

CRISP

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MAASAM

Monthly Account of Achievements,
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**Blueprints for a Healthier Tomorrow:
Revolutionizing Healthcare Systems
for a Disease-Free World**

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Country Lead-Public Policy & Finance, Bill & Melinda
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ExpertSpeak

BLUEPRINTS FOR A HEALTHIER TOMORROW: REVOLUTIONIZING HEALTHCARE SYSTEMS FOR A DISEASE-FREE WORLD



Dr. Santhosh Mathew

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"A disease-free world is within reach if we build healthcare systems on **skilled human resources, financial stability, and strong political support**. Through coordinated action, recognition of healthcare workers, and continual assessment, we can ensure sustainable systems that meet both present and future health needs. The journey is a marathon, not a sprint—but with commitment and vision, it's a race we can win."

Lecture summarised by

Chandramani Singh

Fellow CRISP, Uttar Pradesh

In a thought-provoking lecture on the future of healthcare, Dr. Santhosh Mathew, a leading expert in public health systems, outlined a comprehensive approach to creating robust, sustainable health systems that can move us closer to a disease-free world. He emphasized that while this goal may seem lofty, it is achievable through strategic planning, resource allocation, and a focus on human capital development.

The Cornerstone: Technical Competence of Human Resources

At the heart of any effective healthcare system lies its workforce. The crucial fact is stressing that "the technical appropriateness of human resources is a pivotal parameter for health systems to run sustainably." This statement underscores the critical importance of not just having enough healthcare workers, but ensuring they possess the right skills and knowledge to perform their roles effectively.

To illustrate this point, a groundbreaking study conducted by the Bill and Melinda Gates Foundation focuses on practising nurses and their ability to perform essential tasks within a specified timeframe.



The results were alarming: a significant percentage of nurses were unable to complete routine procedures without full training and adequate resources. This deficiency was attributed primarily to a lack of technical skills and confidence among the nursing staff.

"The study revealed a downward slope in efficiency that persisted for 48 months after initial training," the lecturer noted. "Even more concerning, 60% of the nurses evaluated didn't meet the minimum qualifications for their positions." These findings highlight a critical gap in the healthcare workforce that must be addressed to build a truly effective and sustainable system.

Financial Viability and Political Support: The Dual Pillars of Sustainability

While a skilled workforce is crucial, the lecturer emphasized that sustainable healthcare systems must also be built on a foundation of financial viability and political solidarity. Without adequate funding and support from policymakers, even the most well-designed health initiatives are doomed to fail.

"A healthcare system that cannot sustain itself financially or lacks political backing is like a house built on sand. It may stand for a while, but it will eventually crumble under the weight of its own ambitions."

Addressing the Nursing Crisis: A Case Study from Uttar Pradesh

To illustrate how these principles can be put into practice, a case study from Uttar Pradesh, India's most populous state. Recognizing the urgent need to improve nursing facilities and enhance healthcare delivery, state officials took an innovative approach to address the problem.

"By presenting nursing as a career opportunity to the Uttar Pradesh government, we were able to tackle two critical issues simultaneously: improving healthcare delivery and addressing labour market challenges." This approach not only helped to fill a critical gap in the healthcare workforce but also provided valuable employment opportunities in a region struggling with high unemployment rates.



Overcoming Information Asymmetry

One of the key challenges is the problem of information asymmetry in healthcare. This refers to the imbalance of information between healthcare providers and patients, which can lead to suboptimal care and reduced trust in the system.

The importance of transparency and education in overcoming this challenge. "We must make people aware of the quality of education and practice the nursing sector needs, as well as the various allied sectors they are competing with," the lecturer stated. By providing clear information about healthcare standards and practices, patients can make more informed decisions about their care, and healthcare workers can better understand the expectations placed upon them.

Assessing and Improving Faculty Quality

Another crucial aspect is the need to assess and improve the quality of faculty who train healthcare workers, particularly nurses. "The quality of our healthcare system is only as good as the quality of the educators who shape our future healthcare professionals," the speaker noted.

This focus on faculty quality ensures that the next generation of healthcare workers receives the best possible training, equipping them with the skills and knowledge needed to provide high-quality care in an ever-evolving healthcare landscape.

