

Report on Capacity Building workshop

Applying systems thinking approach and tools to strengthen mental health program implementation

April 23, 2024

Lemon Tree, Hyderabad



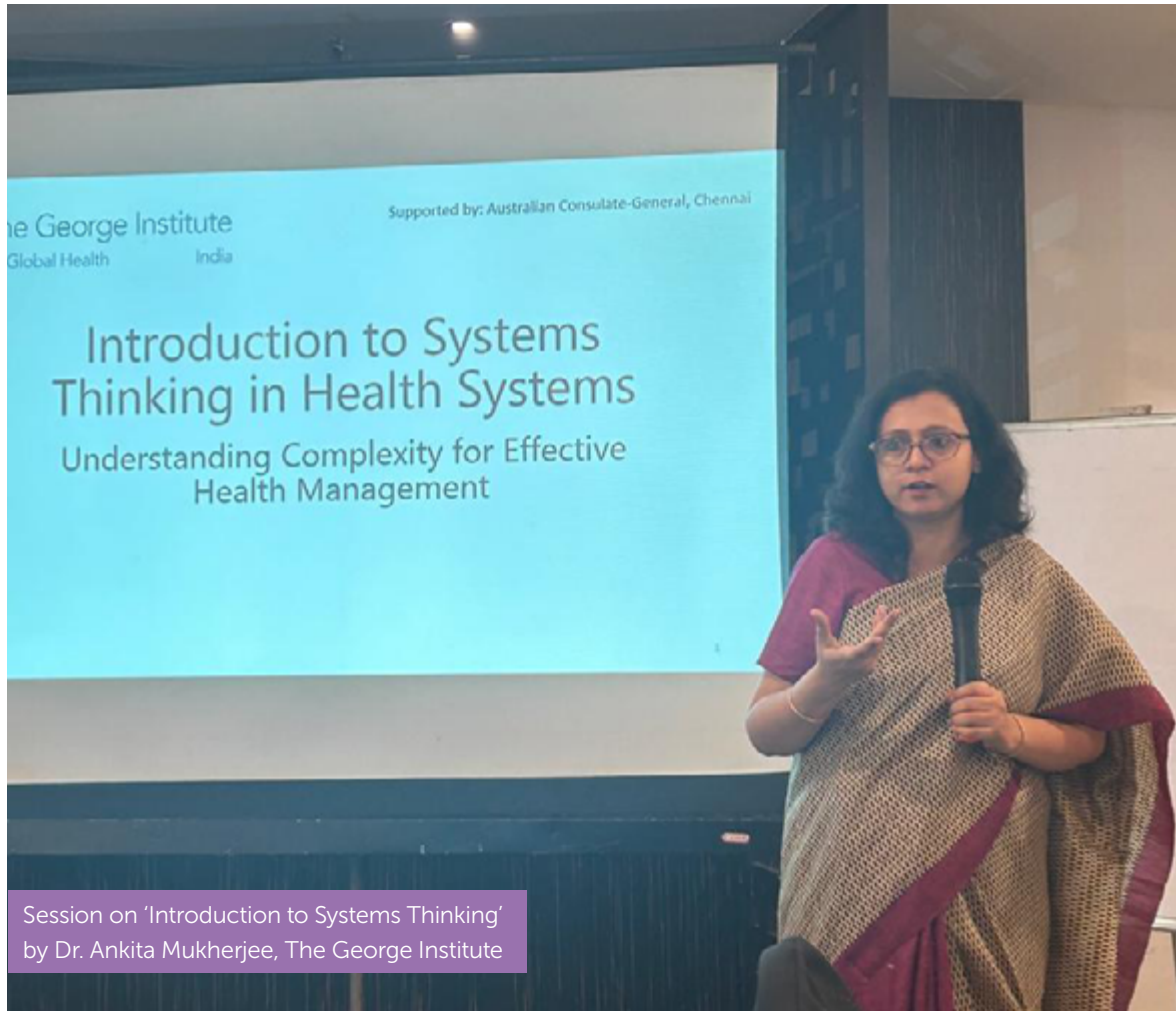
The George Institute
for Global Health



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Introduction



As part of the project “Strengthening Mental Health Systems through Action at District Level” The George Institute, India organized a workshop titled “Applying systems thinking approach and tools to strengthen mental health program implementation” in Hyderabad on April 23, 2024. District Mental

Health Programme teams and medical officers of Vikarabad and Sangareddy districts attended the workshop. Representatives from the Australian Consulate-Bangaluru and Department of Health, Medical and Family Welfare (DHM&FW), Government of Telangana also attended the workshop.

