

Memorandum of Understanding (MoU)

On

SCALE - Strengthening Capacity And Learning to Effectively Deliver Quality Eye Care

1 June 2016 - 31 May 2019

The Memorandum of Agreement (MOU) has been entered on _____ of
_____ 2016.

This is an agreement between the **PBMA's H. V. Desai Eye Hospital**, (hereafter PBMA HVD) 93, TarwadeVasti, Mohammadwadi ,Pune – 411060, Maharashtra, India represented by Dr. Col. M. Deshpande, Chief Medical Director and **Rotary Seva Trust, Osmanabad**, (hereafter called as "Mentee Hospital") represented by its Executive Trustee & Treasurer , Mr. Ravindra Salunke on the mutual responsibility of implementing this project and successfully achieving the stated goals. This project is supported by a grant from Seva Foundation.

WHEREAS:

The Background and the Purpose of the Grant:

This grant provides funding, beginning 1 June 2016, to implement "SCALE – Strengthening Capacity And Learning to Effectively Deliver Quality Eye Care" funded by Seva Foundation (hereafter Seva). The goal of the collective project is to "scale up comprehensive quality eye care services through capacity building, resulting in a direct increase in restored sight of people across India by 2020." PBMA's H. V. Desai Eye Hospital (Mentor) and eight Mentee institutions will implement the project across Maharashtra & Gujarat, India.

This agreement is being fostered in the spirit of mutual respect and trust for each other to address the common goal of eliminating needless blindness. All the requisites and expectations listed in the subsequent sections are only to assist both the parties to achieve the said objectives and goals. The ultimate aim of this agreement is to enable the mentee hospital develop greater confidence levels not only to achieve the set targets but also to grow the organisation in a sustainable manner.

Section 1: Project Summary

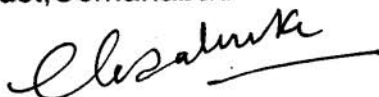
1.1 Period of Engagement:

Start Date: 1st June, 2016


Project end date: 31st May 2019

Note: PBMA HVD would encourage the mentee hospitals to continue to work in close coordination beyond the project period.

For Rotary Seva Trust, Osmanabad



President / Secretary / Treasurer



1.2 Goal

Under this project, the overall goal of the **Rotary Seva Trust, Osmanabad** is to emerge as comprehensive quality eye care services provider through capacity building, resulting in a direct increase in restored sight of people across India by 2020

Indicator (Impact): % increase in new SCALE hospital output as measured through cataract surgeries performed. Definition: Difference between cataract surgeries performed at baseline and cataract surgeries performed in final year of project divided by baseline

Target: Increased 50% after 3 years

Definitions:

- **Baseline rate:** Calculated by the number of cataract operations in the baseline fiscal year. If Vision Building/Action Planning process completes in first six months of FY calendar, baseline is the previous Fiscal Year. If Vision Building/Action Planning process completes in last six months of FY calendar, baseline is the current Fiscal Year.
- **Final Year:** Calculated by Fiscal Year for consistency.

1.3 Key Process

The overall project goal will be achieved by enabling and assisting the mentee hospitals for following SCALE Project objectives.

Objective 1

Increase the provision of comprehensive, quality eye care by building the capacity of 8 mentee hospitals through training, coaching, demand generation and systems strengthening

Revised Indicator (Impact): % of SCALE hospitals that achieve World Health Organization (WHO) post-operative visual acuity standards at discharge. Definition – (80% 6/18 or better, 5% <6/60 at final outcome; 50% 6/18 or better, 10% <6/60 at Discharge).

Target – 65% of hospitals reach discharge and final outcome

Definitions

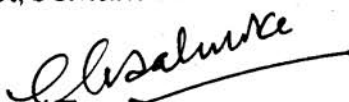
- **Discharge VA:** Visual Acuity on discharge using pinhole (sent to SIB)
- **2 - 6-Week Post Op (final outcome):** Visual Acuity at follow-up exam using best corrected vision (Internal monitoring)

Indicator (Impact): % of SCALE hospitals that have a proportion of cataract surgical patients of at least 50% women.

Target – 90% of hospitals

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Definitions

- Hospitals: Includes all SCALE hospitals, not just the new hospitals
- Women: at least 50% of all patients receiving cataract surgery are women

Indicator (Impact): % of patients advised to have cataract surgery who accept and have the surgery.

Target – 60% of patients

Definitions

- Patients Advised: All outpatients and outreach patients advised for cataract surgery
- Patients Accepting: All patients completing cataract surgery
- Assumptions: Assumes all hospitals using an information management system
- Propose look at final quarter of project

Indicator (Impact): % increase in patient-generated revenue

Target – increase 30% after 3 years

Definitions

- Baseline: Calculated as above. Calculated by Fiscal Year. If Vision Building/Action Planning process completes in first six months of FY calendar, baseline is the previous Fiscal Year. If Vision Building/Action Planning process completes in last six months of FY calendar, baseline is the current Fiscal Year.
- Patient-generated revenue: Includes income from outpatients: investigations such as pathology tests, including blood pressure, sugar level testing, blood test, HFA, laser procedures, surgery, medicine, spectacles, insurance payments and DBCS. Does not include payment from grant funds.
- Hospital income: Includes all income, including grant funding
- Hospital expense: Includes all expenses, including capital expenses

Indicator (Impact): % of patients prescribed spectacles who accept and obtain the spectacles.

