



MEMORANDUM OF ASSOCIATION

Between U.P.State Medical Faculty And Panna Dhai Maa Subharti Nursing College, Meerut



DECEMBER 2, 2022

Memorandum of Association

Uttar Pradesh State Medical Faculty, Medical Education ("UPSMF") through Secretary UPSMF having its registered office, State Medical Faculty 5, Sarvapalli, The Mall Avenue, Lucknow, Uttar Pradesh 226001 (hereinafter referred to as "**Uttar Pradesh State Medical Faculty**" or "**UPSMF**" which expression shall unless repugnant to the context or meaning thereat be deemed to include its successors and permitted assigned in either case)

AND

Panna Dhai Maa Subharti Nursing College, Meerut

(hereinafter referred to as "**Mentor Institute**" which expression shall unless it be repugnant to the context or otherwise, deemed to mean and include its successors and permitted assigns)

Hereafter, Uttar Pradesh State Medical Faculty and Panna Dhai Maa Subharti Nursing College, Meerut Mentor institute are collectively referred to as **Parties**

Whereas,

- A. Government of Uttar Pradesh has been taking up various steps to establish quality in the healthcare system in the state;
- B. Nursing cadre, which underpins the entire healthcare system, is one of the components where quality improvement needs have been identified;
- C. At present, substantial number of nursing personnel (>90%) in the healthcare system of the state of Uttar Pradesh are trained in private sector nursing institutions and ensuring quality nursing education in these institutions would ensure a long-term impact on healthcare in the state;
- D. In its pursuit to instill quality in Nursing education, Government of Uttar Pradesh in the leadership of honorable Chief Minister launched **Mission Niramaya ("Mission")**. Under the Mission, UPSMF with the help of its technical partner Jhpiego, amongst various components, has also conceptualized a Supportive Supervision Program, wherein mentor institutes (High performing institutes) have been identified which can support low-performing institutes ("**Mentee Institute(s)**") to perform better. This will be a mandatory improvement process wherein quality within each institution will be ensured and linked to incentives and penalties.
- E. Nursing Institutes which demonstrate better quality while imparting the curricula, will work as a mentor institute and assist other Nursing Institutes ("**Mentee Institute(s)**") in improving quality of nursing education;
- F. After rigorous screening process, 12 Nursing Institutes have been identified to play the role of mentor institutes in Phase 1;
- G. Panna Dhai Maa Subharti Nursing College, Meerut is amongst one of the selected Mentor Institute.

NOW THEREFORE this Memorandum of Association (MOA) has been entered between the Parties under Supportive Supervision Program wherein Mentor Institute will assist in quality improvement of Mentee Institutes across Uttar Pradesh. In consideration of the mutual covenants, promises, assurances, representations and provisions set forth herein, the Parties hereto agree as follows:

1. Duration

This Agreement shall come into effect on 02.12.2022 (hereinafter the '**Effective Date**') and shall continue for a period of 5 (five) years ending on 01.12.2027,

2. Obligations of the Parties

Mentor Institute

- Work to sustain and further their own clinical and teaching standards in consultations with UPSMF and Jhpiego.
- Ensure periodical assessment of compliance to quality standards in own institute and submission of action plan thereupon to UPSMF. Mentor Institute may also conduct peer assessment through other Mentor Institutes (recognized by UMSMF as Mentor Institutes). However, findings in assessment conducted through UPSMF shall be deemed as final.
- Identify 2 experts within institute for mentorship program and ensure their stability for at least 5 years. The key activities to be conducted by Mentors is explained in **Annexure A**
- Support at least 1 Mentee Institution each during Pilot Phase and Supportive Supervision Phase, in quality improvement process through Standard Based Management and Recognition (SBMR) process.
- Assist Mentee Institute in conducting assessment of compliance to quality standards in Mentee Institute.
- Ensure constitution of QI team in own institute and Mentee Institutes comprising 2 potential mentors +5 faculty members which will take over the role of technical support from UPSMF post 6 months of signing of MoA.
- Establish, at its own cost, Nursing Education Study Center (NESC) within the premise of Mentor Institute as per specifications mentioned in **Annexure B**.
- Inform UPSMF in case of separation from or joining to the Mentor Institute, any certified Mentor (faculty).
- Submit periodic update to UPSMF /Jhpiego to ensure the overall support and coordination.

