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Ministry of Health & Family Welfare
Nirman Bhavan, New Delhi - 110011

NHSRC/11-12/CP/08/MoHFW/P.F-53
Dated the 21st August 2019

Dear All,

As you are aware, Community Health Officers (CHOs) are the team leaders of the primary health care at the transformed Ayushman Bharat- Health and Wellness Centres (AB-HWCs) for the delivery of comprehensive primary healthcare at the cutting edge level and continuous capacity building of these CHOs working at these AB-HWCs is very crucial. Field visits of operational AB-HWCs with CHOs in position, conducted by NHSRC, have highlighted the need for two types of trainings.

- First, an Induction Training for the CHOs to orient them to the concept of AB-HWCs and their specific roles and responsibilities to effectively function as Team Leaders at AB-HWC-SHCs.
- The second type of training will enable the capacity building of the CHOs in newer service packages, as a part of Comprehensive Primary Health Care (CPHC).

NHSRC is building a pool of national trainers who will in turn train the State Trainers to impart these trainings to CHOs. I earnestly request you to identify State Trainers to further undertake trainings for CHOs. The NHSRC team will be in touch with States for finalising training calendar. The general norm in determining the number of required State Trainers is at least three trainers for one batch of 30 CHOs. A detailed training strategy, defining the criteria for selection and Terms of Reference for state trainers is placed as **Annexure 1** for reference.

The proposed estimated cost per CHO for a three-day Induction Training is Rs.7665. Additional cost for Induction Training of CHOs at the district level can be included in the Supplementary PIP-2019-20 based on the illustrative budget included in the training strategy.

With kind regards,

Yours Sincerely

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21/08/2019

(Dr. Manohar Agnani)

Mission Directors (National Health Mission) - All States and UTs

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Training Strategy for in- service Capacity Building of a Community Health Officers

Background

As part of the Ayushman Bharat, 1.5 Lakh Sub Health Centres and Primary Health Centres are to be transformed to Health and Wellness Centres by 2022. The services at Sub Health Centre level HWCs will be led by a new cadre of Non-Physician Health Workers called Community Health Officers (CHOs). Candidates with background of B.Sc./GNM/Post Basic Nursing or Bachelors in Ayurvedic Medicine and Surgery (BAMS) are expected to successfully complete a six-month Certificate Programme in Community Health before being posted as CHOs at the HWC-SHC.

While the six months training programme is expected to refresh the skills of CHOs pertaining to Public Health and Primary Health Care, lessons from programme reviews and field findings highlight a need to conduct an induction training for the CHOs on the context of Comprehensive Primary Health Care (CPHC) and Health and Wellness Centres (HWCs) to enable them to effectively function as Team Leads at HWC-SHCs. This additional capacity building will facilitate the CHOs to understand their specific roles and responsibilities, develop competencies to ensure continuum of care to achieve desired health outcomes.

A. In Service Trainings for a CHO

A CHO after being appointed at the HWCs will undergo the following trainings-

1. Induction Training

A three-day induction training will be conducted for all CHOs within 3 months of their posting at HWCs-SHCs. Experience demonstrates that such an Induction trainings programs is more effective when CHOs have already been posted in the HWC for about eight to twelve weeks This induction training will orient them to their roles and responsibilities, work coordination with members of Primary Care Team (ASHAs and MPWs/ANMs) and devise activity plan at the HWC-SHCs. The module has been designed such that it will enable them to understand the demographic and epidemiologic profile of their population, calculate the case load and plan health promotion activities. It will also orient them to the service delivery framework for service packages, enable to perform public health and managerial functions as a team lead and manage and plan activities under various National Health Programmes.

Finally, the module also includes training on use of IT application and skills on maintaining records and reports at HWC-SHCs. This training in Digital Applications related to Health Information Systems will be undertaken by IT experts under various health programmes.

B. Training Strategy for Induction Module

1. *Identification and empanelment of a pool of National and State Trainers:*

NHSRC will constitute a pool of 20-25 national trainers. Additionally, all states will need to identify and nominate at least 25-30 trainers to serve as State Trainers. The State Trainers should be available for travelling to districts/regional sites for training the CHOs.

2. Profile of Trainers:

In view of the skills and competencies of a CHO, the trainers will need to have adequate training experience in community health, clinical experience related to Primary Health Care services and National Health Programmes.

