



Manipur NQAS Sensitization Training and Visit Report



Organized By:

State Quality Assurance Unit, NHM Manipur
With technical support of
Regional Resource Centre for NE States, Guwahati, Assam

Date of Training : 29th July to 1st August, 2025

Venue: Hotel Classic, Imphal, Manipur

Introduction

The National Quality Assurance Standards (NQAS) were introduced in 2013 to enhance the Quality of Care (QoC) in public health facilities, starting with District Hospitals. Over the years, the framework was expanded to include PHCs, CHCs, and Urban PHCs, and further complemented by thematic initiatives such as LaQshya (2017) for maternity care, SUMAN NQAS (2020) for Health and Wellness Centres, and MusQan (2021) for child-friendly services. These initiatives collectively aim to ensure comprehensive, patient-centred quality improvement across all levels of healthcare delivery. The International Society for Quality in Healthcare (ISQua) has accredited NQAS Standards internationally. The Insurance Regulatory and Development Authority (IRDA) has approved these requirements for hospital empanelment at the national level.

Since the programme's inception in November 2013, the Regional Resource Centre for Northeastern States (RRC-NE), in coordination with the National Health Systems Resource Centre (NHSRC), has been actively supporting and monitoring the implementation of the National Quality Assurance Programme in the North-Eastern States.

With technical assistance from RRC-NE, the State QA Unit, NHM, Manipur, one-day handholding visit to two health facilities followed by two batches of two-day NQAS Orientation-cum-Refresher Trainings. The objective of the training was to sensitize the facility staff of targeted health facility on NQAS and refresher training for certified Internal Assessors in the state. RRC-NE provided technical support by preparing the agenda, developing presentations, and facilitating key training sessions.

The training program was divided into various topics and included hands-on exercises to give participants exposure with different assessment approaches. Following the training, a discussion about the State of Manipur's NQAS implementation roadmap status was held, and the training was finished with a post-training evaluation.

Itinerary

| Date | Plan |
|--|---|
| 28 th July 2025 | Arrival in Imphal and Visit to Sanjebam AAM-SHC & Khurkul PHC |
| 29 th - 30 th July 2025 | Two-day NQAS Orientation cum Refresher workshop for IA/District officials |
| 31 st July - 1 st Aug 2025 | Two-day NQAS Orientation cum Refresher workshop for CHOs |

Field visit (28th July 2025)

A team consist of Dr H Manaranjan Singh, SNO, QA, NHM, Manipur, Dr. Ajay Kumar Arya, Sr. Consultant, RRC-NE, Dr. Ravikar Singh, Consultant-QPS, RRCE-NE, Dr Cecil Ahongshangbam & Dr Sunand Longjam, SQC, QA, Manipur visited in two public health facilities of Imphal (Sanjebam AAM SHC & Khurkul PHC) on 28th July 2025.

Following key observations are made:

- While lab in the AAM SHC is providing most essential diagnostics as per the requirement, the PHC is outsourcing majority of essential diagnostics in PPP mode, upon inspection, key equipment (like Haematology semi/auto-analyser, centrifuge etc).
- Staff at both the facilities are enthusiastic in implementing NQAS at their facilities.
- ETP (01KLD) is available at Khurkul PHC.
- Dedicated storage facility of BMW disposal with Sharp pit and Burial pit in Sanjebam AAM SHC.

Recommendations:

- Orientation on NQAS is required for the staff, so that they can contribute effectively in NQAS preparation and implementation.
- Conducting periodic assessments of all facilities by in-charges, especially pharmacy, Lab and storage rooms for gaps & risk assessment and mitigation.

Sanjebam AAM SHC

Sanjebam AAM SHC is a day care health facility with 24/7 emergency care. It is located at the southern end of the district, approximately 10 kilometres away from the District Headquarter, and can be easily accessed through well-maintained roads. The journey to the PHC from the district headquarters typically takes less than an hour. Key observations are:

- CHO is very enthusiastic about NQAS implementation. Facility is Kayakalp winner in the previous financial year as well as NQAS certified with conditionality.
- Facility is functioning in the government building & infrastructure is in good condition having 24x7 Electricity with functional back up in the form of solar power in the premises.
- A designated Labor room, Newborn care corner (NBCC) with radiant warmer in the facility is observed. Labour room is equipped with functional delivery table, delivery trays, hand washing corner.
- Autoclave is functional in the facility, and the staff understands the maintenance of the equipment and Burial pit, sharp pit is available.
- Out of the essential diagnostic tests, majority of diagnostic tests are provided as the facility has the availability of RDT. Only 30-35 no. of drugs are available, drug stock is update.
- Facility has enough space for herbal gardening; Solar panel backup is installed and providing power backup.

Areas of Improvement:

- Participation from all staff is required for NQAS preparation.
- Ensure availability of drugs as per State Emergency Medicine List (EML)
- Some of the SoPs need updating.
- Strengthen the follow up mechanism of referred patients.