Uttar Pradesh State Medical Faculty

- Train two faculty members identified by institutions as mentors and certify them as mentor in for their ability to take up mentoring role independently.
- Support in mapping mentor with mentee institutions for quality improvement process and developing monetary framework between them.
- Conduct periodical assessment of Mentor Institute and Mentee Institute as per the requirement of this MoA.
- Define guidelines for quality improvement and quality accreditation of Mentee Institutes.
- In discussion with Mentor Institute, facilitate peer evaluation of Mentee Institutes by other Mentor Institutes (recognized by UMSMF as Mentor Institutes) before external assessment by quality accreditation agency.
- Grade Mentor Institute based on their performance in mentoring and other nursing education initiatives.
- Inspect NESC developed by Mentor Institute and suggest improvements, if any.
- Issue necessary directives, guidelines, etc. from time-to-time to develop conducive environment for Supportive Supervision Program to continue.
- Integrate Supportive Supervision Program with other components of Mission Niramaya.

UPSMF will only provide need-based technical support to the Mentor Institute after successful constitution of QI team in Mentor and Mentee Institutes, or six months from signing of this MoA, whichever is earlier.

3. Cost of Training

UPSMF through its technical partner shall bear all the cost of lodging pertaining to trainings specified in Milestone 1B, whereas the respective Mentor Institute shall bear the travel cost pertaining to the abovementioned training. Cost of other trainings during Preparatory Phase and Pilot Phase to be borne between Mentor Institute and Mentee Institute *mutatis mutandis* as above. However, after successful completion of Pilot Phase, Mentor Institute may in discussion with Mentee Institute, devise mechanism for charging appropriate fee from Mentee Institute for Supportive Supervision services.

4. Cost of Assessment

Respective institute (Mentor Institute or Mentee Institute) shall bear the cost of assessment of compliance to quality standards in its own institute. For example, if assessment of compliance to quality standards is conducted in Mentee Institute, with the help of Mentor Institute or peer assessment through other Mentor Institute (recognized by UMSMF as Mentor Institutes) or team of UPSMF, the cost of such assessment shall be borne by Mentee Institute. Similarly, if assessment of compliance to quality standards is

conducted in Mentor Institute by the team of UPSMF or peer assessment through other Mentor Institute, the cost of such assessment shall be borne by Mentor Institute.

5. Movement of Experts

In case any one or more certified Mentor (faculty) decides to leave the certified Mentor Institute, for reasons beyond the control of certified Mentor Institute, rendering certified Mentor Institute without any certified Mentor (faculty), such certified Mentor Institute shall immediately identify and nominate another faculty from QI team of its institute to be a potential mentor and inform UPSMF about such separation and nomination. UPSMF shall within 15 days of receipt of such information, through its partners, conduct assessment of potential mentors proposed. In case, potential mentors qualify during assessment, UPSMF shall provide due certification to such potential mentor. In case, none of the potential mentors, as proposed qualify during assessment rendering Mentor Institute without any certified Mentor, provisions of Clause 8A of MoA shall prevail. Till the time UPSMF conducts assessment as mentioned above, such proposed mentor may discharge duties of Mentor (faculty) in the interim.

Should a new faculty join any certified Mentor Institute, who in its earlier employment was with another Mentor Institute and worked as certified Mentor (faculty), such Mentor Institute will ensure that faculty is part of QI team of the Mentor Institute and inform UPSMF about the joining. UPSMF shall cognize, assess and update the list of certified Mentor (faculty) available with the Mentor Institute. Should a faculty, who worked as certified Mentor (faculty), in its earlier employment with another Mentor Institute, joins any non-Mentor Institute, such faculty will cease to be a Mentor (faculty).

