



**PERFORMANCE AGREEMENT**  
**BETWEEN**  
**PRIME MINISTER AND MINISTER**  
**Ministry Of Health**

**(July 1, 2018 – June 30, 2019)**

## TABLE OF CONTENTS

Section 1: Vision, Mission and Objectives

Section 2: Objectives, Actions, Success Indicators and Target

Section 3: Trend Values of Success Indicators

Section 4: Description and Measurement of Success Indicators

Section 5: Requirements from other Ministries, Agencies and Dzongkhags

## **Preamble**

The Performance Agreement is entered into between the Prime Minister and Minister, Ministry Of Health.

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Ministry Of Health consistent with the 12th Five Year Plan , and Government's other priorities;
- b) To make the Ministry Of Health fully responsible for driving implementation and delivering the results against the annual priorities;
- c) To provide an objective and fair basis for evaluating the Ministry's overall performance at the end of the year;

The Performance Agreement represents an important accountability mechanism for inculcating a performance based culture at all levels of government.

THEREFORE, the parties hereto agree as follows:

## Section 1: Vision, Mission and Objectives

### Vision

A nation with the best health

### Mission

(1) To provide healthcare services of quality in both traditional and modern medicines; (2) To prevent, control, eliminate and eradicate diseases; (3) To rehabilitate and promote healthy living; and (4) To ensure sustainable, responsive, equitable, accessible, reliable and affordable health services.

### Objectives

- 1) Health Promotion and Disease Prevention enhanced
- 2) Medical services expanded and strengthened
- 3) Traditional Medicine Services strengthened
- 4) Governance, health workforce and financing strengthened
- 5) Medicines, Healthcare Technologies and Infrastructure improved

## Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
Health Promotion and Disease Prevention enhanced	28	Nutritional Status of General Population improved	Proportion of Health facilities implementing growth monitoring plus	Percent	2	95	Sustained	Sustained	Sustained	94
		Prevention, Promotion and Rehabilitation services improved	ANC coverage of at least 8 visits	Percent	2	30	29	28	27	26
			Immunization Coverage under 1yr population	Percent	2	95	Sustained	Sustained	Sustained	-
			PNC Coverage	Percent	2	78	77	76	75	74
			MDR-TB prevalence among new TB patients	Percent	2	9	9.5	10	10.5	11
			Indigenous malaria transmission	Number	2	0	1	6	11	15
			Number of Dzongkhags conducting community based intervention on reduction of harmful use of alcohol	Number	1.5	3	Sustained	Sustained	Sustained	2
			Hepatitis B incidence among pregnant women attending ANC	Number	2	60	61	62	63	64
			90 percent of the estimated 1100 HIV cases to be detected	Number	2	636	616	596	576	556
		Drinking water supply and sanitation improved	Percentage of water supply systems (urban & rural) with routine water quality surveillance undertaken	Percent	2	30	28	26	24	22
Efficiency, effectiveness in delivery of	Number of health centers implementing WHO Package of Essential NCDs ( PEN) protocol	Number	2	25	24	23	22	21		

		health services strengthened	Number of Health centers providing tobacco cessation services and treatment	Number	1	1	Sustained	Sustained	Sustained	0
			Number of Health facilities implementing health and climate change program	Number	2	30	29	28	27	26
			Number of districts implementing health promotion action plan	Number	2.5	4	3	2	1	0
		Improved access to quality health care services that is inclusive, responsive and equitable	Number of health facilities implementing Adolescent Friendly Health Services (AFHS)	Number	1	3	-	2	-	1
Medical services expanded and strengthened	28	Prevention, Promotion and rehabilitation services improved	Proportion of Health Facilities providing Community Based Elderly Care Services	Percent	1.5	55	50	45	40	35
		Disaster Resilience enhanced	Number of health facilities with operational health emergency contingency plan	Number	2	50	45	40	35	30
			International Health Regulations (IHR) core capacity index	Percent	2	76	75	74	73	72
		Improve access to quality health care services that is inclusive, responsive and equitable	No. of health facilities implementing 3 Rs (reduce, reuse and recycle)	Number	1.5	2	-	-	-	1
			Rational Use of Medicines promoted	Number	2	5	4	3	2	1
			No. of Health facilities undergoing clinical performance audit at least once a year	Number	2	9	82	74	6	5

