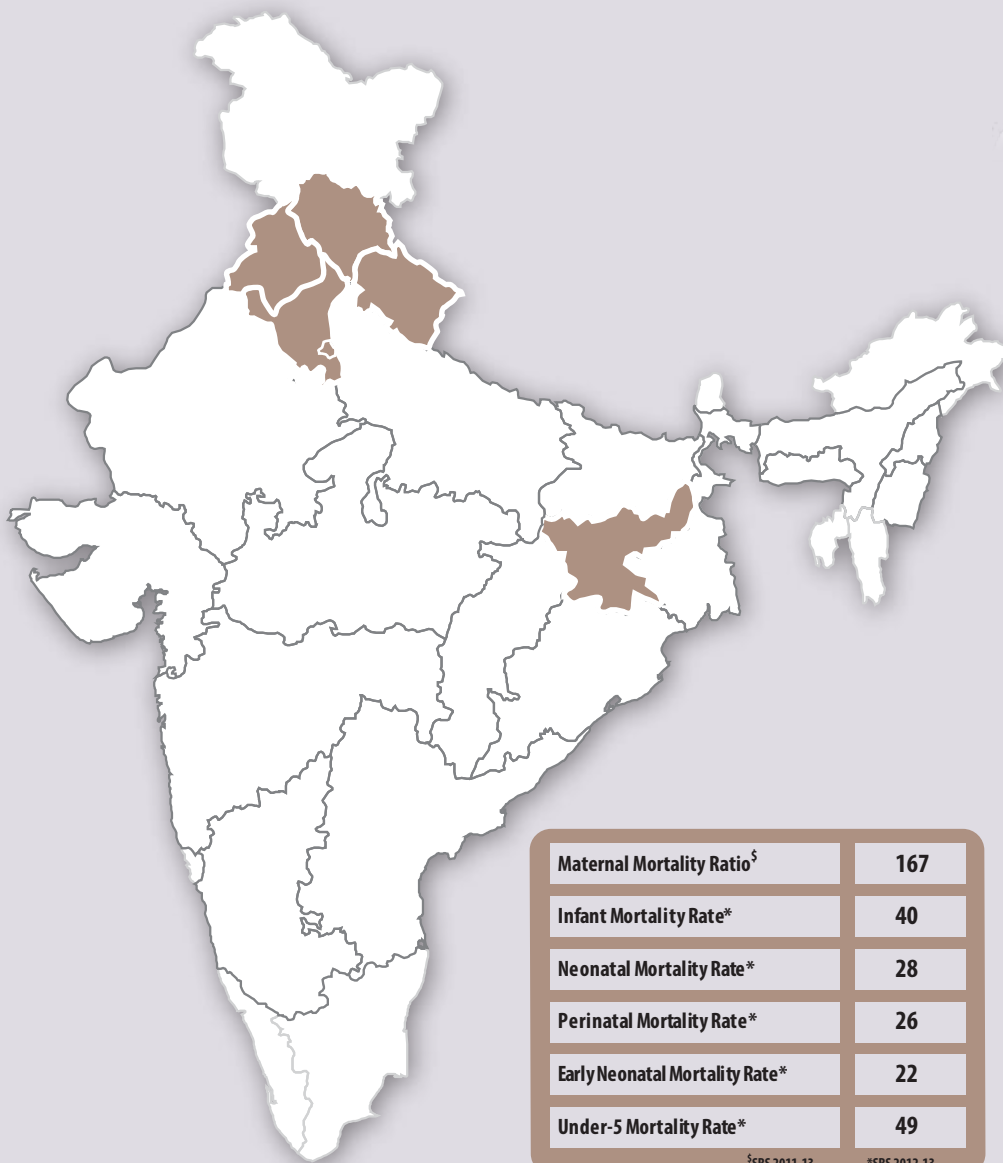


SCALING UP RMNCH+A PROJECT / USAID

Maternal and Newborn Health Services in High Priority Districts in six states of INDIA

FINDINGS: BASELINE ASSESSMENT



Maternal Mortality Ratio [§]	167
Infant Mortality Rate*	40
Neonatal Mortality Rate*	28
Perinatal Mortality Rate*	26
Early Neonatal Mortality Rate*	22
Under-5 Mortality Rate*	49

§SRS 2011-13 *SRS 2012-13

With 46% maternal deaths and 40% neonatal deaths occurring during labor and the day of birth the impetus remains on improving the Quality of Care for Maternal and Newborn interventions at the time of birth. With a constant increase in institutional deliveries, the effective implementation of high impact evidence based interventions at the health facilities is of paramount importance to help improve maternal and newborn care outcomes.

