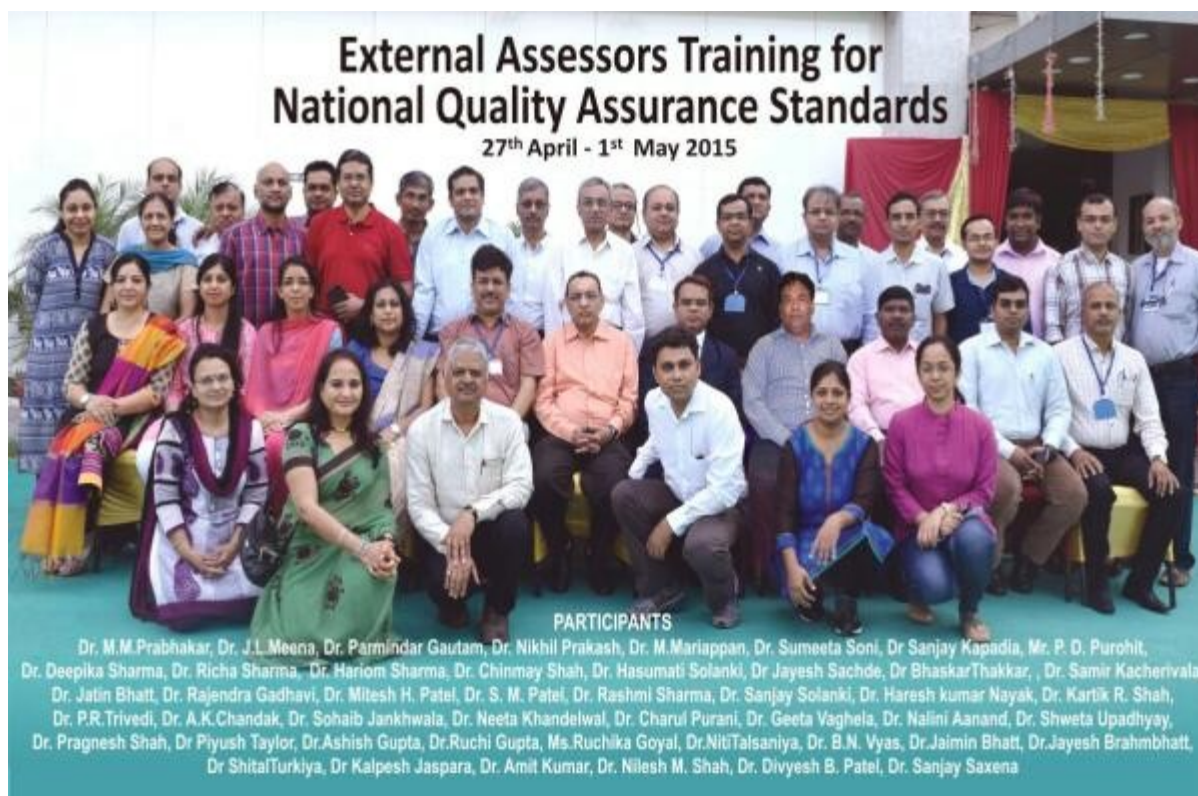




External Assessor Training Report

Training Report on External Assessor Training

Conducted for Gujarat



By

National Health Systems Resource Centre

Technical Support Institution with National Health Mission

Ministry of Health & Family Welfare

Government Of India



External Assessor Training Report

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I. INTRODUCTION

The Ministry Of Health and Family Welfare has rolled out 'Operational Guidelines for Quality Assurance in Public Health Facilities' which suggests institutional framework for then quality assurance in states and districts. This system requires assessment of health facilities internally by the facilities and the district teams followed by external assessment by the state and centre .

National Health Systems Resource Centre (NHSRC) has taken the task to create a pool of assessors for which both Internal Assessor Trainings (2days) and External Assessor Trainings (5days) are being conducted. An Internal Assessor is certified to conduct assessments at the state and district level while an External Assessor is certified to conduct assessments at National Level.

A five day external assessor training was conducted in Gujarat from 27th April-1st May at Govt. Spine Institute ,BJ Medical College,Gandhinagar,Gujarat. The workshop was facilitated by Dr J.L Meena, State Nodal Officer for Quality Assurance ,Government of Gujarat

The Training Process was designed with a view to enable the Trainees for the Assessment of the Healthcare Facilities against the checklists contained in the Assessor guidebooks (Two Volumes).

This report therefore provides information about how the five-day workshop was conducted, and highlights lessons learnt and the way forward for improving the quality in public health hospitals in India.

The training was participatory in nature. A set of Operational guidelines along with two assessor guidebooks was shared with the participants and used as a basis for facilitation of the training. The Sessions were divided into five days and consisted of elaborate sessions describing Standards, Measurable Elements, Check points and all Areas of Concern as mentioned in the Operational Guidelines.

Feedback from the participants was taken and the report consist of analysis of the feedback and suggestions given by the participants.

A written evaluation was undertaken at the end of the training and as per the procedure the participants scoring minimum 70 % shall be empanelled as external assessor. There were total 41 participants including two representatives from each state which encompassed Professors, Associate Professors, RMO, Civil Surgeons, District Quality Assurance Officers and Paramedics. In addition to this there were three participants from Haryana including Executive Director HSHRC and two consultants.



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II. AIM AND OBJECTIVES OF TRAINING

The aim of the five day training was to strengthen the knowledge, skills and assessment capacities on Operational Guidelines for Quality Improvement. The specific objectives are as follows-

- A. To equip participants with knowledge of key concepts, tools and methodologies of quality improvement.
- B. To develop skills and acumen to carry out Assessment as per the National Accreditation System proposed under Quality Assurance Programme .