		No. of hospitals reporting Healthcare associated infection (HCAI)	No Unit	1.5	12	11	10	9	8		
		Proportion of health facilities (BHU I and above) providing diagnostic (Biochemistry, hematology, X-ray and USG) services	Percent	2	40	35	30	25	20		
		Number of Health facilities using Telemedicine	Number	1.5	22	21	20	19	18		
		National OPD waiting time	Minutes	1.5	16.5	17	18	19	20		
	Efficiency and effectiveness in delivery of health services strengthened	Percentage of health facilities reporting antibiotic consumption and antibiogram	Number	1.5	40	38	36	34	32		
		Proportion of new health interventions and technologies assessed by Health Technology Assessment (HTA) panel	Percent	2	100	95	90	85	80		
		TAT for land ambulance maintained	Number	2	<10	<11	<12	<13	<14		
		No. of health facilities implementing Bhutan Health care Standard for Quality Assurance (BHSQA)	Number	2	12	10	8	6	4		
		TAT for air ambulance	Minutes	2	<45 mins	>45	>46	>47	>48		
		Average length of stay	Days	1	3-5	>5	>6	>7	>8		
Traditional Medicine Services strengthened		22	Improving information and Data Management	Number of medicinal resources preserved and promoted	Number	1.5	10	8	6	4	2
				Number of researches on TM conducted	Number	2	2	-	-	-	1

for Traditional Medicine enhanced	TM Units reporting through DHIS 2	Number	2	5	4	3	2	1
Improved access to quality health care services that is inclusive, responsive and equitable	Outpatient visit per capita	Percent	2	0.28	0.27	0.26	-	0.25
	Percentage of essential traditional medicines available at all health facilities at any point of time	Percent	2	42	40	39	35	30
	Number of Health centers providing Traditional Medicine services	Number	2	72	70	68	66	64
Intangible cultural heritage preserved and promoted	Number of Indigenous knowledge and practice on traditional medicine documented and promoted	Number	2	3	-	2	-	1
Strengthened Universal health coverage through collaboration of Traditional Medicine into national health care delivery	TMUs engaged in providing health promotional activities	Number	1.5	15	12	9	6	3
	Number of Collaborative forum conducted among traditional medicine and allopathic practitioners	Number	1	4	-	3	-	2
	Traditional Medicine units providing Zheyney and spiritual care services	Number	2	3	-	2	-	1
	Number of sorig wellness services facilitated	Number	2	10	8	6	4	2
Efficiency, effectiveness in delivery of health services strengthened	Number of Dzongkhags with two Drungtshos	Number	2	8	6	4	2	1



Governance, health workforce and financing strengthened	11	Efficiency, effectiveness in delivery of health services strengthened	Percentage of health facilities using ePIS	Percent	2	Award of ePIS contract	-	-	-	-
			Number of Hospitals/ BHU I/ BHU II with functional LAN set up	Number	2	18	-	-	-	16
		Improved access to quality health care services that is inclusive, responsive and equitable	Percentage of BHU II with at least one female HA	Percent	2	>70	70	69	68	<68
			Governance of health services strengthened	Number of priority researches conducted	Number	2	1	-	-	-
		Number of internal audit reports produced and findings implemented		Number	1	5	4	3	2	1
		Number of health centers reporting through DHIS		Number	2	127	120	115	110	107
Medicines, Healthcare Technologies and Infrastructure improved	11	Improved access to quality health care services that is inclusive, responsive and equitable	Percentage of physical progress in construction of 40 bedded Dewathang Hospital	Percent	2	85	80	75	70	65
			Percentage of physical progress in construction of 150 bedded GJPMCH (Package II)	Percent	2	35	30	25	20	15
			Proportion of essential medicines available in all health facilities at any point of time	Percent	3	95	90	85	80	75
			Percentage of standard consumables available in all facilities at any point of time	Percent	2	90	85	80	75	70
			Percentage of medical equipment functional at all health facilities at any point of time	Percent	2	90	85	80	75	70

