



# Asha Ki Kirnein

Ek Ujjwal Bihar

# Table of contents

<b>Transforming Bihar, because every person matters</b>	<b>1</b>
<b>Stories of Transformation</b>	
Organisational Development	2-4
Leadership & Development	5-9
Digital Intervention	10-18
Governance	19-29
<b>Towards India@100 – a developed nation</b>	<b>30</b>

# Transforming Bihar, because every person matters

*Over the last few years, there has been significant progress in the health outcomes of Bihar due to the Bihar Technical Support Program. The health outcome indicators have shown a steady progress in the areas of family planning, immunization and mother and child health, to name a few. However, a look at national averages and the SDG 2030 goals makes it clear that much more needs to be done collaboratively in the state so that Bihar can emerge as an example of how India can become a developed nation by 2047.*

*Systemic inefficiencies play at large while affecting service delivery, in turn slowing down improvements in health outcomes. These include inefficiencies at many levels:*

- Institution level*
- Human resources*
- Digital systems*
- Governance processes*

*To enable the creation of a future-ready, NHM-compliant health system in Bihar ensuring continuum of care for all its citizens, Piramal Foundation has identified these same 4 core levers towards holistically strengthening systemic capabilities of the state.*

*These core aspects would benefit all other systemic healthcare interventions in the state with the government a “head-start” and improve the changes of collective impact.*

*Our approach is anchored on our deep belief that all public servants want to serve and transform the system. Each one has an innate potential and Sewa Bhaav (intent to serve) to do so. Through all we are doing in Bihar, we aim to create a nation of ‘tempered radicals’ where public servants experience the Agency to Serve and public institutions are designed to unlock the human potential.*

*This book captures the stories of a few of these tempered radicals.*





# Stories of Transformation



**The change has begun**

## ***Organisational Development***

*(Addressing vacancies, performance  
management, limited accountability, lack  
of structured onboarding)*



## **Dr. Poonam Raman, Director, State Institute of Health & Family Welfare, Patna, Bihar**



### ***Visioning workshop for State Institute of Health and Family Welfare and Regional Health and Family Welfare Training Centers***

Dr. Poonam Raman was the Director, State Institute of Health and Family Welfare as well as the Principal of Regional Health and Family Welfare Training center, Patna at the time. She was a motivated individual, struggling with the responsibilities of her dual position. State Institute of Health and Family Welfare and the 3 Regional Health and Family Welfare Training Centers were working in isolation. Regional Health and Family Welfare Training Centers were not imparting any training. During her interaction with our team, she shared that although she wants to build the work at State Institute of Health and Family Welfare and reactivate trainings at Regional Health and Family Welfare Training Center, she was unclear about how to bring these bodies together on one platform.

Regular interaction along with the hope created by the visioning workshop with the our team helped her visualise this. She feels that the workshop helped create a sense of community among all 4 institutions. During the visioning workshop she encouraged the exercise where each State Institute of Health and Family Welfare health educator had been tagged with one Regional Health and Family Welfare Training Center for co-creation of Action Plans.

Dr. Raman encouraged regular governance of State Institute of Health and Family Welfare and Regional Health and Family Welfare Training Centers, supported by us. The 4 institutions are now working together and have clear channels of communication. She remains very optimistic about the outcomes of the workshop.



## **Mr. Rajeev Kumar Singh (Health Educator), Bhagalpur, Bihar**

### ***Collaboration with the Regional Health and Family Welfare Training Center Bhagalpur brings in change***

The Regional Health and Family Welfare Training Center, Bhagalpur was inactive for 17+ years. The members were demotivated and were waiting for their retirement. Our primary and secondary research revealed that the State Institute of Health and Family Welfare and Regional Health, and the Family Welfare Training centers were not aligned professionally. The 3 Regional Health and Family Welfare Training centers were unaware of each other's existence.

