Training course

on

‘Training Technology for Health Professionals’

(10\textsuperscript{th} - 14\textsuperscript{th} May, 2010)

Course Coordinating Team:

\textit{Course Director} : Prof. Deoki Nandan  \\
\textit{Course Coordinator} : Dr. Poonam Khattar  \\
\textit{Course Co-Coordinator} : Dr. Neera Dhar  \\
\textit{Course Associates} : Mr. Ramesh Gandotra, Ms. Radhika Sood

Department of Education and Training  \\
National Institute of Health and Family Welfare  \\
Munirka, New Delhi- 110067
### Training course on ‘Training Technology for Health Professionals’

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1.0 Introduction

Appropriate training is necessary to increase the motivation, improvement in quality of performance and output, better utilization of resources (time, money, materials and manpower) and reduction in staff turn over. Training is therefore considered to be a major manpower management function. The increasing pace of changes in the functions to be performed, and advanced technological changes provide great impetus and thrust in organizing training programmes. This is true for the manpower involved in health care and capacity building of health staff as training at all levels is a prerequisite for addressing issues related to health care delivery system. As such advances have lead to specialization in various fields of medical science and the health personnel to work in such specialized fields should have specialized training which their basic education does not full fill. The need of the hour is that the human resources for health should be adequately trained and developed to optimize their potential and create work environment, which is conductive to their effective and efficient functioning.

Training as a subset of personnel management and as an effective tool has often been used as overall goal of performance improvement. Hence, in addition to the basic education, the role of continuing or in-service training is becoming very crucial. The need of the hour is to formulate an integrated training approach to ensure and establish training as necessary, useful and result oriented intervention.

With the launch of National Rural Health Mission, some of the challenges facing the health system are how to integrate organizational structures, optimization of health manpower, decentralization, district management of health programmes and how to organize trainings at various levels.

Keeping this in view, NIHFW organized a training programme on 'Training Technology for Health Professionals'. A five day's training course was conducted from 10th to 14th May 2010. The course was conducted to enhance the capacity of faculty of medical / nursing colleges, training institutes, managers of State/District/Programme Management Officials under NRHM and NGOs in training technology in the health sector. A copy of the programme is enclosed at Annexure-I
The training programme was attended by seventeen participants from Rajasthan, Karnataka, Mohali, Madhya Pradesh, Chattisgarh, Manipur, Nagaland, Uttar Pradesh, West Bengal participated in the training programme. List of the participants is enclosed at Annexure-II

2.0 General Objective:

The general objective of the course was:

- *To enhance the capacity of faculty of medical / nursing colleges, training institutes, managers of State/District/Programme Management Officials under NRHM and NGOs in training technology in the health sector.*

Specific Objectives

The following specific objectives were set forth:

- Describe the systems approach to training.
- Principles of learning and environment conducive to adult learning
- Demonstrate the steps for training need analysis
- Develop Objectives for a training Programme
- Design curriculum for training programme
- List methods of training
- List various Audio-visual aids and methods of training
- Develop a lesson plan
- Describe importance of inter-personal skills in a training set up.
- Assessing the effectiveness of a training programme
- Develop a Training Programme

3.0 Course Contents

The training course focused upon following content areas:

- Systems approach to training
- Training needs assessment
- Developing Training Objectives
- Designing Training Curriculum
- Training Methods
- Training Aids
- Inter-personal communication skills in a training programme
- Developing Training Module
- Developing a Lesson Plan
- Assessing the effectiveness of a training programme
- Develop a Training Programme
- Report writing after training programmes
- Micro-teaching sessions

4.0 Methodology

Participatory methods of learning were used during the training. Orientation to the concepts was through lecture-discussion methods followed by practical work in small groups.

The training was interactive in nature on inculcating training skills.
Record of the Proceedings of the Training Programme
Registration and Pre-course Evaluation
Registration was undertaken and the participants were requested to fill pre-course evaluation proforma and their expectations from the training programme.
Most of the participants mentioned that training programme would:
1. Enhance their skills of developing a training programme
2. Learn training techniques for executing a training programme

Ice-Breaking session
The participants were given a pair of nouns and were asked to find their partners. Thereafter, they introduced their partners.

Inaugural session
Welcome Address: Prof. Neera Dhar, Department of Education & Training
Prof. Neera Dhar welcomed the participants and initiated a round of introduction. She invited Prof. M. Bhattacharya to give inaugural address.

Inaugural Address: Prof. M. Bhattacharya, Dean NIHFW
Prof Bhattacharya discussed the sessional objectives. She briefed about training programmes which are being conducted throughout the year in the institute. She hoped that this training programme would strengthen the capacity of the participants in training technology in the health sector.