### Section 3: Trend values of success indicators

	Action	Success Indicator	Unit	Actual Values [FY 2018-19]	Target Values [FY 2019-20]	Projected Values [FY 2020-21]	Projected Values [FY 2021-22]	Projected Values [FY 2022-23]
Health Promotion and Disease Prevention enhanced	Nutritional Status of General Population improved	Proportion of Health facilities implementing growth monitoring plus	Percent	95	96	97	98	>98
	Improved access to quality health care services that is inclusive, responsive and equitable	Number of health facilities implementing Adolescent Friendly Health Services (AFHS)	Number	10	13	16	19	22
	Prevention, Promotion and Rehabilitation services improved	ANC coverage of at least 8 visits	Percent	30	32	34	36	40
		PNC Coverage	Percent	78	80	82	85	90
		Number of Dzongkhags conducting community based intervention on reduction of harmful use of alcohol	Number	3	6	10	14	17
		Hepatitis B incidence among pregnant women attending ANC	Number	60	50	40	30	20
		MDR-TB prevalence among new TB patients	Percent	9	8	7	6	5
		Indigenous malaria transmission	Number	0	0	0	0	0
		Immunization Coverage under 1yr population	Percent	95	96	96	97	97

		90 percent of the estimated 1100 HIV cases to be detected	Number	636	724	813	902	990
	Efficiency, effectiveness in delivery of health services strengthened	Number of health centers implementing WHO Package of Essential NCDs ( PEN) protocol	Number	25	40	45	50	55
		Number of Health centers providing tobacco cessation services and treatment	Number	1	2	3	4	5
		Number of Health facilities implementing health and climate change program	Number	30	35	40	43	45
		Number of districts implementing health promotion action plan	Number	4	4	4	4	4
		Drinking water supply and sanitation improved	Percent	30- 35	36- 45	46- 55	56- 75	>85
Medical services expanded and strengthened	Efficiency and effectiveness in delivery of health services strengthened	Percentage of health facilities reporting antibiotic consumption and antibiogram	Number	40	50	60	70	80
		No. of health facilities implementing Bhutan Health care Standard for Quality Assurance (BHSQA)	Number	12	17	25	27	32
		Proportion of new health interventions and technologies assessed by	Percent	100	100	100	100	100

	Health Technology Assessment (HTA) panel						
	TAT for land ambulance maintained	Number	<10	Sustain	Sustain	Sustain	Sustain
	TAT for air ambulance	Minutes	<45	Sustain	Sustain	Sustain	Sustain
	Average length of stay	Days	3-5	Sustain	Sustain	Sustain	Sustain
Disaster Resilience enhanced	International Health Regulations (IHR) core capacity index	Percent	76	77	78	79	80
	Number of health facilities with operational health emergency contingency plan	Number	50	96	142	188	233
Improve access to quality health care services that is inclusive, responsive and equitable	National OPD waiting time	Minutes	16.5	Sustain	Sustain	Sustain	Sustain
	Number of Health facilities using Telemedicine	Number	22	30	38	46	54
	Proportion of health facilities (BHU I and above) providing diagnostic (Biochemistry, hematology, X-ray and USG) services	Percent	40	50	60	70	80
	No. of health facilities implementing 3 Rs (reduce, reuse and recycle)	Number	2	50	7	90	11
	Rational Use of Medicines promoted	Number	5	10	15	20	25

		No. of Health facilities undergoing clinical performance audit at least once a year	Number	9	19	29	38	48
		No. of hospitals reporting Healthcare associated infection (HCAI)	No Unit	12	15	18	21	24
	Prevention, Promotion and rehabilitation services improved	Proportion of Health Facilities providing Community Based Elderly Care Services	Percent	55	60	65	70	80
Traditional Medicine Services strengthened	Improved access to quality health care services that is inclusive, responsive and equitable	Percentage of essential traditional medicines available at all health facilities at any point of time	Percent	40	42	45	50	55
		Number of Health centers providing Traditional Medicine services	Number	68	72	76	78	80
		Outpatient visit per capita	Percent	0.28	0.3	0.35	0.37	0.4
	Improving information and Data Management for Traditional Medicine enhanced	Number of researches on TM conducted	Number	2	4	6	8	10
		TM Units reporting through DHIS 2	Number	5	20	30	65	80
		Number of medicinal resources preserved and promoted	Number	10	12	15	20	25
	Strengthened Universal health coverage through collaboration of Traditional Medicine into	TMUs engaged in providing health promotional activities	Number	15	30	45	60	80
		Number of Collaborative forum conducted among traditional medicine and allopathic practitioners	Number	4	6	8	10	12

