

Punjab Health Reforms Roadmap

13th Fulbright and Humphrey Conference

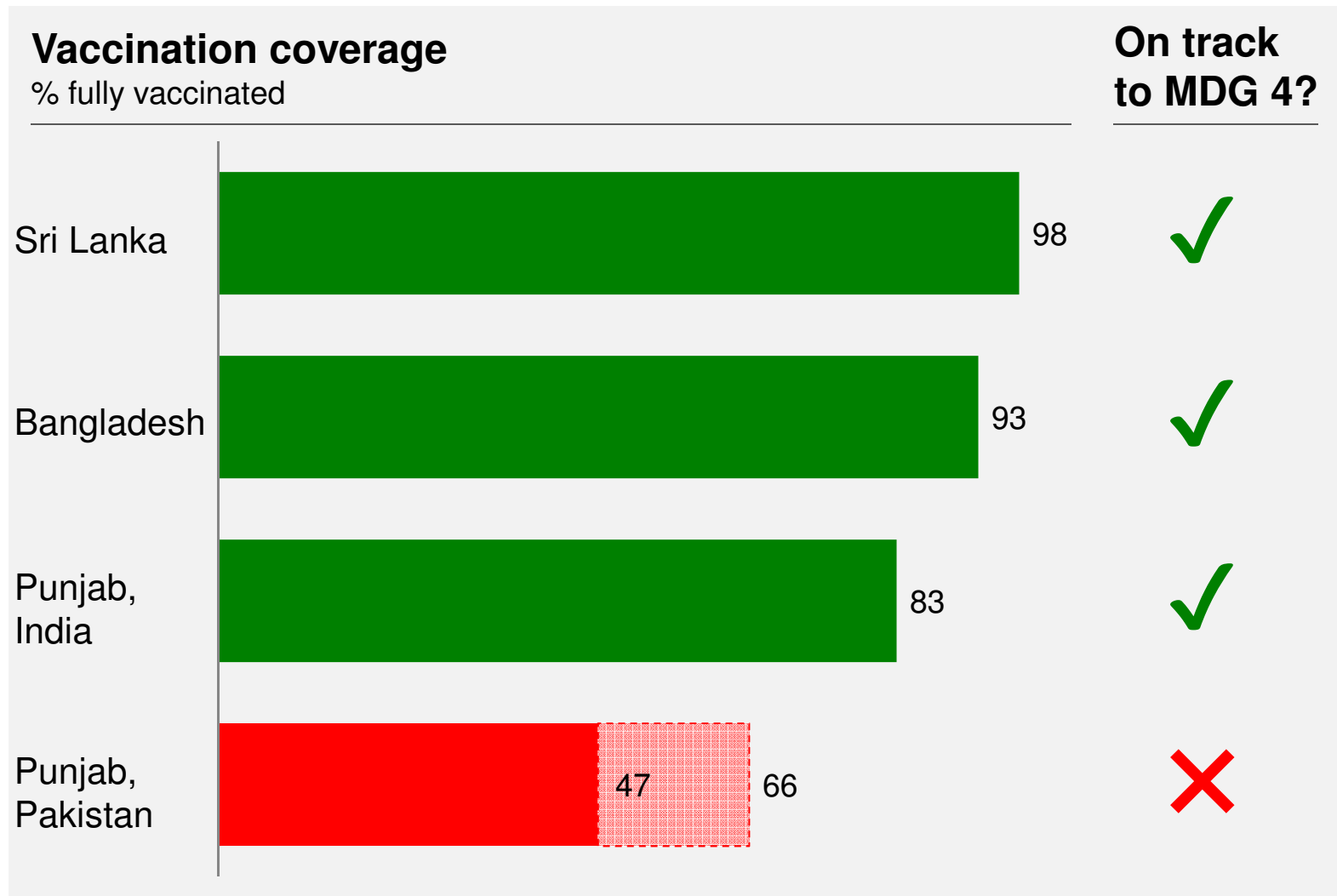
Aneeq Cheema

4th December 2016



**The Health Roadmap
aims to save lives of
