



PERFORMANCE AGREEMENT

BETWEEN

**Secretary and Chiefs
(PPD, AFD, Internal Audit, QASD, HRD & ICT Unit Head)**

**SECRETARIAT
MINISTRY OF HEALTH**

(July 1, 2015 – June 30, 2016)

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Preamble

The Performance Agreement is entered into between the Secretary and Chiefs of Secretariat (PPD, AFD, Inter Audit, HRD, QASD and ICT Unit Head).

The objectives of this Performance Agreement are:

- a) To establish clarity and consensus about annual priorities for the Secretariat consistent with the 11th Five Year Plan of the Ministry, and Government's other priorities;
- b) To provide an objective and fair basis for evaluating the overall performance of the Secretariat at the end of the financial year
- c) 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) To promote good governance and financially sustainable healthcare
- 2) To promote health research and disseminate health information
- 3) To strengthen result based health planning and monitoring
- 4) To provide administrative support services efficiently and effectively
- 5) To formulate and implement Annual Internal Audit Plan
- 6) To improve HR administration and management
- 7) To institutionalize Quality Assurance and standards
- 8) To improve health service delivery through implementing hospital administration & transformation management (HAMT) initiative
- 9) To deliver health care services expanded through ICT and ICT enabled services
- 10) To ensure implementation of planned activities
- 11) To implement National Integrity and Anti Corruption Strategy (NIACS)

Section 2: Objectives, Success Indicators & Target

Objective	Weight	Action	Success Indicator	Unit	Weight	Excellent [100%]	Very Good [90%]	Good [80%]	Fair [70%]	Poor [60%]
To promote good governance and financially sustainable healthcare	10	Develop National Health Act	Timeline by which first draft of National Health Bill is completed	Date	5	01/31/2016	02/29/2016	03/31/2016	04/30/2016	05/31/2016
		Disseminate National Health Accounts (2011-12 & 2012-13) disseminated	Timeline by which National Health Accounts (2011-12 & 2012-13)	Date	5	01/31/2016	02/29/2016	03/31/2016	04/30/2016	01/31/2016
To promote health research and disseminate health information	10	Publication of Annual Health Bulletin 2016	Timeline by which Annual Health Bulletin 2016 is published	Date	2	04/30/2016	05/31/2016	06/30/2016	07/31/2016	08/31/2016
			Percentage of BHMIS report submitted on time	Percent	2	80	75	70	65	60
			Percentage of BHMIS report with completeness	Percent	2	90	85	80	75	70
		Develop National Health Research Strategy and Health Research Priority list	Timeline by National Health Research Strategy Developed	Date	2	01/31/2016	02/29/2016	03/31/2016	04/30/2016	05/31/2016
			Timeline National Health Research Priority list developed	Date	2	01/31/2016	02/29/2016	03/31/2016	04/30/2016	05/31/2016
To strengthen result based health planning and monitoring	10	Strengthen result based planning and monitoring	Timeline by which Departments APA is finalized and signed	Date	4	08/20/2016	08/27/2016	09/10/2016	09/18/2016	09/24/2016
			Timeline by Health Sector Mid-Year Review conducted	Date	3	12/30/2015	02/29/2016	03/31/2016	04/30/2016	05/31/2016
			Timeline by which Health Sector Annual Review conducted	Date	3	07/31/2015	08/31/2015	09/30/2015	10/31/2015	11/30/2015

To provide administrative support services efficiently and effectively	10	Administered procurement plan and update Inventory management System	Timeline by which Ministry's procurement plan enforced and administered	Date	1.5	11/30/2015	12/31/2015	01/31/2016	02/29/2016	03/31/2016		
		Ensure functionality of pool vehicles	Percentage of functional pool vehicles at all times	Percent	1.5	100	95	90	85	80		
		Implement proper planning, budgeting and monitoring	Number of Quarterly Budget vs expenditure status report produced	Number	2	4	3	2	1	0		
		Ensure efficiency, transparency and accountability	Timeline by which Mid-year budget review done	Date	2	01/31/2016	02/29/2016	03/31/2016	03/31/2016	03/31/2016		
		To formulate and implement Annual Internal Audit Plan	5	Formulate and implement Internal Audit Plan	Percentage of financial transaction done through bank disbursement for meetings/trainings/workshops/seminar	Percent	2	95	90	85	80	75
				Increase nursing staff strengthen	Timeline by which Annual Internal Audit plan formulated	Date	2.5	09/30/2015	10/31/2015	11/30/2015	12/31/2015	01/31/2016
				Deploy female health worker	Number of audit reports produced	Number	2.5	3	2	1	0	0
				Implement Performance Management System	Nurse to bed ratio	Percent	5	1:6.5	1:7	1:7.5	1:8	1:8.5
					Percentage of BHU I & II with female health worker	Percent	5	67	66	65	64	62
		To improve HR administration and management	20		Timeline by which Individual Work Plan (IWP) collected and submitted	Date	5	08/31/2015	09/30/2015	10/31/2015	11/30/2015	12/31/2015