Building a Sustainable Healthcare System: Key Strategies

To achieve a sustainable healthcare system several key strategies could shape a path for moving us closer to a disease-free world:

1. **Building a Ladder of Progress:** It was emphasized that it is important to create a clear career progression path for healthcare workers. "We need to build a ladder of progress that extends from higher education to graduate studies and on to professional practice," the lecturer explained. This approach not only motivates healthcare workers to continually improve their skills but also ensures a steady pipeline of qualified professionals at all levels of the healthcare system.
2. **Recognition and Rewards:** The importance of recognizing and rewarding healthcare workers' achievements was also highlighted. "Career progression reflected in government records is a tangible sign of rewards achieved,". This official recognition not only boosts morale but also helps to attract and retain top talent in the healthcare sector.

3. **Coordinated Action at Scale:** One of the most crucial points made was the need for coordinated action on a massive scale. The speaker stated, "It is very important to understand that getting thousands of people to do the right thing at the right time, irrespective of sector, level, and geography, is the key to developing a sustainable system." This emphasis on coordinated action underscores the complexity of healthcare systems and the need for a holistic approach that considers all stakeholders and factors involved in delivering quality care.
4. **Performance Management and Evaluation:** The final key strategy outlined the development of robust performance management systems to monitor and evaluate progress. "Developing a performance management system to monitor and evaluate progress helps to plan and decide the approach," the speaker explained. By continuously assessing the effectiveness of healthcare initiatives and making data-driven decisions, policymakers and healthcare leaders can ensure that resources are being used efficiently and that the system is moving steadily towards its goals.

Conclusion: A Vision for the Future

The lecture concluded with a powerful vision of what a truly sustainable healthcare system could achieve. By focusing on developing a highly skilled workforce, ensuring financial viability and political support, addressing information asymmetry, and implementing key strategies for continuous improvement, we can move closer to the goal of a disease-free world. This vision aligns with the aspirational words of Dr. Martin Luther King Jr., who said, "Of all the forms of inequality, injustice in health care is the most shocking and inhumane."

It was emphasized that while this vision may seem ambitious, it is within our reach if we commit to long-term planning and coordinated action. "The journey towards a disease-free world is not a sprint, but a marathon,". It requires patience, persistence, and an unwavering commitment to the health and well-being of all people." This sentiment echoes the words of anthropologist Paul Farmer: "The idea that some lives matter less is the root of all that is wrong with the world." It underscores the importance of creating healthcare systems that serve all members of society equally.

As we face unprecedented global health challenges, the insights shared in this lecture offer a roadmap for building healthcare systems capable of meeting these challenges head-on. By investing in our healthcare workforce, fostering innovation, and promoting collaboration across sectors and borders, we can create a future where quality healthcare is accessible to all, and where the burden of disease is dramatically reduced.

The path to a disease-free world may be long and complex, but as this lecture clearly demonstrated, it is a journey worth undertaking. With vision, commitment, and strategic action, we can build healthcare systems that not only respond to current needs but are also prepared to face the health challenges of tomorrow.



FellowSpeak



Daksha Jain

Fellow CRISP, Karnataka

As I reflect on the past 1.5 years of my journey with CRISP, I feel a deep sense of gratitude for the experiences and opportunities this role has provided. The learning curve has indeed been steep, and this intensity has accelerated my professional growth exponentially. Every project, every challenge, and every success has added a new dimension to my skill set.

Working with the Department of Rural Development and Panchayat Raj has opened doors to diverse developmental themes. Each project has deepened my understanding of how policies are implemented and how they shape lives in rural areas.

One of the most fulfilling aspects of my role has been the balance between fieldwork and policy-level contributions. Visiting rural communities, collecting primary data, and engaging directly with stakeholders have given me valuable grassroots insights. At the same time, contributing to the development of state policies and flagship programs has allowed me to influence broader systemic changes.

What makes CRISP truly special for me is its nurturing environment. Throughout this time, I have been fortunate to work alongside remarkable mentors, state leaders, and colleagues, whose insights and guidance have enriched both my professional and personal growth. Their support has been invaluable, providing clarity and encouragement whenever needed.

These experiences have broadened my perspective and strengthened my commitment to creating positive social change. As I move forward in my career, I carry with me not only the knowledge I've gained but also a deep sense of purpose. I am thankful to CRISP for this enriching journey and look forward to applying what I've learnt to drive impact in the future.