Khurkul PHC

Khurkul PHC is a day care health facility with 24/7 emergency care. It is located at the southern end of the district, approximately 10 kilometres away from the District Headquarter, and can be easily accessed through well-maintained roads. The journey to the PHC from the district headquarters typically takes less than an hour. Key observations are:

- Facility is Kayakalp winner in the previous financial year.
- A designated Labor room, Newborn care corner (NBCC) with radiant warmer in the facility is observed. Labour room is equipped with functional delivery table, delivery trays, hand washing corner.
- Autoclave is functional in the facility, and the staff understands the maintenance of the equipment having 24x7 Electricity with functional back up in the form of generator in the premises.
- Out of the essential diagnostic tests, majority of diagnostic tests are provided as in PPP mode as the facility lacks the availability of necessary equipment (haematology/biochemistry analyser, centrifuge).
- Burial pit, sharp pit is available. Although empty BMW collection bins are placed. A 1KLD ETP is also installed in the facility.

Areas of Improvement:

- Participation from all staff is required for NQAS preparation.
- Ensure availability of drugs as per State Emergency Medicine List (EML) and Diagnostics.
- Continue to build on Kayakalp success & ensure participation in the Kayakalp assessment.
- Some of the SoPs need updating.
- Strengthen the follow up mechanism of referred patients



Sanjebam AAM SHC



Khurkul PHC



ETP (1KLD) installed @ Khurkul PHC



Discussion @Khurkul PHC

NQAS Sensitization Training

The main objectives of the training were as follows:

- To impart understanding of the basic concept of Quality Assurance Standards and how to implement them in public health facilities.
- To acquaint the participants with Area of Concerns, Standards, Measurable elements, Departmental Checklists and Scoring System.
- To support the facilities for achieving National Quality Certification.

Training was facilitated by following Resource Persons:

- Dr H Manaranjan Singh, SNO, QA, NHM, Manipur
- Dr. Ajay Kumar Arya, Sr. Consultant-QPS, RRC-NE
- Dr. Ravikar Singh, Consultant-QPS, RRCE-NE
- Dr L Gojendra, External Assessor.
- Dr Haobam Danny, External Assessor.
- Dr KH John
- Dr Cecil Ahongshangbam, SQC, QA, Manipur
- Dr Sunand Longjam, SQC, QA, Manipur

The agenda of both batch Training is placed as Annexure – I.

Participants: for the First batch a total of 89 (Eighty -Nine) participants including Internal assessors, District Nodal Officer, Senior Medical Officers, Medical officers, Quality consultants, were included in the training, For the Second batch, a total of 96 (Ninety-six) CHOs attended the training including CHOs. Due to current circumstances, few of the participants joined online. The participants list is enclosed as Annexure – II.

Inaugural Session: Dr H Manaranjan Singh, SNO, QA, NHM, Manipur, welcomed all the participants & resource persons from RRCNE, state officials & CHOs in both the batches of 02-day State level NQAS orientation cum refresher Training Program.

| Technical Sessions | |
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| Topic | Brief Description |
| Day -1 (28th July 2025) – Batch I (IA and District/block Quality officials) | |
| Session 1: Overview of National Quality Assurance Program and Assessment Protocol. | In this session, Dr. Ajay Arya explained the concepts of Quality, development of National Quality Assurance Standards (NQAS), its key features, Implementation framework at state and district level, function of Quality Assurance Committees & Units. He briefed about Areas of concerns & Standards, Measurable elements & checkpoints, followed by the measurement system of National Quality Assurance standards. The session concluded with discussion on the Scoring System, Assessment methods, Methodologies, and protocols of the NQAS assessment. |
| Session 2: Standards for Service Provision, AoC-A | Dr. L Gojendra explained standards under service provision, which focused on ensuring hospitals provide comprehensive functional services and facilities to end-users. He explained the compliance to the standards and measurable elements should be checked by observing services delivery, reviewing |

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| | records/documents & evaluating utilization across hospital departments. |
| Session 3: Standards for Patient Rights, AoC-B | Dr. Haobam Danny took a session on patient rights, covering key aspects such as access to information, Patient rights and responsibilities, Citizen charter, user-friendly signages, confidentiality, consent for treatment, privacy, dignity, and providing treatment without any physical and financial barriers. |
| Session 4: Standards for Inputs, AoC-C, support Services (AoC-D) & Inventory Management | <p>Dr. Ravikar Singh explained the structural components of healthcare facilities as outlined by the Indian Public Health Standards (IPHS). This session covered infrastructure requirements, essential utilities like water and electricity, workforce adequacy, staff competency evaluations, and the availability of drugs, consumables, and equipment.</p> <p>Continuing the session Dr. Singh elaborated on hospital support services, including preventive & breakdown maintenance of equipment's, calibration, of critical equipment's, daily inspection, inventory management of drugs & consumables in pharmacy as well as patient care areas, dispensing & storage of drugs, regular upkeep of facility, 24x7 water and power supply, laundry, dietary etc.</p> |
| Session 5: Standards for clinical Services, AoC-E | The session was taken by Dr. Kh John, standards under AoC-E, focusing on essential clinical processes that ensure comprehensive patient care. He explained the general clinical services, Specific and RMNCHA services & their importance. His session covered vital areas such as patient registration, admission, consultation, clinical assessment, continuity of care, nursing practices, identification and management of high-risk patients, intensive care, procedure for Emergency services, disaster management and procedure for diagnostic services, Blood bank and Storage management and transfusion, and the standards which are specific to Maternal, New-born and Child health services. Maternal Services is further categorized into Ante-natal, Intra-natal, and post-natal services. |
| Session 6: Standards for Infection Control, (AoC-F) and Outcome (AoC-H) | <p>Dr. Ajay Arya delivered an in-depth session on infection control protocols and practices essential for preventing nosocomial infections in public hospitals. He emphasized key aspects such as hand hygiene, personal protective measures, antiseptic practices, sterilization and disinfection of equipment, environmental control and effective management of biomedical waste within health facilities.</p> <p>Dr. Arya also covered standards under Area of Concern H, explaining the Key Performance Indicators (KPIs) & outcome Indicators applicable to different levels of healthcare facilities. He provided an overview four key standards of quality measurement — Productivity, Efficiency, Clinical Care, and Service Quality.</p> |