6. Implementation Plan

| Milestone | Phase and Activities | Responsibilities | Timeline | Outcome | Minimum Threshold | Measurement Criteria |
|-----------|--|--------------------------------------|-----------------|--|--|--|
| 1 | Preparatory Phase | | | | | |
| 1A | Orientation programs for Mentor Institute Training of Participants from Mentor Institute | UPSMMF | MOA Signing = T | Clarity of Mentor Institute on its role | 100% | Signed MOA |
| 1B | - Nomination of prospective mentors by Mentor Institute | Mentor Institute | T + 7 days | At least 2 Mentor Trainer identified by Mentor Institute | | 1. Letter confirming names of 2 Master Trainer by Mentor Institute, AND |
| | - Imparting Effective teaching skills and mentorship training | UPSMMF | T + 14 days | | 100% | 2. Participants qualifying the ETS and CSS training package |
| | - Imparting Clinical Standardization Training | UPSMMF | T + 28 days | | | |
| 1C | Training of Faculty of Mentor Institute by prospective mentors | Mentor Institute support from UPSMMF | T + 60 days | Faculty of Mentor Institutes gained desired understanding of Quality Standards | At least 50% faculty members in Mentor Institute trained of which 5 are trained as trainers in addition to 2 prospective mentors | Participants qualifying the ETS and CSS training package |
| 1D | Identification of resources for Nursing Education Study Center (NESC) | Mentor Institute | T + 30 days | Identification of Space & SPOC for NESC | Not Applicable | Photographs of location and contact details of SPOC shared with covering letter by Mentor Institute |
| 2 | Pilot Phase | | | | | |
| 2A | Identification of Mentee Institute for piloting the Supportive Supervision | Mentor Institute & UPSMMF | T + 20 days | 1 Mentee Institute onboarded | 100% | Signed MOU between Mentor Institute, Mentee Institute |
| 2B | Process of quality improvement initiated with Mentee Institute | Mentor Institute | T+30 days | SBMR orientation, Baseline and action planning | 100% | 1. Mentee institute QI team constituted (2 potential mentors +5 faculty members) 2. SBMR Baseline assessment score and action plan shared |
| 2C | Training of Faculty of Mentee Institute by Master Trainers of Mentor Institutes (continuous need-based support by Mentor Institute to attain the target) | Mentor Institute support from UPSMMF | T + 80 days | 2 Faculty of Mentee Institutes gained desired understanding of Quality Standards | At least 2 faculty members in Mentee Institute trained as prospective mentors for Mentee Institute | Participants qualifying the ETS and CSS training package |
| 2D | Assessment of Quality Standards in Mentee Institute | UPSMMF | T + 110 days | Faculty of Mentee Institutes achieve teaching, demonstration and coaching skills | 85% of faculty | Assessment through UPSMMF |

| Milestone | Phase and Activities | Responsibilities | Timeline | Outcome | Minimum Threshold | Measurement Criteria |
|-----------|--|-------------------------------------|--------------|---|--|--|
| 2E | Assessment of Quality Standards in Mentor Institute | UPSMF Mentor Institute | Quarterly | Faculty of Mentor Institutes achieve teaching, demonstration and coaching skills | 85% of faculty | 1. Submission of quarterly internal assessment SBMR score and action plan by Mentor Institute 2. Validation SBMR score by UPSMF (at least twice a year) |
| 2F | Development of potential financial packages between Mentor and Mentee Institutes | Mentor Institute support from UPSMF | T + 120 days | Outcome based flexible financial package with at least 2 options for Mentee Institute | 100% | Financial Package incorporated in draft MoA between Mentor and Mentee Institutes |
| 2G | Draft MoA between Mentor and Mentee Institute developed | Mentor Institute support from UPSMF | T + 130 days | Draft MoA | Not Applicable | Copy of Draft MoA issued by UPSMF |
| 2H | Establishment of Future Education Study Center (FESC) | Mentor Institute | T + 75 days | Development of Space, Deployment of requisite HR Development of repository of resource material (hard & soft) | 100% | Inspection through UPSMF |
| 3 | Supportive Supervision Phase | | | | | |
| 3A | Identification of at least 1 Mentee Institute for Supportive Supervision | Mentor Institute support from UPSMF | T + 140 days | Mentee Institutes onboarded | 100% | Signed MoA between Mentor Institute, Mentee Institute |
| 3B | Process of quality improvement initiated with Mentee Institute | Mentor Institute | T+150 days | SBMR orientation, Baseline and action planning | 100% | 1. Mentee institute QI team constituted (2 potential mentors +5 faculty members) 2. SBMR Baseline assessment score and action plan shared |
| 3C | Training of Faculty of Mentee Institute by Master Trainers of Mentor Institutes independently (continuous need-based support by Mentor Institute to attain the target) | Mentor Institute support from UPSMF | T + 180 days | 2 Faculty of Mentee Institutes gained desired understanding of Quality Standards | At least 2 faculty members in Mentee Institute trained as prospective mentors for Mentee Institute | Participants qualifying the ETIS and CSS training package |
| 3D | Assessment of Quality Standards in Mentee Institute | UPSMF * | T + 210 days | Faculty of Mentee Institutes achieve teaching, demonstration and coaching skills | 85% of faculty | Assessment through UPSMF |
| 3E | Certification of Mentors (Potential Mentors) * | UPSMF | T + 220 days | Faculty of at least 2 Mentee Institutes achieve teaching, demonstration and coaching skills | 100% | Mentor certificate issued through UPSMF based on positive feedback received in the feedback tool from 75% trainees (faculty) of Mentee Institutes |