Workshop Proceedings

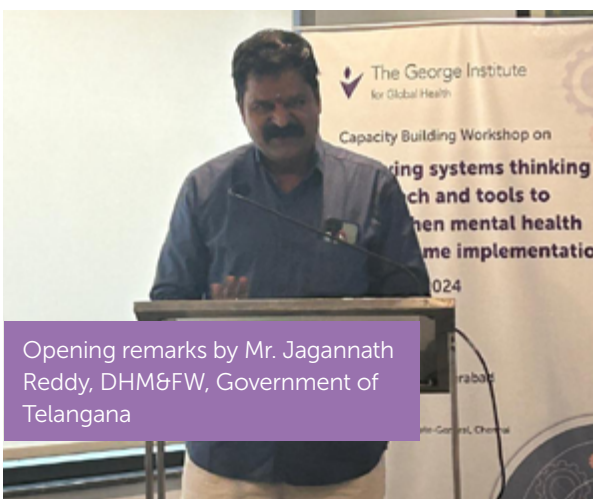
The workshop began with a round of introduction, and the project lead Dr. Ankita Mukherjee welcoming participants and giving a brief background to the project and the purpose of the conducting the workshop.

Introductory remarks were also made by Mr. Andrew Collister, Consul, Australian Consulate-Bengaluru. He emphasised the importance of mental health spoke about the need for experts and policy makers to come together to strengthen mental health services.

Mr. Jagannath Reddy, State Program Coordinator-NCDs, DHM&FW, Government of Telangana discussed the need to continually assess and strengthen programmes. He mentioned that the new tele counselling programme had been successful in averting 7-8 suicide cases last month through timely counselling. There was need for co-ordinated efforts at all levels and it was important to address community level stigma.

Dr. Anusha, Program Officer, Mental Health, DHM&FW, Government of Telangana discussed about the expansion that had taken place in mental health services in all districts of Telangana since 2022. Medical officers have received training in NIMHANS. A tele-counselling programme Tele-MANAS has been launched which is serviced 7000 calls. She stressed that there was further need to strengthen services.

Prof. Pallab Maulik, Director of Research & Program Director Mental Health, The George Institute for Global Health, India introduced the work of The George Institute and the need to focus on mental health. There are limited mental health professionals to take care of the large mental health burden, making it important for general practitioners to step in. Only about 3% of persons with mental health problems seek care. It was important to address stigma. Our study had shown that an anti-stigma campaign led to 80 % increase in care seeking.



He expressed hope that the relationship with the Telangana government will continue beyond this programme.

Dr. Ankita Mukherjee introduced participants to the key concepts of systems thinking, its relevance to health systems, and features of a complex system like the DMHP with a power point presentation. Following this, participants analyzed three hypothetical scenarios applying a systems thinking lens and discussed on some problems faced in implementing the DMHP and the possible causes behind them. Participants were encouraged to use systems thinking concepts to analyse these problems and propose solutions.

Dr. Y.K Sandhya presented Theory of Change (ToC) as a systems thinking tool for program implementation with power point slides. The participants were told about the importance of developing a ToC for improved planning and implementation. It was stressed that this

exercise should be undertaken in their team and inputs of all team members was required. Concepts like inputs, outputs, outcomes and impact were explained. This was followed by a group exercise in which the two teams worked on identifying and planning implementation of DMHP objectives using a ToC .The teams worked out identifying key inputs, outputs, activities and outcomes to achieve DMHP goals.

The final sessions for the day were two specific methods for identifying process bottlenecks and improving programme implementation. Dr. Ankita Mukherjee introduced participants to 'process mapping' and 'root cause analysis' as systems thinking tools using power point presentation. The workshop was concluded by Dr.Srilatha Paslawar who solicited feedback from participants on the workshop. This was followed by a vote of thanks by Dr. Mercian Daniel.



Opening remarks by Mr. Andrew Collister Consul, Australian Consulate-General, Bangalore



Opening remarks by Pallab Maulik, Director of Research & Program Director Mental Health, The George Institute

Outcomes

Application Of Systems Thinking In Problem Analysis

Discussion around scenarios highlighted that participants were able to apply systems thinking in program implementation. Participants were able to see DMHP as a system which is complex and understand that program implementation barriers do not follow a linear pathway. Factors such as stigma, achieving targets, community beliefs related to mental health, screening questions for ASHAs, communication among program staff etc. are interconnected elements while implementing DMHP. Non-medical factors are equally important in implementing health programs.

Application Of Theory Of Change

Through group exercises participants identified areas for program improvement and important stakeholders. Participants were able to think through the key concepts of ToC, such as inputs, activities, outputs, and outcomes; and draw linkages between these elements and understand the logic behind the program pathways. The two areas participants outlined for improving DMHP in the ToC session were to improve accessibility and availability of mental health services, and to improve community participation through IEC strategies.