Major Developments at CRISP

Driving Transformational Change: Lessons from Alok Kshirsagar's Interaction with the CRISP Team

In a recent engaging session with the CRISP team, Mr. Alok Kshirsagar, Senior Partner at McKinsey & Company, shared invaluable insights into professional development and emerging opportunities within the social sector. With a distinguished career spanning New York, London, and Mumbai, Mr. Kshirsagar leads client services for major global organizations across Asia, Europe, and North America. Recognized as a thought leader in McKinsey's People & Organizational Performance Practice in Asia, he is known for his commitment to driving sustainable, transformational change through excellence in implementation and capability building.



During the interaction, Mr Kshirsagar emphasized the growing importance of Tri-Sector leadership, where future leaders are expected to possess expertise across the political, civil society, and business sectors. He stressed that effective problem-solving and driving large-scale change demand skills and insights that span these sectors. India, in particular, must adopt this model to address its complex challenges, encouraging leaders to build careers that blend private, political, and civil sector experience.

Mr Kshirsagar also touched on the misconceptions about individuals' motivations across different sectors, noting that, in most cases, people are well-intentioned, even if their actions do not always align with expectations. He drew from his work with the National Association for the Blind in Karnataka, where a community-based rehabilitation program for visually impaired youth in rural areas has been scaled successfully by engaging local communities, leveraging technology, and building coalitions across sectors. He underscored the critical role of coalition-building and technology as enablers of scalable impact, using examples like UPI (Unified Payments Interface) to illustrate how technology can enhance access and effectiveness in rural areas.

For successful implementation, Mr. Kshirsagar identified three key qualities:

1. **Tri-sector leadership**—the ability to build cross-sector coalitions.
2. **Stakeholder engagement**—driving adoption by involving and engaging stakeholders.
3. **Technology as a tool**—not just to make programs available but to ensure they are effective and widely adopted.

Following his insightful opening remarks, the Fellows engaged with several thoughtful questions. His responses centred around the following key themes:

Addressing the growing field of **(Environmental, Social, and Governance) ESG consulting**, Mr. Kshirsagar recommended focusing on specific areas within environmental, social, or governance aspects, rather than trying to cover all. Specialization in areas like decarbonization, sustainability, or governance offers greater opportunities for success in this expanding field.



On balancing fast-paced organizations with slower-moving development sectors, he emphasized a focus on **outcomes over activities**. Many organizations get bogged down by meetings and reports, without addressing bottlenecks that hinder actual results. He advocated for diagnostic approaches like the **"Five Whys"** to uncover the root causes of issues, and stressed the importance of finding and supporting the right **change agents** within systems, such as civil service officers or political appointees, to ensure successful implementation.

Regarding **monitoring and evaluation**, Mr. Kshirsagar urged organizations to focus more on long-term outcomes rather than inputs and activities. He introduced the idea of conducting **a premortem**—anticipating potential challenges before they arise—to foster transparency and reduce defensiveness early in the process. He envisions a future where data is automatically tracked in real-time, streamlining monitoring and reducing the need for manual reporting.

He also stressed the importance of organizational values, particularly the need for an "obligation to dissent," encouraging individuals to voice concerns early to improve decision-making. Personal values, such as generosity and assuming the best intentions in others, were central to his approach, particularly when navigating frustration or failure. He advised staying grounded in a personal sense of purpose, which provides clarity during challenging times.

Looking forward, Mr. Kshirsagar discussed the opportunities **for green jobs**, emphasizing that India faces pressing environmental challenges. Immediate action is needed to address these issues, and transitioning to a more sustainable business environment will create numerous jobs, particularly in areas like recycling. With the right incentives and technology, India's long tradition of recycling offers vast potential for small businesses to develop sustainable solutions across industries.

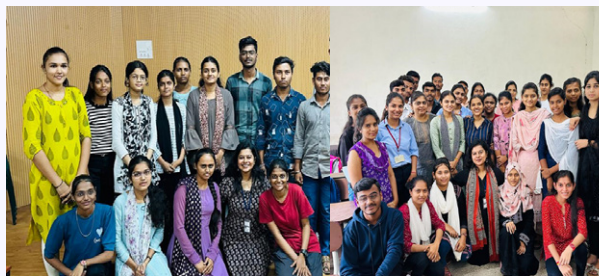
Mr. Kshirsagar concluded by reaffirming that with a clear sense of purpose, openness to learning, and a focus on outcomes, organizations and leaders can drive meaningful progress and contribute to a more equitable and sustainable future.