III. PREPARATION

The course curriculum was prepared by the QI division of NHSRC. The training was divided into five days and consisted of elaborate sessions describing Standards, Measurable Elements, Check points and all Areas of Concern as mentioned in the Operational Guidelines . A Field visit was arranged at District Hospital SOLA and PHC Usarval in district Ahmedabad giving the participants a platform for conducting assessment based on the shared checklists in assessor guidebooks. Training also consisted of many exercises which led to healthy brainstorming of the participants. In addition to this many participants were given many exercises , thereby making the training more participatory.

The following materials were distributed:

- a. A Bag with writing pad ,pen & Pen drive
- b. Operational Guidelines for Quality Assurance in Public Health Facilities.
- c. Assessors Guidebook for Quality Assurance in District Hospital Volume I
- d. Assessors Guidebook for Quality Assurance in District Hospital Volume II
- e. CD consisting of all presentations made during the training programme

IV. METHODOLOGY FOR IMPLEMENTATION OF WORKSHOP

Methods.



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A mix of methods was used for the External Assessor Training workshop. They are as follows-

- a) Power point presentation. *Ref Pic 3*
- b) Brainstorming
- c) Case study. *Ref Pic 2*
- d) Group work and Group Presentation. *Ref Pic1*
- e) Questions and Answers
- f) Practical Experiences from Field Visit. *Ref Pic 4*



Pic.1 Group Presentation by Participants



Pic. 2 Participants participating in case Study.



Pic 3. Class room Teaching by using Presentations



Pic 4. Participants Interviewing nursing staff in Labor room during field visit at DH Sola ,Ahmedabad.



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Participants

The final number of participants was 41. List of participants is attached in Annexure III.

V. INAUGURAL ADDRESS

Dr. M.M Prabhakar, Civil Surgeon, Government Spine Institute, BJ Medical College gave the inaugural address and spoke about quality in the public health system and why do we need it. He emphasized on the importance of establishing a group of empanelled assessor's at the state level. He explained that how workshop had a broader goal of impacting the quality situation in Public health hospitals in India.

The inauguration was followed by an introductory session by Dr. J.L Meena, State Quality Assurance Officer . He explained about the current achievements in the field of quality in Gujarat.(Pic 5)



Pic 5. Dr.J.L Meena giving the introductory session .



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VI. SUMMARY OF PRESENTATIONS

The course schedule outlines the day to day contents and learning methods. Details have been provided in *Annexure 1*. The presentations were supported with brainstorming, group work and group presentations .

DAY 1- 27th April 2015

In the first presentation of the training **Dr. Parminder Gautam, QI, NHSRC gave an Overview of National Quality Assurance Program** . He discussed about the Donabedian's Model of Quality of care which involved three major aspects namely Structure, Process and Outcome . He gave an overview of the National Quality Assurance Systems which included all eight areas of concerns. For each area of concern he explained the importance, rational, reference, measures, outcome and total weightage as compared to all eight areas of concerns. He tried to acquaint the participants with the nomenclature used in the National Quality Assurance System.

This was followed by the session **on Key concepts and definitions in quality by Dr. Nikhil Prakash, Senior Consultant, NHSRC** , where introduction of terminologies of quality including quality control, quality assurance, quality improvement and certification and accreditation was given . Speaker explained about the PDCA cycle and shared examples regarding its implementation. Dr. Nikhil gave a holistic view of quality management system and various terms related to it.

Dr. Deepika Sharma, Consultant, NHSRC presented on Measurement System for Quality Assurance . She explained the relationship between the **area of concern -Standard -measurable element -Checkpoint** and approaches for assessment .Participants were explained about the scoring patterns and the method to obtain the cumulative hospital score card. A brief introduction of all the eighteen checklist in NQAS was given.

The next presenter for the day was **Dr. Nikhil Prakash , Senior Consultant, NHSRC who gave a presentation on Overview Of National Quality Assurance Standards** . In this session participants were given a snapshot of all eight area of concerns and the standards concerning them . This helped the participants to acquaint themselves with the newly introduced national quality assurance standards.

This was followed by a **group exercise called “ Finding the key word ”** which channelised all the participants. Participants were distributed key words and were instructed to find the area of concern concerning the key word. Then the participants



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were supposed to form a group with similar area of concern and select a team leader who explained about the importance of the area of concern.(Pic 6)

The concluding session for Day 1 was **“Assessment of Area of Concern ‘A’ – Service Provision” by Dr. Nikhil Prakash** . He explained in detail about the Area of concern A by giving detailed explanation about all the standards, measurable elements and checkpoints covered under the Area of concern A. He also made the presentation very interesting by adding few live photographs of hospitals and asked the patients to find the gaps.



Pic 6. Dr. B.N Vyas from Distt Bhavnagar presenting on Area of concern Support Services during group exercise.

Day-2: 28th April 2015.

Day 2 was initiated with a brief recap of all the sessions of Day 1 by Dr. Parminder Gautam.

First session of Day 2 was presented by Dr. Parminder Gautam on **“Assessment of Area of Concern ‘B’- Patient Rights ”**(Pic7). During the session participants were given a detailed explanation about all the standards in Area of Concern B. Presenter explicitly explained the methods of assessment via pictorial



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representations .Participants were shown pictures from the public health hospitals and were asked to identify the gaps.

Session on patient rights was followed by an **exercise “ Assessing the complaints”** to make the training more participative. The exercise was related to identification of standards on Patient Rights from a complaint. Ten groups of five participants each were formed and each group was given one complaint. Participants were asked to find related standard and measurable elements from Area of Concern B after analysis of the complaint.

This session was followed by the presentation on **“Area of Concern C –Inputs” by Dr.Nikhil Prakash** who explained about all the six major standards ie C1 to C 6 and methods of assessment for these standards. Participants were provided in depth knowledge about the standards concerning area of concern “ Inputs” . The session was of participative nature.

Dr. Deepika Sharma explained about Area Of Concern D Support Services . Participants were given a snapshot of standards D1 till D12 and the concerning measurable elements. Dr. Deepika related real life situations faced by staff working in support services of the hospital and encouraged the participants to share their comments.

