



ৰাষ্ট্ৰীয় স্বাস্থ্য অভিযান, অসম

## *Operational Guidelines*

*Tea Garden Hospitals under PPP  
with NHM, Assam*

*For F. Y. 2022-23 and 2023-24*



**OFFICE OF THE MISSION DIRECTOR  
NATIONAL HEALTH MISSION, ASSAM**

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## Preface

The tea community is one of the marginalised and socially excluded groups in Assam. They remain unserved in terms of basic health care facilities adding to high disease burden and mortality rate. To address the issue National Health Mission (NHM), Assam has executed a Memorandum of Understanding (MoU) with Tea Garden Hospitals under Public Private Partnership (PPP) with a purpose to strengthen the Primary Health Facility in the Estate Hospitals and to extend the health services to the entire population within the Tea Estates. The initiation of PPP programs, immensely helps the tea garden community for improvement of health specially in terms of reducing maternal and child mortality promoting maternity care, Institutional Delivery, referral to tertiary care facility as well as increasing OPD attendance etc.

Under the scheme NHM, Assam is funding for doctors and paramedics in tea garden Hospitals in addition to existing manpower of the Hospitals. Financial assistance is also beneficial in renovating existing hospital infrastructure, purchasing equipments for hospitals under PPP for improved service delivery in the facility.

Moreover drugs are also supplied to all the Tea garden Hospitals (both PPP and Non PPP) from NHM, Assam under the “Extension of Free Drugs Scheme to all Tea Garden Hospitals of the State of Assam” by the Govt of Assam as per case load of the Hospitals at the scale of PHC level EDL (Essential Drug List). The provision is made available to the tea garden hospitals under State Govt. Budget.

Govt. of India has accorded approval of Rs. 1700.00 Lakh @ Rs.10.00 lakh for each tea garden hospital in the F.Y. 2022-23. The activity will be continued for F.Y. 2023-24 also. However district has to conduct assessment on the performance of the tea garden hospital under PPP at the end of the F.Y 2022-23 for further continuation in this regard. The status of same should be communicated to State HQ for release of fund for F.Y. 2023-24 for implementation of the activity in the said financial year.

## Activity: PPP Tea Garden Hospital

**FMR Code: HSS.7 Sl. No. 179.4**

**Whether the activity is on-going / new: On-going**  
**Amount approval in**

- F.Y. 2022-23-Rs. 1700.00 Lakh
- F.Y. 2023-24-Rs. 1700.00 Lakh

**Owner of the activity:**

- At SHQ-SPM/PE (B.P.B)
- At District: DPM/DAM

1. District wise allocation of approved amount for tea garden hospital under PPP for the year 2022-23 and 2023-24.

| Sl. No. | Name of District | No of Tea Garden Hospital | Unit Cost Rs.10.00 lakh for each tea garden hospital | Total amount (In Lakh ) |
|---------|------------------|---------------------------|--|-------------------------|
| 1       | Baksa            | 2                         | 2000000  | 20.00                   |
| 2       | Cachar           | 19                        | 19000000   | 190.00                  |
| 3       | Dibrugarh        | 37                        | 37000000   | 370.00                  |
| 4       | Golaghat         | 15                        | 15000000   | 150.00                  |
| 5       | Hailakandi       | 1                         | 1000000  | 10.00                   |
| 6       | Jorhat           | 9                         | 9000000  | 90.00                   |
| 7       | Kokrajhar        | 3                         | 3000000  | 30.00                   |
| 8       | Lakhimpur        | 8                         | 8000000  | 80.00                   |
| 9       | Morigaon         | 1                         | 1000000  | 10.00                   |
| 10      | Nagaon           | 7                         | 7000000  | 70.00                   |
| 11      | Sivasagar        | 6                         | 6000000  | 60.00                   |
| 12      | Charaideo        | 10                        | 10000000   | 100.00                  |
| 13      | Sonitpur         | 17                        | 17000000   | 170.00                  |
| 14      | Biswanath        | 7                         | 7000000  | 70.00                   |
| 15      | Tinsukia         | 17                        | 17000000   | 170.00                  |
| 16      | Udalguri         | 11                        | 11000000   | 110.00                  |
|         | <b>Total</b>     | <b>170</b>                | <b>170000000</b>                                     | <b>1700.00</b>          |