	national health care delivery	Traditional Medicine units providing Zheyney and spiritual care services	Number	3	5	7	8	10
		Number of sorig wellness services facilitated	Number	10	17	20	23	25
	Intangible cultural heritage preserved and promoted	Number of Indigenous knowledge and practice on traditional medicine documented and promoted	Number	3	6	9	12	15
	Efficiency, effectiveness in delivery of health services strengthened	Number of Dzongkhags with two Drungtshos	Number	6	8	10	12	15
Governance, health workforce and financing strengthened	Governance of health services strengthened	Number of internal audit reports produced and findings implemented	Number	5	10	15	20	25
		Number of health centers reporting through DHIS	Number	127	147	167	187	207
		Number of priority researches conducted	Number	1	2	3	4	5
	Efficiency, effectiveness in delivery of health services strengthened	Percentage of health facilities using ePIS	Percent	Award of ePIS contract	system development and user training	10	40	>75
		Number of Hospitals/ BHU I/ BHU II with functional LAN set up	Number	18	20	22	24	26
	Improved access to quality health care services that is inclusive, responsive and equitable	Percentage of BHU II with at least one female HA	Percent	68	70	75	80	>85

Medicines, Healthcare Technologies and Infrastructure improved	Improved access to quality health care services that is inclusive, responsive and equitable	Percentage of physical progress in construction of 40 bedded Dewathang Hospital	Percent	85	100	-	-	-
		Percentage of physical progress in construction of 150 bedded GJPMCH (Package II)	Percent	35	66.67	100	-	-
		Proportion of essential medicines available in all health facilities at any point of time	Percent	95	95	95	95	95
		Percentage of standard consumables available in all facilities at any point of time	Percent	90	90	90	90	90
		Percentage of medical equipment functional at all health facilities at any point of time	Percent	90	90	90	90	90

#### Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
National OPD waiting time	This indicator measures the time taken by a patient from registration till meeting with doctor (between 9-11 am)	HAMT Report	Annually	QASD
Number of Health facilities using Telemedicine	Number of Health facilities using Telemedicine	Program data	Annually	Program data, HCDD
Proportion of health facilities (BHU I and above) providing diagnostic (Biochemistry, hematology, X-ray and USG) services	The indicator represent the proportion of health facilities (BHU I and above) providing diagnostic (Biochemistry, hematology, X-ray and USG) services	Program report	Annually	BSDP, HCDD
No. of health facilities implementing 3 Rs (reduce, reuse and recycle)	The indicator represent the number of health facilities implementing 3 Rs (reduce, reuse and recycle)	Program report	Annually	HWMP, HCDD
Rational Use of Medicines promoted	Rational Use of Medicines promoted	Program Report	Annually	EMTD Program data
No. of Health facilities undergoing clinical performance audit at least once a year	No. of Health facilities undergoing clinical performance audit at least once a year	QA Report	Annually	Program data, QASD
Proportion of Health Facilities providing Community Based Elderly Care Services	Proportion of Health Facilities providing Community Based Elderly Care Services	Program report	Annually	Elderly Care Program, HCDD
Number of health facilities with operational health emergency contingency plan	Number of health facilities with operational health emergency contingency plan	Program report	Annually	Emergency Preparedness and Response Program, EMSD
International Health Regulations (IHR) core capacity index	Percentage of attributes of 13 core capacities that have been attained at a specific point in time	Program data	Annually	International Health Regulations



