Max Score
DHSMCH_1	Timely completion of Quarterly IPA Assessment of IPA districts/Entities (DHs and DMHOs)	100
DHSMCH_2	Joint Directorate Activities	150
DHSMCH_3	Management and Administration	140
DHSMCH_4	Monitoring and Evaluation of health programs	290
DHSMCH_5	Field visits and inspections	60
DHSMCH_6	Regional Health & Family Welfare Training Centre	260
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORK FOR DHS (Research, etc.)

CODE	IPA Assessment Indicators	Max Score
DHSR_1	Timely completion of Quarterly IPA Assessment of IPA Facilities/Entities (DHs and DMHOs)	100
DHSR_2	Joint Directorate Activities	150
DHSR_3	Management and Administration	140
DHSR_4	NABL Certification	100
DHSR_5	Improving laboratories in DHs, CHCs and PHCs	170
DHSR_6	AMR Indicator – Planned and progress of activities for initiating Infection Prevention and Control (IPC) programme at Pasteur Institute with regards to laboratory/microbiological aspect and provide support to develop the same in DHs	60
DHSR_7	Blood Bank	120
DHSR_8	Central Drug Testing Lab (CDTL)	80
DHSR_9	Digital Transformation	80
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORK FOR MMDSL

CODE	IPA Assessment Indicators	Max Score
MMDSL_1	Procurement Process and Efficiency	180
MMDSL_2	Corporate Governance and Management	120
MMDSL_3	Warehousing: Infrastructure and process management	120
MMDSL_4	Equipment Maintenance and Repairing	100
MMDSL_5	Logistical efficiency	100
MMDSL_6	IT System availability	50
MMDSL_7	Grievance Redressal System	100
MMDSL_8	Information Education & Communication	80
MMDSL_9	Quality Assurance	150
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORKS FOR DMHO

CODE	IPA Assessment Indicators	Max Score
DMHO_1	Timely completion of Quarterly IPA Assessment of IPA Facilities (PHCs and CHCs)	150
DMHO_2	Meetings and Reviews	175
DMHO_3	Monitoring & Evaluation Activities at District Level	265
DMHO_4	Infrastructure of health facilities	50
DMHO_5	E-Human Resource Management System (E-HRMS)	80
DMHO_6	Healthcare Learning System	40
DMHO_7	Field visits and inspections	100
DMHO_8	Trainings and Capacity building	80
DMHO_9	MHIS	60
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORKS FOR MCH HOSPITAL

CODE	IPA Assessment Indicators	Max Score
MCH_1	Quality Management	230
MCH_2	Facility Management, Meetings and Execution	120
MCH_3	State Priorities and National Health Programs	380
MCH_4	Surgeries	30
MCH_5	Laboratory and Diagnostics Services	60
MCH_6	Patient Satisfaction	50
MCH_7	Staff Competency (Healthcare Learning System)	40
MCH_8	Staff Satisfaction	40
MCH_9	Insurance	50
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORKS FOR DISTRICT HOSPITAL

CODE	IPA Assessment Indicators	Max Score
DH_1	Quality Management	230
DH_2	Facility Management, Meetings and Execution	120
DH_3	State Priorities and National Health Programs	390
DH_4	Surgeries	25
DH_5	Laboratory and Diagnostics Services	60
DH_6	Patient Satisfaction	50
DH_7	Staff Competency (Healthcare Learning System)	40
DH_8	Staff Satisfaction	40
DH_9	Insurance	45
TOTAL	MAX [1,000 points = 100%]	1000

FRAMEWORKS FOR CHC

CODE	IPA Assessment Indicators	Max Score
CHC_1	Quality Management	150
CHC_2	Facility Management, Meetings and Execution	110
CHC_3	State Priorities and National Health Programs	430
CHC_4	Laboratory and Diagnostics Services	80
CHC_5	Patient Satisfaction	60
CHC_6	Staff Competency (Healthcare Learning System)	50
CHC_7	Staff Satisfaction	40
CHC_8	Insurance	50
CHC_9	Awareness/training of Traditional Healers and Traditional Birth Attendants	30
TOTAL	MAX [1,000 points = 100%]	1000

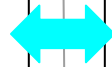
FRAMEWORKS FOR PHC

CODE	IPA Assessment Indicators	Max Score
PHC_1	Quality Management	150
PHC_2	Facility Management, Meetings and Execution	110
PHC_3	General Activities of the PHCs/HWCs	30
PHC_4	State Priorities and National Health Programs	400
PHC_5	Laboratory and Diagnostics Services	80
PHC_6	Patient Satisfaction	60
PHC_7	Staff Competency (Healthcare Learning System)	50
PHC_8	Staff Satisfaction	40
PHC_9	Insurance	50
PHC_10	Awareness/training of Traditional Healers and Traditional Birth Attendants:	30
TOTAL	MAX [1,000 points = 100%]	1000

LINKAGES (Laboratory & Diagnostic Services)

DHS (Research, etc)

	Improving laboratories in DHs, CHCs and PHCs
1	Guiding DHs/CHCs/PHs to NQAS accreditation Y1 Q1: a) Development of a Guideline/ SOP Y1 Q2 onwards: b) Conduct assessment in at least 1 DH, 2 CHCs and 5 PHCs per quarter
2	Achieving desirable TAT for all Test Types conducted as per SOP Support development of SOP for 1 DH, 2 CHCs and 5 PHCs per quarter
3	Competency of laboratory related HR Competency assessment has been undertaken in at least 1 DH, 2 CHCs and 5 PHCs each quarter
4	Availability of mandatory tests in the DHs
	Availability of mandatory tests in the CHCs
	Availability of mandatory tests in the PHCs



Hospitals, CHCs and PHCs

	Laboratory and Diagnostics Services
1	Information on tests conducted Facility has a display of list of tests conducted in the notice board/ Information board
2	Achieving desirable TAT for all Test Types conducted as per SOP Y1 Q1: Facilities to develop SOP in consultation with Pasteur Institute, DHS Research Y1 Q2 onwards: ii) Achieved = $(N/D) \times 100\%$
3	Increase in no. of test types available in the PHC as per IPHS

LINKAGES (Monitoring and Evaluation)

#	Indicators	Monitoring & Evaluation including Handholding	Implementation
1	State Priorities and National Health Programs including indicators of CMSMS, Rescue Mission, health programs, etc.	DHS (MCH&FW) > DM&HO	DH, CHC, PHC
2	Uptake of Healthcare Learning System (HLS)	DM&HO	DH, CHC, PHC
3	MHIS performance	DM&HO	DH, CHC, PHC
4	Quality Assurance Certifications	DHS (MI) & DHS (Research) DM&HO	DH, CHC, PHC

Initiatives under IPA

#	Indicators	Implementing Entity
1	Central Drug Testing Lab (CDTL)	DHS (R)
2	Infrastructure Dashboard	DHS (MI)
3	Online Training Database	All administrative institutions
4	E-Human Resource Management System (E-HRMS)	All administrative institutions

WHAT CAN YOU DO
WITH **IPA** FUNDS?

IPA funds are flexible except for activities in the NEGATIVE LIST

- i. Purchase of land**
- ii. Major Civil works construction unless special approvals are provided**
- iii. Purchase of large medical equipment unless special approvals are provided from the relevant authorities on an emergency or need basis.**
- iv. Direct staff incentive**
- v. Making donations/ giving loans to individuals/ agencies/ religious institutions or any other groups**
- vi. Personal financial benefits of committee members.**
- vii. Any illegal activities**
- viii. payment of health insurance premium or claim settlement or medical reimbursement.**

Until Next Time...

Thank You..