To institutionalize Quality Assurance and standards	10	Improve pool and deployment of doctors	Number of Dzongkhags with at least three doctors	5	16	15	14	13	12
		Implement National Quality Healthcare Standards (pilot project)	Number of health facilities implementing National Quality Healthcare Standards	3	3	2	1	0	0
		Implement Quality Improvement activities and initiatives (5S-CQI)	Number of health centres implementing 5S-CQI	3	6	5	4	3	2
To improve health service delivery through implementing hospital administration & transformation management (HAMT) initiative	5	Conduct clinical audit	Number of health facilities undergoing clinical audit at least once a year	4	30	25	20	15	10
		To implement HAMT initiatives	Number of health facilities implementing HAMT initiatives						
To deliver health care services expanded through ICT and ICT enabled	10	Develop Patient information and inventory management system	Timeline by which Patient Information System (Open Medical System) is developed	2	04/30/2016	05/31/2016	06/30/2016	07/31/2016	08/31/2016
			Timeline by which discussion with MoHCA on importing citizenship data for use in OpenMRS (import citizen data) conducted	2	10/31/2015	11/30/2015	12/31/2015	01/31/2016	02/29/2016

services	Timeline by which web-based inventory management system for drugs and medical equipment is developed	Date	2	04/30/2016	05/31/2016	06/30/2016	06/30/2016	08/31/2016
	Ensure efficient and effective ICT services	Percent	2	<1	2	5	10	20
	Agency website ranking score	Status of Work	2	Within top 15	Within top 20	Within top 25	Within top 30	Within top 35
To ensure implementation of planned activities	Percentage of planned activities implemented (Activity completion)	Percent	2.5	100	95	90	85	≤80
	Percentage of planned (revised) budget utilization	Percent	2.5	95	90	85	80	≤75
To implement National Integrity and Anti Corruption Strategy (NIACS)	Timeline by which gift register is instituted	Date	1	07/31/2015	08/31/2015	09/30/2015	10/31/2015	11/30/2015
	Percentage of relevant (mandated) officials who have declared asset declaration on time	Percent	2	100	98	96	94	92
	Percentage of relevant (mandated) officials who have done integrity diagnostic testing	Percent	2	100	98	96	94	92

Section 3: Trend values of success indicators

Objective	Action	Success Indicator	Unit	Actual Values [FY 2013-14]	Actual Values [FY 2014-15]	Target Values [FY 2015-16]	Projected Values [FY 2016-17]	Projected Values [FY 2017-18]
To formulate and implement Annual Internal Audit Plan	Formulate and implement Internal Audit Plan	Number of audit reports produced	Number	4	3	3	4	5
		Timeline by which Annual Internal Audit plan formulated	Date			09/30/2015		
To deliver health care services expanded through ICT and ICT enabled services	Develop Patient information and inventory management system	Timeline by which discussion with MoHCA on importing citizenship data for use in OpenMRS (import citizen data) conducted	Date			10/31/2015		
		Timeline by which Patient Information System (Open Medical System) is developed	Date			04/30/2016		
		Timeline by which web-based inventory management system for drugs and medical equipment is developed	Date			04/30/2016		
	Ensure efficient and effective ICT services	Agency website ranking score	Status of Work	NA	Within top 20	Within top 15	Within top 10	Within top 5
		Percentage of agency network services downtime	Percent	NA	NA	<1	<1	<1
To ensure implementation of planned activities	Implement planned activities	Percentage of planned (revised) budget utilization	Percent			95	95	95
		Percentage of planned activities implemented (Activity completion)	Percent			100	100	100
To implement National Integrity and Anti Corruption Strategy (NIACS)	To implement National Integrity and Anti Corruption Strategy (NIACS)	Percentage of relevant (mandated) officials who have declared asset declaration on time	Percent			100	100	100
		Percentage of relevant (mandated) officials who have done integrity diagnostic testing	Percent			100	100	100