Target – 60% of patients

Definitions

- Patients Prescribed: All patients who receive a prescription for spectacles
- Patients Accepting: All patients purchasing spectacles
- Assumptions: Assumes spectacles purchased at hospital as hospitals unequipped to track spectacles purchased outside of the hospital
- Propose look at final quarter of project

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Objective 2

Document and promote preferred practices and advocate for government regulations and policies that promote service improvements, specifically utilization of electronic management information systems and increased equity and access related to gender

Indicator (Impact): Develop and present promising practices/protocols around 4 key themes: quality, HR development, gender equity, and generating demand.

Target: 8 events and at least 8 documents

Definitions:

- **Develop:** Two or more GSI hospitals draft or contribute data toward an emerging practice
- **Emerging Practice:** these practices are implemented by multiple hospitals that have plausible effectiveness, feasibility, reach, sustainability, and transferability.
- **Promising Practice:** these practices are implemented by hospitals and supported by intervention evaluations that are not necessarily part of a peer review of practice or publication. However, they demonstrate evidence of effectiveness, feasibility, reach, sustainability, and transferability.
- **Preferred Practice:** the procedure or system of rules recommended by GSI, SCALE or a sub-group of hospitals participating in either GSI or SCALE.
- **Present:** includes chairing a course or presenting papers or posters. The presentation would need to be at a recognized venue either nationally (India), regionally (Asia), or globally.
- **Events:** An event where a SCALE/GSI preferred or promising practice/protocol was highlighted

Indicator (Impact): Complete one advocacy campaign to further joint SCALE and VISION2020 priorities.

Target: 1 campaign completed

Definitions:

- **Advocacy:** planned, deliberate, sustained effort to raise awareness of an issue, issues. Often associated with policy change.
- **Campaign:** Coordinated advocacy effort with specific objectives for change

1.4 Project implementing partners:

Project Mentoring Team

Dr. Col. M. Deshpande, Chief Medical
Director & team(PBMA HVD), Pune

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Project Mentee Hospital	Maharashtra
	Mr. Ravindra Salunke, GEO; Rotary Seva Trust, Osmanabad

Ex. Trustee & Treasurer.

1.5. Funding Support:

The financial support for the following activities during the project period will be covered in the following way by PBMA HVD

Activity	By PBMA HVD	Financial Support by PBMA HVD & Mentee Hospital
Need Assessment & Action Plan	<ul style="list-style-type: none"> Conduct Needs assessment & collect baseline data with mentee institution. Develop action plans for discussion and buy-in by mentee institution leadership 	PBMAHVD will bear the cost
Training and Coaching	<ul style="list-style-type: none"> Provide training to improve surgical skills Provide training to improve nursing skills Provide training to improve management Provide training for Vision Center Technicians Expert Consultation and Volunteer support Facilitate and catalyze ongoing staff development and management through mentoring visit Joint learning meeting with mentees 	PBMAHVD will bear the cost (will be reimbursed based on actual expenses on submission of bills/invoices)
Seed Grant	<ul style="list-style-type: none"> Seed grants to mentee hospitals to improve outreach and acceptance rates 	Financial support of (USD 4865) will be provided by PBMA HVD. This can be applied towards equipment, computers.
Patient Demand Generation	<ul style="list-style-type: none"> Provide training and ongoing mentoring to increase awareness of women's need for eye care 	PBMAHVD will bear the cost (will be reimbursed based on actual expenses on submission of bills/invoices)
Systems Strengthening	<ul style="list-style-type: none"> Install electronic management information systems at mentee hospitals 	Funding will be provided by PBMA HVD of USD 2538 towards installation of IHMS

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Ravindra Salunke

[Signature]

	<ul style="list-style-type: none"> • Provide training on data utilization, including techniques to adopt analysis into ongoing hospital management 	at Mentee Hospital. Mentee hospital should provide the computer systems, network and necessary IT infrastructure. The cost of training on data utilization will bear by PBMA HVD
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1.6 Role and Responsibilities- Stakeholders

1.6.1 PBMA HVD:

Overall: Provide required mentoring and training to help the participating mentee hospitals to realize their goals in a sustainable manner. Provide financial support as described above.

1. Overall project planning, communication and coordination with the "Mentee Hospital"
2. Provide mentoring support to enable the "Mentee Hospital" to achieve the desired outcomes
 - a. Conduct Vision Building and Strategic Planning Workshop
 - b. Ongoing feedback to the mentee hospitals – performance analysis and extend assistance as appropriate
 - c. Offer training to the staff as identified during the Vision Building Workshop and onsite visits
 - d. Planning and coordination of visits to assist in implementation and provide technical support as appropriate
 - Onsite visits to review the strategies and action plan
 - Onsite review meeting – bringing together the mentee hospitals participating in this initiative to learn from each other and experience sharing.
3. Implementation of IT systems-IHMS- patient management system
4. Funding support: Seed grant (as described in section 1.5) will be reimbursed based on actual expenses on submission of bills/invoices

1.6.2. "Mentee Hospital" Rotary Seva Trust, Osmanabad

Overall: Provide the leadership, required resources and the priority to bring about the transformational change in the organization.