*Note: District has to conduct assessment on the performance of the tea garden hospital under PPP at the end of the F.Y. for further continuation of the activity. The status of same should be communicated to State HQ for release of fund for F.Y. 2023-24 as the same amount is approved for implementation of the activity.*

## Guideline for execution of the activity

### **Objectives:**

- To provide health care services specially maternal and child health care to the tea garden population
- Emergency services
- To strengthen the existing primary health facility in the tea estate hospitals
- Standardization of the existing labour room along with baby care rooms
- Facilities of referral services
- Taken care of communicable and non-communicable diseases
- HR development-to appoint Doctors, Pharmacist, Lab Technician, GNM and ANM (if required)
- To maintain hospital and premises in a clean and hygienic manner

### **Coverage:**

- a) Tea garden workers and their dependents
- b) People residing in tea estates.
- c) Retired workers of the tea garden
- d) Other identified residents of the estate.

### **General:**

- An MoU is to be executed with stamp duty between the respective District Health Society and Tea Garden Hospital Management Authority which will establish the terms and conditions of both the parties work to achieve the objectives.
- Duration of the MoU to be fixed for 1 year only.
- Financial year should be followed for execution of MoU.
- The agreement would be in force from 1<sup>st</sup> of April to 31<sup>st</sup> of March.
- Services to be delivered as per guidelines mentioned in MoU.
- Hospital Management Committee is responsible for executing the MoU and its functioning adhering the schematic guidelines and norms stated in the
- Formation of District level Monitoring and Evaluation Committee for Tea Garden Areas.

### **Scope of work :**

- There should be monthly health action plane that has to be submitted to the Jt. DHS of Health Services, respective district.
- Monthly progress reports on key deliverables along with financial achievements is to be send to the District Programme Management Unit through Block Programme Management Unit of NHM, Respective districts.
- Implementation of all National and State health programmes.
- Quarterly orientation for Medical Officer and other Staff on programme guidelines to be done at District as well Block level. HMC should ensure the attendance of participants.
  - Handholding trainings for service providers on ANC, conducting safe delivery, handling warmers along with umbrella programmes etc.
  - Following RCH system.

- Reorientation of ASHAs of tea garden areas.
  - Emphasis on institutional delivery specially for normal delivery.
  - Proper implementation of Intensified Diarrhoea Control Fortnight/National Deworming Day/WIFS/ Vitamin-A supplementation programme/Intensified Pulse Polio Immunization etc.
  - Laboratory should be functional and services to be ensured.
  - Celebration of special health days
  - Utilization of services of mothers & adolescent club of tea garden area.
- Free Drugs will be provided under “Extension of Free Drugs Scheme to all Tea Garden Hospitals of the State of Assam” by Govt. of Assam budget.
  - Facts and records of services along with expenditure has to be provided as an when required for verification.
  - Stock of the assets to be maintained purchased from the fund given by the Government. under partnership.
  - Block Programme Manager will regular monitor the programme of concerned Block PHC and submit report to Jt. DHS of respective district for corrective measure.
  - Copies of all guidelines and communication to be kept in file and make handy to all.

The hospital should develop an action plan and take approval from the District Health Society to utilize the NHM-PPP fund.