To engage the participants more this session was followed by **an Exercise on Area of Concern D** in which participants were given a Case Study on SNCU and were asked to score the SNCU checklist on the basis of information provided in the case study. This helped the participants to have an assessor’s perspective of a situation.

Participants were taught about **Area of concern E “ Clinical Services” by Dr. Arun Kumar Dutta, Short term consultant, NHSRC** . Clinical services included standards E1 till E22 which was further divided into General Clinical process (E1-E9), Specific clinical processes(E10-E16) and RMNCHA & NHP from (E17-E22). Dr. Dutta covered both General Clinical(E1-E9)and Specific Clinical Services(E10-E16) while RMNCHA & NHP from (E17-E22) was covered by Dr. Himanshu Bhushan on Day 3. This session was very informative for the participants as it explained about the checkpoints of assessment of the clinical processes of a hospital which directly affect the patient. Participants were encouraged to discuss day to day challenges faced by them in improving the quality of clinical services .

This was followed by an **Exercise On Area Of Concern E** . Participants were given a case study and were asked to score the checklist for emergency department and identify compliance and non compliance from the standards. The scores were discussed by the whole team,

This was followed by session on **Area of Concern F “Assessment of Infection Control Practices” by Dr. Deepika Sharma.** (Pic 8) All the five standards related to infection control namely Standard F1 covering the infection control program, standards F2 explaining the Hand Hygiene practices, Standard F3 explaining the use of Personal protective equipments, Standard F4 explaining the procedures for



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processing of equipment and instruments and Standard F5 explaining about the infection control in Physical layout and environmental control of the patient care areas were explained.



Pic 7. Dr. Parminder Gautam explaining about Area of Concern B Patient rights



Pic 8. Dr. Deepika Sharma Presenting on Infection Control



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Day-3: 29th April 2015

Day 3 began with recap of the sessions taken on Day 2 by Dr Parminder Gautam.

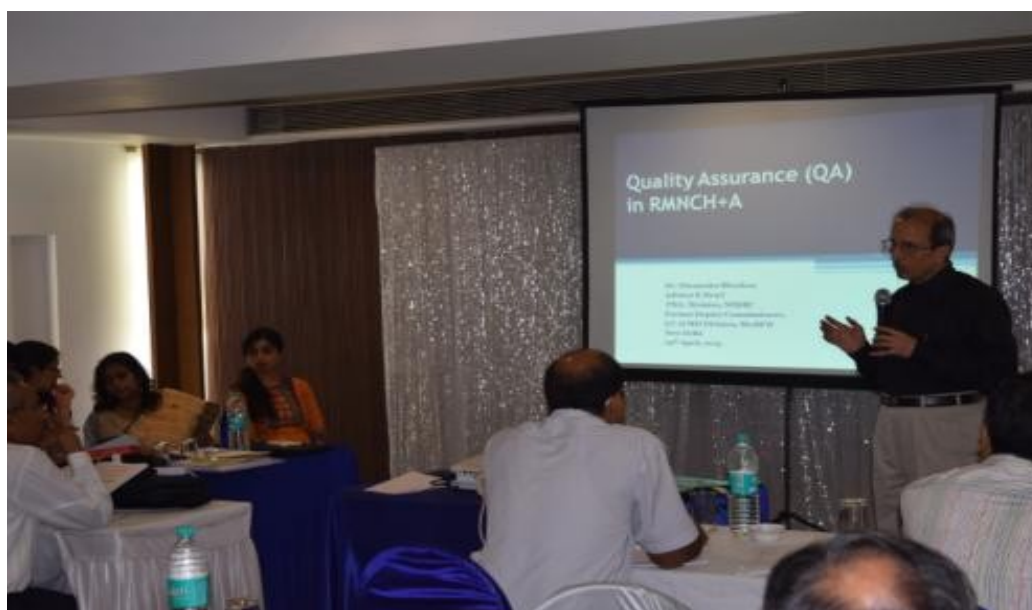
First session of the day was taken on **Assessment of Laboratory and Blood Bank Services by Dr. Sumeeta Soni**, Associate Professor, Department of Biochemistry, BJ Medical College, Gujarat.(Pic 10) This session was mainly focussed on the day to day quality practices that should be followed in laboratory. Dr. Sumeeta also shared some of the live pictures from her recent study conducted in Dibrugarh to the participants .She explained about the standards/checkpoints related to laboratory and blood bank which cut across all the area of concerns.

This was followed by a session on RMNCHA services by **Dr. Himanshu Bhushan, Advisor, Public Health Administration, NHSRC**.(Pic 9). He interacted with the audience on current status of RMNCHA . He discussed the standards related to MCH services namely E17 related to antenatal care guidelines, E18 related to for Intra-natal care as per guidelines and E19 related to Post-natal care as per guidelines . Applicability of these standards in hospital departments and how to assess them was explained thoroughly.He emphasised on the use of Partograph in labor room and explained how to read and plot the graph. Participants really enjoyed his lecture and discussed about their queries.