Timeline by which gift register is instituted	07/31/2015			Date			
To improve health service delivery through implementing hospital administration & transformation management (HAMT) initiative	To implement HAMT initiatives	Number	NA	35	47	59	71
To improve HR administration and management	Deploy female health worker	Percent	62	67	70	70	
To improve HR administration and management	Implement Performance Management System	Date	08/31/2015 08/31/2016 08/31/2017				
	Improve pool and deployment of doctors	Number	11	14	16	18	19
	Increase nursing staff strength	Percent	1:7.5	1:7	1:6.5	1:6.2	1:6
To institutionalize Quality Assurance and standards	Conduct clinical audit	Number	NA	25	30	33	36
	Implement National Quality Healthcare Standards (pilot project)	Number	NA	NA	3	NA	NA
	Implement Quality Improvement	Number	8	16	22	29	30

<p>activities and initiatives (5S-CQI)</p>	<p>To promote good governance and financially sustainable healthcare</p>	<p>Develop National Health Act Disseminate National Health Accounts (2011-12 & 2012-13) disseminated</p>	<p>Timeline by which first draft of National Health Bill is completed Timeline by which National Health Accounts (2011-12 & 2012-13)</p>	<p>Date</p>	<p>02/29/2016 01/31/2016</p>
<p>To promote health research and disseminate health information</p>	<p>Develop National Health Research Strategy and Health Research Priority list</p>	<p>Timeline by National Health Research Strategy Developed Timeline National Health Research Priority list developed</p>	<p>Date</p>	<p>01/31/2016 01/31/2016</p>	<p>85 85</p>
<p>Publication of Annual Health Bulletin 2016</p>	<p>Percentage of BHMIS report submitted on time Percentage of BHMIS report with completeness</p>	<p>Percent</p>	<p>NA NA</p>	<p>70 80</p>	<p>80 90</p>
<p>Timeline by which Annual Health Bulletin 2016 is published</p>	<p>Timeline by which Annual Health Bulletin 2016 is published</p>	<p>Date</p>	<p>04/30/2016</p>	<p>04/30/2016</p>	<p>85 95</p>
<p>To provide administrative support services efficiently and effectively</p>	<p>Administered procurement plan and update Inventory management System</p>	<p>Timeline by which Inventory management System is updated Timeline by which Ministry's procurement plan enforced and administered</p>	<p>Date</p>	<p>01/31/2016 01/31/2017 01/31/2018 11/30/2015 11/30/2016 11/30/2017</p>	<p>95 95</p>
<p>Ensure efficiency,</p>	<p>Percentage of financial transaction done through bank disbursement for</p>	<p>Percent</p>	<p>NA</p>	<p>90</p>	<p>95</p>

Section 4: Definition of Success Indicators

Success Indicator	Description	Data Collection Methodology	Data Collection Frequency	Data Source
Number of Dzongkhags with at least three doctors	Number of Dzongkhags with 3 or more doctors available. Does not include dentists.	HR Data base	Biannually	HRD records
Nurse to bed ratio	Ratio of total nursing staff to bed strength	HR database	Biannually	HRD records
Percentage of BHU I & II with female health worker	BHU I & II with female health worker	HRD data base	Biannually	HRD records
Timeline by which Individual Work Plan (IWP) collected and submitted		Administrative records	Biannually	HRD, MoH
Timeline by which Patient Information System (Open Medical System) is developed	Development of Patient Information System (Open Medical Record System)	Administrative records	Biannually	ICT, MoH
Timeline by which discussion with MoHCA on importing citizenship data for use in OpenMRS (import citizen data) conducted	Meeting and discussion with MoHCA on importing citizenship data for use in OpenMRS (import citizen data) conducted	Administrative records	Biannually	Program reports, ICT, MOH
Timeline by which web-based inventory management system for drugs and medical equipment is developed	Development of web-based inventory management system	Administrative records	Biannually	Program reports, ICT, MOH
Percentage of agency network services downtime			Biannually	ICT unit, MoH
Percentage of financial transaction done through bank disbursement for meetings/trainings/workshops/seminar	Financial transaction done through bank disbursement for meetings/trainings/workshops/seminar conducted by programs	Administrative records	Biannually	AFD, MoH
Number of health facilities implementing National Quality Healthcare Standards	Number of health facilities implementing standards/SOP/guidelines	Monitoring & evaluation reports	Annually	Program reports, QASD, MoH

