



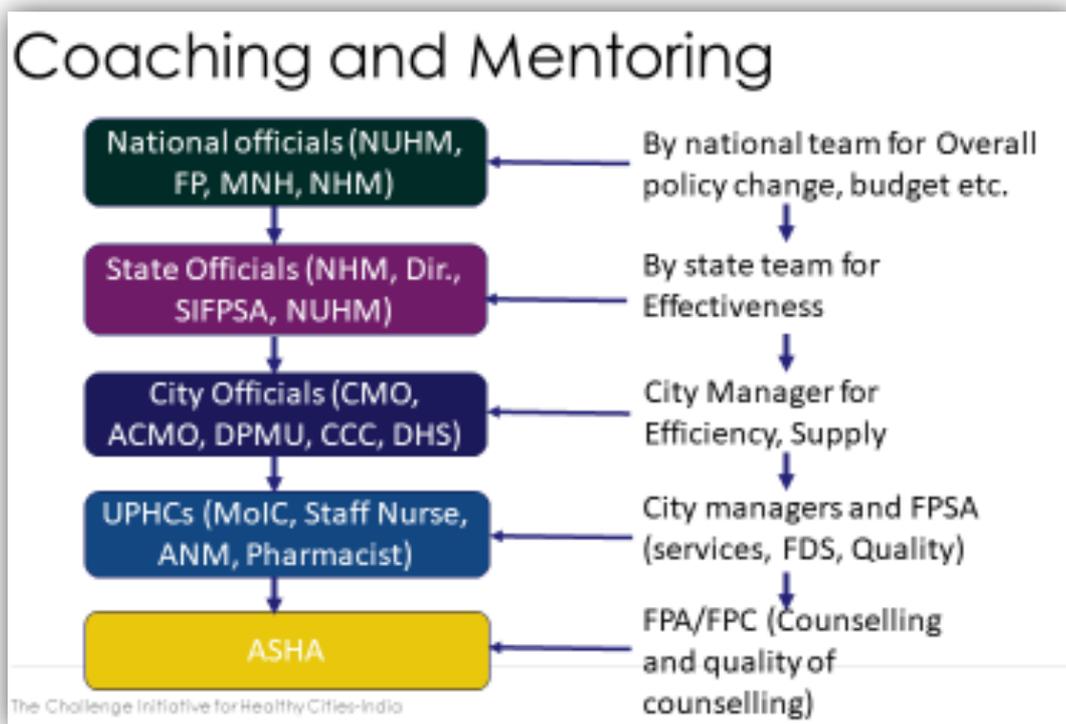
Coaching Model in India

In alignment with Government of India's strategies...

TCIHC Technical Coaching Process

The Government of India's health system tends to be quite hierarical and is setup in a command and control fashion, where work and guidance often flows from top to bottom with limited structured training opportunities.

TCIHC promotes an innovative coaching model, which runs parallel to this five layered system (see diagram at the right). However, it follows a mentoring approach in which conceptual and practical 'know-how' is descended through hands-on-support in the field and at each level. The coaching and mentoring technical support is transmitted horizontally to the government functionary. TCIHC's coaching model is structured and yet flexible.



Execution of the Coaching Process: Bottom-Up Approach

Level V: Low dose - frequent coaching (refer to the diagram on next page)





Associates (FPAs) and Field Program Coordinators (FPCs) to assist, coach and mentor the urban ASHAs to become effective in departing the correct information and counseling on family planning methods. To learn more about FPAs and FPCs, see the accompanies learning brief in this series.

The coaching process includes three different stages. During first stage, the FPA **leads** the household visit, demonstrating to the ASHA on how to approach, talk to and counsel the currently married woman of reproductive age in the household. Once the ASHA seems confident to talk to and counsel a woman about family planning as demonstrated during 'Lead' visits, then the FPA steps back and shadows her and **assists** during the conversation as required. Such visits are 'Assisted' visits or calls. Finally, during stage three, when the ASHA is completely confident to conduct the visit/call on her own, the FPA and FPC just **observe** ASHAs. At the stage of observation, the ASHA's supervisor, Auxiliary Nursing Midwife (ANM), is involved and joint observation visits are made.

Lead, Assist and Observe Model

- Coaching each ASHA once a month to help her to reach 200 women every month The same ASHA is met once every month for 12 months
- 1 FPA is accountable for 2 UPHCs / 20-25 ASHAs
- This will help ASHAs reach 0.6 million women in a year
- 7000 ASHAs will be coached in a year
- FPC role is to coach FPA for quality of coverage

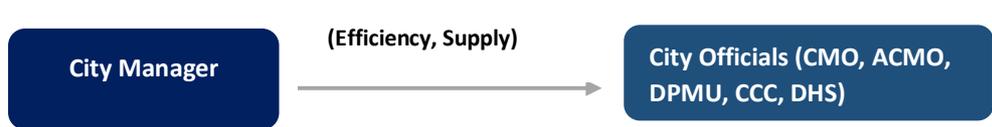
While FPA focuses on the coverage, the FPC focuses on the quality of content and quality of coverage by helping ASHAs identify potential clients from their 'due list of currently married women of reproductive age'.

Level IV: Coaching and Mentoring



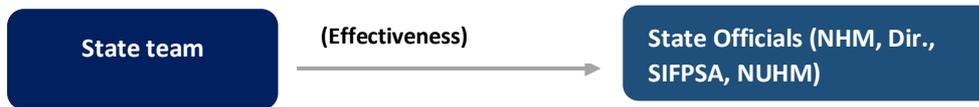
City Managers are overall responsible for efficiency of the coaching process. Based on the data received from management information system (MIS), the City Manager coaches Urban Primary Health Center (UPHC) staff on service delivery and quality of services. The Medical Officer-in-Charge (MOIC) of the UPHC further cascades this coaching to ANMs. They refer to the MIS to review and provide hands-on-mentoring to ANMs and ASHAs on record keeping and on how to provide family planning counselling, services, and refer clients during urban health nutrition days (UHND) and outreach camps. It is further extended to review ASHAs performance by MOIC.

Level III: Coaching and Mentoring



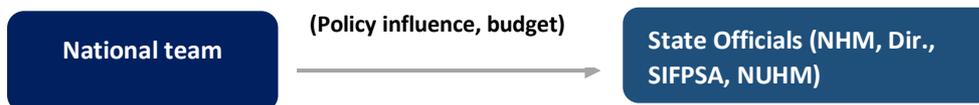
Coaching at this level is to city officials and is more need based or on-demand. This coaching is on the annual program implementation plan (PIP) of the National Health Mission (NHM), budgets and budget vs expenditure analysis, which helps ensure services at scale.

Level II: Coaching and Mentoring



This level of coaching is again low intensity at the state level to brief state heads about the strategies working well in family planning, get relevant government orders released, ensure state-level reviews of family planning indicators and facilitate existing state-level forums.

Level I: Coaching and Mentoring



The national team interacts with senior state officials to influence policy level changes, on PIP, budgets and provides low intensity coaching for data for decision-making.

I. Learnings

Coaching is a promising, sustainable scaling up approach, and initial results show that coaching is making impact in the demand generation.