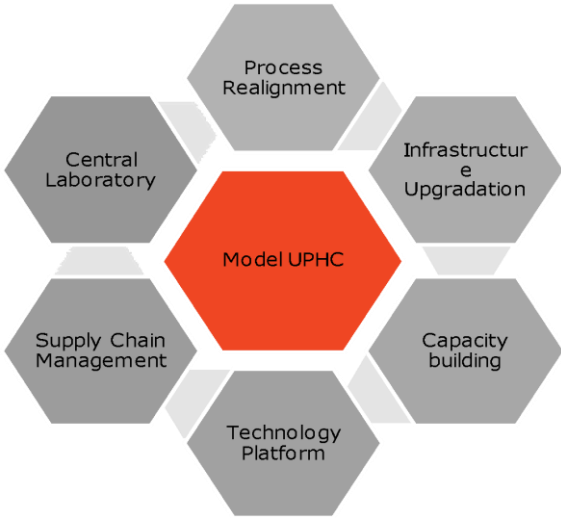


|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|          | <p>Newer Initiative of <b>Nagpur Municipal Corporation</b> to provide state-of-art Primary Health Care service to urban poor, titled as</p> <p><b>“Model UPHC Project”</b></p> <p>supported by</p> <p><b>TATA TRUSTS</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|          | <ol style="list-style-type: none"> <li>1. Introduction text</li> <li>2. Health center’s in Nagpur City operated by NMC: <ul style="list-style-type: none"> <li>Indoor Hospital: <ol style="list-style-type: none"> <li>A. Indira Gandhi Rugnalaya (IGR), Ambazari Road, Nagpur</li> <li>B. Panchpaoli Maternity Hospital</li> <li>C. Isolation Hospital, Imam Wada</li> </ol> </li> <li>Health Dispensaries: <ol style="list-style-type: none"> <li>a) Diagnosis and pathology – 2centres</li> <li>b) NMC Allopathy dispensary – 7 centres</li> <li>c) Ayurveda dispensary – 9 centres</li> <li>d) Urban Primary Health Centre (UPHC) - 26 centres</li> </ol> </li> </ul> </li> <li>3. About UPHC: UPHC is nodal point for delivery of primary health care services in cities under the National Urban Health Mission</li> <li>4. About model UPHC project - The model UPHC will strive to become a state-of-the-art facility that will offer holistic &amp; comprehensive primary care services by leveraging human resources and supplies from NMC. It will create appropriate referral mechanism to address medical conditions requiring higher level of care. Further it will assist them in seeking diagnostic care, care at other facilities and referral services without hassles. Key approach would be to demonstrate use of technology for enhancing access to ‘desirable’ quality of care. <b>Model UPHC Project is selected for 5<sup>th</sup> National Summit on Good and Replicable Practices.</b></li> </ol> |  |
| Rational | <ol style="list-style-type: none"> <li>5. [ Why] <ol style="list-style-type: none"> <li>a. Corporation’s health department is looking at revamping its primary health services and ensure that appropriate care is provided at the urban primary health centers spread across the city.</li> </ol> </li> <li>6. [ What] <ol style="list-style-type: none"> <li>a. demonstrate a ‘model Urban Primary Health Centre’ network catering to ‘primary health care needs of urban poor”</li> <li>b.</li> </ol> </li> <li>7. [How] <ol style="list-style-type: none"> <li>a. adoption of the technology platform, training, change management and provision of frequently required biochemistry</li> </ol> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
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|  | <p>and hematology investigations in cost effective manner.</p> <p>b. Project complement interventions in the primary health care system of the city</p> <p>8. [ Phases]</p> <p>a. Phase 1</p> <ol style="list-style-type: none"> <li>i. Zingabai Takli UPHC</li> <li>ii. Futala UPHC</li> <li>iii. Jaitala UPHC</li> <li>iv. Nandanvan UPHC</li> <li>v. Shantinagar UPHC</li> <li>vi. Kapil nagar UPHC</li> <li>vii. Dipti Signal UPHC</li> <li>viii. Indora UPHC</li> </ol> <p>b. Phase 2</p> <ol style="list-style-type: none"> <li>i. Shende Nagar UPHC</li> <li>ii. Bidipeth UPHC</li> <li>iii. Mominpura UPHC</li> <li>iv. Bhaldarpura UPHC</li> <li>v. Mehendibag UPHC</li> <li>vi. Jagnath Budhwari UPHC</li> <li>vii. Babhulkehda UPHC</li> <li>viii. Hazari Pahad UPHC</li> <li>ix. Pardi UPHC</li> <li>x. CDRC Sadar UPHC</li> </ol> <p>c. Phase 3</p> <ol style="list-style-type: none"> <li>i. Pachpawali UPHC</li> <li>ii. Manewada UPHC</li> <li>iii. Somalwada UPHC</li> <li>iv. Narsala UPHC</li> <li>v. Hudkeshwar UPHC</li> <li>vi. Cotton Market UPHC</li> <li>vii. Gorewada UPHC</li> <li>viii. Telangkhedi UPHC</li> </ol> |  |
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|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level three<br>OR<br>extension of<br>index page<br>on down<br>scroll | <p>project consist of six key element</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | image 4 –<br>compon<br>ent of<br>project                                                                                                                                 |
| Infrastructu<br>re                                                   | <p>[ what was done]</p> <ol style="list-style-type: none"> <li>1. Preparation of Detailed technical report;</li> <li>2. Infrastructure improvement through NMC</li> <li>3. Inputs for ambience management</li> <li>4. Inputs for better clinical services and outreach activities.</li> </ol> <p>[why was this done and why not complete new infrastructure]</p> <ol style="list-style-type: none"> <li>1. Corporation has evolved a long term plan</li> <li>2. Uniformity of look and feel is perceived to be first step</li> <li>3. To achieve better patient flow in the facility</li> </ol>                                                                            | <a href="#">image 5</a> –<br>the 3D<br>render of<br>any one<br>facility<br><a href="#">image 6</a> -<br>the<br>infrastruct<br>ure<br>changes in<br>several<br>facilities |