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| Day ended with Q & A session | |
| Day - 2 (29th July 2025) | |
| Session 7: Standards for Quality Management (AoC G) & practical approach for NQAS implementation | Dr. Ajay Arya introduced AoC G emphasizing the formation of quality teams and role of its members, development of quality policies and objectives, creation of Standard Operating Procedures (SOPs), work instructions, internal & external quality assurance system. He guided participants through registering healthcare facilities, obtaining login credentials, and completing the required documentation for certification. Dr. Arya outlined the steps for approval by the state QA team, ensuring participants understood the entire process from registration to submission of mandatory documents for national certification. |
| Session 8: Hands-on Exercise | Dr. Cecil, SQC, Manipur, took an excellent exercise and hands-on session for the participants to understand the NQAS better. |
| Session 9: Practical approach for NQAS implementation (Gap analysis, Prioritisation, PDCA) | Dr. Ravikar Singh took session on the practical approach towards the NQAS implementation. He explained how to perform baseline assessment, do gap analysis and root cause analysis. How use this analysis to prioritise gaps and do effective action planning to close the gap and improve in quality standards. |
| Session 10: Status & Road map for NQAS implementation in the state. | Dr H Manaranjan Singh, SNO, QA, NHM, outlined the State Action Plan for Quality Assurance activities as per the proposed SPIP for 2024-25. He provided an update on the status of facilities shortlisted for the NQAS and LaQshya programs and urged the officials to follow the established timelines for completing the assessments. He stressed the need for adherence to these timelines to ensure the successful implementation of the programs in the state. |
| Training ended with a Q & A session and a thank you note from the SQC | |
| Day - 3 (31st July 2025) – Batch II (CHOs) | |
| Second Batch of NQAS Sensitization Training was conducted for the Community Health Officers of the targeted NQAS Health facilities in the state. Due to social unrest situation in Manipur, many CHOs from hilly District areas joined via online mode. | |
| Session 1: Overview of National Quality Assurance Program and Assessment Protocol. | Dr. Ajay Arya covered the following topics in this session: the definition of quality, the creation of the National Quality Assurance Standards (NQAS), its salient characteristics, the framework for state and district implementation, and the role of Quality Assurance Committees and Units. He gave a briefing on the National Quality Assurance standards measuring system, measurable components and checkpoints, and areas of concern and requirements. The discussion of the NQAS assessment's scoring system, methodologies, and protocols brought the event to a close. |

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| Session 2: Standards for Service Provision (AoC-A) and Patient Rights (AoC-B) | <p>In order to guarantee that hospitals offer end customers complete, functional services and facilities, Dr. L. Gojendra described the standards under service provision. He clarified that monitoring care delivery, going over records and papers, and assessing utilization across hospital departments are ways to verify adherence to the standards and quantifiable components. The main highlight of the program was the high level of interaction between participants and their questions.</p> <p>He also led a session on patient rights, which covered important topics such information access, patient rights and obligations, the Citizen Charter, easily navigable signage, confidentiality, treatment consent, privacy, dignity, and treatment without financial or physical barriers.</p> |
| Session 3: Standards for Inputs (AoC-C) and support Services (AoC-D) | <p>The structural elements of healthcare facilities as specified by the Indian Public Health Standards (IPHS) were described by Dr. Ravikar Singh. Infrastructure needs, basic utilities like electricity and water, workforce adequacy, staff competency assessments, and the availability of medications, consumables, and equipment were all discussed in this session.</p> <p>Dr. Singh continued the discussion by going into detail about hospital support services, such as equipment calibration, preventive and breakdown maintenance, daily inspections, inventory management of medications and consumables in the pharmacy and patient care areas, medication dispensing and storage, routine facility maintenance, 24-hour water and power supply, laundry, and dietary services.</p> |
| Session 4: Standards for clinical Services, (AoC-E) | <p>Dr. Kh. John conducted a detailed session on Standards under Area of Concern E, focusing on the essential clinical processes that ensure comprehensive and patient-centred care. He elaborated on general clinical services, specific services, and RMNCHA services, highlighting their significance in maintaining quality care delivery. The session covered key areas including patient registration, admission, consultation, clinical assessment, continuity of care, nursing practices, identification and management of high-risk patients, intensive and emergency care, disaster preparedness, diagnostic services, blood bank and storage management, and blood transfusion procedures.</p> <p>Dr. John also discussed standards specific to Maternal, Newborn, and Child Health (MNCH) services, categorizing maternal care into antenatal, intranatal, and postnatal components for a holistic approach to quality service delivery.</p> |
| Session 5: Standards for Infection Control (AoC-F) and Outcome (AoC- H) | <p>Dr. Ajay Arya delivered a comprehensive presentation on infection control practices, emphasizing the importance of hand hygiene, antiseptic procedures, personal protective equipment, sterilization and disinfection, and environmental management. He also provided a brief overview of effective biomedical waste management at AAM-SC.</p> |

