



# **REPORT ON PUBLIC HEALTH CAPACITY BUILDING AND LEADERSHIP TRAINING ODISHA, INDIA OCTOBER 2015 - APRIL 2017**



**A DFID FUNDED PROJECT  
BY  
FACULTY OF PUBLIC HEALTH, UK  
WITH SUPPORT FROM PUBLIC HEALTH ENGLAND**





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## Executive Summary

In October 2015, a Memorandum of Understanding (MoU) was signed between the Government of Odisha, India and the UK Faculty of Public Health (FPH) to develop a cadre of public health specialists with the knowledge, skills and attitudes to become effective public health professionals and trainers. This project was funded by Department for International Development, (DFID) India and was supported by Public Health England (PHE) by providing technical expertise. All activities were carried out in consultation and support of Odisha Government between October 2015 to April 2017.

A training needs assessment was conducted by the UK FPH international public health team in collaboration with a senior consultant from Public Health Foundation of India (PHFI) in February 2016 in Odisha and replicated in MP in August 2016. A random sample of the public health workforce was interviewed using semi-structured interviews in Odisha and MP. Functions of the workforce were mapped against the training received training gaps and needs were identified. Train the Trainer (TtT) training and Public Health Leadership Training were identified as two priority training needs to support and strengthen the public health workforce in the state.

A team of trainers from UK FPH delivered the “Train the Trainer” programme in Bhubaneswar, Odisha in July 2016. Two TtT workshops over 2.5 days each were delivered to 43 senior clinical and public health officers at the Department of Health and Family Welfare, Government of Odisha, Bhubaneswar, Odisha, India from 18<sup>th</sup> to 23<sup>rd</sup> July 2016. This included identifying training needs, adult learning theories, teaching styles (Gerald Grow), learning styles (Honey & Mumford, VARK), stages of learning, stages of working in groups (Tuckman), team roles (Belbin), evaluation, feedback (Sandwich technique and Pendelton’s rules) and reflective practice (Gibb’s cycle). Facilitators of the workshop included Dr Sushma Acquilla, Vice Chair of Global Health Committee, Faculty of Public Health UK, Dr Bharat Sibal, Public Health Physician Public Health England, UK and Dr Anjali Pai, Specialist Registrar in Public Health, UK.

The second identified training need – the “Public Health Leadership Training” course was conducted between 14<sup>th</sup> -18<sup>th</sup> March 2017, in collaboration with the State Government of Odisha, India, Faculty of Public Health (FPH) UK, supported by Public Health England, UK. A short “Training the Trainer” refresher course was also organised on 20<sup>th</sup> March 2017, as an update to the training done in February 2016. The participants included 16 senior to middle level senior public health officials from the State of Odisha representing, the State, District and CHCs from selected districts. The training covered the three core elements of leadership: An introduction to Public Health leadership, Understanding self as a Public Health leader and Leading others in complex systems, teams and partnerships. The topics covered included health inequities in Odisha, leadership theories and styles, learning styles (Honey and Mumford), understanding different personality types (Myers Briggs), value-based leadership, emotional intelligence, situational leadership, collaborative leadership, soft skills as a leader, effective communication,



leading and developing others, and coaching and mentoring. Facilitators of the workshop included Dr Sushma Acquilla, Vice Chair of Global Health Committee, Faculty of Public Health UK, Dr Catherine Hannaway, an independent, experienced leadership development trainer and Dr Leena Inamdar, Public Health Physician, Public Health England, UK.

All the above programmes a) Training Needs Assessment b) Trainer the Trainer and c) Public Health Leadership Training were delivered by members of Faculty of Public Health and supported by Public Health England and Public Health Foundation of India.

This project highlights the successful collaboration between the State Government of Odisha and Faculty of Public Health UK, supported by Public Health England and PHFI. Funding provided by DFID made it possible to carry out this important project on public health capacity building and workforce strengthening and build networks in India with health departments in two states (Odisha and MP), PHFI/Indian Institute of Public Health (IIPH), National Health Systems Resource Centre (NHSRC) and Central Ministry of Health and Family Welfare.

The Faculty is committed to global public health workforce development, and is thankful to the State Government of Odisha and DFID for supporting this project.