To contribute towards the global goal of Ending Preventable Child and Maternal Deaths (EPCMD), USAID's flagship Scaling Up RMNCH+A Project, has designed a comprehensive and holistic **Care around Birth Strategy** to be implemented across 141 high case load delivery points in the 25 project High Priority Districts (HPDs) spread across the 6 USAID supported states in the country.

The findings presented here are from a comprehensive baseline assessment conducted across the project HPDs as a part of the roll out of the Care around Birth Strategy.



SCALING UP RMNCH+A PROJECT / USAID



Delivery load (Oct- Dec, 2015)

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
HPDs	2	5	3	7	5	3
Total Facilities	8	31	17	42	25	18
L3 facilities	4	9	5	16	24	6
L2& L1 facilities	4	22	12	26	1	12
Total deliveries ⁵	9,075	12,682	2,759	17,389	8,560	4,113
Vaginal delivery	77%	96%	88%	98%	70%	98%
Assisted vaginal delivery	1%	0.04%	1%	0%	1%	0.02%
Caesarian section	22%	4%	11%	2%	29%	2%

⁵Source: Facility records, Oct to Dec 2015



Amenities, equipment and basic services

FACILITIES WITH BASIC AMENITIES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
24 x 7 running water	100%	90%	94%	90%	96%	94%
24 x 7 electricity	63%	71%	47%	93%	100%	89%
Drinking water	13%	74%	65%	68%	84%	6%
Functional toilets	50%	65%	82%	90%	68%	78%
Security services	88%	29%	6%	51%	4%	0%
Help desk	63%	39%	12%	29%	12%	22%
Dietary services	100%	74%	76%	98%	88%	89%
Functional ambulance	63%	52%	59%	78%	80%	83%
Fire extinguisher	100%	19%	59%	17%	76%	61%

FACILITIES WITH LAB TESTS FOR ANC

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
	8	31	17	41	25	18
Hemoglobin	100%	100%	94%	100%	92%	89%
Urine test for Albumin and sugar	100%	100%	94%	98%	92%	74%
Urine test for pregnancy	100%	94%	94%	100%	92%	94%
Screening for HIV	63%	68%	71%	98%	92%	94%
Blood group	100%	90%	88%	68%	92%	83%
MP Slide	50%	94%	76%	100%	92%	78%
Blood Glucose	100%	90%	88%	73%	88%	72%
Screening for Syphilis	88%	55%	59%	39%	80%	72%
USG*	75%	67%	100%	38%	46%	25%

* Assessed only for L3 facilities

QUALITY OF CARE AROUND BIRTH



Maternal Care

AVAILABILITY OF LABOUR TABLES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Expected No. of LTs**	38	104	42	135	80	42
Actual No. of LTs	63%	69%	88%	61%	64%	81%
Total facilities	8	31	17	41	25	18
Mattresses	88%	74%	82%	41%	88%	94%
Mackintosh	100%	77%	82%	63%	64%	67%
Functional Kellys	50%	55%	88%	0%	36%	78%

** Based on average number of deliveries as per MNH guidelines

FURNISHINGS AND EQUIPMENTS IN LABOUR ROOM

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Partition/ Screen for labour table	25%	55%	35%	46%	40%	72%
Stepping stool for labour table	50%	90%	94%	90%	72%	100%
Modular lights for labour table	88%	65%	53%	17%	64%	56%
Clock with seconds hand/digital clock	100%	94%	88%	88%	92%	94%
Moveable delivery trolley	100%	90%	71%	39%	92%	39%
Room thermometer	88%	94%	88%	27%	64%	61%
Refrigerator	63%	81%	53%	51%	72%	50%
Room heater	100%	90%	100%	39%	100%	83%
Autoclaved delivery sets	88%	94%	71%	59%	76%	72%

AVAILABILITY OF DRUGS AND SUPPLIES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Delivery tray						
All items available	100%	100%	100%	100%	100%	78%
Tray available	88%	77%	53%	66%	60%	67%
All items in tray	0%	6%	0%	7%	12%	0%
Medicine tray						
All items available	38%	26%	12%	5%	16%	17%
Tray available	25%	48%	41%	59%	80%	39%
All items in tray	0%	3%	6%	0%	8%	6%
Emergency drugs tray						
All items available	88%	68%	35%	32%	52%	39%
Tray available	63%	48%	41%	63%	72%	67%
All items in tray	25%	6%	18%	10%	24%	17%