NISHE October 2024 Highlights



Maharashtra: Universities Look Forward to AEDPs

Ms. Anamika Nair, Fellow-CRISP Maharashtra, visited seven universities across Maharashtra in October, engaging with students and faculty under the NISHE Project. Her discussions focused on the advantages of Apprenticeship Embedded Degree Programs (AEDPs), addressing questions and highlighting practical benefits. Each university displayed a strong interest in implementing AEDPs, with plans to introduce the programs in the upcoming academic year.



Karnataka: Industry and Institutional Engagement



Retail students from Government First Grade College (GFGC), Kengeri, Bengaluru, visited the Zudio store in Bengaluru on the 15th and 16th of October as part of the AEDP initiative, gaining valuable industry exposure.

Additionally, Ms. Harshitha, Fellow-CRISP Karnataka, visited two GFGCs in Bengaluru

to meet with students and faculty, answering questions and reinforcing AEDP benefits. Both colleges expressed satisfaction with the program and its role in connecting classroom learning with industry experience.



Uttar Pradesh: Workshop on AEDP Implementation Under NEP 2020

The CRISP Uttar Pradesh team organized a one-day workshop and Principals' Meet on "Effective Implementation of AEDPs in View of NEP 2020" on October 3rd at Bundelkhand University. The event saw participation from over 100 colleges, facilitating an in-depth discussion on AEDP implementation strategies and addressing key queries from attendees.

Madhya Pradesh: Interaction with Students in Bhopal

Mr. Abhishek Saini, Fellow-CRISP Madhya Pradesh, visited the Institute for Excellence in Higher Education, Bhopal, on October 8th to interact with students in the B.Com. Retail Operations program. He addressed their questions on AEDPs and emphasized the substantial benefits these programs offer, including skill development and enhanced employability through integrated apprenticeship opportunities.



▶ HIGHER EDUCATION



Uttar Pradesh

Seminar at Swami Shukdevanand Post Graduate College, Shahjahanpur

An orientation seminar at SSPG College, Shahjahanpur, welcomed Prof. Balraj Chauhan, State Lead, as the chief guest. The CRISP-UP team conducted an insightful session covering NAAC accreditation, NIRF rankings, and Apprenticeship Embedded Degree Programs (AEDPs). Faculty and IQAC members engaged actively, making it a highly interactive and valuable exchange.



Workshop at Bundelkhand University, Jhansi

A large-scale workshop at Bundelkhand University, Jhansi, brought together representatives from 160 affiliated colleges. The CRISP-UP team introduced core CRISP initiatives, focusing on NIRF, NAAC, and AEDPs. Designed to address issues at the grassroots level, the session provided actionable insights and facilitated a constructive dialogue on challenges faced by colleges.

Guidance Visit to Maharaja Bijli Pasi College, Lucknow

The CRISP-UP team visited Maharaja Bijli Pasi College, Lucknow, to provide guidance ahead of the college's upcoming NAAC visit. The team engaged in discussions with the college principal on accreditation preparation and shared insights on AEDP benefits, ensuring the institution was well-prepared for assessment.



Strategic Meeting with the Principal Secretary of Higher Education

In a collaborative session with the Principal Secretary of Higher Education, the CRISP-UP team presented recent achievements and outlined challenges faced by affiliated colleges. Regional Higher Education Officers (RHEOs) and department officials participated, offering guidance on policy documents and letters needed to address these challenges. The department requested that CRISP-UP assist in developing the Vision Document for the UP Higher Education Department.

Mentorship Meeting with Mr. Sitaram Kunte

The CRISP-UP team had a productive meeting with mentor Mr. Sitaram Kunte, focusing on state-level challenges under the Project for Excellence in Higher Learning and Education-UP (PEHLE-UP). Mr. Kunte's guidance was invaluable as the team discussed issues raised in their prior meeting with the UP Higher Education Department, including actionable steps for advancing sub-projects.



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