| Use of IT<br>platform                                                | <p>[why]</p> <ol style="list-style-type: none"> <li>1. Start preparing disciplined data collection</li> <li>2. The information collected can be used for assessing quality of care, referred for continuity of care at other facilities</li> <li>3. Provide opportunity for standardisation of care</li> </ol> <p>[What has been done?]</p> <ol style="list-style-type: none"> <li>1. Installation of entire <b>hardware &amp; networking</b> enabling the teams to use various platform – Electronic Health Record</li> <li>2. Training of all health care providers<sup>i</sup></li> <li>3. Dedicated team to handhold and encourage adoption of IT platforms</li> </ol> | <a href="#">image 7</a> –<br>use of IT<br>platform                                                                                                                       |
| Supply<br>Chain<br>Managemen<br>t                                    | <p>[Why]</p> <ol style="list-style-type: none"> <li>1. To ensure that drugs are available at all PHC</li> <li>2. To ensure that there is minimal human error in provisioning of drugs</li> </ol> <p>[what has been done ?]</p> <ol style="list-style-type: none"> <li>1. Organizing, upgrading and automating the process; and</li> <li>2. assisting NMC vis-à-vis capturing pragmatic requirements.</li> </ol>                                                                                                                                                                                                                                                            |                                                                                                                                                                          |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                  |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Central Laboratory        | <p>[Why]</p> <ol style="list-style-type: none"> <li>1. Complete and documented diagnosis is necessary</li> <li>2. Most of the primary care cases and chronic simple illness need diagnostic tests for better care</li> </ol> <p>[How it works for patients]</p> <ol style="list-style-type: none"> <li>1. It is hub and spoke model. At the spokes the UPHCs are used to collect blood sample in working hours.</li> <li>2. The samples are sent to centrally located laboratory and results examined by specialist pathologists are shared with HCP and patients.</li> <li>3. The tests are provided at a very low price to citizens of Nagpur and as per policies of NMC.</li> <li>4. Patients get high quality and credible services at cheap price</li> </ol> <p>[How it works for administration OR corporation]</p> <ol style="list-style-type: none"> <li>1. The services are made available through reagent rental model.</li> <li>2. This involves low capital spend.</li> <li>3. Nominal user fees are collected by UPHC and collated by corporation.</li> <li>4. The user charges collected are dedicated used for purchase of reagents.</li> </ol> <p>[what is new in this]</p> <ol style="list-style-type: none"> <li>5. Integration with technology platform – leading to online availability of reports to patients and caregivers.</li> <li>6. Ready availability of tests done in the past.</li> </ol> | <p><a href="#">image 8</a> – various laboratory picture collage</p>                                                                                                              |
| Process realignment<br>ii | <p>[why]</p> <ol style="list-style-type: none"> <li>1. The work flow in UPHCs needed reforms. We set in the process gradually</li> <li>2. The reorganized process flow has optimized patient journey and has allowed us to take next steps for better patient satisfaction</li> <li>3. The process realignment also helped us to optimize time of all human resources in the clinic</li> </ol> <p>[What has been done]</p> <ol style="list-style-type: none"> <li>1. Introduced registration of all patients</li> <li>2. Reorganized the work flow of pharmacy and laboratory technician and all other staff</li> <li>3. Separated clinical area from office area to ensure better safety &amp; productivity</li> </ol> <p>[Quality enhancement]</p> <ol style="list-style-type: none"> <li>1. NMC and Tata Trusts jointly designed trajectory of each facility for achieving plans</li> <li>2. Initiatives in available resource and budgets have been taken up</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><a href="#">image 9</a> – showing some of the process realignment exercise</p> <p><a href="#">image 10</a> – showing the small yet effective quality enhancement practice</p> |
| Capacity building         | <p>[why]</p> <ol style="list-style-type: none"> <li>1. Expected changes in the way of working</li> <li>2. Having a competent and capable work force is first prerequisite in health systems</li> </ol> <p>[what has been done]</p> <ol style="list-style-type: none"> <li>1. Techno managerial aspect - Change management for use of technology platform</li> <li>2. Development of clinical protocols – adhering to national guidelines on various programmes.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><a href="#">image 11</a> – how we took up NHUM guide and arrived at a training need</p>                                                                                       |
| Gallery                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                  |