women and children**

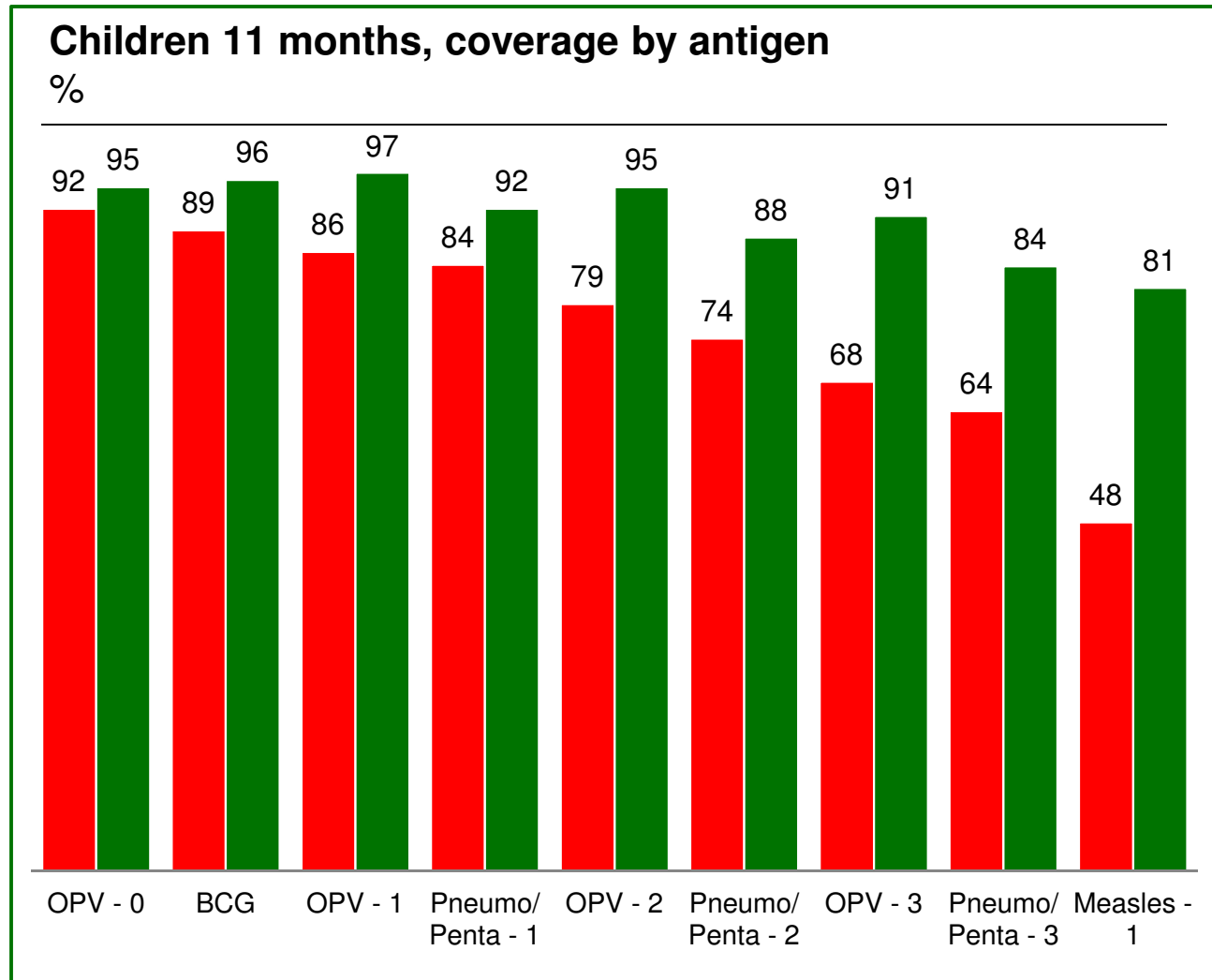
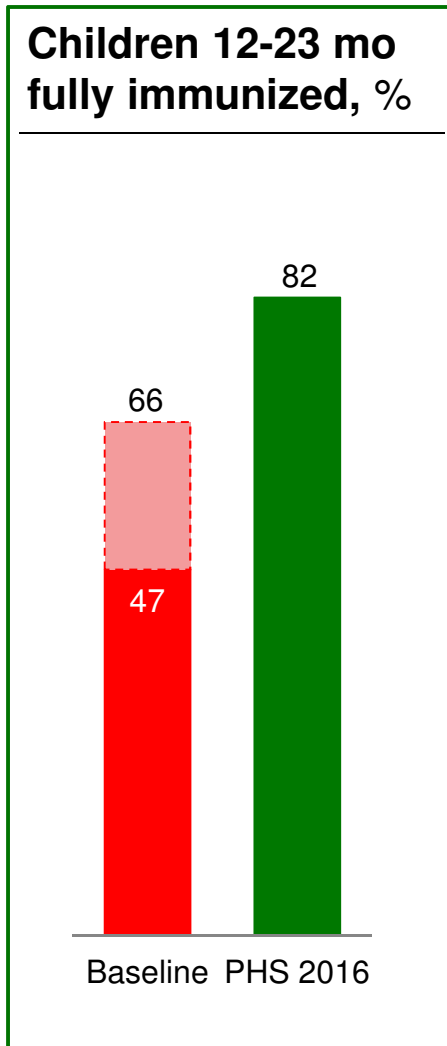
In December 2014, immunization coverage was low