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| | In addition, Dr. Arya discussed Area of Concern H in detail, explaining the Key Performance Indicators (KPIs) for different levels of healthcare facilities and outlining key outcome indicators. He highlighted the four core dimensions of quality, Productivity, Efficiency, Clinical Care, & Service Quality, and underscored the need for systematic measurement and benchmarking to ensure continuous quality improvement. |
| Day – 4 (1st August 2025) | |
| Session 6: Standards for Quality Management (AoC G) & practical approach for NQAS implementation | Dr. Ajay Arya introduced Area of Concern G, emphasizing the formation of quality teams, defining the roles and responsibilities of members, and developing quality policies, objectives, Standard Operating Procedures (SOPs), and work instructions. He explained the importance of internal and external quality assurance systems and guided participants through the process of AAM-SC registration, obtaining login credentials, and completing the required documentation for national certification. Dr. Arya also detailed the approval process by the State QA Team, ensuring participants understood each step—from registration to the submission of mandatory documents for certification |
| Session 7: overview of National Health Programs | Dr. Cecil, SQC, Manipur, delivered an insightful session highlighting various national health programs being implemented across the state, providing participants with an overview of their objectives and integration with quality initiatives. |
| Session 8: Practical approach for NQAS implementation (Gap analysis, Prioritization, PDCA) | Dr. Singh conducted a session on the practical application of NQAS, explaining how to perform baseline assessments, gap and root cause analyses, and how to use these findings to prioritize gaps and develop effective action plans. He emphasized applying the Plan–Do–Check–Act (PDCA) cycle for continuous quality improvement. |
| Session 9: Status & Road map for NQAS implementation in the state. | Dr. H. Manaranjan Singh, SNO (QA), NHM, presented the State Action Plan for Quality Assurance as per the proposed SPIP 2024–25, sharing updates on facilities shortlisted under the NQAS and LaQshya programs. He urged officials to adhere to the established timelines for assessments and emphasized the importance of timely execution to ensure the successful implementation of quality initiatives across the state. |
| Training ended with a Q & A session and a thank you note from the SQC | |

Image Gallery



Dr. Ajay Arya taking session on Overview NQAS



Dr. Kh John taking session on Clinical Services



Dr Gojendra's session on Service Provision



Dr. Ravikar Singh taking session on Inputs



Dr. Cecil, SQC, explaining hands-on session



Dr. Haobam Manaranjan, SNO-QA, explaining State Status

Annexure I - Training Agenda



State Level Orientation cum Refresher Training on Implementation of NQAS For DQAU, Internal Assessors, MO I/Cs and CHOs

Organized by SQAU, SHS, NHM, Manipur in collaboration with QPS, RRC - NE
29th July, to 1st August 2025

Venue: Hotel Classic, North AOC, Imphal

AGENDA

| Time | Topic | Resource Person |
|--|--|--|
| Day-01 (29th July 2025): For DQAU, Internal Assessors, MO I/Cs | | |
| 09:00 am - 09:30 am | Registration | State Team |
| 09:30 am - 10:00 am | Felicitation of Guests, Inaugural Address | Dr H Manaranjan Singh SNO, QA, NHM, Manipur |
| 10:00 am - 10:15 am | Felicitation of NQAS certified facilities and experience sharing | |
| 10:15 am - 11:00 am | Overview of National Quality Assurance Program, Assessment Protocol and Measurement Systems | QPS, RRC - NE |
| 11:00 am - 11:15 am | Tea & Group Photo | |
| 11:15 am - 11:30 am | Pre-Test | SQAU |
| 11:30 am - 12:00 pm | Area of concern A : Service Provision | Dr L Gojendra (EA) |
| 12:00 am - 12:30 pm | Area of concern B : Patients' Rights | Dr Haobam Danny (EA) |
| 12:30pm - 01:15 pm | Area of concern C and D: Inputs and Supports Services | QPS, RRC - NE |
| 1:15 pm - 1:30 pm | Exercise: Quiz session | SQAU and Facilitators |
| 01:30 pm - 02:00 pm | Lunch | |
| 02:00 pm - 02:45 pm | Area of concern E | Dr Kh John |
| 02:45 pm - 3:15 pm | Area of concern F and H | QPS, RRC - NE |
| 3:15 pm - 03:45 pm | Exercise and Quiz sessions | SQAU and Facilitators |
| 03:45 pm - 4:00 pm | Post Test | SQAU |
| Day-02 (30th July 2025): For DQAU, Internal Assessors, MO I/Cs | | |
| 09:00 am - 09:30 am | Recap | Dr Sunand Longjam |
| 09:30am - 09:45 am | Pre-Test | SQAU |
| 09:45 am - 10:30 am | Area of concern G Quality management with Internal Assessment, Root Cause Analysis, Action Planning & Prioritization of Gaps | QPS, RRC-NE |
| 10:30 am - 11:00 am | Exercise and quiz sessions | QPS, RRC-NE & SQAU |
| 11:00 am - 11:15 am | Tea | |
| 11:15 am - 12:00 pm | Process Mapping, Quality tools & Methods (PDCA) | QPS, RRC-NE |
| 12:00 pm - 12:15 pm | Exercise and quiz sessions | SQAU |
| 12:15 pm - 01:00 pm | Overview on National Health Programs (Program implementation at facility Level) | Dr Cecil Ahongshangbam |
| 01:00 pm - 01:30 pm | Lunch | |
| 1:30 pm - 02:30 pm | Area of concerns in different departments (A practical approach) | QPS, RRC-NE |
| 02:30 am - 03:30 pm | Exercise on Quality Tools and PDCA | SQAU and Facilitators |
| 03:30 pm - 4:00 pm | State Action Plan and Discussion | Dr H Manaranjan Singh |
| 04:00 pm - 04:15 pm | Post Test | |