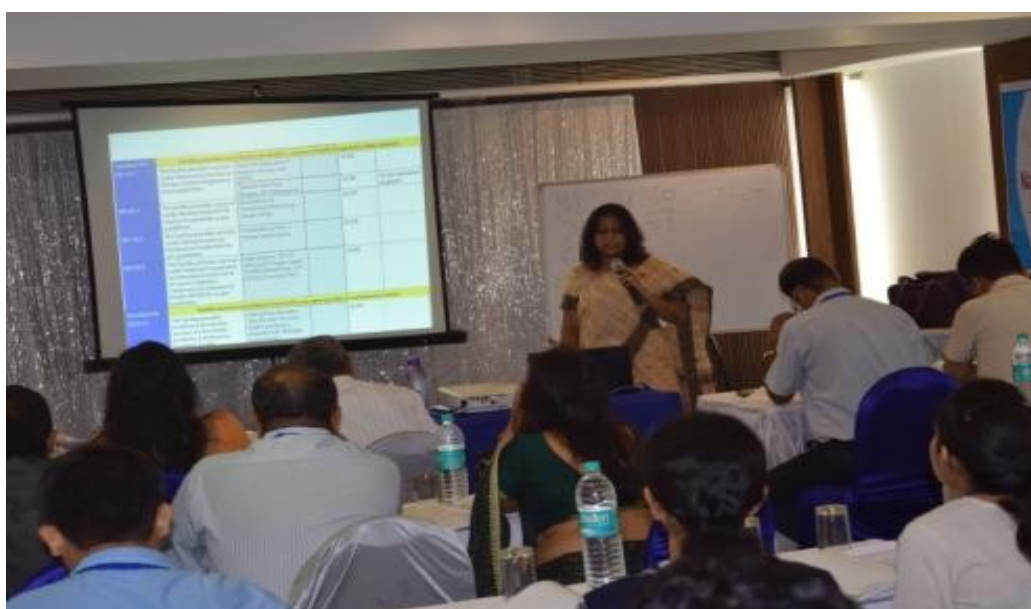
Dr. Bhushan's session was followed by an **Exercise on Assessment** which proved to be very useful. In the exercise participants were shown few photographs from the public health hospitals and were asked to frame the gap assessment, identify the related standard and measurable elements. This exercise helped the participants to be more acquainted with the standards.

This was followed by session on **Area of concern G "Quality Management" by Dr. Parminder Gautam**. During the session participants were given a holistic view aboutPDCA cycle. All eight standards of quality management ie G1 to G 8 were discussed. Dr. Gautam divided the PDCA cycle among all the eight standards for better understanding . "Plan" included standards G1-organisational framework, G7- Quality policy and ojectives,G4-SOP's, "Do" included G5-process approach, G2- Patient and employee satisfaction,"Check" included G6-patient and employee satisfaction,G7-Internal and external QA programs and G8-Tools and methods of QI.

Participants were given an introduction regarding **national quality assurance system for Primary health Care Centre (PHC) by Dr. Deepika Sharma**. She gave a brief session on all the six checklist under the NQAS for PHC namely OPD, Labor room, IPD, lab, general admin and NHP.



Pic 9. Dr. Himanshu Bhushan discussing about RMNCHA



Pic 10.. Dr. Sumeeta Soni presenting on Laboratory and Bloodbank services



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Day 4 30th April 2015

Field Visit.

Field Visit was conducted in District Hospital Sola and PHC Uvarsad .(Pic11,12)

Participants were divided into total 9 teams with approximately 4-5 members per team . Team 1 to Team 7 was sent to District Hospital Sola and Team 8 to Team 9 was sent to PHC Uvarsad.

Each team was given one checklist of their respective department for assessment.

All the teams were supposed to conduct assessment and then prepare a presentation enumerating the gaps.(Pic13).

This field visit gave a great exposure to the participants , giving them an opportunity for practical application .



Pic 11. Participants during visit to DH Sola trying to capture the gaps in Emergency Dept.



Pic 12. Participants preparing presentations after the field visit enumerating the gaps.





Pic 13.. Participants giving presentation post field visit..

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Day 5 1st May 2015

First session of the day was taken by **Dr. Nikhil Prakash** on “**Key Performance Indicators**”. Participants were explained about all the 30 indicators mentioned in the operational guidelines and its importance.

This was followed by a very informative session on “**Analysis and Presentation of Scores – Learning from Assessment of 20 District Hospital**” by **Dr. M. Mariappan**. He showcased the findings of baseline assessments conducted in 20 district hospitals all over India. He shared both positive and negative experiences during the assessments. Participants were given hospital score comparison for all 20 district hospitals in a dashboard format. This session served as a great eye opener for participants.

Concluding session for the whole training was taken by **Dr. Nikhil Prakash** on “**Standard Operating Procedure for External Assessment & Certification**” in which he explained about the Do's and Don't's during assessment and the protocol to undergo External Certification.



Trainers along with the participants on last day of the training.

Evaluation

Participants underwent an evaluation based on the 5 day training . They were given question paper with 45 multiple choice questions (each participant having a different set). In addition to this participants were also given spotting of the gaps in which



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they were shown pictures of gaps in public health hospitals and were asked to enumerate the gaps in form of gap statement.

VII. VALEDICTORY

Dr. M.M Prabhakar delivered the Valedictory address. During the course of discussion, he reiterated the Quality Management System in the Identified Hospitals. He thanked all the participants for the overwhelming participation and sincerity towards the training.

IX. PARTICIPANT FEEDBACK.

The evaluation was done on 5 point scale, which is enclosed as *Annexure II*.

All the participants expressed their profound gratitude to NHSRC for conducting external assessors training. They noted that the training has strengthened their knowledge on quality management systems . They said the training was a huge success as it sought to address key gaps in their knowledge of issues.

They were also very appreciative of the methods used by the facilitators. They said, the participatory approaches used at all levels of the training had invigorated them and enhanced their willingness to acquire knowledge. They therefore pledged their commitment to utilize the skills and knowledge acquired in assessment of facilities .

All of them were happy with the training programme and acknowledged the fact that this will help them in conducting assessments at facilities in future.

The most useful session found by the participants were-

1. Assessment of RMNCHA and family Planning services
2. Standards for Primary Health Care
3. Assessment of Area of Concern G- Quality Management
4. Assessment of Area of Concern F- Infection Contro
5. Assessment of Area of Concern E Clinical Services

Certificates of Participation were distributed to all participants.

X. SUGGESTIONS BY THE PARTICIPANTS.

Participants gave some valuable suggestion namely-



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1. One session should be included for the participants to share their experiences.
2. Sessions should be more interactive
3. Training module should be sent to participants in advance.
4. More exercises and more field visits should be organised.
5. Share soft copy /hard copy at least 10 day before the commencement of training, so participants are aware regarding aim/objective/methodology.
6. Training course should be of three days
7. Pre training evaluation should be conducted
8. RMNCHA to be correlated with the training module.
9. Technical SOP's, STG and operational guidelines must be provided for handholding and supportive assessment during training.
10. Quality indicators can be used by MCI for evaluation of medical colleges.
11. Speaker should not be stationary at one place , keep on moving amongst audience

XI. Message from NHSRC

We thanks Government of Gujarat for this endeavour towards National Quality Assurance System and hope that the state will achieve all milestones in Quality Improvement.