SCALING UP RMNCH+A PROJECT / USAID



Maternal Care

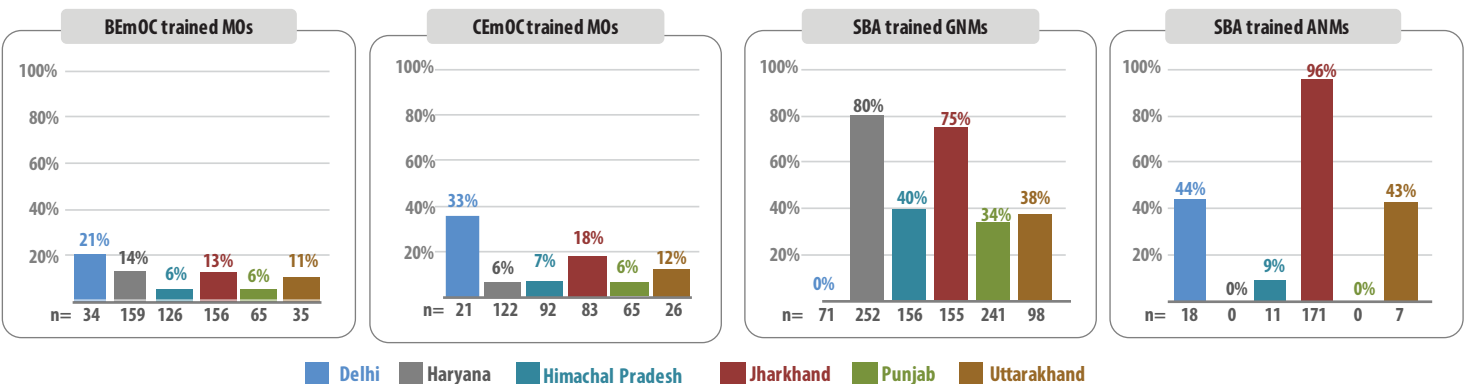
PROTOCOLS IN LABOR ROOM

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Partograph	13%	55%	18%	73%	20%	56%
AMTSL	38%	90%	18%	85%	56%	61%
Vaginal bleeding <20 wk	13%	52%	12%	66%	40%	22%
Vaginal bleeding >20 wk	13%	48%	12%	68%	40%	17%
Management of PPH	75%	77%	41%	85%	64%	50%
Management of atonic PPH	63%	65%	12%	46%	24%	6%

UPDATED DOCUMENTATION

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Labour Room Register	88%	100%	100%	88%	100%	89%
Postnatal Care Register	25%	19%	12%	10%	8%	17%
Referral Register (In)	25%	32%	29%	10%	48%	0%
Referral Register (Out)	75%	90%	94%	73%	92%	56%
Discharge Register	100%	55%	35%	29%	28%	33%
Maternal Death Register	38%	42%	24%	37%	8%	11%

TRAINED HUMAN RESOURCES



PARTOGRAPH – COMPETENCY, USAGE AND COMPLETENESS

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Service providers	34	83	53	147	67	43
Service provider's score	<50%	100%	87%	63%	58%	70%
	51 - 80%	0%	4%	14%	24%	21%
	80%+	0%	28%	9%	18%	9%

QUALITY OF CARE AROUND BIRTH



Maternal Care

PARTOGRAPH – PRACTICES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total cases	9,075	12,682	2,759	17,389	8,560	4,113
Filled partograph [§]	0.1%	80%	54%	13%	9%	26%
Total partographs assessed	50	190	80	280	218	115
Completely filled partograph [§]	10%	49%	39%	45%	12%	18%

[§]Based on samples of partographs reviewed between October and December, 2015

[§]Source: Facility records, Oct to Dec 2015

ACTIVE MANAGEMENT OF THIRD STAGE LABOR (AMTSL) – COMPETENCY

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND	
Service providers	34	83	53	147	67	43	
Service provider's score	<50%	26%	8%	28%	12%	18%	16%
	51 - 80%	42%	29%	27%	26%	39%	26%
	80%+	32%	63%	45%	62%	43%	58%