| Milestone | Phase and Activities | Responsibilities | Timeline | Outcome | Minimum Threshold | Measurement Criteria |
|-----------|--|------------------|-----------------------------|--|-------------------|--|
| 3C | Certification of Mentors (Mentor Institutes) | UPSMTF | T + 220 days | Successful completion of Supportive Supervision of at least 2 Mentee Institutes (including Pilot Phase) | 100% | Assessment through UPSMTF |
| 4 | Progress Monitoring & Knowledge Management | | | | | |
| 4A | Monthly Review Meeting (under PS, ME, GUP) | UPSMTF | Fortnightly | Progress, achievement & challenges shared by Mentor Institute and UPSMTF against targets / action points | Not Applicable | Meeting Minutes issued by UPSMTF |
| 4B | Documentation of quality improvement journey, innovation, best practices | Mentor Institute | Bi-monthly | Case studies, video, pictures, certificates, etc. | Not Applicable | Published resource material by Mentor Institute |
| 4C | Active participation in Nursing Education Technical Support Group (NETSG to be formed) and community of practice | Mentor Institute | As per Scheduled invitation | - Named key resource person for NETSG and community of practice - Ensured active participation of staff in these forums | 100% | Participant's attendance |
| 4D | Assessment of Quality Standards in Mentor Institute | Mentor Institute | Quarterly | Faculty of Mentor Institutes achieve teaching, demonstration and coaching skills | 85% of faculty | 1. Submission of quarterly Internal Assessment (SPMR) score and action plan by Mentor Institute 2. Validation of SPMR score by UPSMTF (at least twice a year) |

7. Data Collection, Storage and Publishing

Data on the quality improvement standards, input, and process-based indicators will be part of the State medical faculty database and will be published from time to time as per the decided timelines by UPSMF. Mentor Institute will support UPSMF in providing the data, pertaining to the Supportive Supervision Program, as sought by UPSMF from time to time.

8. Monitoring Mechanism

The review of Quality Improvement processes and interventions would be conducted under the chairmanship of Principal Secretary, Medical Education, Government of Uttar Pradesh and his/her team once every month.

In the review meeting, Mentor institute would present on ground status update against the targets, consolidated insights from data collected and highlight areas of improvement which can be shared with relevant stakeholders

Based on the update, the decisions will be made regarding:

- Stakeholder wise action items with timelines;
- Solutions for identified gaps / challenges identified;
- Any other area requiring problem solving.

9. Termination of MOA

Condition for Termination: MoA may be terminated in case of any of the following:

A. Termination on default by Mentor Institute

UPSMF may terminate the MoA, if Mentor Institute fails to:

- Maintain a minimum of 85 percent of established standards during periodic assessments; or
- Obtain Certificate of Mentor from UPSMF; and / or
- Support in improving minimum 4 mentor institutes annually to ensure the status of Mentor Institute, where annual period shall start from Certificate of Mentor issued to Mentor Institute by UPSMF; and / or
- Institutionalize and operationalize QI teams in Mentor and Mentee Institutes; and / or
- Submit quarterly assessment report for 3 consecutive quarters; and / or
- Operate Nursing Education Study Center (NESC); and / or
- Retain at least 2 potential mentors as certified by UPSMF for a continuous period of 6 months; and / or
- Adhere to material terms of this MoA.