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Annexure-I-Training Schedule

External Assessors training for National Quality Assurance Standards

27th April to 1st May 2015, Ahmedabad

Time	Topic	Resource Person
Day 1		
9.30-10.00	Registration	
10.00-10.30	Inaugural Address & Introduction	Mission Director
10.30-11.00	Quality Initiatives in the State of Gujarat	Dr. J. L. Meena
11.00-11.30	Tea	
11.30-12.15	Overview of National Quality Assurance Program	Dr. Parminder Gautam
12.15-1.00	Key concepts and Definitions in Quality	Dr. Nikhil Prakash
1.00-2.00	Lunch	
2.00-2.45	Measurement System for Quality Assurance	Dr. Deepika Sharma
2.45-3.45	Overview of National Quality Assurance Standards	Dr. Nikhil Prakash
3.45-4.15	Tea	
4.15-5.00	Group Activity on Standards	Facilitator - Dr. Richa Sharma
5.00-5.30	Assessment of Area of Concern 'A' - Service Provision	Dr. Nikhil Prakash
Day 2		



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9.30 – 10.00	Recap	
10.00-10.45	Assessment of Area of Concern 'B'- Patient Rights	Dr. Parminder Gautam
10.45-11.00	Tea	
11.00-11.30	Exercise on Patient Rights	Facilitator – Dr. Nikhil Prakash
11.30-12.15	Assessment of Area of Concern 'C'- Input	Dr. Nikhil Prakash
12.15-1.15	Assessment of Area of Concern 'D'- Support Services	Dr. Deepika Sharma
1.15-2.00	Lunch	
2.00-2.45	Exercise on Area of Concern 'D'	Facilitator- Dr. Richa Sharma
2.45-3.30	Assessment of Area of Concern 'E'- General Clinical Services	Dr. Arun K Dutta
3.30-3.45	Tea	
3.45-4.15	Exercise on Area of Concern 'E'	Facilitator – Dr. Arun K Dutta
4.15-4.45	Assessment of Area of Concern 'E' - ICU, Emergency and OT	Dr. Arun K. Dutta
4.45-5.45	Assessment of Area of Concern 'F'- Infection Control	Dr. Deepika Sharma
Day 3		
9.30-10.00	Recap	
10.00-11.00	Assessment of Laboratory and Blood Bank Services	Dr. Sumeeta Soni
11.00-11.15	Tea	
11.15-	Assessment of RMNCHA Services (E17-	Dr. Himanshu Bhushan



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12.30	E22)	
12.30-1.00	Exercise on the Assessment	Dr. Himanshu Bhushan
1.00-1.45	Lunch	
1.45-2.30	Assessment of Area of Concern 'G'- Quality Management	Dr. Parminder Gautam
2.30-3.15	Exercise of Area of Concern 'G'- (General Checklist)	Facilitator - Dr. Parminder Gautam
3.00-4.00	Standards for Primary Health Care	Dr. Deepika Sharma
4.00-4.30	Tea	
4.30-5.15	Assessment Team formation and Instructions for Field Visit	Dr. Parminder Gautam
Day 4		
9.00-1.00	Field Visit	1 DH & 1 PHC.
1.00-2.00	Lunch	
2.00-3.00	Analysis & Scoring	
3.00-4.00	Presentation & Discussion	
4.00-4.30	Tea	
4.30-5.30	Presentation & Discussion	
Day 5		
9.30-10.00	Recap	
10.00-11.00	Key Performance Indicators under National Quality Assurance Program	Dr. Nikhil Prakash/Dr. Deepika Sharma
11.00-12.00	Analysis and Presentation of Scores - Learning from Assessment of 20 District Hospitals	Dr. M. Mariappan
12.00-01.00	Standard Operating Procedure for External Assessment & Certification	Dr. Nikhil Prakash



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1.00-2.00	Lunch	
2.00-3.30	Post Training Evaluation	
3.30-4.00	Feedback & Valedictory	

Annexure II. Feedback of participants

External Assessor's Training (27th April-1st May)			
DAY 1			
S.No	Topic	Speaker	Average Score
1	Overview of National Quality Assurance Program	Dr. Parminder Gautam	4.3
2	Key concepts and Definitions in Quality	Dr. Nikhil Prakash	4.0
3	Measurement System for Quality Assurance	Dr. Deepika Sharma	4.0
4	Overview of National Quality Assurance Standards	Dr. Nikhil Prakash	4.1
5	Group Activity on Standards	Dr. Deepika Sharma	4.1
6	Assessment on Area of Concern 'A'	Dr. Nikhil Prakash	4.0
AVERAGE			4.1



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DAY 2

1	Assessment of Area of Concern B Patient Rights	Dr. Parminder Gautam	4.3
2	Exercise on Patient Rights	Dr. Nikhil Prakash, NHSRC	3.9
3	Assessment of Area of Concern C Input	Dr. Nikhil Prakash, NHSRC	3.9
4	Assessment of Area of Concern D Support Services	Dr. Deepika Sharma	3.9
5	Exercise on Area of Concern D	Dr. Deepika Sharma	3.9
6	Assessment of Area of Concern E Clinical Services	Dr. Arun Kumar Dutta	3.7
7	Exercise on Area of Concern E	Facilitator - Dr. Parminder Gautam & Dr. Deepika Sharma	3.8
8	Assessment of Emergency & ICU Services & newborn health	Dr. Arun Kumar Dutta	3.5
9	Assessment of Area of Concern F- Infection Control	Dr. Deepika Sharma	3.9
AVERAGE			3.9