State Level Orientation cum Refresher Training on
Implementation of NQAS

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| 04:15 pm to 04:30 pm | Valedictory | |
| Time | Topic | Resource Person |
| Day-03 (31 st July 2025) : For QC and CHOs | | |
| 09:00 am - 09:30 am | Registration | State Team |
| 09:30 am - 09:45 am | Inaugural Address | Dr H Manaranjan Singh SNO, QA, NHM, Manipur |
| 09:45 am - 10:00 am | Introduction by Participants | Participants |
| 10:00 am – 10:15 am | Experience sharing by staffs of NQAS Certified facilities | |
| 10:15 am -11:00 am | Overview of National Quality Assurance Program, Assessment Protocol and Measurement Systems | QPS, RRC - NE |
| 11:00 am -11:15 am | Tea & Group Photo | |
| 11:15 am - 11:30 am | Pre-Test | SQAU |
| 11:30 am – 12:15 pm | Area of concern A and B | Dr L Gojendra (EA) |
| 12:15 pm – 12:30 pm | Exercise: Quiz sessions | SQAU and Facilitators |
| 12:30pm – 01:15 pm | Area of concern C and D | QPS, RRC - NE |
| 1:15 pm – 1:30 pm | Exercise: Quiz session | SQAU and Facilitators |
| 01:30 pm – 02:00 pm | Lunch | |
| 02:00 pm – 02:45 pm | Area of concern E | Dr Kh John |
| 02:45 pm – 3:30 pm | Area of concern F and H | QPS, RRC - NE |
| 3:30 pm – 04:00 pm | Exercise and Quiz sessions | SQAU and Facilitators |
| 4:00 pm – 4:15 pm | Post Test | SQAU |
| Day-04 (1 st August 2025): For QC and CHOs | | |
| 09:00 am - 09:30 am | Recap | Dr Sunand Longjam |
| 09:30am – 09:45 am | Pre-Test | SQAU |
| 09:45 am – 10:30 am | Area of concern G : Quality management with Internal Assessment, Root Cause Analysis, Action Planning & Prioritization of Gaps | QPS, RRC-NE |
| 10:30 am – 11:00 am | Exercise and quiz sessions | QPS, RRC-NE & SQAU |
| 11:00 am – 11:15 am | Tea | |
| 11:15 am – 12:00 pm | Quality tools & Methods (PDCA) | QPS, RRC-NE |
| 12:00 pm – 12:15 pm | Exercise and quiz sessions | SQAU and Facilitators |
| 12:15 pm – 01:00 pm | Overview on National Health Programs (Program implementation at facility Level) | Dr Cecil Ahongshangbam |
| 01:00 pm – 01:30 pm | Lunch | |
| 1:30 pm – 02:30 pm | Area of concerns in different departments (A practical approach) | QPS, RRC-NE |
| 02:30 am – 03:30 pm | Exercise on Quality Tools and PDCA | SQAU and Facilitators |
| 03:30 pm – 4:00 pm | State Action Plan and Discussion | Dr H Manaranjan Singh |
| 04:00 pm – 04:15 pm | Post Test | |
| 04:15 pm to 04:30 pm | Valedictory | |

Annexure II - Participants List**Batch I - (IA, SMO, MO & District/block Quality officials)**