**The expected Key Performance Indicator (KPI) for deliverables is as follows-**

- **OPD Patients**
- **IPD Patients**
- **Deliveries conducted**
- **No of PW registered and ANC/PNC Check up**
- **Women receiving post-partum checkup within 48 hours after delivery**
- **Total no of Laboratory Test conducted**
- **Child Immunization**

**Yearly evaluation/ assessment of the hospital will be done based on the aforesaid KPIs**

After getting the necessary approval from DHS the Tea Garden Hospital can utilize fund as per the following criteria:

### **1. Manpower-**

The management can appoint contractual staffs in the hospital as per NHM norms, if required.

- The Salary of the newly appointed doctors and other paramedical staffs from the NHM fund should not exceed the NHM rate (s) for salaries. The manpower to be posted as per the PHC staff norms-

| Sl. No | HR                    | Max. upper limit for each post |
|--------|-----------------------|--------------------------------|
| 1      | MBBS doctor           | As per NHM rate                |
| 2      | GNM*                  | “                              |
| 3      | ANM*                  | “                              |
| 4      | Pharmacist            | “                              |
| 5      | Laboratory Technician | “                              |

- ANM will be engaged in case of unavailability of GNM
- The salary of the doctors & other paramedical staffs who were working in the hospitals even before the PPP should be given the monthly salary by the Tea Garden Authority from their fund. In addition, they are to be given the incentives as per the prescribed norms from the fund under PPP not exceeding the amounts given below:

| <b>The Garden Hospital catering a population less than 3500</b> |                       |                              |
|---|-----------------------|------------------------------|
| Sl. No  | Details               | Incentive from NRHM-PPP fund |
| 1   | MBBS doctor           | Rs. 6,000 pm                 |
| 2   | GNM                   | Rs. 2,000 pm                 |
| 3   | ANM                   | Rs. 2,000 pm                 |
| 4   | Pharmacist            | Rs. 2,000 pm                 |
| 5   | Laboratory Technician | Rs. 2,000 pm                 |

| <b>The Garden Hospital catering a population more than 3500</b> |                       |                              |
|---|-----------------------|------------------------------|
| Sl. No  | Details               | Incentive from NRHM-PPP fund |
| 1   | MBBS doctor           | Rs. 8,000 pm                 |
| 2   | GNM                   | Rs. 3,000 pm                 |
| 3   | ANM                   | Rs. 3,000 pm                 |
| 4   | Pharmacist            | Rs. 3,000 pm                 |
| 5   | Laboratory Technician | Rs. 3,000 pm                 |

- Along with Medical and paramedical staff from the fund given the hospital can recruit Accountant cum office assistant @ Rs.7000/- per month and a driver for ambulance @ Rs.3500 per month. The salary of the existing staff will be born by the hospital and from the PPP fund given.

- **The District should have clear gap assessment against each garden for release of fund for fulfilling the HR availability such as Medical Officer, GNM, Pharmacist and Laboratory Technician.**

## 2. Drugs

- Drugs will be provided from NHM to all PPP Tea Garden Hospitals as per case load. Indent should be given to DDSM of respective district as per NHM format as and when required. However the utilization of drugs should be sent to concerned DDSM and NHM HQ on monthly basis and as and when required. In case, if there is a shortage of medicines in a particular month then the hospital with prior written information to the Jt. Director Health Services can procure the medicines as per Govt. approved rate. The Jt. Director of Health Services in turn will take the approval from the District Health Society before Procurement of generic drugs as per the Govt. of Assam Essential Drug list (EDL) allowed from PPP fund.

## 3. Ambulance & Referral Transport

- The Tea Garden Management will ensure the maintenance of the ambulance that they have received from NHM under PPP. For referral transport of the complicated cases from one institution to another, fund maximum limit of Rs. 40,000-60,000 per annum should be utilized for POL from the fund available under the head of recurring cost. The minimum or maximum limit will be decided by the DHS on the basis of distance from secondary/tertiary care hospital. The ambulance will have to maintain a log book with details about the patients transported with their signature and meter reading to be mentioned in it.
- The total amount provided shall be spent as follows;

| Sl No | Details  | Upper Limits of Funds per annum (Rs)* |
|-------|--|---------------------------------------|
| 1     | Manpower (Salary)  | 8,50,000 (maximum limit)              |
| 2     | Recurring Cost( Hospital Consumables, ambulance running and maintenance cost, laboratory supplies, Equipments etc, Minor repairing and renovation etc. | 1,50,000 (maximum limit)              |

\*savings are available from any of the heads, the same can be utilized for other important works with prior approvals from D.H.S.