Additional Systems Thinking Tools

Workshop participants found process mapping and root cause analysis as an important tool in identifying program implementation barriers and in finding solutions to these. Participants found these tools to be helpful and wanted more information on these with adequate time devoted on explaining both these systems thinking tools.

The workshop as a platform for discussion between implementers and planners

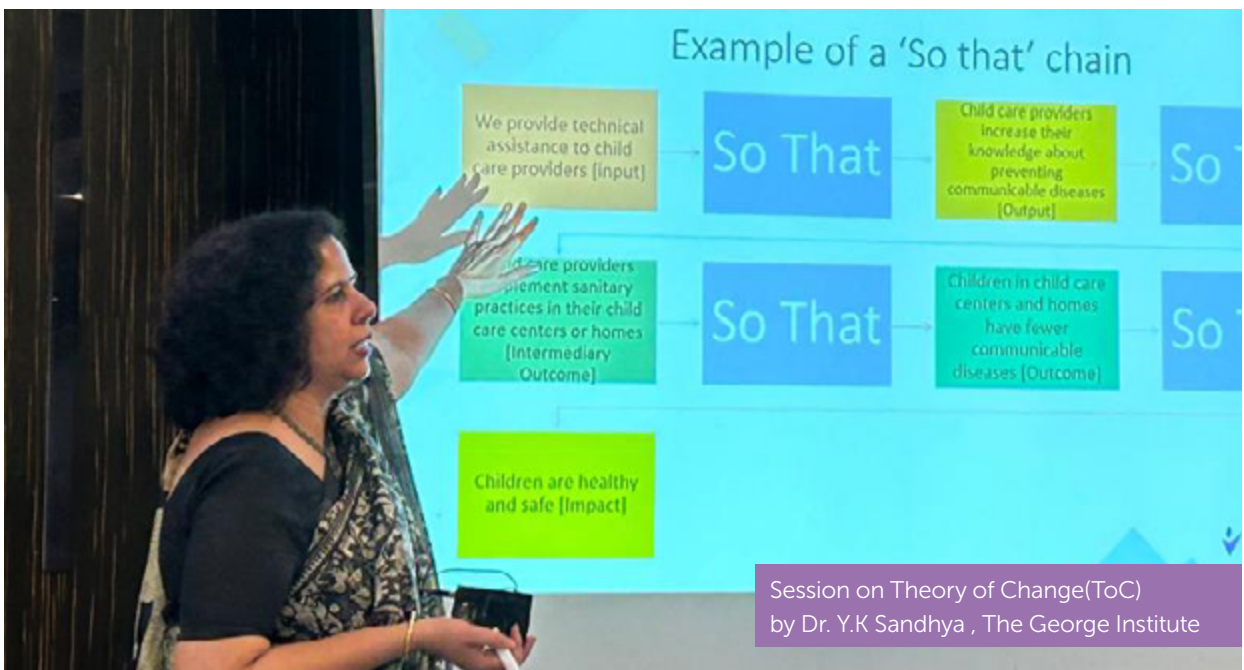
The workshop provided an opportunity for planners from the state level as well as implementers of the mental health programme from the district level to come on one platform. Several programme bottlenecks were openly discussed. Based on feedback from the district teams, the state level representatives agreed to make important changes. One of these included not setting targets for teleconsultation as it was found to be counterproductive. Another issue was inclusion of a large number of persons into a list of persons requiring support for alcohol dependence. This was a result of a poorly designed survey tool which led to ASHAs incorrectly identifying a very large proportion of the population as being alcohol dependent.

One of the solutions that will be considered is conducting another survey using well designed tools for those in the list to get actual numbers. Psychiatrists also expressed that resources for the

mental health programme were limited. To address this the process of developing Project Implementation Plans (PIPs) was explained in which district teams could input their needs and expected budgets.



Breakout session for workshop participants



Session on Theory of Change(ToC) by Dr. Y.K Sandhya , The George Institute

Participant Feedback



Ten out of 16 participants who attended the workshop had never heard of concepts and tools taught in it and felt that they learnt something new. All workshop participants selected the option that they were 'very likely' to use

learnings from the workshop in their teams. Participants felt that the tools and taught in the workshop were helpful for better planning and implementation of the mental health programme.

To quote one participant

These help to understand the gaps in implementation of programme at field level and also helps to improve the programme outputs and outcomes.



Another participant said

This is a very useful workshop to help to improve our services. Learnt how to plan services for mental health.



One participant appreciated that the workshop allowed participants

An opportunity to speak and express themselves.