Day 3

1	Assessment of Lab & Radiology & blood bank Services	Dr. Sumeeta Soni	3.6
2	Assessment of RMNCHA and family Planning services	Dr. Himanshu Bhushan	3.5
3	Exercise on Assessment	Dr. Parminder Gautam & Dr. Deepika Sharma	3.7
4	Assessment of Area of Concern G- Quality Management	Dr. Parminder Gautam,	4.5
5	Standards for Primary Health Care	Dr. Deepika Sharma	4.3
6	Instructions for Filed visit	Dr. Parminder Gautam,	4.2
AVERAGE			4.0



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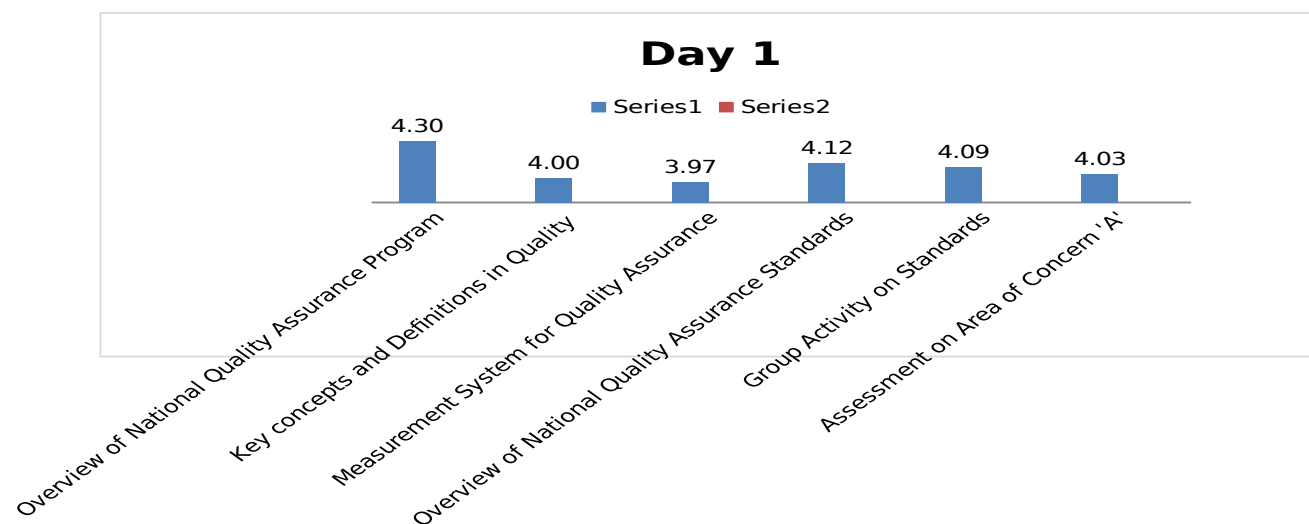
Day 4

1	Field Visit	NHSRC	4.4
2	Interpretation of Assessment & Reporting	Dr. ParminderGautam,	4.3
AVERAGE			4.3

Day 5

1	Key Performance Indicators under National Quality Assurance Program	Dr. Nikhil Prakash	4.00
2	Analysis and Presentation of Scores-Learnings from Assessment of 20 districts	Dr. M. Mariappan	4.00
3	Standard Operating Procedure for External Assessment & Certification	Dr. Nikhil Prakash	3.94
AVERAGE			3.98
Consolidated AVERAGE			4.06