The National Trainers will be a mix of experts who are:

- Faculty from department of community medicine from reputed medical colleges.
- Tutors/demonstrators from Medical Colleges, Nursing Colleges,
- Programme Officers with Medical/Nursing and Public health background
- Independent consultants with Medical/Nursing and Public health background
- Retired MBBS Medical Officers identified in consultation with states with significant experience of service delivery at the level of PHCs and have demonstrated commendable contribution in handholding and improving the performance of frontline functionaries.

Likewise, the state trainers can be

- Faculty from department of community medicine from reputed medical colleges who are willing to travel to districts for training the CHOs.
- Principal/Tutors from Nursing Colleges
- Programme Officers with Medical/Nursing and Public Health background
- Medical Officers with minimum five years of experience in delivering services at the PHC.
- Faculty/Programme In-Charges from Programme Study Centres that have rolled out training of candidates in Certificate Programme in Community Health
- Representatives from NGOs with work experience of at least 6-8 years in provision of community based primary care
- Representatives with public health and clinical background working in NGOs with well demonstrated models of community outreach program through frontline workers including clinical services and health promotion, preventive care.

3. Training Approach for the National/State Trainers

A four-day training for the National Trainers will be conducted by NHSRC. Since CHO is a new cadre in the system and not all trainers will be familiar with training needs of CHOs specific to their context. Thus, the Training of National Trainers will begin with a one-day Orientation to the concepts of CPHC and HWCs followed by three-day training on Induction Module which will follow “**demonstration training approach**” where the resource

persons/experts will demonstrate the training methodology to the National Trainers by training a batch of CHOs.

A three day Induction training of state trainers will be conducted by NHSRC in which National Trainers will train the state trainers with state NHM support.

4. Sequence of trainings for In-service Training of CHOs

In-service CHO Trainings have been designed in the following two levels and each level is expected to have a dedicated cadre of trainers and training sites. To begin with, the national pool of trainers will be trained by NHSRC. The National pool will then train the state trainers with NHSRC's support. The state trainers will subsequently train the CHOs at regional sites/district sites with support from State and District Programme Management Unit. A detailed training flow is mentioned below in Table 1.

Level	Cadre Trainers	Site	Duration	Responsibility
Level 1	National Trainers	NIHFW-NHSRC	Four-day Induction Training (1st day for National trainers and 2nd to 4th day for both National trainers and CHOs)	NHSRC
Level 2	State Trainers	Regional/National Training Sites	Three-day Induction Training	NHSRC and State NHM
Level 3	CHOs	SIHFWs-RHFWTCs DTCs/GNM Training Institutions/ Medical Colleges/DH With Skill Labs	Three-day Induction Training	State NHM DPMU

5. Training Methodology:

The training methods for all in- service trainings will involve situation- based practice sessions for, patient work flows, practice sessions for all skill-based procedures including counselling services. Role plays and case studies will be used to skill CHOs in developing problem-solving approach, enable continuum of care through coordination with the entire health care system, undertake management of HWCs supportive supervision and plan health promotion activities.

6. Training sites:

Training of CHO will take place in multiple regional sites within a state. Thus at least five sites are required in a state with a capacity to run multiple batches simultaneously. The sites could be SIHFW, RHFWTCs, GNMTCs, Medical Colleges and District Hospitals.

The following criteria will need to be met:

- The sites should have the ability to run minimum two batches of 30 trainees at a time, with adequate residential and training (audio- visual aids, projectors) infrastructure.
- Preferably, they should also have close linkages with a community so as to enable field visits for practical sessions.

List of Training materials for trainers:

1. Operational Guidelines on Rolling out Comprehensive Primary Health Care through Health and Wellness Centres.
2. Induction Module for Community Health Officers
3. Other reference material for CHOs:
 - a. Supplementary modules on:
 - i. Care in pregnancy, child-birth and neonatal and infant health care services
 - ii. Childhood and adolescent health care services.
 - iii. Family planning, Contraceptive services and other Reproductive Health Care services
 - iv. Management of Communicable diseases including National Health Programmes
 - v. Management of Common Communicable Diseases and Outpatient care for acute simple illnesses and minor ailments.
 - vi. Screening, Prevention, Control and Management of Non-Communicable diseases

Flow Chart for CHO training