Presentation by workshop participant



Vote of thanks by Dr. Mercian Daniel, The George Institute



Session on Root Cause Analysis

Participants List

Sl No	Name of the Staff	Designation	Name of the PHC
1	Mr. Andrew Collister	Counsel, Australian consulate	Bengaluru
2	Dr. Anusha	Program Officer, Mental Health, Department of Health, Medical and Family welfare	Government of Telangana
3	Mr. Jagannath Reddy	State Programme Co-ordinator, Mental Health, Department of Health, Medical and Family welfare	Government of Telangana
4	Dr.Rathan lal Nayak	Program Officer	Vikarabad Dist
5	Pallab Maulik	Director of Research & Program Director - Mental Health	The George Institute, India
6	Dr Madhu Mohan	Psychiatrist	DIST DMHP CELL, Sangareddy Dist
7	Dr Srikanth	Psychiatrist	DH Tandur, Vikarabad Dist
8	Dr Manoj Kumar	Psychiatrist	DH Tandur, Vikarabad Dist
9	Dr RK Nikhil Kumar	CAS	PHC Siddaloor, Vikarabad Dist
10	Dr Anusha	CAS	PHC Yalal, Vikarabad Dist
11	Dr Nikhila	Medical Officer	PHC Raikode, Sangareddy
12	Dr Nagamani	Medical Officer	PHC Nizampet, Sangareddy Dist
13	Dr Tarak Komal	Medical Officer	PHC Jinnaram, Sangareddy Dist
14	Dr Ramamani	Medical Officer	PHC Kandi, Sangareddy Dist
15	Dr Divya jyothi	Medical Officer	PHC Doulatabad-H, Sangareddy Dist
16	Priya darshini	Psychologist	DH Tandur, Vikarabad Dist
17	K Prasanna	Community Nurse	DIST DMHP CELL, Sangareddy Dist
18	Krishna Kanth	Social Worker	DH Tandur, Vikarabad Dist
19	Sandhya Kanaka Yatirajula	Senior Research Fellow	The George Institute, India
20	Mercian Daniel	Senior Research Fellow	The George Institute, India
21	Srilatha Paslawar	Research Fellow	The George Institute, India
22	Ankita Mukherjee	Qualitative Researcher	The George Institute, India
23	Sudha Kallakuri	Research Fellow	The George Institute, India
24	Manmeet Kaur Bhatia	Research Fellow	The George Institute, India
25	Tekpally Jyothi	Administrative Officer	The George Institute, India
26	Malaraju Maheshwara rao	Jr. Project Supervisor	The George Institute, India

Workshop Agenda

Capacity Building Workshop on 'Applying systems thinking approach and tools to strengthen mental health programme implementation'

23rd April 2024

Venue: Tangerine Social | Lemon Tree Hotel, Banjara Hills, Hyderabad

Time	Session Title	Facilitator/Moderator
11:30am–12:00pm	<ul style="list-style-type: none"> Participants Registration Tea 	Dr. Ankita Mukherjee <i>The George Institute India</i>
12:00pm–12:05pm	Workshop Opening Welcome and Background	
12:5pm–12:20pm	<ul style="list-style-type: none"> Mr. Andrew Collister <i>Consul, Australian Consulate-Bangaluru</i> 	
12:20pm–12:30pm	<ul style="list-style-type: none"> Mr. Jagannath Reddy <i>State Programme Co-ordinator, Department of Health, Medical and Family Welfare, Government of Telangana</i> 	
12:35pm–12:40pm	<ul style="list-style-type: none"> Dr. Anusha <i>Programme Officer, Mental Health, Department of Health, Medical and Family Welfare, Government of Telangana</i> 	
12:40pm–12:45pm	<ul style="list-style-type: none"> Prof. Pallab Maulik <i>Director of Research, and Program Director Mental Health, The George Institute for Global Health India; Professor, Faculty of Medicine, University of New South Wales, Sydney</i> 	
12:45pm–12:50pm	Vote of thanks	
12:50pm–1:00pm	Introductions	
1:00pm–1:40pm	Session 2: Systems thinking for Health Systems: An Introduction to key concepts Lecture and discussion	
1:40pm–2:30pm	Lunch	
2:30pm–2:40 pm	Energiser Session	Manmeet Kaur Bhatia <i>The George Institute India</i>
2:40pm–3:00pm	Session 3: Systems Thinking Tools for Programme Implementation – Theory of Change Lecture	Dr. Y.K Sandhya <i>The George Institute India</i>
3:00pm–4:00pm	Group Exercise	Dr. Ankita Mukherjee Dr. Srilatha Paslawar <i>The George Institute India</i> Dr. Mercian Daniel <i>The George Institute India</i>
4:00pm–4:15pm	Tea	
4:15pm–4:50pm	Process Mapping and Root Cause Analysis	Dr. Ankita Mukherjee
4:50pm–5:00pm	<ul style="list-style-type: none"> Session Wrap-up Feedback Vote of Thanks 	Dr. Srilatha Paslawar Dr. Mercian Daniel



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