ACTIVE MANAGEMENT OF THIRD STAGE LABOR (AMTSL) – PRACTICES[§]

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total cases	9,075	12,682	2,759	17,389	8,560	4,113
Oxytocin administered in AMTSL	53%	95%	97%	86%	76%	57%
Oxytocin administered within one minute	0%	69%	2%	41%	0%	48%

[§]Source: Facility records, Oct to Dec 2015

POSTNATAL MONITORING – COMPETENCY

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND	
Service providers	34	83	53	147	67	43	
Service provider's score	<50%	56%	33%	57%	59%	55%	58%
	51 - 80%	35%	44%	26%	34%	30%	26%
	80%+	9%	23%	17%	7%	15%	9%

POSTNATAL MONITORING – PRACTICES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total Cases sheets*	60	190	102	270	245	95
Mother's vitals monitored within 6hrs	83%	81%	40%	16%	76%	38%
Mother's vital monitored at discharge	58%	24%	11%	0%	29%**	2%***
No. of times mother's vitals monitored within 6 hrs ^{§§}	4.3	4.2	2.3	0.2	1.4	1.9

^{§§}Mother expected to be monitored at least nine (9) times within six hours of delivery

* Based on samples of case sheets reviewed between October and December, 2015

**Based on a sample of 210 case sheets reviewed between October and December, 2015

***Based on a sample of 45 case sheets reviewed between October and December, 2015

SCALING UP RMNCH+A PROJECT / USAID

Essential Newborn Care

AVAILABILITY OF ESSENTIAL EQUIPMENT FOR NEWBORN CARE

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Functional suction apparatus	100%	74%	100%	32%	96%	61%
Functional Oxygen cylinder	75%	77%	59%	90%	96%	28%
Fetoscope	50%	65%	100%	95%	80%	50%
Bag and mask	100%	90%	100%	95%	52%	61%
Pediatric stethoscope	75%	29%	18%	20%	4%	44%
Baby weighing scale	100%	100%	100%	95%	92%	100%
Radiant warmer	100%	94%	100%	88%	88%	89%

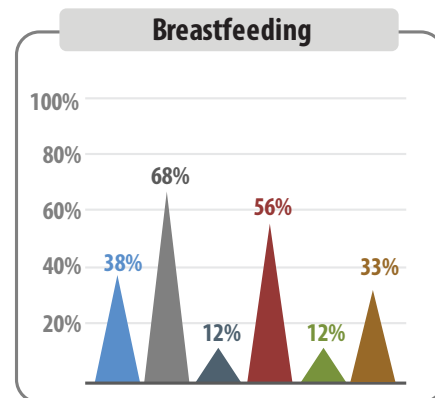
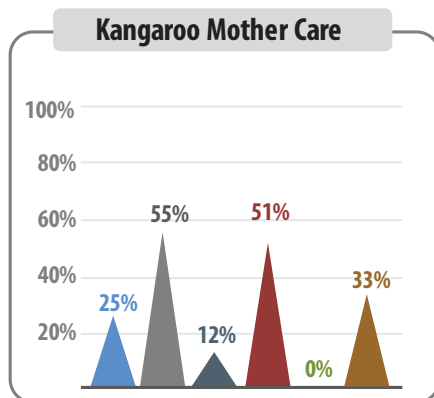
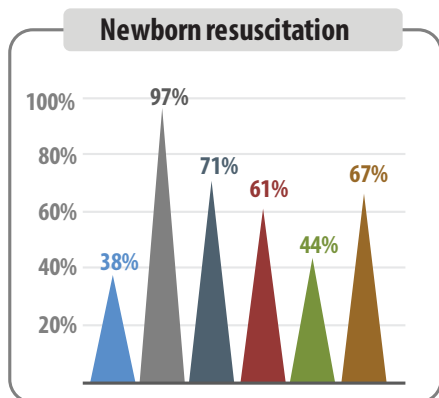
NEWBORN TRAY

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
All items available	13%	6%	0%	2%	0%	0%
Tray available	75%	74%	12%	51%	68%	50%

STOCK OUT OF CONSUMABLES AND SUPPLIES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	42	25	18
Vitamin K1	13%	58%	6%	29%	52%	33%
BCG Vaccine	0%	13%	6%	19%	0%	0%
Oral Polio Vaccine	0%	6%	0%	5%	0%	22%
Hepatitis B Vaccine	0%	3%	0%	0%	0%	6%