				Program, EMSD
Number of health facilities implementing Adolescent Friendly Health Services (AFHS)	This measures the number of health facilities implementing Adolescent Friendly Health Services (AFHS)	Program Report	Annually	Program Data, AHP
ANC coverage of at least 8 visits	This indicator measures the ANC coverage of at least 8 visits	HMIS	Annually	RMNHP
PNC Coverage	This indicator measures the PNC Coverage	Survey/HMIS	Annually	RMNHP
Number of Dzongkhags conducting community based intervention on reduction of harmful use of alcohol	This measures the number of Dzongkhags conducting community based intervention on reduction of harmful use of alcohol	Program Data	Annually	Mental Health Program
Hepatitis B incidence among pregnant women attending ANC	This measures Hepatitis B incidence among pregnant women attending ANC	Routine data	Annually	NACP
MDR-TB prevalence among new TB patients	This measures MDR-TB prevalence among new TB patients	WHO annual report	Annually	NTCP
Indigenous malaria transmission	This measures Indigenous malaria transmission	Routine report	Annually	VDCP
Immunization Coverage under 1yr population	This measures Immunization Coverage under 1yr population	Routine reports	Annually	VDPD, HMIS
90 percent of the estimated 1100 HIV cases to be detected	This measures 90 percent of the estimated 1100 HIV cases to be detected	Admin Data	Annually	MoH
Number of health centers implementing WHO Package of Essential NCDs ( PEN) protocol	This measures the number of health centers implementing WHO Package of Essential NCDs ( PEN) protocol	Routine report	Annually	LSRD
Number of Health centers providing tobacco cessation services and treatment	This measures the number of Health centers providing tobacco cessation	Program data	Annually	HPD

	services and treatment			
Number of Health facilities implementing health and climate change program	This measures the number of Health facilities implementing health and climate change program	Program Data	Annually	EHP
Number of districts implementing health promotion action plan	This measures the number of districts implementing health promotion action plan	Program report	Annually	HPD
Percentage of water supply systems (urban & rural) with routine water quality surveillance undertaken	This measures the percentage of water supply systems (urban & rural) with routine water quality surveillance undertaken	Administrative Data	Annually	RCDC/MoH, Dzongkhag Hospitals and BHUs
Percentage of health facilities reporting antibiotic consumption and antibiogram	This indicator represents the percentage of health facilities reporting antibiotic consumption and antibiogram	Program data	Annually	Anti-microbial Resistance Program, HCDD
Proportion of Health facilities implementing growth monitoring plus	This measures the proportion of Health facilities implementing growth monitoring plus	Program Data	Annually	Nutrition Program
No. of health facilities implementing Bhutan Health care Standard for Quality Assurance (BHSQA)	No. of health facilities implementing Bhutan Health care Standard for Quality Assurance (BHSQA)	BHSQA Report	Annually	QASD
Proportion of new health interventions and technologies assessed by Health Technology Assessment (HTA) panel	This indicator represents the proportion of new health interventions and technologies assessed by Health Technology Assessment (HTA) panel	Program data	Annually	EMTD
TAT for land ambulance maintained	This indicator measures the time taken to dispatch an ambulance (land) after receipt of request through HHC	HHC data	Annually	Health Help Center, EMSD
TAT for air ambulance	This indicator measures the time taken from the receipt of request for air	HHC data	Annually	Health Help Center, EMSD

	evacuation till HHC make request to RBHSL			
Average length of stay	This indicator measures the average no. of days each patient would stay as in-patient at the health facilities (BHU I and Hospitals)	HAMT report	Annually	HAMT, QASD
No. of hospitals reporting Healthcare associated infection (HCAI)	No. of hospitals reporting Healthcare associated infection (HCAI)	Program Report	Annually	ICP, HCDD
TM Units reporting through DHIS 2	This indicator measures the number of TM Units reporting through DHIS 2	Program Report	Annually	Program Data, DTMS
Number of medicinal resources preserved and promoted	This indicator measures the number of medicinal resources preserved and promoted	Program Report	Annually	Program Data, DTMS
Number of researches on TM conducted	This indicator measures the number of researches on TM conducted	Program Report	Annually	Program Data, DTMS
TMUs engaged in providing health promotional activities	This indicator measures the number of TMUs engaged in providing health promotional activities	Program Report	Annually	Program Data, DTMS
Number of Collaborative forum conducted among traditional medicine and allopathic practitioners	This indicator measures the number of Collaborative forum conducted among traditional medicine and allopathic practitioners	Program Report	Annually	Program Data, DTMS
Traditional Medicine units providing Zheyney and spiritual care services	This indicator measures the number of traditional Medicine units providing Zheyney and spiritual care services	Program Report	Annually	Program Data, DTMS
Number of sorig wellness services facilitated	This indicator measures the number of sorig wellness services facilitated	Program Report	Annually	Program Data, DTMS
Number of Indigenous knowledge and practice on traditional medicine documented and promoted	This indicator measures the number of Indigenous knowledge and practice on traditional medicine documented and promoted	Program Report	Annually	Program Data, DTMS
Number of Dzongkhags with two Drungtshos	This indicator measures the number of Dzongkhags with two Drungtshos	Program Report	Annually	Program Data, DTMS