Photographs from select facilities:

Futala

| Before                                                                              | After                                                                               | remark                                                                                   |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|    |   | <p>Clutter repositioned<br/>New work station installed</p>                               |
|   |   | <p>clutter removed at<br/>registration<br/>newer registration counters<br/>provided</p>  |
|  |  | <p>Clutter removed from main<br/>entrance<br/>Railing installed at main<br/>entrance</p> |

### Kapil Nagar

| Before                                                                                                                                                              | After                                                                                                                                                               | remark                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|   |   | <p>Clutter repositioned</p> <p>Painting of internal &amp; external walls done</p> <p>New work station installed</p> |
|                                                                                    |                                                                                   | <p>clutter removed at registration</p> <p>newer registration counters provided</p>                                  |

### Indora

| Before                                                                              | After                                                                                | remark                                                                                          |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|  |  | <p>Painting of internal &amp; external walls done</p>                                           |
|                                                                                     |                                                                                      | <p>Tiles changed post review</p> <p>Elevation given of 2 ft. as the water logging issue was</p> |

| Before                                                                             | After                                                                               | remark                                                                                                     |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
|   |    | <p>identified</p>                                                                                          |
|  |  | <p>Old furniture's are replaced with new furniture's for better patient&amp; staff friendly atmosphere</p> |

<sup>i</sup> Caregivers generally connotes family member. HCP – health care providers is what we should insist in our literature

<sup>ii</sup> In order to introduce the newer systems and approach of patient care. Tata Trust PMU and NMC has reengineered the process flows in all UPHCs. The technical reports are created and sanctioned by the facility head. The work flow management is done as per the newer roles of clinician and other staff.

## Infrastructure – how was this done?

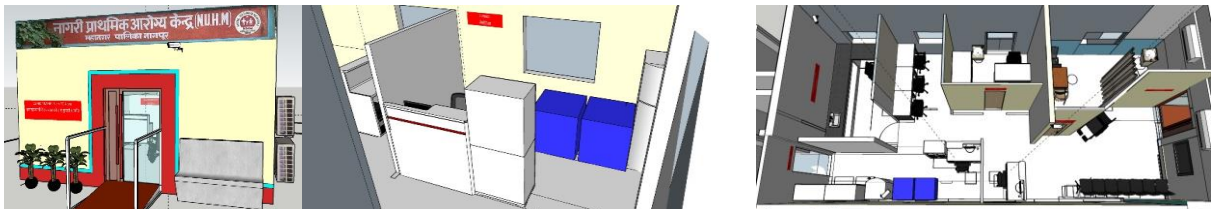
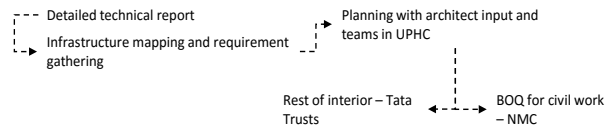