Dr. Poonam Khattar, Reader, Department of Education & Training
Dr. Poonam Khattar, coordinator of the training course, gave a brief on the course outline of the training programme.
Session: Systems Approach to Training  
Resource Person: Prof. U. Datta, HOD, Department of Education & Training

Prof. U. Datta discussed the steps in the systems approach to training, principles of learning, describe environment conducive to adult training, and methods that can be used for the training purpose.

The session was very interactive as Prof. Datta and participants shared their experiences of various training programmes conducted and attended by them. The session was concluded with a saying “Aptitude is necessary to change the Attitude”.

Session: Training Needs Assessment  
Resource Person: Dr Gyan Singh, Department of RBM (Clinic), and Dr. Poonam Khattar, Reader, Department of Education & Training

Dr Gyan Singh focused on various methods and steps involved in the training needs assessment. The participants were given District Level Health Survey III (DLHS-III) and asked to study this with a view to analyze possible areas for which training may be required.

The participants were divided into three groups and identified two/three emerging training needs from DLHS III data and undertake analysis of Knowledge, Attitude and Practice (KAP) for any particular health cadre.

Session: Designing Training Objectives  
Resource Person: Prof. Neera Dhar, Department of Education & Training

Prof Neera Dhar gave a presentation on formulation of learning objectives. She emphasized that objectives should be behavioural in nature. She also discussed the components, and types of behavioural objectives.

The participants were asked to formulate the learning objectives for a selected group of health personnel based on training needs assessment done in the previous session.
Day II-11th May, 2010

**Session: Designing Training Curriculum**  
**Resource Person: Prof. Neera Dhar, Department of Education & Training**

Prof Neera discussed that while designing training curriculum one must take into account knowledge, skill and attitude contents. The participants also formulated curriculum of a training programme for a particular cadre of health personnel.

**Session: Methods of Training**  
**Resource Person: Prof. U.Datta, HOD, Department of Education & Training**

Prof U Datta listed various training methods in his presentation and elaborated on lecture method, discussion method, and brainstorming. He gave details of procedural steps, merits and demerits of the methods.

**Session: Methods of Training-Case Method**  
**Resource Person: Dr. Poonam Khattar, Reader, Department of Education & Training**

Dr Poonam discussed that case method provides an opportunity to stimulate actual experience by analyzing problems and making decisions. She elaborated on importance, purpose, characteristics, process, framework of case analysis, preparation and writing of a case, merits and demerits of case method.

**Session: Methods of Training-Role play**  
**Resource Person: Prof. Saroj Menon**

Prof Menon started her session with a role play on ‘LHV doing supervisory visit to sub-centre of female health worker’. The observers were asked to give their feedback. She mentioned that purpose of the training is to enable a person to develop skill sets for a given task. The technique of role play is mainly used to train people to explore personal and inter-personal dynamics. Prof Menon discussed observations to be made, merits, and demerits of a role play. She ended her session with a role play on ‘Woman with cu-t380A inserted 2months back has come to health personnel with complaints of heavy bleeding during her menstrual period’.
Day III-12\textsuperscript{th} May, 2010

\textit{Session: Development of Lesson Plan}\newline\textbf{Resource Person: Dr. Poonam Khattar, Reader, Department of Education & Training}

Dr Poonam Khattar discussed key consideration areas such as context, content, and the audience while planning a lesson. She elaborated on elements of lesson plan, lesson plan cycle, methodologies for training, skills of an effective trainer, questioning and answering skills, use of audio visual aids. The participants were asked to develop a short lesson plan.

\textit{Session: Development of Training Modules}\newline\textbf{Resource Person: Prof. Vivek Adhish, Department of MCHA}

Prof. Vivek Adhish discussed that modules are self instructional material for promoting self learning. He emphasized on the structure of the learning unit. He gave examples of various modules by different authors and institutes for better understanding.

\textit{Session: Interpersonal skills in training (Micro-teaching)}\newline\textbf{Resource Person: Prof. Neera Dhar, Department of Education & Training}

Prof Neera Dhar discussed that the objective of this session was to enhance the personal training and presentation skills of the participants as a trainer and manager of training programme. In her presentation she mentioned about the importance of the content of the presentation. She emphasized on body language, eye contact with participants, gestures, energy level, vocal behavior like voice modulation, minimizing the distractions, use of visuals, reinforcement of the key messages, interacting with the trainees and managing time during a training session. The participants were ask to make a five minute presentation or lecture on any topic of their choice which was recorded and then shown to the participants for the feedback and improvement.
Day IV-13th May, 2010

Session: Report Writing in training programmes
Resource Person: Mr. J.P Shivdasani, Department of Education & Training

Mr Shivdasani discussed purpose of the report, what is a good report, training course report, structure of a report, main components of the report, evaluation of a course report, and refinement of the course report. He mentioned that a training report provides database for quality of courses conducted. It is an instrument for desk monitoring and feedback, and ensures scope of improvement of quality skill training relevant to job situations. He discussed various already prepared course reports.