We offered to support in reviving the center by bringing the people together via workshops with State Institute of Health and Family Welfare and the 3 Regional Health and Family Welfare Training centers together for the first time in 35 years. Mr. Rajeev Kumar Singh, who was discouraged but keen on doing something, demonstrated active participation in the workshop and helped in preparing action plans.

### **Our preparation**

- Primary and secondary research on the Organisational Structure of Regional Health and Family Welfare Training center Bhagalpur; and on Sanctioned and Actual Budget and analysis of the gap between them
- Detailed study on roles and responsibilities of each member
- Gap identification on the Sanctioned and Actual Head Count

We actively supported in identifying training needs and re-defining the headcount sanctioned by the Government of Bihar. Basis this, the initiation of finalising training program for all Municipal Corporation Members has begun.

## **Mr. Premkant Mallick (Consultant), State Institute of Health and Family Welfare, Patna, Bihar**



***Essayed a key role in discussion and building understanding with the ongoing training programs in the State Institute of Health and Family Welfare***

Mr. Premkant Mallick has been an active member of State Institute of Health and Family Welfare for years. Initially, he was inflexible and convinced that change would not happen. When the Convergence and Visioning Workshop was being conceptualised, he felt it would be a waste of time.

Building an understanding of the State Institute of Health and Family Welfare training programs and making proposed sample programs to redefine their training. Primary and Secondary research of State Institute of Health and Family Welfare (organogram, budget and headcount) of other states

When he witnessed the levels of enthusiasm amongst all 4 institutions, as a result of our sustained efforts, he acknowledged the struggle and committed to achieving something. Our solutions in streamlining training programs and HR processes was encouraged and appreciated by the State Institute of Health and Family Welfare Director and members. Now, Mr. Premkant Mallick wants us to support him in the hiring process and budget interventions. He also wants us to help State Institute of Health and Family Welfare with the training programs.





**The change has begun**

## ***Leadership Development***

*(Addressing know-do gap, performance review mechanisms, limited focus & investment, lack of leadership practices)*



## Mr. Vijay Jha, Hospital Manager, District Hospital, Sitamarhi

### *Serving better by unlocking one's fullest human potential*

The dynamic Mr. Vijay Jha has been part of the health system of Bihar for over a decade and has amply demonstrated his potential and commitment to serve and bring change in the system. He proactively approached us to collaborate and support him in his journey of change post seeing the impact created in other districts of the state. He has been supporting our team in implementation of workshops and post workshop activities.

He encouraged and appreciated our interventions of bringing self-change and which later becomes the foundation for system change across the state. He is fully aligned with our vision that only through self-change within teams can system change become a reality.

We have been able to identify that aspect of development in the health system which was not even a point of discussion earlier. The District Hospital Sitamarhi has been awarded for its unique intervention of bringing a sea change.

*It is important to be an honest and committed person who wants to serve and who has emotions for other human beings*



## Ms. Reema Kumari, ICU in-charge, District Hospital, Begusarai

### ***Building team coordination to create positive work culture***

Initially Reema used to feel demotivated and discontented with her work. She also felt unappreciated and disconnected with her colleagues. When she first started going to the I.C.U., nobody was interested in conversing with her, and sometimes she would have to stand for 1.5 hours because they didn't have additional chairs.

The workshops by Piramal Foundation brought about a sea change in her mindset. Today, Reema takes a stand for the team and has proved to be an exceptional role model. Whether it be professional or personal, co-workers feel free to share everything with her.

*Post-workshop and after being recognized through the star board/appreciation board, I feel more connected and appreciated. Now, we have lunch together, we make reels, and we've started debriefing about our job, we swap our work, and exchange how our day has been*



## **Dr. Shwetanshu, Medical Officer, District Hospital, Sheikhpura**

### ***Active listening helps to manage difficult conversations***

She joined Government of Bihar as a Medical Officer, and was finding it very difficult to interact with patients from rural areas and interact in local languages. This resulted in her not feeling connected with her patients. Thus, she was not able to manage her anger caused due to frustration.