Number of health centres implementing 5S-CQI	Health facilities implementing Quality Improvement activities & initiatives (5S-CQI)	QASD reports	Biannually	Program reports, QASD, MoH
Number of health facilities undergoing clinical audit at least once a year	Hospitals implementing surgical safety check lists and hand hygiene compliance	Monitoring & evaluation reports	Annually	Program reports, QASD, MoH
Timeline by which Annual Health Bulletin 2016 is published	Month by which Annual Health Bulletin 2016 is published	AHB 2016	Annually	HMIS, PPD, MoH
Percentage of BHMIS report submitted on time	BHMIS report submitted on or before 21st of the following month	DHIS 2	Biannually	HMIS, PPD, MoH
Percentage of BHMIS report with completeness	BHMIS report with completeness	DHIS 2	Biannually	HMIS, PPD, MoH
Timeline by National Health Research Strategy Developed	Develop National Health Research Strategy	Reports	Biannually	Research Unit, PPD, MoH
Timeline National Health Research Priority list developed	Develop National Health Research Priority list	Reports	Biannually	Research Unit, PPD, MoH
Timeline by Health Sector Mid-Year Review conducted	Conduct Health Sector Mid-Year Review of Work Plans and APA	Administrative records	Biannually	PPD, MoH
Timeline by which Health Sector Annual Review conducted	Conduct Health Sector Annual Review of Work Plans and APA	Administrative records	Biannually	PPD, MoH
Timeline by which Ministry's procurement plan enforced and administered	Monitor and enforce Ministry procurement plan	Administrative Record	Biannually	AFD, MoH
Timeline by which Inventory management System is updated	Update Inventory management System	Administrative Record	Biannually	AFD, MoH
Percentage of functional pool vehicles at all times	Functionality of pool vehicles at all times	Administrative Record	Biannually	AFD, MoH
Number of Quarterly Budget vs expenditure status report produced	Timeline by which Mid-year budget review done	Administrative Record	Biannually	AFD, MoH
Timeline by which Mid-year budget review done	Timeline by which Mid-year budget review done	Administrative Record	Biannually	AFD, MoH
Number of health facilities	Number of health facilities with active	HAMT reports	Biannually	Program

implementing HAMT initiatives	HAMT and periodic HAMT reporting		reports, QASD, MoH
Timeline by which National Health Accounts (2011-12 & 2012-13)	Dissemination of National Health Accounts Data	NHA report	Biannually PPD, MoH
Timeline by which first draft of National Health Bill is completed	First draft of the National Health Bill ready for MoH High Level	Administrative records	Biannually Program reports, PPD, MOH
Percentage of planned activities implemented (Activity completion)			Biannually PPD, MoH
Percentage of planned (revised) budget utilization			Biannually PPD, MoH

Section 5: Requirements from other Departments & Secretariat Divisions

Organisation Name	Relevant Success Indicator	Requirement from the Organisation	Justification for the Requirement	Requirement detail	Impact (if Not Met)
DEPARTMENT OF MEDICAL SERVICES	Timeline by National Health Research Strategy Developed	Participation of Departments/Division Heads, other relevant stakeholders and program personnel	Involve all stakeholders to develop a comprehensive health research strategy	Inputs and review strategy	The health research strategy not developed
DEPARTMENT OF MEDICAL SUPPLIES AND HEALTH INFRASTRUCTURE	Timeline by National Health Research Strategy Developed	Participation of Departments/Division Heads, other relevant stakeholders and program personnel	Involve all stakeholders to develop a comprehensive health research strategy	Inputs and review strategy	The health research strategy not developed
DEPARTMENT OF PUBLIC HEALTH	Timeline by National Health Research Strategy Developed	Participation of Departments/Division Heads, other relevant stakeholders and program personnel	Involve all stakeholders to develop a comprehensive health research strategy	Inputs and review strategy	The health research strategy not developed
DEPARTMENT OF TRADITIONAL MEDICINE	Timeline by National Health Research Strategy Developed	Participation of Departments/Division Heads, other relevant stakeholders and program personnel	Involve all stakeholders to develop a comprehensive health research strategy	Inputs and review strategy	The health research strategy not developed
DEPARTMENT OF MEDICAL SERVICES	Timeline National Health Research Priority list developed	Participation and involvement of Departments/Division heads, other relevant stakeholders and program personnel	Develop comprehensive research priority list	Stakeholders inputs	Priority may not be comprehensive and as desired
DEPARTMENT OF MEDICAL SUPPLIES AND HEALTH INFRASTRUCTURE	Timeline National Health Research Priority list developed	Participation and involvement of Departments/Division heads, other relevant stakeholders and program personnel	Develop comprehensive research priority list	Stakeholders inputs	Priority may not be comprehensive and as desired