PROTOCOLS FOR NEWBORN CARE

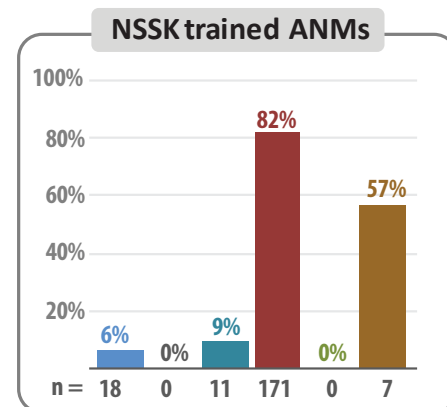
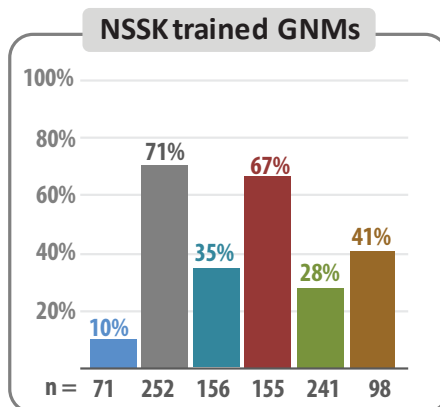
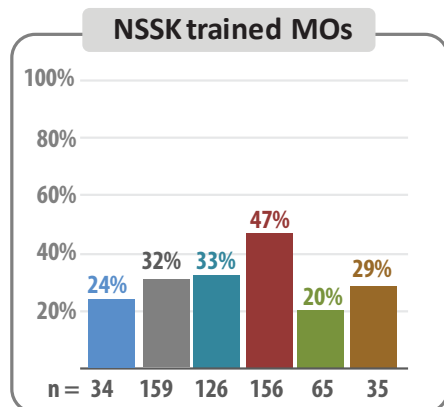


■ Delhi (n=8)
 ■ Haryana (n=31)
 ■ Himachal Pradesh (n=17)
 ■ Jharkhand (n=41)
 ■ Punjab (n=25)
 ■ Uttarakhand (n=18)

QUALITY OF CARE AROUND BIRTH

Essential Newborn Care

TRAINED HUMAN RESOURCES



Delhi Haryana Himachal Pradesh Jharkhand Punjab Uttarakhand

NEWBORN CARE COMPETENCIES (SCORE > 80 PER CENT)

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Service providers	34	83	53	147	67	43
Preparation of the labour room	26%	51%	13%	27%	54%	19%
Essential immediate newborn care	0%	34%	4%	27%	16%	21%
Counselling on care of newborn at discharge	32%	20%	23%	44%	25%	12%
Counselling on danger signs in newborns	0%	7%	0%	13%	1%	0%
Newborn resuscitation	3%	29%	0%	12%	1%	9%
Newborn vaccination	74%	76%	81%	77%	94%	53%

COMPETENCIES IN ESSENTIAL IMMEDIATE NEWBORN CARE AND ACTION POST-BIRTH

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Service providers	34	83	53	147	67	43
Called out time of birth	0%	22%	11%	15%	6%	9%
Delivered over mother's abdomen	44%	99%	94%	65%	82%	84%
Checked for meconium	26%	60%	8%	55%	15%	14%
Checked for crying and breathing	68%	82%	26%	75%	52%	67%
Dried the baby	0%	80%	68%	63%	84%	79%
Skin to skin contact	6%	49%	30%	53%	52%	30%
Cord clamping	88%	93%	85%	86%	94%	86%
Initiation of breastfeeding	74%	77%	45%	77%	82%	74%
Administered Inj. Vit K1 <1hr of birth	94%	75%	87%	81%	91%	77%
Newborn examinations	38%	33%	13%	41%	51%	53%

SCALING UP RMNCH+A PROJECT / USAID



Essential Newborn Care

NEWBORN RESUSCITATION COMPETENCY

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Service providers	34	83	53	147	67	43
Felt pressure	44%	35%	19%	31%	39%	21%
Pop off valve checked	24%	37%	21%	22%	24%	12%
Bag re-inflates	24%	27%	17%	18%	16%	14%
Ventilation started	59%	93%	51%	56%	76%	79%
Checked chest rise	32%	86%	40%	48%	48%	33%
Ventilation cycle	15%	55%	32%	38%	27%	30%
Ventilated 30 seconds	3%	52%	30%	30%	30%	21%