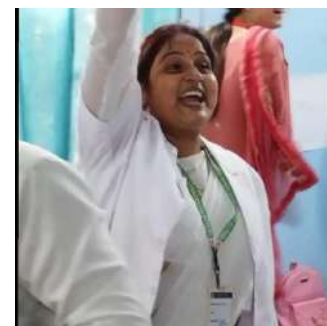
The leadership development workshop helped her vastly on how to manage herself in difficult situations.

Today, Dr. Shwetanshu easily manages difficult situations by and stays calm during Outpatient Department (OPD) time. The workshops have helped her to understand situation of patients and connect with them in a way where they are able to have a dialogue to understand their needs.

*I tried to connect with my patients through their language e.g. 'boliye matajee, kya samasya hai' to elder patients....I did not succeed in every situation, but it helped me a lot to build a relationship with my patients and manage the situation independently in OPD.*



## Ms. Nishi Kumari, In-charge Labor room, District Hospital, Gopalganj



### ***Self-Change to System Change***

She has served in the District Hospital for over 7 years and is currently the in-charge at the labour room. She is a self-motivated health professional. After our interventions in the District Hospital, an enabling environment has been created where she is able to create large and positive impact. She is very self-motivated and now motivates other health officials in bringing change within their behaviour towards patients.

She supports our team in all our interventions by confidently motivating and facilitating others. She has been instrumental in regularising the Morning Assembly by taking the lead.

The staff and management team imbibe from her positive attitude and confidence because of which she has been awarded by the District Administration for her continuous support to the team in delivering client-friendly services.

*I feel more confident and responsible as now people look upon me as an agent of change and give my example to influence others.*

**Ms. Priya Kumari, Staff Nurse, IPD (Male ward), District Hospital, Muzaffarpur**



***Leading change***

Initially, she was not very confident of taking the initiative nor was she taking ownership to initiate new ideas.

After participating in Professional Learning Community (PLC) sessions, she is more confident in sharing ideas with her colleagues and seniors. She has also taken the lead in conducting morning assembly in her department.

Her colleagues appreciate her efforts in starting Morning assembly and feel very motivated.

*Initially I was not confident to conduct morning assembly in my ward. The Professional Learning Community sessions encouraged me a lot in initiating Morning assembly to create a positive vibe in our work culture.*



The change has begun

## *Digital Intervention*

(Addressing fragmented and piecemeal approach, duplication of effort, limited digital acumen / skills, mis-reporting)

**Mr. Praveen Kumar, Hospital Manager, District Hospital,  
Muzaffarpur, Bihar**



***Successful implementation of 'Bahmani' leads Government of Bihar to take important decision***

We implemented "Bahmani" at Muzaffarpur to implement the digitization pilot project. It facilitated online patient registration, medication history, and other functions.

The District Hospital staff was trained and equipped with digital solutions during the previous deployment, which resulted in the launch of 'Bhavya' a state-wide hospital management information system (HMIS) from Muzaffarpur.



*Patients are very happy with the digitization done at District Hospital, Muzaffarpur. The Piramal Team supports us with training and any support needed in digitization at the hospital when required.*







## Mr. Rituraj, District Monitoring & Evaluation, Vaishali, Bihar

### ***100% Health Facility Registry (HFR) Registration completion against the target given by the state***

The aim for each district was to reach maximum saturation in the Health Facility Register (HFR), however Vaishali district had relatively low levels of HFR registration and verification.

Our team & Gandhi fellows gave training and supported; we have achieved 100% of Health Facility Registry (HFR) Registration and Saturation.