1. Communicate across the organisation and to other stakeholders involved with the mentee hospital about this strategic initiative to create a buy-in and overall alignment.
2. Participation of the hospital team in the vision building workshop with key staff (Head of the institution/Medical Director/Hospital Administrator/Senior Ophthalmic Assistant) and other activities relating to this initiative.
3. Implementing the agreed upon activities that would include:
 - Strategies and action plans developed at the vision building workshop
 - Training as identified during the workshop as per the timeline

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- Completion of Comprehensive surgery performance target as follows:

Rotary Seva Trust- There should be 54% growth in cataract surgeries

Category	2016-17	2017-18	2018-19
Free	779	857	943
subsidised	87	95	105
Paid	746	896	1120

4. Ensure the following:

- Participating in all the project related activities that occurs at PBMA HVD, "Mentee Hospital" or at a common location
- Availability of staff and other resources during the visits by the teams from PBMA HVD that would facilitate better collaboration and strengthen the mentoring process.

5. Reporting: The "Mentee Hospital" is expected to:

- Data reporting on a yearly basis, the performance data and the progress. Please refer format (Annexure G)
- Data reporting on monthly & Quarterly basis, the performance data and the progress. Please refer format (Annexure D)

6. Key contact person who could be contacted during the project period in addition of the Head of the institution

Sr. No.	Name	Designation	Email id
1	Mr. Pramod Dandvate	P.R.O., Trustee	pramod.dandavate@gmail.com
2	Mr. Atul Deshmukh	Office Superintendent	atul_rotaryeye@rediffmail.com

Section 2: Standard terms and conditions

2.1 Purpose

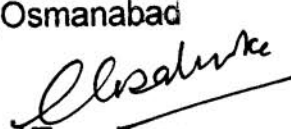
The mentee hospital agrees to use the funding to deliver the project in accordance with this agreement.

2.2 Use of funding

a. Mentee hospital agrees to use any funding for the delivery of the project and in accordance with the budget.

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b. Funding may only be used for the purpose as described in section 1.5

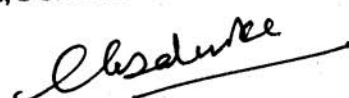
2.3 Intellectual property rights

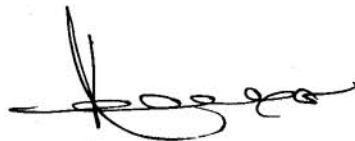
All intellectual property generated in this organizational capacity building process will be open source. Sharing of experiences and lesson learnt through this project will be available for the respective stakeholders involved in this project as well as to a wider audience outside this project. Similarly, preferred practices, templates and tools evolved through this project will be open for sharing. Intention of this is to contribute to increasing overall cataract surgery in the respective country and outside, thus impacting positively with an increased reach to quality eye care services.

2.4 Termination; withholding and suspending funding

- a. This agreement may be terminated by either party upon 90 days advance notice to the other parties.
- b. PBMA HVD may with immediate effect and in its sole discretion suspend or withhold funding to another party if any of the following conditions occur:
 - I. The mentee hospital has used the funding for purposes other than for the project
 - II. PBMA HVD finds that the mentee hospital has not made satisfactory progress in the implementation of the project activities as outlined in the MOU

For Rotary Seva Trust, Osmanabad

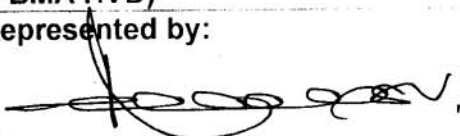
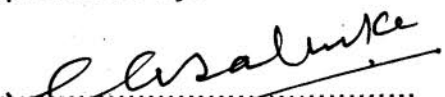

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2.5 Indemnity

It is understood and agreed that neither party to this MOU shall be liable for any negligent or wrongful acts, either of commission or omission, chargeable to the other unless such liability is imposed by law, and that this MoU shall not be constructed as seeking to either enlarge or diminish any obligation or duty owed by one party against other or against third party. PBMA HVD or Seva Foundation – SCALE Project will not be responsible, either directly or indirectly, in any way for any damages to any patient/client in the hospital or outreach areas undergoing treatment for eye ailments/ rehabilitation services.

Agreed and signed by

PBMA's H. V. Desai Eye Hospital (PBMA HVD)	Rotary Seva Trust, Osmanabad
Represented by: 	Represented by: 
Dr. Col. Madan Deshpande Chief Medical Director PBMA's H. V. Desai Eye Hospital, Pune, Maharashtra	Mr. Ravindra Salunke Executive Trustee & Treasurer, Rotary seva trust, Osmanabad
Date	Date:11/09/2016.