## 1. Background to the Public Health Leadership Training in Odisha

A Memorandum of Understanding (MoU) was signed between Government of Odisha, India and the UK Faculty of Public Health (FPH) to develop a cadre of public health specialists trained in senior leadership. In February 2016, a training needs assessment was conducted in the state of Odisha by the UK Faculty of Public Health team. There was no formal leadership training for senior public health officials in the state. This identified the need for public health leadership training among middle to senior level public health officials in the state. In July 2016, “Training of Trainer” program was delivered to over 40 senior state public health professionals on learning theories. The “Public Health Leadership” Training held in March 2017 was organised to address the gap in leadership skills among senior public health staff and to scale up public health capacity building efforts across the state as part of the MOU.



## 2. Training Needs Assessment: 15<sup>th</sup> - 20<sup>th</sup> February 2016

### 2.1 Aim

To identify training needs to help create a trained and effective public health cadre for the state health system of Odisha.

### 2.2 Objectives

- To complete a needs analysis report of the public health functions and training to deliver them, in the current state health system for the State governments of Odisha and MP.
- To provide recommendations on the structure and training, based on the needs analysis.
- To develop competency framework for the public health cadre for Odisha.

### 2.3 Methods

Semi-structured interviews with 27 and 29 responders in MP and Odisha respectively, at various levels of the state health system. Principal clinical and public health functions, training provided and training gaps at each health care level were identified.

### 2.4 Results

Key training needs identified related to: Leadership training, Train the trainer, Financial management, Staff management, Resource management, Partnership working and Public Health Report writing and dissemination. Training gaps were identified across all public health functions being performed at each operational level. There is a need for a formal public health cadre in Odisha, with a set of integrated public health competencies. Although some aspects of public health training often accompanied more senior postings, this is not consistent across the system, and there is a need to identify early appropriate personnel for public health training before career progression. Aspiring trainees would then require formal training to complete their public health competencies to match their anticipated public health functions. Public health training and competencies need to be formalised into job descriptions.

### 2.5 Conclusions

Training gaps were identified across all public health functions being performed at each operational level. This highlights the need for establishment of a formal public health cadre, and a set of integrated public health competencies with clear job descriptions for such a cadre, to be given to the State Government. The study also provided job descriptions for each level of worker amongst the cadre.



### 3. Train the Trainer Programme: 18<sup>th</sup> - 23<sup>rd</sup> July 2016

In response to the “Training Needs Assessment” in February 2016, a “Train the Trainer” (TtT) programme was conducted between 18<sup>th</sup> -23<sup>rd</sup> July 2016 at the Department of Health and Family Welfare, Government of Odisha, Bhubaneswar, Odisha.

#### 3.1 Aim

To train health professionals in the state of Odisha, India to become effective public health trainers

#### 3.2 Objectives

- To provide an overview of public health system in the United Kingdom and links to Odisha, India
- To understand the theoretical basis of learning and teaching methods and models
- To demonstrate how techniques learnt can be implemented in practice
- To provide opportunities to discuss and learn from each other

#### 3.3 Methods

Two ‘Train the Trainer’ workshops over 2.5 days each were delivered to 43 health officers from 24 districts. The training material for the workshop was developed, based on materials from the NHS Education for Scotland Train the Trainer toolkit<sup>1</sup> and other material used in local training, and adapted to the Indian public health context. This included identifying training needs, adult learning theories, teaching styles (Gerald Grow), learning styles (Honey & Mumford, VARK), stages of learning, stages of working in groups (Tuckman), team roles (Belbin), evaluation, feedback (Sandwich technique and Pendelton’s rules) and reflective practice (Gibb’s cycle). Training was delivered using a power point presentation and flip charts, and pre-prepared handouts were given to participants. Training was conducted using a mix of didactic, motivational and facilitative teaching styles. Trainers included case studies and encouraged participants to work in pairs or groups as well as in role plays as part of the workshop to ensure maximum participation and learning.

#### 3.4 Evaluation

Evaluation revealed that the training was informative and useful, with suggestions to improve material and use of local context with more examples. Participants appreciated the interactive learning methods. Majority of participants (89%) felt their expectations were well met and that the content presented was informative and useful. The facilitators were rated very good (87%) or good (13%) and 67% said the materials provided were good.