SOURCE: MICS 2011; MICS 2014; Nielsen Wave 1; Unicef CES 2009; World Bank

Immunization coverage has grown in Punjab at one of the fastest growth rates in the world

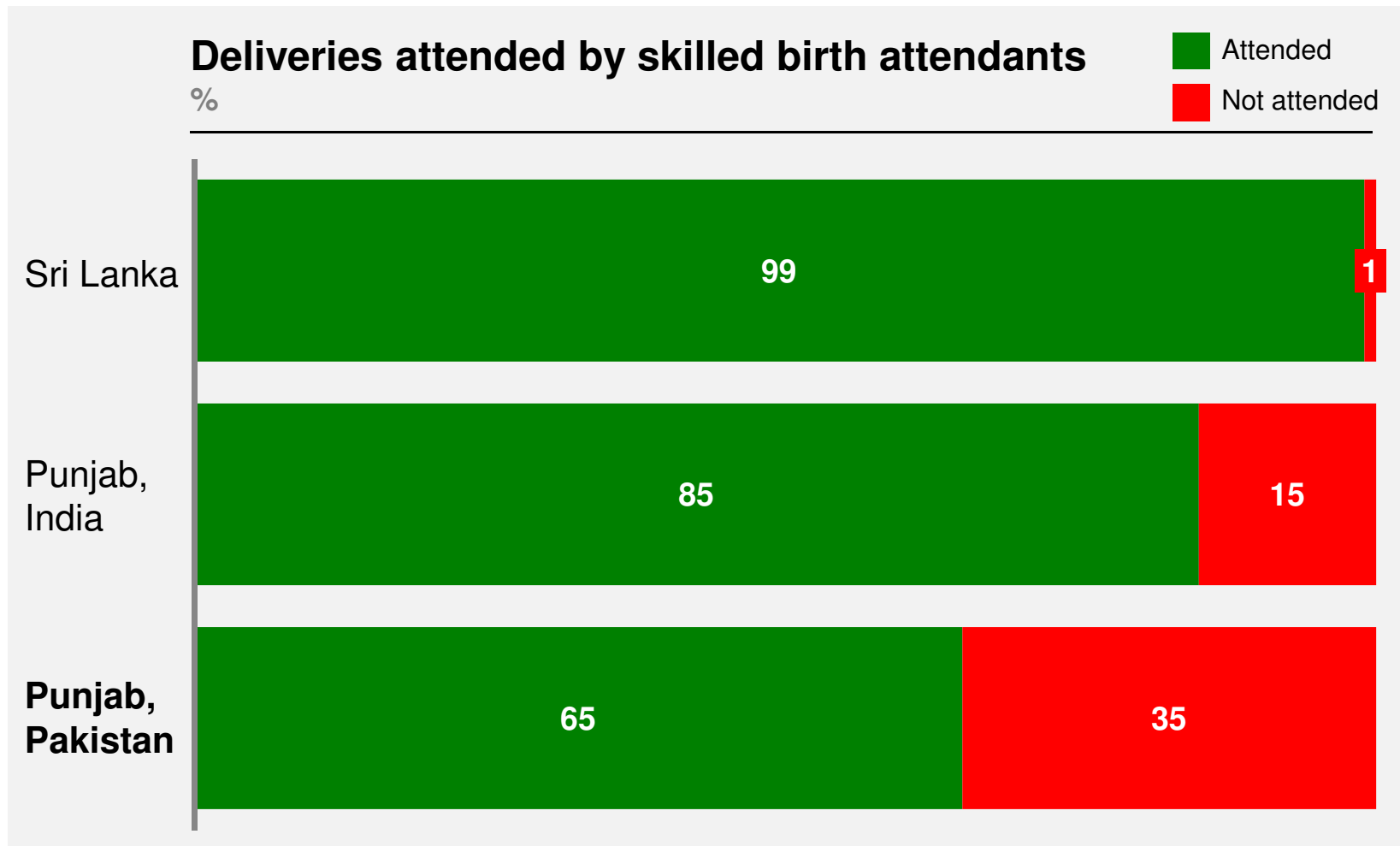
■ Baseline¹
■ PHS 2016