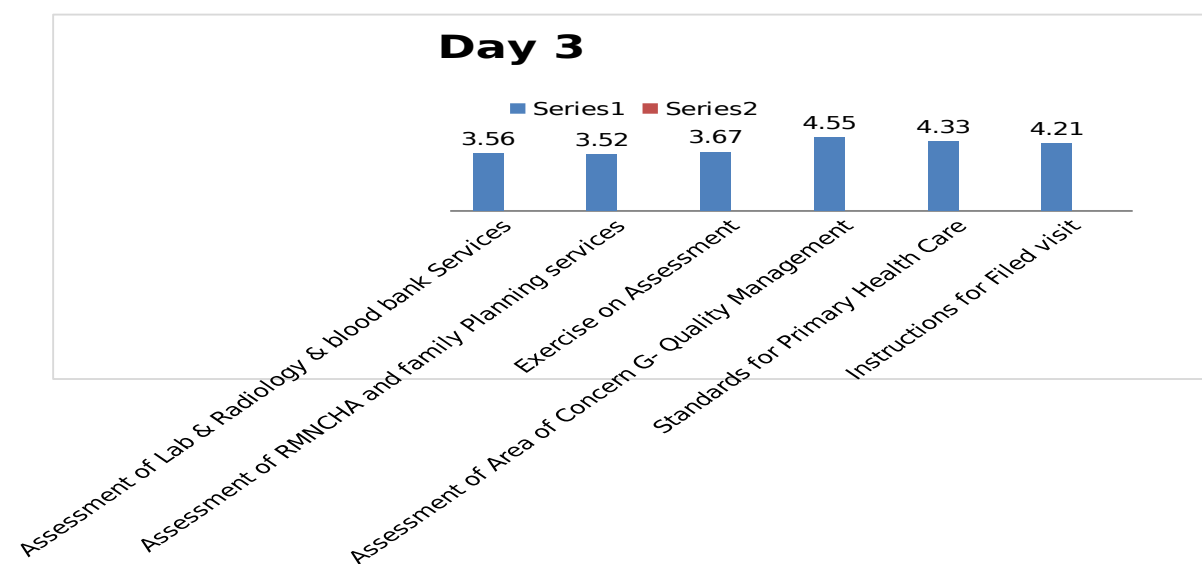
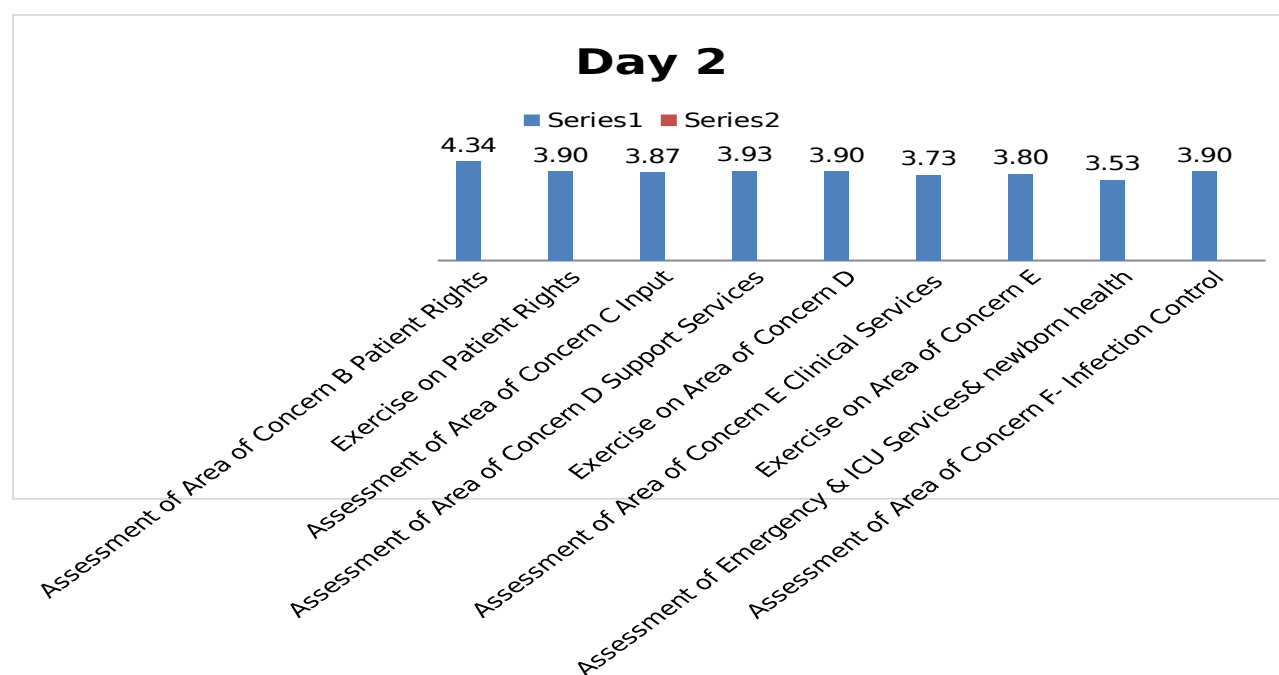
Graphical representation Day 1



Graphical representation Day 2



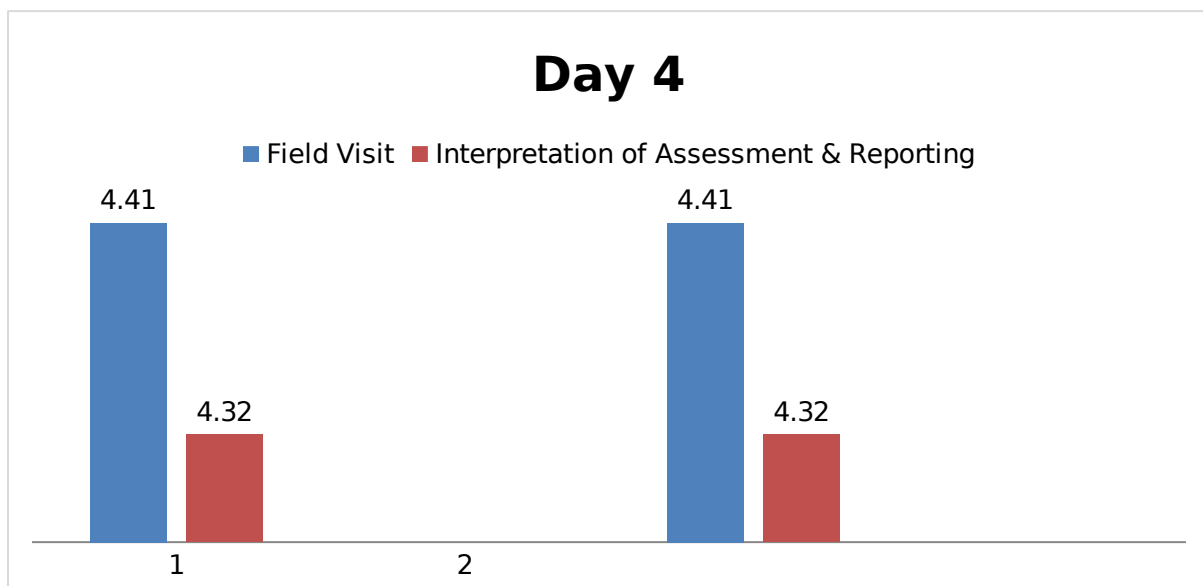
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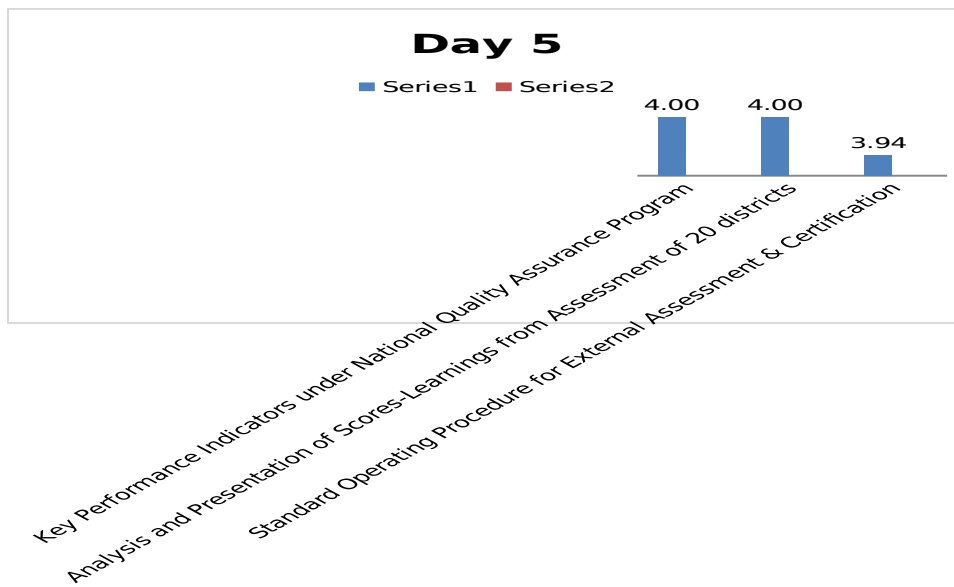