## 4. Public Health Leadership Training: 14<sup>th</sup> -18<sup>th</sup> March 2017

The UK FPH team designed the “Public Health Leadership Training” based on the results of needs assessment and in consultation with senior public health leaders in Odisha. This training was aimed at public health leaders from State, District and CHC levels. It was delivered by trainers from the Faculty of Public Health, UK from 14<sup>th</sup> – 18<sup>th</sup> March 2017. It consisted of one five day “Public Health Leadership” programme” delivered at the State Institute of Health and Family Welfare (SIHFW) in Bhubaneswar, the capital of Odisha. A short half a day refresher session on “Train the Trainer” was delivered at Office of the Director of Health Services on 20<sup>th</sup> March 2017.

### 4.1 Aim

To develop the leadership skills of middle to senior level in public health roles in Odisha and build a cadre of strong public health leaders committed to shared learning and improving population health across Odisha.

### 4.2 Objectives

- To develop leadership skills and competencies senior public health officials in Odisha
- To develop an understanding of the role of middle to senior level public health leaders in developing whole system leadership across Odisha
- To help participants to recognise own style of leadership, management and impact on others
- To support development of systems leadership by promoting strong multi-disciplinary and cross-sectoral working for public health improvement in Odisha
- To enable participants to explore and develop effective leadership for addressing health inequity in Odisha

### 4.3 Methods

16 participants, out of the 32 identified by the State Government to participate in the programme attended the programme. These participants were from the state, District and Community Health Centres across the State. Their job roles ranged from Joint Directors of Health Programmes such as Leprosy, Malaria, Deputy Directors for Immunisation, Integrated Disease Surveillance Project, District TB Officer, District Medical Officer, Additional District Medical Officers. One participant was an Assistant Professor in Social and Preventive Medicine from an academic institution.

Participants were given pre-course preparatory reading and a self- assessment exercise on leadership styles. The key themes covered in the programme were Introduction to Leadership, Value-based leadership, Emotional Intelligence, Situational Leadership, Negotiating and Influencing, Effective Communication, Collaborative Leadership, Leading others, Coaching and Mentoring and ending with group presentations, and discussions on building a sustainable community of public health leaders. The training was delivered in an interactive workshop style



programme with a mix of lectures, exercises, team leadership challenges, role-plays and skills building activity through a group task on presentation addressing a public health challenge in Odisha using the learning from the leadership training. A comprehensive participant pack was provided to the participants at the start of the training with pre-course preparatory material.

#### 4.4 Refresher: Train the Trainer 20<sup>th</sup> March 2017

This training covered recap on basics principles of adult learning cycles, skills for presentation and PowerPoint use tips, checklists for organising a training programme and conducting an outbreak control team meeting.

#### 4.5 Evaluation

The evaluation form collected information on participants' opinion of the workshop in terms of relevance, content, presentation and exercises for each day. The overall feedback was very positive and highlighted that the course had addressed an important gap in their public health leadership skills and training, and enhanced their professional development as leaders in the state health system of Odisha. All 16 participants completed the evaluation. Participants felt that they had benefitted from the training by improving self-awareness of their leadership skills, and that they had been able to identify areas for self-improvement in their leadership development. The quality and content of the course scored highly and the facilitators were rated as excellent.

#### 4.6 Conclusion

In conclusion, the Project itself and training programmes were highly successful and addressed the gap identified in the needs assessment. It has demonstrated the need for sustaining this programme and to make it available to other public health leaders in the health system in Odisha and generally in India. The Faculty of Public Health, UK through its India-Special Interest Group, has made significant inroads in supporting public health capacity building efforts in Odisha State. The Leadership Training and Train the Trainer are examples of how the Faculty can contribute and leverage its resources to make a meaningful impact on improving public health globally through high quality leadership training for professionals working in low-middle income countries.