In case of any of the above default, UPSMF will issue a Default Notice asking Mentor Institute to rectify the default within 30 days ('Cure Period') and submit the compliance report. In

case, Mentor Institute fails to rectify the default within the Cure Period, UPSMF may terminate the MoA with immediate effect.

B. Termination on completion of MoA Duration

MoA will get terminated on completion of MoA Duration as specified herein unless mutually extended by Parties in writing.

C. Termination on MoA becoming unenforceable

In case due to any act or event, which is beyond the capacity of Parties, renders the MoA substantially or completely unenforceable, either Party may terminate this MoA with immediate effect.

D. Termination by 30 business days' notice

Either party may terminate this MoA for any reason on 30 business days' notice to the other party.

10. Communication

Any communication or other document which may be shared by either Party under this MoA shall be given in writing in person or by pre-paid recorded delivery post, email or by facsimile transmission. In relation to a notice given under this MoA, any such notice or other document shall be addressed to the other Party's principal or registered office address as set out below:

| U.P. State Medical Faculty | Mentor Institute |
|--|---|
| Contact: Secretary Tel: 0522-2235964 Email: upmedicalfaculty@upsmfac.org | Contact:Principal Tel:9639010312 Email:nursing@subharti.org |

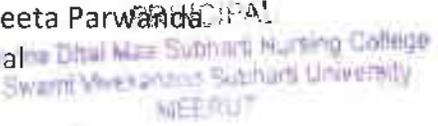
11. Amendment

Any amendment to this MoA shall be made by mutual written consent of both the Parties.

12. Governing Law and Dispute resolution:

This MoA shall be governed by and construed in accordance with the laws of India. Parties shall resort to resolve any disagreement / dispute / grievance amicably. In case Parties fail to resolve amicably, such matter will be addressed under the guidance of Principal Secretary, Medical Education and Training, Government of Uttar Pradesh.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement as of the date and year hereinabove first written.

| | |
|--|---|
| <p>State Medical Faculty By</p> <p></p> <p>Name: Dr. Alok Kumar Title: Secretary</p> <p></p> <p>In the presence of: Witness: Name:</p> | <p>Panna Dhai Maa Subharti Nursing College, Meerut By</p> <p></p> <p>Name: Dr. Geeta Parwanda Title: Principal</p> <p></p> <p>In the presence of: Witness: Name:</p> |
|--|---|

Annexure A

Key activities of proposed mentor faculty during quality improvement process

- Undergo mentorship training and relevant process under guidance of TA (technical agency) to attain mentor certificate.
- Conduct all relevant trainings of own faculty and take forward the SBMR process in their own institutes.
- Will coordinate with Mentee Institute for taking forward the quality improvement process in their institutes.
- Facilitate in identification of resource persons from Mentee Institutes.
- Coordinate with Mentee Institute to select the package for quality improvement.
- Facilitate Standard Based Management and Recognition process in Mentee Institutes.
- Facilitate periodic assessments and action planning.
- Conduct reviews with Mentee Institutes, authorities and staff.
- Coordinate with different stakeholders of Mentee Institute and their own institute.
- Coordinate with UPSMF and TA during the mentorship process.

Annexure B

- Exclusive space at least 400 sft. with seating arrangement (At least 10) for any visitors to learn about quality nursing education
- Identify one accountable person (from existing faculty) who would look into overall operations and share
- correspondence contact details (email, contact number, etc.)
- Ensure availability competent technical HR for NESC to coordinate visits and respond to queries of aspirants
- Compile repository of resource material (hard & soft)
- Documentation of quality improvement journey, innovations, best practices (case studies, videos, pictures, certificates, etc.)
- Set up virtual platforms for remote access (optional)
- Ensuring stay arrangements for visitor whether paid or unpaid