*The team gives us training and supports us when required with regard to Health Facility Registry (HFR) and Health Professional Registry (HPR) adoption in the district.*



**Ms. Anjali Singh, Staff nurse, Additional Primary Health Center,  
Kurhanni, Muzaffarpur, Bihar**



***Deployment of AMRIT at Additional Primary Health Center, Kurhanni***

Earlier Outpatient Department (OPDs) registrations were done manually. We are supporting via digitising. By entering the name and registration number, the patient's details are easily accessible, and all data is preserved for the future.

Patient travel and report delivery times have been halved after manual patient registration was replaced with online registration and the use of Health Cubes and Fetosense.

*Deployment of Health Cubes & Fetosense by Piramal Team have helped patients to experience less wait time and travel distance for check-ups.*

**Mr. Amitabh Singh, Joint Director (Administration), Ayushman Bharat Digital Mission, Bihar**



***Implementation of Ayushman Bharat Digital Mission Building Blocks in the state***

Mr. Amitabh Singh expressed his gratitude and admiration for the efforts made by us towards Ayushman Bharat Digital Mission (ABDM). Due to our efforts, Bihar has completed the Health Professional Registry (HPR) & Health Facility Registry (HFR) and ranked at the top amongst other states due to which Bihar received the Health Facility Registry (HFR) Award in the country.

He further ensured that the state would continue to excel in the implementation of ABDM for private hospitals. Bihar has also digitized all records of all public facilities and health staff.

*Piramal Team has provided comprehensive technical support in the implementation of ABDM in the State, which was a significant achievement for the health department.*

**Mr. Arvind Kumar, Data Officer cum System Analyst, State Health Society, Bihar**



***Training / Adoption of Auxiliary Nurse Midwife on Line(ANMOL) & Reproductive and Child Health (RCH) portal***

Mr. Arvind Kumar, Data Officer/System Analyst, State Health Society of Bihar, expressed his appreciation and admiration for our efforts in adopting and supporting Auxiliary Nurse Midwife on Line (ANMOL) at the state/District level, which enables data to be entered on the Reproductive and Child Health (RCH)portal.

51.7% of ANMs are using tablets to access the Reproductive and Child Health (RCH) portal as a result of the training. The state will make sure that ANMOL is fully adopted throughout the entire state with the aid of our team.

*Piramal team is imparting continuous training; the result of this was that the registration of pregnant women on Reproductive and Child Health (RCH) portal has increased. 58.9% registration updated on Reproductive and Child Health (RCH) portal, 56% children registered on Reproductive and Child Health (RCH) portal.*





**Ms. Tilakma Kumari, Auxiliary Nurse and Midwife (ANM), Bihar**

*Making lives of ANMs easier through digitisation*

*I liked the training so much. We have learned a lot of things and we have already started working and the good thing is it's all going well. Previously we had to carry a register with us but now we use the tablet to make entries. It is a faster process now; we have benefitted a lot through this training.*



## **Ms. Sonia Rani, Auxiliary Nurse and Midwife(ANM), Bihar**

***Changing lives through providing access to digital learning***

*I am one of the master trainers selected for Auxiliary Nurse Midwife on Line( ANMOL)training. Firstly, we have been trained at District Health Society (DHS) level. I liked it a lot and learned a lot. There were some doubts I had regarding ANMOL but those were very efficiently cleared by the Piramal Foundation team. After this training at district level, I now train ANMs at block level. The app which is designed for ANMs is very user friendly and our work efficiency has increased. Now we feel like we are professionals, and we are also enjoying our work. ANMOL app changed our life.*



**Ms. Kanchan Kumari, Auxiliary Nurse and Midwife(ANM),  
Purnia, Bihar**

*ANMs are learning to handle challenges in using digital devices*

*My work is to do vaccinations and look after the various programs run by the state government. Before Auxiliary Nurse Midwife on Line (ANMOL) we were making manual entries in the register after vaccination. There was a lot of paperwork. After ANMOL, the paperwork has reduced and is near to paperless. When it was deployed in 2019, we were facing many challenges, but after training in 2022 by Piramal Foundation, we now understand the app and can make entries online, which feels good.*