| S1 | Name | Designation | Place of Posting |
|-----------|-----------------------------|---------------------|-------------------------|
| 1 | Dr Rakesh | DQAC Thoubal | Thoubal |
| 2 | Dr Kiranmala Maisnam | MO I/C | PHC Mayang Imphal |
| 3 | Dr Th Raikumar Singh | District Consultant | Yaingangpokpi |
| 4 | Dr Ch Ashapati Devi | District Consultant | Kakching |
| 5 | Dr Gopeshwar Singh | DNO QAC Kakching | PHC Pallel |
| 6 | Dr L Inaocha Singh | MO I/C | PHC Wangoo Laiphram |
| 7 | Dr N Sushila | Retd SMO | CHC Wangoi |
| 8 | Dr Th Samananda Singh | MO I/C | PHC Khongjom |
| 9 | Ng Harimala Devi | DQAC Bishnupur | CMO Bishnupur |
| 10 | K Rameshwori Devi | DQAC Imphal West | CMO Imphal West |
| 11 | Dr Th Shawankumar Singh | MO I/C | PHC Khonghampat |
| 12 | Dr W Nabachandra | MO | PHC Leimapokpam |
| 13 | Dr M Bikramjit Singh | Sr MO Thoubal | Thoubal |
| 14 | Dr Rimi Penshangla Lungleng | MO I/C | PHC Talui |
| 15 | Dr N Haraba | MO I/C | UPHC Singjamei |
| 16 | Wahengbam Mona Devi | CHO Takhel | AAM Takhel |
| 17 | Ngangom Leihao Devi | CHO Thambalkhong | AAM Thambalkhong |
| 18 | Wungreipam Shangchiri | BFM Ukhrul | Ukhrul |
| 19 | J Silent | DQAC Ukhrul | CMO Ukhrul |
| 20 | Ningthoujam Dhanapati Devi | DLO | CMO Imphal East |
| 21 | S Shilla Devi | CHO Imphal East | AAM SELJANG |
| 22 | Ch Dhaneshwori Devi | CHO Imphal East | AAM Sanjenbam |
| 23 | Dr Takhellambam Trishna | Sr MO MO I/C | PHC Salam |
| 24 | Dr Ratimanjuri Yumnam | MO I/C | UPHC Langol Tarung |
| 25 | Julia Lourembam | | CMO Imphal West |
| 26 | Dr Debina Chanu Athokpam | Sr MO | UPHC Langol Tarung |
| 27 | Kamei Khampu | DPM Tamenglong | Tamenglong |
| 28 | L Lakshmibai Devi | Sr MO | PHC Komlathabi |
| 29 | Ch Basanta Singh | DPM Thoubal | Thoubal |
| 30 | Dr Pareihanba | MO | PHC Sawombung |
| 31 | Leema Phurailatpam | DUHC I/E | CMO I/E |
| 32 | Dr Babina Khoudram | MO I/C | UPHC Sagolband |
| 33 | Dr. Ranakumari | Sr MO | CMO Imphal West |
| 34 | Dr Shyamananda Th | MO I/C | PHC Kakching Khunou |
| 35 | Dr P Iboton Singh | Sr MO | DH Chandel |
| 36 | Dr Moichi Saka | MO I/C | PHC Machi |
| 37 | Jenita Laiphrakpam | DPM Tengnoupal | Tengnoupal |
| 38 | Dr L Suranjy | M O I/C | UPHC Mantripukhri |
| 39 | Dr Manjushree Moirangthem | MO | UPHC Sangaipat |
| 40 | Rk Bushosana | DPM Imphal West | CMO Imphal West |
| 41 | Dr Th Kalidash Singh | MO I/C | CHC Sagolmang |
| 42 | Dr H Sushila Devi | MO I/C | PHC Phayeng |
| 43 | Dr Marem Koshingtha Maring | MO | CHC Chakpikarong |
| 44 | Priya Anal | DQAC | CMO Chandel |
| 45 | Rongneh Roel | MO | DH Chandel |

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| 46 | L Khogendro Singh | DQAC Thoubal | CMO Thoubal |
| 47 | Dr Vinay Prasad Sahu | CMO | CMO Jiribam |
| 48 | Dr S Goutam Singh | MO | PHC Mekola |
| 49 | Dr Suparna Das | MO I/C | PHC Samurou |
| 50 | Dr Adani Ariicho | DQAC | Tamenglong |
| 51 | Dr Ojit Khaba | MO I/C | CHC Nambol |
| 52 | Dr Haobam Danny Singh | External Assessor | CMO Bishnupur |
| 53 | Dr Yumlembam Brojendro Singh | ENT Specialist | DH Bishnupur |
| 54 | Oinam Pushpa Devi | DPM Kakching | CMO Kakching |
| 55 | N Thoibiton Devi | DPM | CMO Bishnupur |
| 56 | Dr Thaibema Yendrembam | MO I/C | UPHC Kwakeithel |
| 57 | Dr Ojitkumar | MO I/C | PHC Thanga |
| 58 | Khoichung Rengneiwar Aimol | MO I/C | CHC Chakpikarong |
| 59 | W Chandrakant | Sr MO Dental | PHC Sawombung |
| 60 | Dr Sunanda Elangbam | MO Ayush | UPHC Minuthong |
| 61 | Dr Tulsi Rani Ch | MO I/C | UPHC Minuthong |
| 62 | Dr Jimmycaster | MO I/C | PHC Yaingangpokpi |
| 63 | Dr Rk Surjit | MO I/C | PHC Andro |
| 64 | Dr Jahangir Shah | MO I/C | UPHC Kshetrigao |
| 65 | I Latish Singh | DQAC | CMO Imphal East |
| 66 | Rampuithiuyang Pamei | Internal Assessor | PHC Oinamlong |
| 67 | Dr Ch Rebika | MO I/C | PHC Mekola |
| 68 | T Helena Devi | CHO | AAM Phubala |
| 69 | Dr Kh Hemanta Meitei | MO I/C | PHC Bashikhong |
| 70 | Dr Kh Robindro | Gynaecologist | DH Bishnupur |
| 71 | Dr Kegengamba | Quality Consultant | CMO Imphal East |
| 72 | Dr Jayader Singh | MO I/C | PHC Heingang |
| 73 | L Robinson Singh | Sr MO | CHC Yairipok |
| 74 | Dr.Soraisam Diana Devi | Sr MO | PHC Oinam |
| 75 | Dr. Rasemi Ningshen | Sr MO | DH Ukhrul |
| 76 | Dr Paukhamlung Palmei | Sr MO | PHC Oinamlong |
| 77 | Dr Y Jotin Singh | Sr MO, MO I/C | PHC Nongpok Sekmai |
| 78 | Dr P Umakanta Singh | MO I/C | PHC Leimapokpam |
| 79 | Dr A Brojen Singh | MO I/C | PHC LILONG |
| 80 | Md Nasin Khan | MPW | PHC LILONG |
| 81 | Dr Kh John | Pediatrician | DH Bishnupur |
| 82 | Tontanga Angdun Maring | MO I/C | PHC TPL |
| 83 | Dr T Sangini Devi | Sr MO | CHC Yairipok |
| 84 | Pukhrambam Robin Singh | MO I/C | UPHC Kakching |
| 85 | Sentila Shangne | MO | DH Senapati |
| 86 | Paokame Khailang Vanee | MO | DH Senapati |
| 87 | Dr A Mercy | MO | DH Senapati |
| 88 | Dr Y Upen Singh | MO I/C | PHC Khurkhul |
| 89 | Dr Koshi A Basena | District Consultant | SDH MAO |