Image 5 & 6

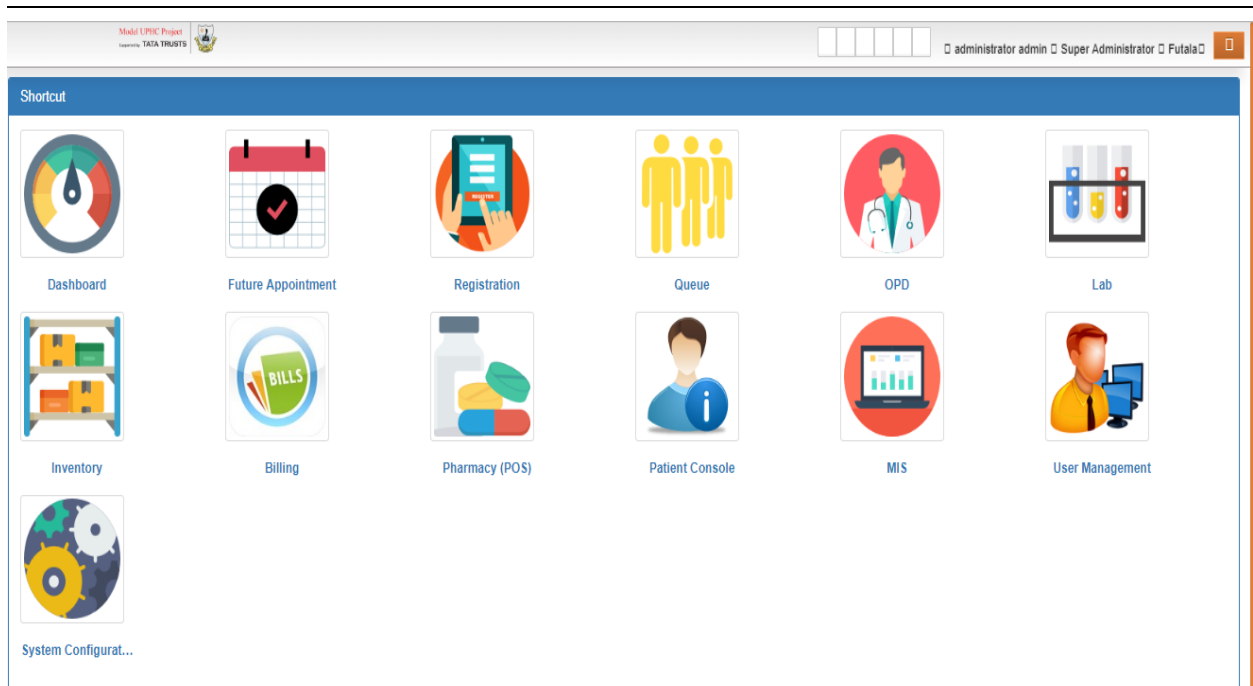


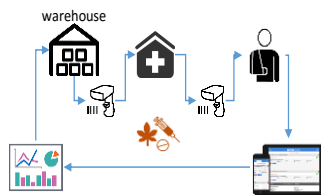
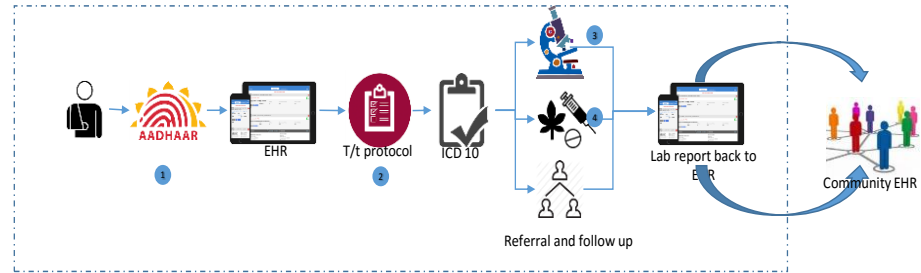
Image 7



Image 8

## Process realignment

1



Efficient Inventory Management

1. Unique Patient ID enabled registration & access to all UPHCs
2. Nationally recognized treatment protocol
3. Central diagnostic laboratory\*
4. Enhanced access to relevant and essential drugs
5. Targeted IEC through AV aids

Image 9

## Photos



### Digital Signage

- Rs. 30,000 capital cost
- Rs. 500 annual subscription

Could get free on open source

### Results

- Targeted IEC possible
- Content push from the central location

### Way ahead

- Understand its effectiveness through feedback

Image 10

## Photos



### Protocols

- Amongst several protocol
- Spill management

Image 10



Image 11