Session: Assessing the Effectiveness of the Training programme
Resource Person: Prof. Vivek Adhish, Department of MCHA

Prof. Vivek Adhish emphasized that evaluation is done to know progress of trainee as well as a trainer. He discussed function and types of assessment. He mentioned two types of evaluation- summative and formative evaluation, and different tools that are being used for evaluation.

Session: Financial Management and Budgeting in training programme
Resource Person: Dr. K.S Nair and Mrs. Reeta Dhingra, Department of Planning & Evaluation

Mrs. Reeta Dhingra mentioned that financial management includes budgeting, costing, financial accounting & financial auditing. She discussed the needs of budgeting, categories of budget for training. She advised on budget preparation, its format, and justification. Mrs Dhingra along with the participants prepared budget for a training programme to clear the concepts of the participants.
Day V-14th May, 2010

Session: Development of Training Programme (Group work and Presentation)
Resource Person: Dr. Poonam Khattar, Reader, Department of Education & Training and Ms. Radhika Sood, Part-time Faculty, Department of Education & Training

The participants developed a training programme based on training need assessment done using DLHS III data. They designed objectives, methodology, curriculum, timeline, budget, and process of evaluation of the training programme.

Group 1: Dr. Mukesh Sondhi gave the presentation on behalf of his group on “Training on Developing of Micro Plan on Immunization for ANMs”. The objectives of the training programme were to:
1. Describe the steps of developing the Micro plan for Immunization.
2. Develop a Micro plan for Immunization

Group 2: Dr. Jayanta Das gave the presentation on “Training of ASHAs on Early Marriage and its consequences”. The objectives of the training programme were to:
1. List the adverse health effect of early marriage
2. Identify all existing beliefs related to early marriage in the community
3. Explain the legal aspects of early marriage
4. List the steps of communication
5. Demonstrate communication skill
6. List the steps of Counseling

Group 3: Dr. Kavya R presented on “Training on importance of ANC for ASHA’s”. The objectives were to:
1. Write the importance of minimum ANC check ups
2. Explain the benefits of regular ANC check ups
3. Display Interpersonal skills required to motivate the pregnant women for regular ANC check ups

Session: Valedictory Session
Resource Person: Prof. Deoki Nandan, Director, NIHFW

Prof. Deoki Nandan requested the participants to present a critical evaluation of the training programme. The participants reported that:
- The programme was highly knowledgeable
- They have learned new skills related to training
- They can now identify loopholes in training programmes of their state institutions
Microlab was a new concept to them

The programme was well organized and the participants appreciated that whatever theoretical concepts were given, the coordinators and lecturers ensured they are learnt and practiced by the trainees.

Prof. Deoki Nandan congratulated the participants for completing the training course. He assured that the institute will conduct more of such training programmes. He ended by saying “learn to listen and listen to learn”, which is the core principle of training.
Evaluation of the Training Programme by the Participants
Evaluation of the training programme by the participants—"Reaction Level Evaluation"
The participants were given a 'reaction level evaluation' proforma with an objective to evaluate the following aspects of the training programme:

- Goals/ objectives of the training
- Training course
- Training session
- General organization of the training course

Overall analysis of the reaction level evaluation of the programme by the participants is as below:

<table>
<thead>
<tr>
<th>Question</th>
<th>5</th>
<th>4</th>
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<tbody>
<tr>
<td><strong>1. Goals/ objective of the training programme</strong></td>
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<tr>
<td>Relevance</td>
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<td>Achievement of goals</td>
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<td><strong>2. Training course</strong></td>
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<td>Duration</td>
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<td>Relevance of background document, and the supplementary material provided</td>
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<td>Provided current knowledge</td>
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<td><strong>3. Training session</strong></td>
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<td>Whether training sessions were stimulating or not</td>
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<td>Conducive to learning</td>
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<td>Initiated good discussion</td>
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<td><strong>4. General organization</strong></td>
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<td>Infrastructure</td>
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<td>Training environment</td>
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<td>Training facilities</td>
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The participants suggested that:

1. Separate feedback can be taken for each session.
2. More exercise on report writing
3. Emphasis on post training evaluation can be more
4. Micro lab should be elaborate and everyone should get a chance to participate
5. Training Needs Assessment and finance/ Budgeting of training can be elaborative
Annexure 1
Programme Schedule
<table>
<thead>
<tr>
<th>Date &amp; Day</th>
<th>0915 – 0930</th>
<th>0930 – 1100</th>
<th>1115 – 1300</th>
<th>1400 – 1515</th>
<th>1530 – 1700</th>
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<tbody>
<tr>
<td>10.5.10 Monday</td>
<td>Reporting Registration Pre-course evaluation: Mr Ramesh Gandotra Welcome Address: Dr Neera Dhar Inaugural Address: Prof M. Bhattacharya Overview of Training technology: Dr Poonam Khattar</td>
<td></td>
<td>Systems Approach to Training Dr U Datta</td>
<td>Training Needs Assessment Dr Gyan Singh Dr Poonam Khattar</td>
<td>Designing Training objectives Dr Neera Dhar</td>
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<tr>
<td>11.5.10 Tuesday</td>
<td></td>
<td>Designing Training curriculum Dr Neera Dhar</td>
<td>Development of Training Modules Dr Vivek Adhish</td>
<td>Methods of Training (Lecture, Discussion Brainstorming) Prof. U. Datta</td>
<td>Role Play Prof. Saroj Menon</td>
</tr>
<tr>
<td>12.5.10 Wednesday Recapitation</td>
<td>Assessing the Effectiveness of the Training programme Dr Vivek Adhish</td>
<td>Methods of Training (case method &amp; Role play) Dr Poonam Khattar</td>
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<td>Interpersonal Skills in Training (Micro-Teaching) Dr Neera Dhar</td>
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<tr>
<td>13.5.10 Thursday</td>
<td>Development of Lesson Plan (Individual Exercise) Dr Poonam Khattar</td>
<td>Financial Management and Budgeting in training programme Dr K.S Nair Ms Reeta Dhingra</td>
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<td>Development of Training Programme (Group Work) Dr Poonam Khattar, Ms Radhika Sood</td>
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<tr>
<td>14.5.10 Friday</td>
<td>Report Writing in training programmes Mr. J.P Shivdasani</td>
<td>Presentation of Group Work Participants</td>
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<td>Post-Course Evaluation Ms Radhika Sood</td>
<td>Valedictory Session</td>
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Tea Break: 1100-1115  
Lunch: 1300-1400  
Tea Break: 1515-1530
Annexure-II
List of Participants
### Training Course on “Training Technology for the Health Professionals”
(10\textsuperscript{th}-14\textsuperscript{th} May, 2010)

#### List of Participants

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name</th>
<th>Designation &amp; Address</th>
<th>Contact No.</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
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<td>Ms. Moytre Bagchii</td>
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<tr>
<td>2.</td>
<td>Mr. Tanmoy Das</td>
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<tr>
<td>3.</td>
<td>Dr. Adhip Ghosh</td>
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<tr>
<td>4.</td>
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<td>5.</td>
<td>Dr. Puneet Gupta</td>
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<td>6.</td>
<td>Dr. Krishnamurti Kamble</td>
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<td>0771-2412792, 2411427</td>
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</tr>
<tr>
<td>7.</td>
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<td>08472-245150 09945961700</td>
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</tr>
<tr>
<td></td>
<td>Name</td>
<td>Position and Details</td>
<td>Contact Information</td>
<td>Email Address</td>
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<tr>
<td>8</td>
<td>Dr Chandra Prabha G</td>
<td>Medical Lecturer cum Demonstrator, Regional Health &amp; family Welfare Training Centre</td>
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<td>9</td>
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<td>080-25539964</td>
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</tr>
<tr>
<td>10</td>
<td>Khaling Milan</td>
<td>ASPM State Health Society, Directorate of Family Welfare, B.T.Road, Imphal-795001, Manipur</td>
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<tr>
<td>11</td>
<td>Rinabai Salam</td>
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<td>12</td>
<td>Dr. Narayan Prasad Agrawal</td>
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<td>13</td>
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<td>14</td>
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<td>15</td>
<td>Ms.K.V. Japuno</td>
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<tr>
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<td>16.</td>
<td>Dr. Mukesh Sondhi</td>
<td>Sr. Faculty, Medical Officer, State Institute of Health and Family Welfare, Punjab, Mohali, Punjab</td>
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<td><a href="mailto:mukesh_sondhi@yahoo.com">mukesh_sondhi@yahoo.com</a></td>
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<tr>
<td>17.</td>
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Annexure-III
List of Resource Faculty from NIHFW
# List of Resource Faculty from NIHFW

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<th>Research Staff</th>
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