**Ms. Seema Kumari, Auxiliary Nurse and Midwife(ANM),  
Purnia, Bihar**

***ANMs can track their performances & get details of beneficiaries***

*Before Auxiliary Nurse Midwife on Line( ANMOL), there was a very long process to see the performance of any ANM, Now, because of the ANM Online app, the real time performance of any ANM in the entire state can be seen. The training is provided by Piramal Foundation. The good thing is that we can see the list of the beneficiaries with the address and contact details. We can call the beneficiary directly for any service that is due. This saves a lot of effort and time, as we can track any beneficiary at any time.*





## Stories of Change at the Command & Control Center, Bihar

### ***Governance***

*(Addressing disjointed planning,  
irrational resource distribution, lack of  
data culture, top-down command leading  
to issues of performing out and irregular  
and ineffective meetings)*

**Mr. MD Abdul Mazid, Hospital Manager, Madhubani District Hospital, Bihar**



***Ensuring timely treatment for patients who are waiting at the hospital***

On March 21, 2023, the Command & Control Center's (CCC) surveillance team discovered that the doctor was not present in the Outpatient Department (OPD) room until 11:00 AM, while patients and their families waited for their consultation. They appeared to be distressed and inconvenienced.

Our CCC surveillance team quickly contacted the hospital manager to ensure that a doctor was in the OPD room. After calling the doctor, the hospital manager informed that the doctor would arrive in about 30 minutes.

The doctor arrived and started attending to patients in the OPD. This resulted in the patients who were waiting, feel happier and more satisfied.

*Positive actions matter a lot*

**Mr. Hemant Kumar, Hospital Manager, Kaimur District Hospital, Bihar**



***Ensuring comfort and convenience of patients and their families with regard to hospital parking***

On June 10th, 2022, our CCC surveillance team noticed a near-panic scenario near the Emergency-ward entrance gate due to incorrectly parked automobiles in a non-parking area. The patients and visitors were being severely inconvenienced by this.

To rectify the issue, the team quickly approached and informed Mr. Hemant Kumar, Hospital Manager. As a result, he took the necessary steps to get these vehicles moved to the proper parking place to ensure convenience of the people.

The inconvenience caused by improperly parked cars at the emergency entrance gate was addressed, resulting into greater comfort and convenience for the people.

## **Mr. Umesh Kumar, Hospital Manager, Jehanabad District Hospital, Bihar**



### ***Preventing infections on the hospital premises***

On January 4, 2023, our surveillance team discovered that the emergency ward was overcrowded, which was not only inconvenient for patients and service providers, but could also potentially lead to the spread of diseases and complications among the patients who were admitted.

Our CCC team promptly approached Umesh Kumar, the Hospital Manager about this serious situation in the emergency ward. He took immediate action and engaged the appropriate staff and security team to keep the emergency ward clean and sanitary.

The emergency room was quickly made crowd-free, hygienic, and safe for patients and efficient operation.

## **Mr. Hemant Kumar, Hospital Manager, Aurangabad District Hospital, Bihar**

### ***Keeping a focus on emergency scenarios***

On June 23, 2022, a 50-year-old patient was lying on the ground with severe stomach discomfort but had not been attended to by the staff and service providers for over half an hour.

The patient was seen and noticed by the CCC monitoring team, and they informed Heman Kumar, the Hospital Manager. As a result, the individual was admitted to the emergency room and underwent treatment.

The patient was eventually treated and made a full recovery. He was happy with the care and hospitality he received from hospital staff members.



*Observation & positive action saves lives*



### ***Monitoring the performance of medical equipment in state***

In Bihar's government hospitals, there was no mechanism in place to monitor the performance of the medical equipment.

The pilot project was launched by us in three facilities in the district of Muzaffarpur. The Internet of Things (IoT) device was installed beside the medical equipment and connected to the CCC dashboard. With the cooperation and facilitation of the Hospital Manager, our CCC team started routine follow-up to ensure that the equipment was functioning well and also assisted in the prompt repair of non-functional equipment.