## 5. Achievements and Challenges against agreed deliverables

The project was initially funded for three years to run from April 2015 to March 2018. The program did not start until October 2015, leading to 6 months' delay in starting the project. Official launch of the program was at the end of October 2015. In March 2016, it was announced that due to change in inter-government policy, the project had to be curtailed to end in March 2017 rather than March 2018. The original project plan included following deliverables:

1. Needs assessment and training gap analysis
2. Two Trainer development programs in two years
3. Two Leadership development programs covering up to 45 participants over two years
4. Needs analysis and development of Public Health Laboratory Systems in the year 3
5. Dissemination of work and continuity based on sustainable method in year 3

### 5.1 Achievements

- Needs assessment to identify training needs was conducted in Districts, Community Health Centres and Primary Health Centres in Odisha and MP.
- The project helped establish collaboration between various Government organisations, academic institutes and some non-governmental organisations in the State.
- We were able to get good quality consultants and trainees from UK and India to commit their time and effort for the project on voluntary basis.
- We trained 42 senior professional, of the 377 potential professionals that needed training with trainer development programs run twice over 6 days.
- We trained 8 potential senior trainers who would be able to cascade this training to the remaining staff over next two years.
- We conducted one Leadership training event over 5 days and trained 16 senior public health professionals.
- The project could offer global health experience to various consultants and trainees from UK and India that would improve collaboration with other institutes in India like NHSRC, PHFI/IIPH, Ministry of Health and Family affairs; Jhpiego.
- Revisiting the priorities, at a meeting between Principal secretary/ Health Commissioner Odisha and FPH officers in London, to decide the revised priorities from Odisha that included not proceeding with the Lab development program.
- Additional benefit in terms of being able to contribute to the development of curriculum for Masters in Public Health for India, working with Joint secretary, Education and training under India/UK Joint Working Group (JWG).

### 5.2 Challenges

- Due to late start and shortened program with gross reduction in funding, the programme delivery time had to be curtailed.
- In spite of shortened programme, it was decided to deliver two leadership programs back to back in November 2016, but it had to be cancelled due to inability of staff to attend the



program due to an outbreak situation in Odisha which meant only one program could be delivered in March 2017.

- Changes to the senior officers, including Mission Director, Principal secretary, Director of Public Health, during the delivery of the program meant changing priorities and commitments at Odisha end.

## 6. Recommendations

The feedback from the participants for both trainings indicated that the participants valued the training and benefitted from the opportunity for development of their leadership and training skills. As it has already been identified in the training needs assessment, there is a gap in provision of public health leadership training in the state of Odisha. The MOU had proposed that 377 staff across the state public health system should be trained, hence it is important that this training should be continued within the state.

Our recommendations based on the feedback and personal interactions with the participants, and discussions with Senior officials in the State including the Director of Public Health are:

1. There is an urgent need to explore ways to fund and sustain the “Public Health Leadership Training” programme to ensure all senior and middle level public health officials in Odisha are trained.
2. The Public Health Leaders in Odisha should support the Master Trainers to cascade the training further within Odisha, thus building a network of trained leaders in the health system who can then influence and support health system improvements through their enhanced leadership skills.
3. There is a real opportunity for the Faculty of Public Health to build on this successful model and promote this training in other states across India, and indeed in other parts of the world through the work of the global health committee.
4. The Faculty of Public Health, UK has a critical role in global public health workforce development through its Special Interest Groups and should explore ways to disseminate learning to other developing countries that need public health workforce development.



# Annexes



## Annex 1: Summary of Odisha Project Activities October 2015 - March 2017

Activity	Dates	Team	Reports
Training Needs Assessment in Odisha	15 <sup>th</sup> -20 <sup>th</sup> February 2016	Dr Sushma Acquilla Dr Bharat Sibal Dr Ankush Mittal Dr Himanshu Negandhi Dr Nayak	 Final_FPH_Report on Training Needs Assess
Training Needs Assessment in MP	1 <sup>st</sup> -7 <sup>th</sup> August 2016	Dr Sushma Acquilla Dr Himanshu Negandhi Ms Gurpreet Rai	 Final_FPH_Report on Training Needs Assess
Train the Trainer Odisha	18 <sup>th</sup> - 23 <sup>rd</sup> July 2016	Dr Anjali Pai Dr Bharat Sibal Dr Sushma Acquilla Dr Ankush Mittal	 Final_FPH_Report on Train the Trainer worl
Public Health Leadership Training, Odisha	14 <sup>th</sup> - 20 <sup>th</sup> March 2017	Dr Sushma Acquilla Dr Catherine Hannaway Dr Leena Inamdar	 Final_FPH_Report on Public Health Leaderst
Contribution to the Development of MPH curriculum	27 <sup>th</sup> March 2017	Dr Sushma Acquilla Dr Suzanna Mathew	To be finalised after 31 <sup>st</sup> May 2017



## Annex 2: Photos