¹ Baseline shown for children aged 11mo is Nielsen Wave 1; Baseline for 12-23mo is a range based on MICS & PDHS

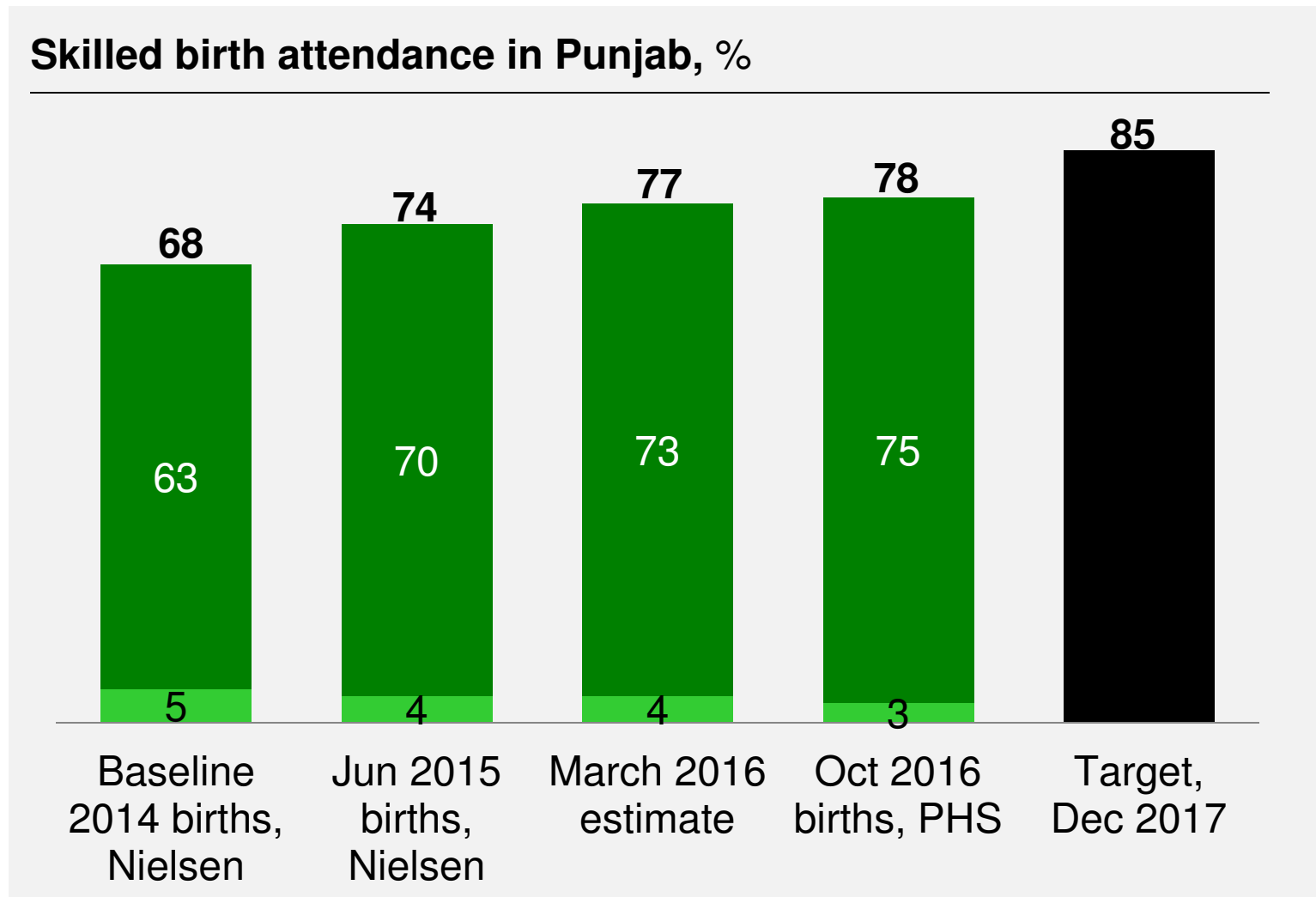
SOURCE: Nielsen Wave 1, December 2014; Punjab Health Survey (PHS), November 2016