Patients were benefitted. Every month, the Community Health Centers of Kurhani, Muzaffarpur uses a radiant warmer to save lives.



*Corrective measures enhance services*





### ***Ensuring quality medical services in Bihar***

There was no means to adequately track Patient Satisfaction Survey (PSS) to improve the quality of medical treatment and services.

On the basis of the raw data from the 'Bahmani' application and the patient's basic information, our CCC-team began the PSS pilot project in three facilities in the Muzaffarpur district of Bihar. Parallely, they shared their feedback with the relevant Hospital Managers on their weak performing indicators and also suggested solutions.

It demonstrated that the satisfaction rate of the facilities climbed month after month. The quality of care and services has improved significantly in the pilot facilities.

### ***Monitoring real time data for better services***

There was no system in place for tracking real-time indicators and daily Outpatient Department (OPD) count of the government health facilities in Bihar.

At three facilities in Muzaffarpur district, our team launched the pilot project. A computerised system was installed and connected to the CCC dashboard to record all patient data in real time. For increasing the OPD count, the CCC Team began conducting routine follow-up for the OPD count through the Hospital Manager, PSS & CCTV monitoring, doctor availability, etc.

Within a year, the OPD count increased from 14 thousand to 25 thousand.

### ***Supporting the government to smoothen the process of 'Shravani' Mela***

The Bihar Government's Honorable Health Minister and Additional Chief Secretary for the Health Department emphasized the need to monitor and manage the Shravani Mela from July to August 2022 in two routes (Garibnath to Pahlejaghat & Sultanganj to Deoghar) directly from the health department Command & Control Center, Additional Chief Secretary (ACS)-Cell. To accomplish this, our CCC Team was given the duty of monitoring and reporting.

We planned & designed the campaign and coordinated with the districts. After collating all necessary details like camp, staff, ambulances and their contact details, we prepared the roster. Karuna Fellows followed up daily in their shifts. After analysis, reports were shared with the Additional Chief Secretary (ACS) Cell daily. The review meeting was led by him. Gandhi Fellows & the Foundation team also verified everything physically.

At the start of the campaign, staff presence at basic facilities and ambulances was significantly poor; nevertheless, as a consequence of routine surveillance and monitoring by our CCC team, follow-up and day-and-night effort produced positive results. The resources of the Health Department helped about 30 lakh Kawadiyas (pilgrims). The pilgrims' journey was made easier by the availability of service providers and the provision of services.

### ***Supporting government for betterment of new born care services***

Honorable Health Minister and Additional Chief Secretary-Health Department-Govt of Bihar, had decided to continuously supervise and regulate the Sick Newborn Care Units in all districts of Bihar starting March 9, 2023. Our CCC has been assigned the responsibility of monitoring and evaluation.

Our CCC team has held weekly review meetings for the same in the presence of State Program Officers, Officers on Special Duty, the Director of Health, and others, as well as monthly meetings in the presence of the Additional Chief Secretary (ACS). Karuna Fellows are providing assistance. Analyses and corrections are being made for each daily and weekly report using the follow-up data. Follow-up was done every day with Nodal officers of Sick Newborn Care Units. For low indicators, such as high infant death rate, leaving against medical advice (LAMA), fewer admissions, and referrals, etc., a weekly review meeting is held and followed up on. We followed up on unusable medical equipment with Kirloskar, who is in charge of the maintenance of all the medical equipment in the state for Bihar Medical Services and Infrastructure Corporation Ltd.

The indications were dismal at the beginning of the campaign; nevertheless, admissions increased, LAMA & deaths reduced, and referrals increased. Staff and medical equipment have improved. District Hospitals are now well aware of the Sick Newborn Care Units' initiatives and new purchases for their improvement.