IMMEDIATE NEWBORN CARE PRACTICES[§]

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
No. of live births	8,954	12,561	2,746	16,996	8,560	4,113
Weighed at birth	99%	99%	99%	97%	99%	97%
Temp recorded at birth	1%	86%	99%	0%	0%	3%
Dried after birth	0%	95%	98%	23%	10%	3%
Delayed cord clamping	0%	94%	98%	21%	0%	24%
Vit K1 administered	3%	81%	94%	57%	90%	35%
Immediate breastfeeding	4%	93%	96%	85%	89%	10%

LOW BIRTH WEIGHT NEWBORNS: Delhi, with 18% of all newborns registered as LBW (<2.5kgs), had the highest proportion

VERY LOW BIRTH WEIGHT NEWBORNS: 4 per cent of all newborns in Delhi, Himachal Pradesh and Punjab were registered as VLBW (<2.0kgs)

KANGAROO MOTHER CARE: Only Haryana recorded giving KMC to VLBW newborns, with 27% of VLBW newborns receiving it.

[§]Source: Facility records, Oct- Dec, 2015

NEWBORN VACCINATION PRACTICES[§]

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
No. of live births	8,954	12,561	2,746	16,996	8,560	4,113
All three vaccines	15%	84%	80%	76%	17%	22%
BCG only	15%	84%	82%	78%	17%	25%
OPV only	15%	94%	91%	83%	65%	38%
Hep-B Only	28%	93%	89%	82%	65%	36%

[§]Source: Facility records, Oct to Dec 2015

POSTNATAL MONITORING OF NEWBORN PRACTICES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	42	25	18
Within 1 hr of birth ¹	63%	39%	18%	0%	16%	6%
1 – 6 hrs post birth ²	50%	19%	18%	0%	8%	6%
On discharge ³	0%	0%	0%	0%	0%	0%

¹ Monitored for breathing

² Monitored for vitals, breastfeeding, passage of urine and stool

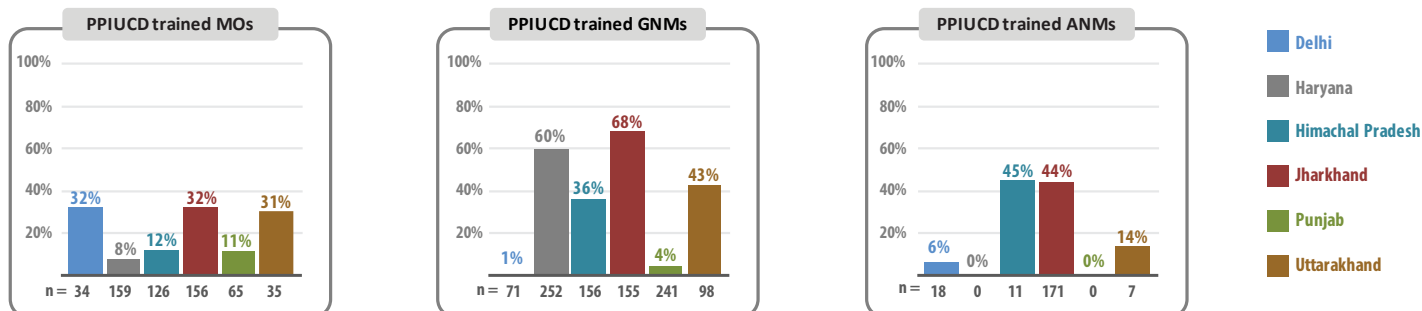
³ Monitored for vitals, breathing and feeding.

QUALITY OF CARE AROUND BIRTH



Family Planning, Child and Adolescent Health

FAMILY PLANNING - TRAINED HUMAN RESOURCES



FAMILY PLANNING - CONSUMABLES, SUPPLIES AND UPDATED RECORDS

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
PPIUCD tray						
All items available	88%	87%	76%	93%	76%	78%
Tray available	75%	58%	24%	73%	44%	67%
All items in tray	0%	3%	12%	7%	0%	0%
PPIUCD Register						
Available	100%	87%	65%	83%	36%	78%
Updated	100%	84%	65%	80%	32%	72%
FP Register						
Available	100%	55%	71%	54%	48%	44%
Updated	88%	55%	71%	49%	48%	22%