Almost a third of births in Punjab occurred outside the health system



There is continued improvement in increasing skilled birth attendance

■ Facility SBA
■ Home SBA



NOTE: Facility SBA includes all respondents reporting a delivery in a health facility (including public facilities and private clinics or hospitals); Home SBA includes all respondents reporting their home delivery was managed by an LHV, Doctor, CMW, Nurse/midwife
SOURCE: MICS 2014, Nielsen Wave 1 & 3 surveys, PHS 2016

Why a science of delivery?

Governments often underestimate the importance of implementation



90 : 10



Governments often underestimate the importance of implementation



10 : 90



Punjab government was guided by five questions posed by Sir Michael Barber's 'Deliverology'

- 1 What are you trying to do?
- 2 How are you trying to do it?
- 3 How will you know you are on track?
- 4 If you are not on track what are you going to do about it?
- 5 How can we help?



**The Health Roadmap
aims to save lives of
women and children**

There are four main reasons why more women and children die in Punjab

1

- Women and infants **die during birth** because they do not have access to medical care
- Children die of vaccine-preventable diseases because they are **not fully immunized**
- People do not get essential care because **many Basic Health Units do not have doctors or medicines**
- **District Management is weak** and does not address these and other problems

The Roadmap focused first on these four areas

Priorities

1

Vaccination coverage

Safe deliveries

Primary healthcare

District effectiveness

There were two ways to increase safe deliveries

2

Punjab has ~4,000 Community Midwives who can help mothers deliver at home



Punjab has ~2,500 BHUs many of which could handle deliveries



700 BHUs were upgraded to provide 24/7 delivery services and RHCs were strengthened

2

Nearly a quarter of births are being performed at BHUs/RHCs



- ✓ Ensured availability of skilled staff at facilities
- ✓ Identified best practices which were rapidly spread across Punjab
- ✓ Regular checks to ensure data integrity