Number of Health centers providing Traditional Medicine services	This indicator measures the number of health centers providing Traditional Medicine services	Program Report	Annually	Program Data, DTMS
Percentage of essential traditional medicines available at all health facilities at any point of time	This indicator ascertains the percentage of essential traditional medicines available at all health facilities at any point of time	Program Report	Annually	Admin Data, DTMS
Outpatient visit per capita	This indicator measures outpatient visits per capita	Program Report	Annually	Program Data, DTMS
Percentage of physical progress in construction of 40 bedded Dewathang Hospital	Construction Progress Rate	Calculation of physical progress of actual construction assessed by Project Manager at site	Quarterly	Progress Reports HIDD
Percentage of physical progress in construction of 150 bedded GJPMCH (Package II)	Construction Progress Rates	Calculation of physical progress of actual construction assessed by Project Manager at site	Biannually	Progress Reports, HIDD, DMSHI
Proportion of essential medicines available in all health facilities at any point of time	This indicator ascertains that 95% of essential medicines are available all health facilities at any point of time as per the service standard	Program Report	Biannually	Program Report - HCDD and MSPD
Percentage of standard consumables available in all facilities at any point of time	This indicator ascertains that all health facilities are equipped with 90% of standard consumables at any point of time as per service standard	Program Report	Biannually	Program Report HCDD and MSDD
Percentage of medical equipment functional at all health facilities at any point of time	This indicator measures the % of medical equipment functional at all health facilities at any point of time	Program Report	Biannually	Program Report BMED
Number of internal audit reports produced and findings implemented	This indicator measures the number of internal audit reports produced and findings implemented	Admin	Annually	Internal Audit
Percentage of health facilities using ePIS	This indicator measures the percentage of health facilities using ePIS	Admin	Annually	ICTD

Number of Hospitals/ BHU I/ BHU II with functional LAN set up	This indicator measures number of Hospitals/ BHU I/ BHU II with functional LAN set up	Admin	Annually	ICTD
Percentage of BHU II with at least one female HA	This indicator measures the percentage of BHU II with at least one female HA	Admin	Biannually	HRD
Number of health centers reporting through DHIS	This indicator measures the number of health centers reporting through DHIS	Admin	Annually	ICTD
Number of priority researches conducted	This indicator measures the number of priority researches conducted	Admin	Annually	PPD

**Section 5: Requirements from other Ministries, Agencies & Dzongkhags**

<b>Organisation Name</b>	<b>Relevant Success Indicator</b>	<b>Requirement from the Organisation</b>	<b>Justification for the Requirement</b>	<b>Requirement detail</b>	<b>Impact (If Not Met)</b>
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**Whereas,**

I, the Minister, Ministry Of Health, commit to the Prime Minister, the Government and the people of Bhutan to deliver the results described in this Annual Performance Agreement.

I, the Prime Minister, commit to the Minister, Ministry Of Health, on behalf of the Government and the people of Bhutan, to provide the necessary fund and resources for delivery of the results described in this Annual Performance Agreement.

**SIGNED:**



\_\_\_\_\_  
Dr. Lotay Tshering  
Prime Minister of Bhutan

27/2/19

\_\_\_\_\_  
Date



\_\_\_\_\_  
Dechen Wangmo  
Minister

27/2/19

\_\_\_\_\_  
Date