FAMILY PLANNING – SERVICES[§]

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total cases	9,075	12,682	2,759	17,389	8,560	4,113
% of women accepting post partum family planning method	17%	23%	7%	15%	24%	17%

[§]Source: Facility records, Oct – Dec 2015

CHILD HEALTH - STOCK OUT OF CONSUMABLES AND SUPPLIES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	42	25	18
ORS	0%	26%	6%	2%	0%	17%
Zinc	0%	32%	29%	7%	20%	50%

OPERATIONAL AFHCs AND BENEFICIARIES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Sanctioned AFHCs	8	17	15	41	15	13
Functional AFHCs	63%	76%	60%	83%	33%	77%
Beneficiaries	254	7,629	1,111	4,669	344	2,269
Boys/ girls break-up	72/182	3,690/3,939	522/589	1,594/3075	138/206	892/1377

SCALING UP RMNCH+A PROJECT / USAID



Infection prevention and control

CONSUMABLES AND AMENITIES FOR INFECTION PREVENTION

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Cleaning agent	100%	94%	100%	100%	88%	89%
Disinfectant	100%	68%	65%	90%	64%	89%
Antiseptic solution	100%	77%	94%	93%	80%	100%
Hand washing at point of use	100%	97%	100%	93%	100%	94%
Elbow operated tap	25%	32%	53%	68%	24%	61%
Color coded bins	100%	97%	94%	83%	100%	78%
Color coded plastic bags	100%	71%	76%	56%	92%	50%
Needle/ hub cutter	88%	90%	94%	95%	100%	83%
Puncture proof box	100%	77%	24%	51%	88%	22%
Autoclave	100%	77%	59%	68%	68%	44%

AVAILABILITY OF ITEMS FOR PERSONAL PROTECTION

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Heavy duty gloves & gumboots	38%	29%	24%	20%	8%	39%
Masks	100%	97%	88%	46%	92%	78%
Sterile gloves in labour room	88%	100%	100%	98%	100%	94%
Gown/ apron	88%	90%	94%	78%	84%	94%
Shoe cover/ gum boots in LR	38%	52%	59%	15%	20%	39%
Caps	75%	90%	76%	29%	60%	67%
Protective kit for HIV	50%	19%	41%	22%	80%	17%

COMPETENCIES IN INFECTION PREVENTION

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Service providers	34	83	53	147	67	43
Service provider's score						
<50%	47%	24%	32%	29%	46%	28%
51-80%	47%	36%	59%	34%	50%	37%
80%+	6%	40%	9%	37%	4%	35%

QUALITY OF CARE AROUND BIRTH



Infection prevention and control

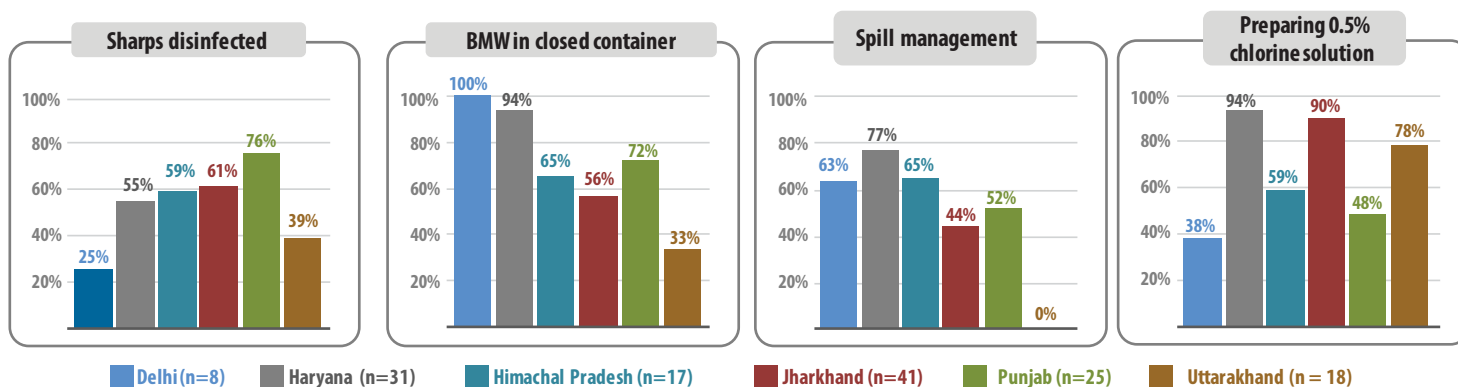
AVAILABILITY OF VARIOUS INFECTION PREVENTION PROTOCOLS IN LABOUR ROOM

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Hand washing	38%	84%	29%	90%	40%	67%
Preparing 1 litre bleaching powder	0%	61%	12%	68%	12%	39%
Infection prevention	25%	68%	24%	66%	20%	44%
Processing of used instruments	38%	48%	18%	54%	12%	22%
LR Sterilization	13%	13%	6%	12%	8%	6%