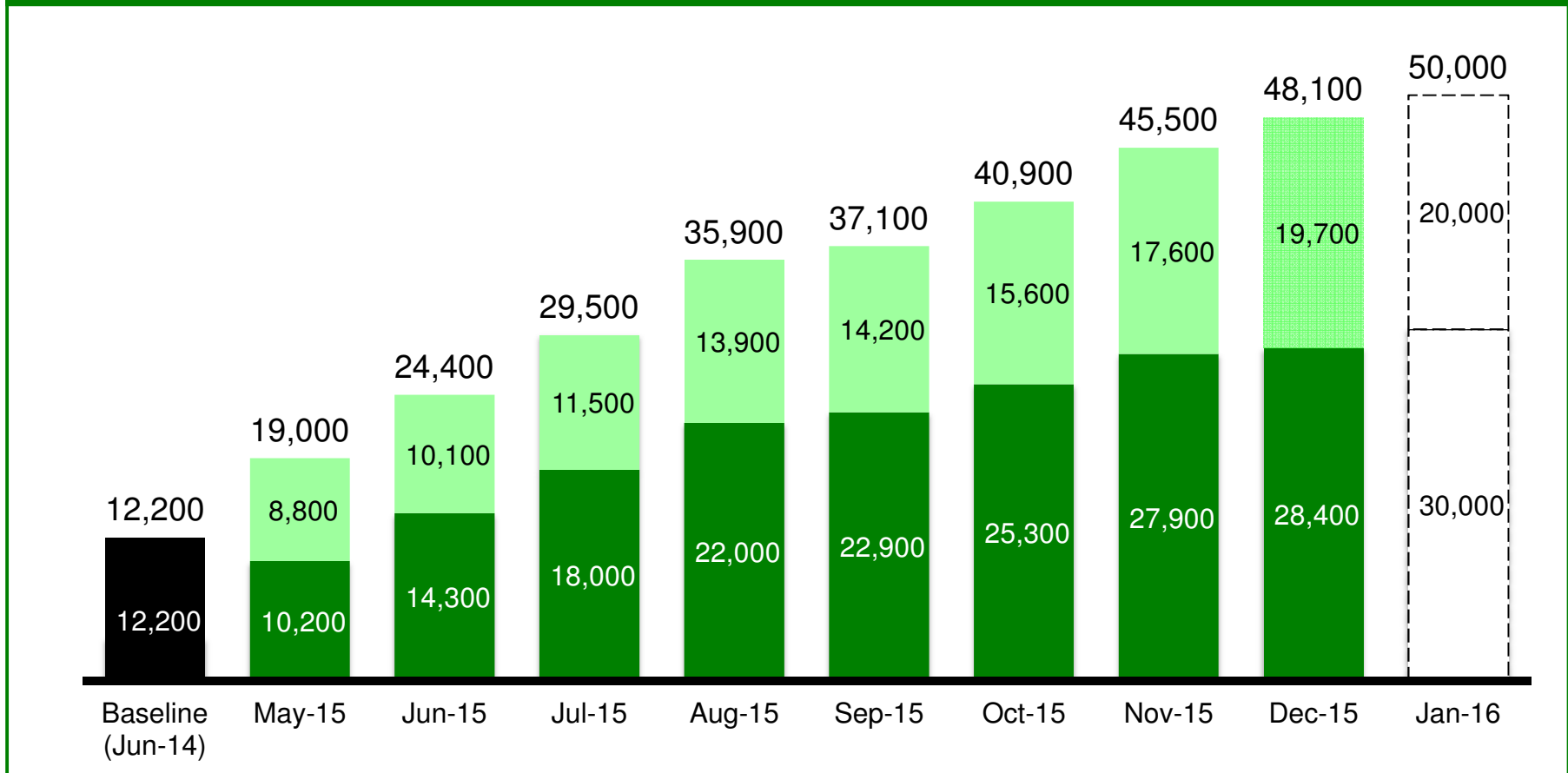
Deliveries managed by round-the-clock primary care centres have increased substantially