DEPARTMENT OF PUBLIC HEALTH	Timeline National Health Research Priority list developed	Participation and involvement of Departments/Division heads, other relevant stakeholders and program personnel	Develop comprehensive research priority list	Stakeholders inputs	Priority may not be comprehensive and as desired
DEPARTMENT OF TRADITIONAL MEDICINE	Timeline National Health Research Priority list developed	Participation and involvement of Departments/Division heads, other relevant stakeholders and program personnel	Develop comprehensive research priority list	Stakeholders inputs	Priority may not be comprehensive and as desired
DEPARTMENT OF MEDICAL SERVICES	Timeline by which Mid-year budget review done	Ensure mid-year budget review submitted in time	Review and reallocation of fund (if any)	Required for review and monitoring purpose	Fund adjustment and proper budget utilization affected
DEPARTMENT OF MEDICAL SUPPLIES AND HEALTH INFRASTRUCTURE	Timeline by which Mid-year budget review done	Ensure mid-year budget review submitted in time	Review and reallocation of fund (if any)	Required for review and monitoring purpose	Fund adjustment and proper budget utilization affected
DEPARTMENT OF PUBLIC HEALTH	Timeline by which Mid-year budget review done	Ensure mid-year budget review submitted in time	Review and reallocation of fund (if any)	Required for review and monitoring purpose	Fund adjustment and proper budget utilization affected
DEPARTMENT OF TRADITIONAL MEDICINE	Timeline by which Mid-year budget review done	Ensure mid-year budget review submitted in time	Review and reallocation of fund (if any)	Required for review and monitoring purpose	Fund adjustment and proper budget utilization affected

DEPARTMENT OF MEDICAL SERVICES	Timeline by which web-based inventory management system for drugs and medical equipment is developed	User input and stakeholder involvement for successful design and implementation of the system (DMSHI) Involvement of Doctors, Nurses and nurses to customize the system to meet the local requirement (DMS)	Since the system will be used mainly by DoMSHI, user input and involvement is critical for developing the required system (DMSHI) As system will be used mainly by health workers, it is important to involve them and get their input (DMS)	Stakeholders input and comments for successful design and implementation of the system (DMSHI) Involvement of Doctors, Nurses and nurses to customize the system to meet the local requirement (DMS)	The system will not meet the expected requirement
DEPARTMENT OF MEDICAL SUPPLIES AND HEALTH INFRASTRUCTURE	Timeline by which web-based inventory management system for drugs and medical equipment is developed	User input and stakeholder involvement for successful design and implementation of the system (DMSHI) Involvement of Doctors, Nurses and nurses to customize the system to meet the local requirement (DMS)	Since the system will be used mainly by DoMSHI, user input and involvement is critical for developing the required system (DMSHI) As system will be used mainly by health workers, it is important to involve them and get their input (DMS)	Stakeholders input and comments for successful design and implementation of the system (DMSHI) Involvement of Doctors, Nurses and nurses to customize the system to meet the local requirement (DMS)	The system will not meet the expected requirement

Whereas,

We, the Chiefs of PPD, AFD, Inter Audit, HRD, QASD and ICT Unit Head, commit to the Secretary and the Minister, Ministry Of Health to deliver the results described in this Annual Performance Agreement.

I, the Secretary, commit to the Chiefs of PPD, AFD, Inter Audit, HRD, QASD and ICT Unit Head, to provide necessary support for the delivery of results described in this Annual Performance Agreement.



SIGNED:

Dr. DORJI wangchuk
Secretary

15/8/2015

Date 10.20 AM



Nado Dukpa
Chief Planning Officer

13/8/2015

Date



Lobzang Dorji
Chief Administrative Officer

13/8/2015

Date



Sonam Leki
Chief Internal Auditor

13/8/2015

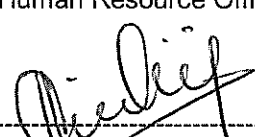
Date



Yangchen Chhoedon
Chief Human Resource Officer

13/8/2015

Date



Kinley Wangchuk
Offtg. Chief Program Officer

13/8/2015

Date



Tashi Dorji
Sr. ICT Officer

13/08/2015

Date