DOCUMENTATION – LR STERILIZATION REGISTER

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Available	50%	42%	29%	2%	12%	11%
Updated	50%	26%	24%	2%	8%	11%

BIOMEDICAL WASTE MANAGEMENT PRACTICES



FACILITIES WITH TRAINED HUMAN RESOURCES

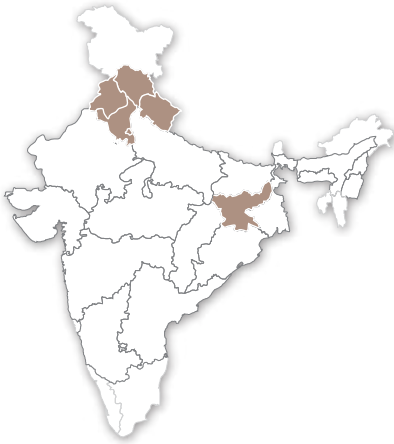
INFECTION PREVENTION PRACTICES

	DELHI	HARYANA	HIMACHAL PRADESH	JHARKHAND	PUNJAB	UTTARAKHAND
Total facilities	8	31	17	41	25	18
Care area cleaned with disinfectant	100%	84%	47%	85%	84%	67%
External footwear restricted	50%	65%	41%	12%	60%	44%

SCALING UP RMNCH+A PROJECT / USAID



Methodology



- The baseline assessment, which was conducted in 2015-16 by the RMNCH+A project team, encompassed a total of 748 data entry points.
- The baseline assessment provides information on the three major components of **labor room environment, staff competencies and practices**.
- The **labor room environment** component included information on facility profile, infrastructure and layout, human resources, drugs and consumables, recording and infection prevention practices. It assessed using a structured checklist, which drafted on the basis of Government of India's Maternal and Newborn Health (MNH) Toolkit.
- Of the 1140 staff nurses and ANMs posted at the facilities, **competencies** of 427 service providers were measured through knowledge assessment on Active Management of Third Stage of Labor (AMTSL), Post Natal Vital Monitoring and Infection Prevention Practices and skill assessment on Partograph through a case study and on Essential Newborn Care and Resuscitation (ENCR) using a neonatalie.
- Assessment of **practices** was done for 93 identified service delivery indicators for the last quarter of 2015 using a structured checklist, drafted following a review of recording practices at the identified facilities.
- **The information presented in this document is collected from 141 facilities and 427 service providers posted at these facilities in six states.**

SELECTED HIGH PRIORITY DISTRICTS

DELHI



HARYANA



HIMACHAL PRADESH



JHARKHAND



PUNJAB



UTTARAKHAND



The 'NINE' Pillars

1. **Adoptive Learning** - By adapting lessons from successful models on quality of care at health facilities
2. **Comprehensive Baseline** - For maternal and newborn care covering labor room environment, staff competencies and practices
3. **Advocacy for Implementation** - Consistent engagement with national and state government at all available platforms
4. **Holistic Technical Intervention Packages** - To strengthen evidence based, high impact interventions for mothers and newborns
5. **Experiential Training** - By using participatory methods to facilitate 'learning-by-doing'
6. **Structured Mentoring Visits** - Regular, planned onsite mentoring to sustain learning
7. **Sustained Quality Improvement** - A multipronged approach including facility QI teams, champions and Experience Sharing Platforms
8. **Robust Management Information System** - For continuing comprehensive measurement of the progress and outcomes.
9. **Impact at Scale** - Planned and organized transfer of successful interventions to more facilities, districts and states

For additional information & queries, contact –

Scaling Up RMNCH+A Project/ USAID,

IPE Global Limited, IPE Global House, B – 84, Defence Colony, New Delhi – 110 024

Ph: +91.11.4075.5900 | email: rmncha@ipeglobal.com

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