3

RHCs
24/7 BHUs

Deliveries at 24/7 BHUs and RHCs

Total deliveries per month



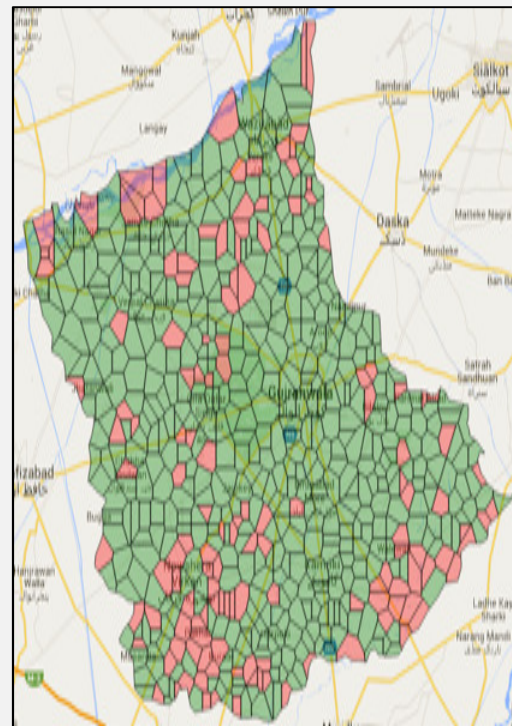
Strong and consistent data measurement is critical

3

Monitoring and Evaluation Assistants



E-Vaccs



Third-party surveys



Solutions are continuously iterated for harder problems **4**

- **Medical Officer posting** has been a harder problem to crack, but new solutions are tried continuously
 - Walk-in interviews in districts
 - Targeted recruitment during house-job
 - Marks in placement for specialization training
 - BHU clustering model
 - Hardship allowance for BHUs >50km from urban areas

The delivery unit (SMU) plays a key role in maintaining the focus and providing the analytical support