## 4. Infrastructure

- If the hospital needs minor renovation and repairing, which couldn't have been completed during the previous year PPP fund, then it can utilize the fund for minor repairing and

renovation of existing labour room/maternity ward/ new born corner with an upper limit of Rs.60, 000/- per annum as per the IPHS norms.

For proper management of Bio-Medical Waste (BMW) the hospital can procure color coded bins, bags and other consumables along with construction of deep burial pit as per the NHM guideline.

#### **5. Equipment:**

- The hospital can procure equipments related to Labour room/New Born Care Corner (NBCC) as per Govt approved rate along with prior approval of DHS with an upper limit of Rs.1.20 Lakh as per IPHS norms if not procured in the initial years
- If not procured in the initial years the hospital can procure equipments for setting up a laboratory for performing the routine lab test (Eg-routine test for Blood, Urine, and Stool etc.).
- The reagents for performing the test can be procured from hospital operational cost under PPP fund.

#### **6. Operational Aspect**

- The hospital will have to take prior permission of District Health Society before utilizing the fund against the MoU. In case guidelines given are found to be violated, the MoU will be terminated.

#### **7. Record Maintenance**

7.1 All tea garden hospitals under PPP should use the NHM prescribed registers for record keeping. The list of registers to be used at facility is as follows-

- OPD Register for registration
- IPD register,
- RCH register,
- Labour Room Register
- Referral Register
- Laboratory registers for laboratory record,
- Drug dispensing register
- Stock register
- Fixed Asset Register
- Ambulance Log Book
- Line list of Maternal Death
- Line list of Infant Death Register
- Register for line list of High Risk Pregnancy
- WIFS Register



- Health Camp Register
  - Any other register as per requirement to be maintained by all the Tea Garden Hospitals under NHM PPP.
- The hospital will maintain fixed asset register of all the items acquired out of the NHM fund and accordingly submit a report to the Jt. Director of Health Services for his/her record. All the assets acquired and created out of NHM fund will be the property of Government of Assam.
  - For financial transactions record to be maintained in the Tea Garden Hospital in the form of Fund Receipts register, Cheque Issue Register, Petty Cash Book, Payment Vouchers Index File (Month wise) and Cash Book to be maintained in respect of fund received from NHM under PPP.

## 8. Reporting System

- The In-charge of the respective Tea Garden Hospital will be responsible to send the monthly performance report i.e. HMIS report in the prescribed format by NHM, Assam with the help of Accountant cum office assistant or the person responsible for keeping the records to the Block Programme Management Unit along with a copy mark to District Health Society by 2<sup>nd</sup> day of next month.
- Monthly progress reports on all key deliverables along with financial achievements is to be send to the Block Programme Management Unit along with a copy to District Programme Management Unit of NHM, Respective districts.

## 9. IEC: -

- Monthly Health Action Plane for Health Camps would be submitted to the Joint Director of Health Services of the districts.
- Health Camp should be organized at Tea Garden hospital and in the labour lines.
- Involvement of Mothers and Adolescents Club to be ensured by tea garden Hospital Management Committee.
- Monthly adolescents meeting and counseling should be organized and record of same should be submitted to the Block
  - **Celebration of special health days:** Special health day should be observed along with health camp and awareness. Action plane attach in a separate annexure.
  - **Distribution of Iron Folic Acid Tablet:** Immediately after marriage, the Hb% test of married women should be done and accordingly Iron Folic acid is to be given and register also to be maintained.
  - **Anemia detection Camp:** Quarterly anemia detection camp should be organized in age group of 10-35 years female of Tea garden Area. After detection of anemia proper treatment and follow up to be done.