Batch II- CHOs

| Sl | Name | Designation | Place Of Posting |
|----|---------------------------|-------------|-----------------------------------|
| 1 | Khaling Daiya Maring | CHO | AAM-SC Khulsaibung |
| 2 | Ws Hringni | CHO | AAM-SC Khubung Khullen |
| 3 | Maryboi Yuhlung | CHO | AAM-SC Purum Tampak |
| 4 | Nameirakpam Echhal Devi | CHO | AAM-SC Unopat |
| 5 | Toshangmoi Narhang | CHO | AAM-SC Leingangching |
| 6 | L Lakshmi Devi | CHO | AAM-SC Ishok |
| 7 | Thokchom Jolly Devi | CHO | AAM-SC Ngaikhang Khunou |
| 8 | L Shantibala | CHO | AAM-SC Tona Kangjeibung |
| 9 | Amita Khundrakpam | CHO | AAM-SC Irengbam |
| 10 | Soibam Baby Devi | CHO | AAM-SC Leimaram |
| 11 | Asem Gomti Devi | CHO | AAM-SC Keinou |
| 12 | Sarangthem Sanatombi Devi | CHO | AAM-SC Ithai |
| 13 | Akoijam Soshma Devi | CHO | AAM-SC Awang Kumbi |
| 14 | Akoijam Sushila Devi | CHO | AAM-SC Keibul |
| 15 | Athokpam Subhasini Devi | CHO | AAM-SC Haorangsabal |
| 16 | Phamdom Kiranbala Devi | CHO | AAM-SC Lilongchajing |
| 17 | Thokchom Sapana Devi | CHO | AAM-SC Arong Tera |
| 18 | Jemi Ningombam | CHO | AAM-SC Pangaltabi |
| 19 | Ningombam Sarda Devi | CHO | AAM-SC Keirak Kangjeibung |
| 20 | Elangbam Sunita Devi | CHO | AAM-SC Thongam |
| 21 | Tekcham Sandhyarani Chanu | CHO | AAM-SC Wabagai |
| 22 | Yendrembam Bembem Devi | CHO | AAM-SC Irengband |
| 23 | Katrimsha Theishing Tarao | CHO | AAM-SC Hangkhanpokpi |
| 24 | Thingnam Victoriya Devi | CHO | AAM-SC Mantak |
| 25 | Khamukcham Bembem Devi | CHO | AAM-SC Waikhong |
| 26 | Chingtham Mina Devi | CHO | AAM-SC Langmeidong |
| 27 | Ninibem Saikhom | CHO | AAM-SC Iroishemba |
| 28 | Usharani Oinam | CHO | AAM-SC Komlakhong |
| 29 | Laishram Sushila Devi | CHO | AAM-SC Heigrumam |
| 30 | Naorem Bisheshwori Devi | CHO | AAM-SC Kadangband |
| 31 | Thokchom Romita Chanu | CHO | AAM-SC Maklang |
| 32 | Asem Anita Devi | CHO | AAM-SC Yumnamhuidrom |
| 33 | Asharani Khomdram | CHO | AAM-SCnongchup Kameng |
| 34 | Khaidem Kanita Devi | CHO | AAM-SC Langthabal Kunja |
| 35 | Huyam Dainafarida Devi | CHO | AAM-SC Langthabal Phunamakhong |
| 36 | Nameirakpam Rebika Devi | CHO | AAM-SC Awang Wabagai |
| 37 | Laishram Rebina Devi | CHO | AAM-SC Sangaiprou |
| 38 | Huidrom Rojee Devi | CHO | AAM-SC Govindagram |
| 39 | Loktongbam Rekhaja Devi | CHO | AAM-SC Mutum Phibou |
| 40 | Maibam Ashalata Devi | CHO | AAM-SC Takyel Khombal |
| 41 | Yumnam Sushila Devi | CHO | AAM-SC Khamnam Bazar |
| 42 | Ngangom Leihao Devi | CHO | AAM-SC Thambalkhong |
| 43 | Wahengbam Mona Devi | CHO | AAM-SC Takhel |
| 44 | Salam Shilla Devi | CHO | AAM-SC Seijang |
| 45 | Konjengbam Romi Devi | CHO | AAM-SC Heikrumakhong |
| 46 | Urikhimbam Benabala Devi | CHO | AAM-SC Nongrem |
| 47 | Devita Chingakham | CHO | AAM-SC Kairang Meitei |
| 48 | Ch Dhaneshwori Devi | CHO | AAM-SC Sanjengbam |