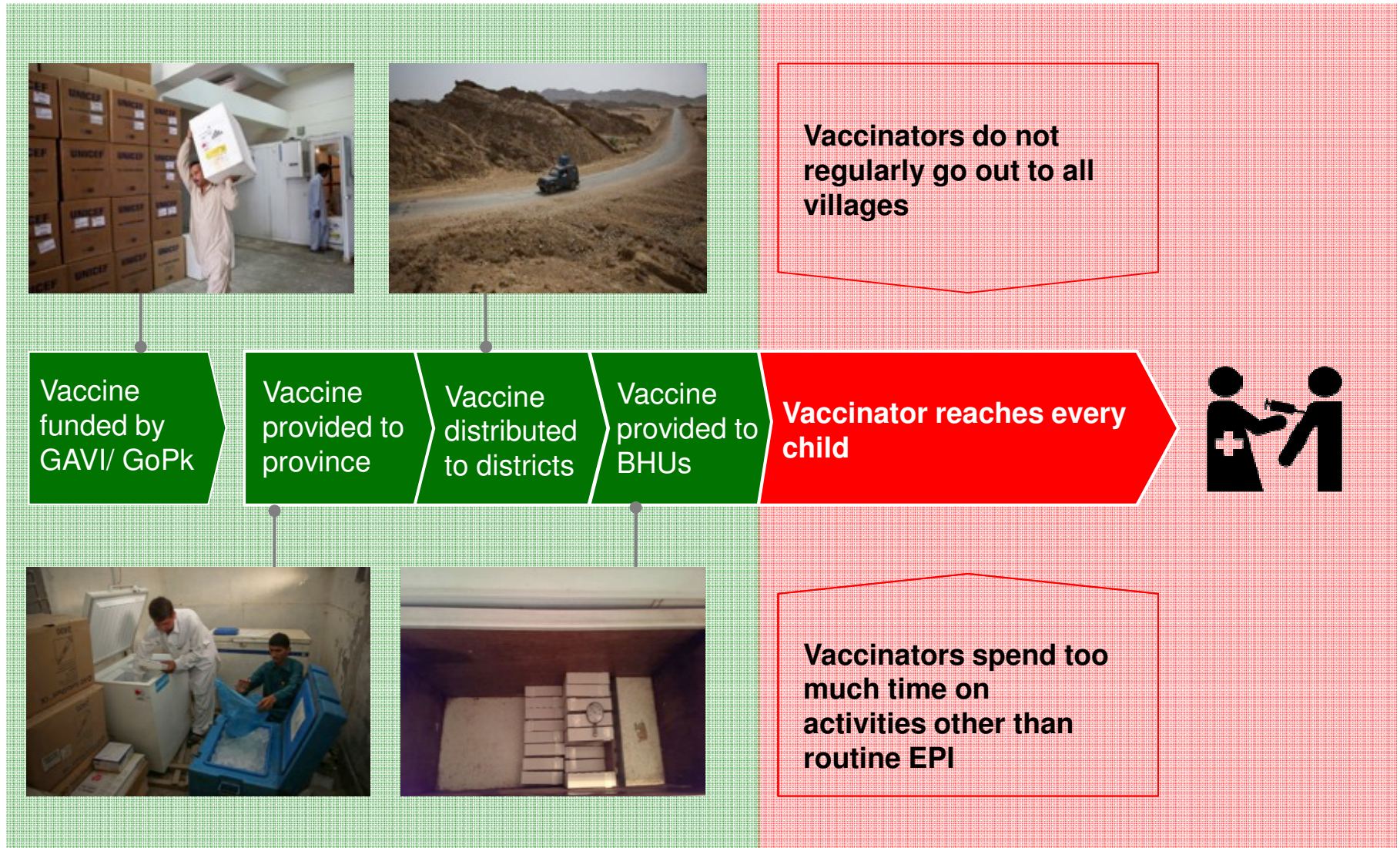
5

- Constant **ambition**, refusal to give up
- Focus on the **goals**, no distractions
- Maintaining **routines**
- **Analysis** and problem-solving



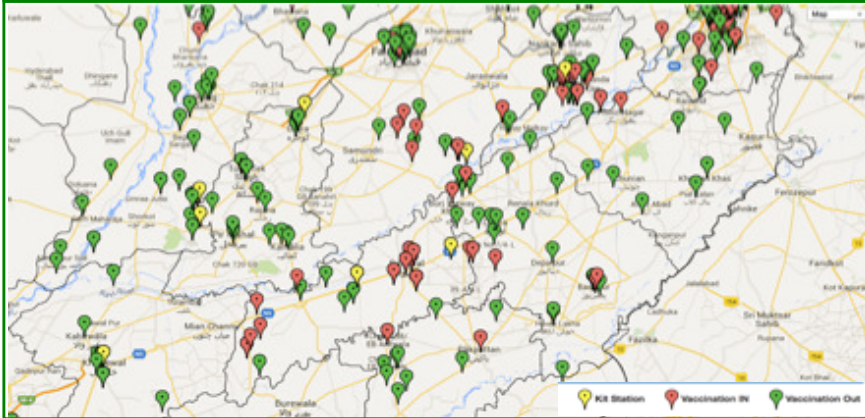
Backup

1 A diagnostic identified that challenges in routine immunization are concentrated in the last mile of delivery

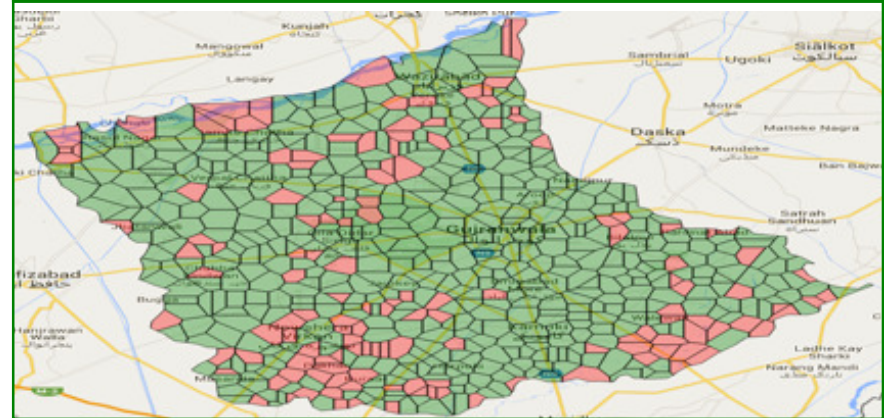


1 To address this the Department and PITB are improving performance management of vaccinators

Android tracking of vaccinator activity



Polygons used to measure coverage



Photographs of every child vaccinated



Phone audits to check data