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Day 4



Day 5





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Annexure III-List of participants

S r. N o	Name of participants	Designation	Contact No.	E-mail
1	Dr Hariom Sharma	Professor & Head, Biochemistry	7567951707	hariom_sharma2000@yahoo.com
2	Dr Chinmay Shah	Associate Professor Physiology	9328938008	cjshah79@yahoo.co.in
3	Dr Hasumati Solanki	Assistant Professor Microbiology	9879543002	hlsolanki@gmail.com
4	Dr Jayesh Sachde	Professor Plastic Surgery	9824018848	jayeshsachde@yahoo.in
5	Dr Bhaskar Thakkar	Associate Professor ,Pathology	9426370900	drbhaskar_9@yahoo.com
6	Dr Sanjay Kapadia	RMO	9099952626	sanjaymeet@rediffmail.com
7	Dr. Samir Kacherivala	Associate Professor, Surgery	9898930339	dr_samir_k@yahoo.com
8	Mr. P. D. Purohit	Occupational Therapist	9099952632	manubhaipurohit@gmail.com
9	Dr Jatin Bhatt	HOD, Surgery	9428894466	drjatin@hotmail.com
10	Dr Rajendra Gadhavi	Assistant Professor, PSM	9825068116	drregadhavi@yahoo.com
11	Dr Rashmi Sharma	Associate Professor, PSM	9825280850	drashmi_psm@yahoo.com
12	Dr Sanjay Solanki	Incharge Central Store	9426305253	drsanjay.india76@gmail.com
13	Dr Mahesh Kapadiya	Civil Surgeon	9426026266	sanjaymeet@rediffmail.com
14	Dr. Haresh Kumar R Nayak	District Quality Assurance Medical Officer	9687679011	qamo.health.sabarkantha@gmail.com
15	Dr Kartik R. Shah	District Quality Assurance Medical Officer	7567893700	qamopanchmahal@yahoo.com
16	Dr. P. R. Trivedi	District Quality Assurance Medical Officer	7567863217	qamokheda@yahoo.com
17	Dr. A. K. Chandak	Senior Medical Officer	9727742509	ghvyara@gmail.com
18	Dr. Sohaib Jankhwala	Microbiologist	9099004636	qamopanchmahal@yahoo.com , shoaibdoc4@gmail.com
19	Dr Neeta Khandelwal	Professor, Microbiology	9925276950	neetashokk@gmail.com
20	Dr Charul Purani	Asst Professor , Pediatrics	9825612393	charulpurani@yahoo.com
21	Dr Geeta Vaghela	Associate Professor, Microbiology	9925017154	drgeet_12290@yahoo.co.in
22	Dr. Nalini Aanand	Professor OBG Department	9824213693	docnalini.anand@gmail.com
23	Dr. Shweta Upadhyay	Asso. Prof IHBT Dept.	9824336383	sbu_33@yahoo.co.in
24	Dr Pragnesh Shah	Associate Professor,	9428106604	drphshah73@yahoo.com



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4		Pathology		
2	Dr.Ashish Gupta	Haryana		gahshrc@gmail.com
5				
2	Dr.Ruchi Gupta	Haryana		gahshrc@gmail.com
6				
2	Ms.RuchikaGoyal	Haryana	8288021903	gahshrc@gmail.com
7				
2	Dr.NitiTalsaniya	Associate Professor	9879843918	nitibenok@gmail.com
8				
2	Dr. B.N. Vyas	District Quality Assurance Medical Officer	9727779727	drbnvyas@gmail.com
9				
3	Dr.Jaymin Bhatt	Asst Professor IHBT	9723812300	jayminbhatt67@gmail.com
0				
3	Dr.JayeshBrahmbhatt	Prof /head for Dept of burns and plastic surgery	9898141114	jaybrahma@gmail.com
1				
3	Dr ShitalTurkiya	Asso Professor , Radiology	9913018881	skaplesh1822@gmail.com
2				
3	Dr Kalpesh Jaspara	GMERS Gandhinagar	9825480210	drkalpeshjaspara@gmail.com
3				
3	Dr. Jaydeep Gadhavi	Civil Hospital , Gandhinagar	9904437000	
4				
3	Dr. Amit Kumar		9727721366	
5				
3	Dr. Mitesh . H. patel	Associate Professor	9825171815	drmitesh_76@yahoo.co.in
6				
3	Dr. Nilesh Shah	Associate Professor	9979091384	netu_n_shah@yahoo.com
7				
3	Dr. Diveysh. B Patil	GMC Surat	9909981893	
8				
3	Dr. Shailesh M Patel	Prof Biochemistry, GMC Surat	9825191911	-
9				
4	Dr Piyush Tailor	Associate Prof. Biochemistry	9428043531	-
0				
4	Dr. Sanjay M Saxena	MO. PHC,Patan	9435053499	
1				

Abbreviations.

NHSRC	National Health Systems Resource Centre
MOHFW	Ministry Of Health and Family Welfare
ED	Executive Director
NQAS	National Quality Assurance System
QI	Quality Improvement



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PHC	Primary Health Centre
OPD	Outpatient Department
IPD	Inpatient Department
NHP	National Health Program