| | | | |
|----|----------------------------|-----|-----------------------------|
| 49 | Ningombam Kabita Chanu | CHO | AAM-SC Chingkusambei |
| 50 | Oinam Memmi Devi | CHO | AAM-SC Luwangsangbam |
| 51 | Sinam Sangita Chanu | CHO | AAM-SC Keibi |
| 52 | Umabati Athokpam | CHO | AAM-SC Keirao Wangkhem |
| 53 | Laishram Kunjeshwori Devi | CHO | AAM-SC Wangkhem |
| 54 | Paonam Roshalin Devi | CHO | AAM-SC Langathel |
| 55 | Yumnam Sandhya Devi | CHO | AAM-SC Chandrakhong |
| 56 | Tensubam Manglembi Devi | CHO | AAM-SC Khekman |
| 57 | Yumlebam Romita Devi | CHO | AAM-SC Thokchom Bengi |
| 58 | Moirangthem Helena Devi | CHO | AAM-SC Salungpham |
| 59 | Phurailatpam Bijita | CHO | AAM-SC Lishamlok |
| 60 | Maisnam Ratana Chanu | CHO | AAM-SC Leirongthel Malom |
| 61 | E Monteshwori Devi | CHO | AAM-SC Ningombam |
| 62 | L Nomita Devi | CHO | AAM-SC Kshetriheika |
| 63 | Golmei Omita | CHO | AAM-SC Dailong |
| 64 | Kheda Oinam | CHO | AAM-SC Keikol |
| 65 | Yumnam Chandralekha Devi | CHO | AAM-SC Kanglasiphai |
| 66 | Laisharam Shamilata Devi | CHO | AAM-SC Khurai Sayor Leikai |
| 67 | Takhellambam Helena Devi | CHO | AAM-SC Phubala |
| 68 | Thongam Nititani Devi | CHO | AAM-SC Kwakeithel |
| 69 | Soram Portia Chanu | CHO | AAM-SC Changangei |
| 70 | Yangoijam Pratima Devi | CHO | AAM-SC Bengoon |
| 71 | Laishram Gangarani Devi | CHO | AAM-SC Kokchai |
| 72 | Sadokpam Leinamanbi Chanu | CHO | AAM-SC Lamdeng |
| 73 | Lourembam Sushmita Devi | CHO | AAM-SC Irom Meijrao |
| 74 | Nongmeikapam Robita Chanu | CHO | AAM-SC Yurembam |
| 75 | Kshetrimayum Pinky Devi | CHO | AAM-SC Kangmong |
| 76 | Moirangthem Premabati Devi | CHO | AAM-SC Kabowakching |
| 77 | Aheibam Kabita Devi | CHO | AAM-SC Naoremchaprou |
| 78 | Thounaojam Bidyarani Devi | CHO | AAM-SC Tendongyan |
| 79 | Yumnam Indira Devi | CHO | AAM-SC Utlou |
| 80 | Kungdik Helena | CHO | AAM-SC Khudeikhunou |
| 81 | Sandham Geeta Devi | CHO | AAM-SC Malom Tuliyaime |
| 82 | Longjam Purnima Devi | CHO | AAM-SC Ningombam |
| 83 | Laishom Debala Devi | CHO | AAM-SC Naoriya Pakhanglakpa |
| 84 | Jaya Devi Ashem | CHO | AAM-SC Kongba |
| 85 | H Tamsingla | CHO | AAM-SC Kachai |
| 86 | Khundrakpam Bidyarani | CHO | AAM-SC Waithou |
| 87 | Soibam Khambita Chanu | CHO | AAM-SC Kiyam Litanpok |
| 88 | S Wangthoibi Devi | CHO | AAM-SC Sinakeithei |
| 89 | Daisy Tamang | CHO | AAM-SC Tongou |
| 90 | Wangjam Loidang Devi | CHO | AAM-SC Langmeidong |
| 91 | Loitongbam Bisheswori Devi | CHO | AAM-SC Phumlou |
| 92 | S Debala Devi | CHO | AAM-SC Haokha |
| 93 | Rajkumari Devala Devi | CHO | AAM-SC |
| 94 | H Prameshori Devi | CHO | AAM-SC |
| 95 | Nongmeikapam Ranjana Devi | CHO | AAM-SC |
| 96 | Thoudam Sapana Devi | CHO | AAM-SC |

Annexure III - Training Feedback Analysis

| Sl. | Technical Session | Score (out of 5) |
|------------|---|-------------------------|
| 1 | Overview of NQAP, Assessment Protocol and Measurement Systems (Dr Ajay Arya) | 4.59 |
| 2 | Area of Concern: A: Service Provision (Dr L Gojendra) | 4.23 |
| 3 | Area of Concern: B: Patient's Rights (Dr Haobam Danny) | 4.14 |
| 4 | Area of concern C: Inputs (Dr Ravikar Singh) | 4.55 |
| 5 | Area of concern D: Supports Services (Dr Ravikar Singh) | 4.55 |
| 6 | Area of Concern E: Clinical Service (Dr Kh John) | 3.71 |
| 7 | Area of concern F: Infection Control (Dr Ajay Arya) | 4.25 |
| 8 | Area of concern G: Quality Management (Dr Ajay Arya) | 4.52 |
| 9 | Area of concern H: outcome (Dr Ajay Arya) | 4.25 |
| 10 | Internal Assessment, Root Cause Analysis, Action Planning & Prioritization of Gaps (Dr Ravikar Singh) | 4.48 |
| 11 | Process Mapping, Quality tools & Methods (Dr Ravikar Singh) | 4.29 |
| 12 | Exercise on Area of Concerns A to D | 4.23 |
| 13 | Exercise on Process Mapping and Action Plan | 4.57 |
| 14 | Exercise on Quality Tools and PDCA | 4.29 |