Due to this program, Bihar's beneficiaries have benefitted, their out-of-pocket expenses have decreased, and infant mortality (IMR) is also expected to go down. Out of 124 defective pieces of equipment (complaints) that our CCC team tracked down, 120 have been rectified for 38 District Hospitals.

### ***Taking actions, saving lives***

On November 11, 2022, after Outpatient Department (OPD) closing in Begusarai, the CCC monitoring crew noticed that a pregnant woman experiencing labour pains had entered the District Hospital with a few attendants. The client's family members began the delivery procedure in the open ward of the hospital without alerting the hospital staff due to the client's serious state, and there was no medical staff there.

Our CCC's surveillance team noticed the incident and alerted the Hospital Manager. He immediately took action, and nurses and physicians joined them. The patient was attended to and also given a bed in the delivery room. Her delivery went smoothly. The patient's family members were warned not to take the same action again of attempting delivery without professional help, as it could have been fatal for the mother and new born.

The Hospital Manager ensured the presence of the doctor and nurses and began to take care of clients following the OPD. This action made the clients happy and satisfied. The expectant woman gave birth to a healthy baby. The entire process saved a valuable life as well as a new life.

### ***Ensuring legal privacy***

Post-mortem examinations are fairly commonplace in hospitals. Legally, a CCTV camera should not be present in the room where the post-mortem takes place, more so to preserve dignity of the departed. On May 17, 2022, at the district hospital in Kaimur, the CCTV monitoring team realised that there was a CCTV in the room where a post mortem was being conducted.

During our CCTV Camera observation of district hospitals, a Karuna Fellow also reported the same. The Hospital Manager was immediately alerted. He acted on the suggestions, and post-mortem was moved to another room that did not have any CCTV. Since then, no such activity has been reported.

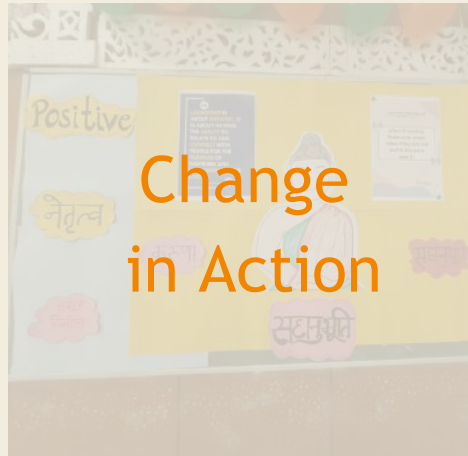


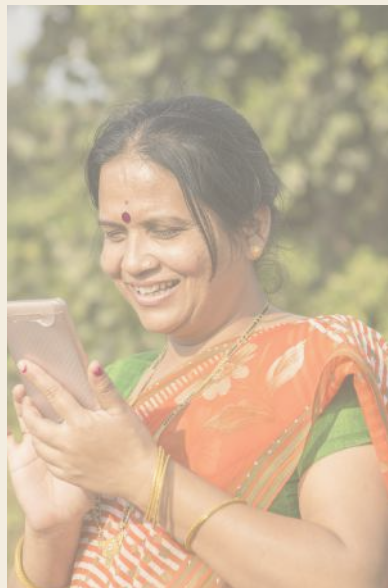
## Towards India@100 - a developed nation

*Piramal Foundation's vision is to usher in transformation at scale by solving India's most intractable problems through partnerships and platforms in the Health, Education, Water and social sector ecosystems We have a presence in 27 Indian states and 2 Union Territories.*

*We are thankful to the belief that the Bill & Melinda Gates Foundation (BMGF) has reposed in us. We believe our partnership in Bihar towards state transformation is the springboard of the country's transformation, where every person, no matter where she is, has access to quality affordable healthcare.*

*The wheels of change have already been set in motion, even as the country makes rapid progress towards becoming a developed nation.*





Doing Well &  
Doing Good

<https://piramalfoundation.org/>