- **Availability of Protocol:** DME should ensure the availability of protocols for Labour room , NBCC, BMW, Immunization, Hand Washing, Nutrition, Anemia, NCD, Diarrhea, JSY, JSSK, and other Umbrella programmes in the facility.

## 10. Financial Guidelines:

- Govt of India allotted fund Rs.10.00 lakh to each tea garden hospital under PPP.
- The fund will be released in two installments.
  - 1st installment will be released after signing of MoU and
  - 2nd installment will be released after submitting the UC and SoE of 1st installment.
  - Amount should be booked under the head **“FMR Code: HSS.7 Sl. No. 179.4”**.
- Separate bank account should be maintained to administer the funds by the hospital management authority under the scheme.
- The Hospital Management Committee will maintain Books of Accounts (i. e. Cash Book, Ledger, Cheque issue register, Stock register, Fixed Assets Register and Bill vouchers file etc.) for the said amount.
- Up to date JSY record should be kept by HMC.
- Cash transactions should not be done.
- The bank account must be a joint a/c. in the name of followings-
  1. Manager of the estate cum Chairman, Hospital Management Committee and
  2. Medical Officer cum Member Secretary, Hospital Management Committee of the hospital.
  3. In absence of any one of above, Labor Welfare Officer of the tea garden should be nominated for joint signatory.
- The monthly account statement obtained from bank should be placed before the Hospital Management Committee.
- The fund given will be utilized for monthly health camps, manpower & maintenance of the hospital or fulfilling the aforesaid objectives.
- The user fee as notified by Govt. in PHCs would be collected by the hospital should be deposited in the bank account of Hospital Management Committee.
- The amount shall be utilised for providing services to the patients.
- Submission of monthly utilization certificate is to be ensured to the Joint DHS/DPMU of respective district.
  - The in-charge of the tea garden hospital will have to submit a monthly fund utilization certificate and Statement of Expenditure (SoE) to the DHS, within 5<sup>th</sup> day of following month.
  - The audited UC and SOE should be submitted for a financial year by 30<sup>th</sup> April of the following year.
- The accounts should be audited by C.A. at the end of the financial year end and settle the advance by submission of audit report including audited Utilization Certificate within 30<sup>th</sup> April of the following year.
- The audit fees will be borne by interest fund incurred or own tea garden management fund.

## 11. Performance review

- Both physical and financial performance of each tea garden hospitals are to be reviewed every month at block level (BPMU) and quarterly at District level. Minutes of the meeting shall be submitted to the State HQ by the District.
- Every Tea garden should visit once in a month by DPMU/BPMU as per supportive supervision format of PHC and submit the report to State Head Quarter by 10<sup>th</sup> of every month.

## **12. Activities not to be done from the fund of PPP**

1. Construction of quarters, Kitchen, Roads, extension of existing hospital building, office set-up, and house hold toilets etc. The fund should not be used for any kind of new construction except Labour room, NBCC, ANC, PNC ward (if not taken in the initial years)
2. Procurement of any vehicles, Computers, office furniture, Halogen light/lamp, Refrigerator etc.
3. Payments towards inserting advertisements in any Newspaper/Journal/ Magazine.
4. Purchase of POL other than ambulance.
5. Organizing Swathya Mela or giving stalls in any Mela for ostensible to purpose of awareness generation of health schemes/programmes.
6. Payments towards giving TA/DA to Medical Officers or other staff.
7. Meeting or any recurring (non-planned) expenditure should not be taken up for individual based activity.

**NB:** An annual action plan of activities along with expenditure should be prepared by the Tea Garden Hospital Management Committee based on the above guidelines and that should be approved by Chairman, District Health Society.

Approval of Mission Director, NHM, Assam must be taken for any other specific requirement other than the above guidelines.