

GRIEVANCE REDRESSAL STRATEGY DOCUMENT

NATIONAL HEALTH AUTHORITY

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INDEX

ABBREVIATIONS	3
1. PURPOSE OF THIS DOCUMENT	4
2. BACKGROUND	4
3. CENTRAL GRIEVANCE REDRESSAL MANAGEMENT SYSTEM (CGRMS)	4
4. SCOPE OF GRIEVANCE REDRESSAL	5
5. STRUCTURE OF GRIEVANCE REDRESSAL SYSTEM	5
6. FUNCTIONS OF COMMITTEES AND OFFICERS	6
7. LEVERAGING TECHNOLOGY IN GRIEVANCE REDRESSA	6
8. GRIEVANCE REDRESSAL PROCESS FLOW	7
9. MAJOR ISSUES, CHALLENGES & LEARNINGS	8
10. PROPOSED ACTION PLAN FOR STRENGTHENING OF GRIEVANCE REDRESSAL SYSTEM	9
11. ANNEXURES	14

ABBREVIATIONS

AB PM-JAY	AYUSHMAN BHARAT PRADHAN MANTRI JAN AROGYA YOJANA
ATA	ACTION TAKING AUTHORITY
CGRMS	CENTRAL GRIEVANCE REDRESSAL MANAGEMENT SYSTEM
CMO	CHIEF MEDICAL OFFICER
CSC	COMMON SERVICE CENTRES
DGNO	DISTRICT GRIEVANCE NODAL OFFICER
DGRC	DISTRICT GRIEVANCE REDRESSALI COMMITTEE
ESIS	EMPLOYMENT STATE INSURANCE SCHEME
HEM	HOSPITAL EMPANELMENT MANAGEMENT
ISA	IMPLEMENTATION SUPPORT AGENCY
IT	INFORMATION TECHNOLOGY
IVRS	INTERACTIVE VOICE RESPONSE SYSTEM
MORTH	MINISTRY OF ROAD TRANSPORT AND HIGHWAYS
NHA	NATIONAL HEALTH AUTHORITY
NGNO	NATIONAL GRIEVANCE NODAL OFFICER
NGRC	NATIONAL GRIEVANCE REDRESSAL COMMITTEE
NHA	NATIONAL HEALTH AUTHORITY
SHA	STATE HEALTH AGENCY
SEC	STATE EMPANELMENT COMMITTEE
SGNO	STATE GRIEVANCE NODAL OFFICER
SGRC	STATE GRIEVANCE REDRESSAL COMMITTEE
SHA	STATE HEALTH AGENCY
TPA	THIRD PARTY ADMINISTRATORS
VLE	VILLAGE LEVEL ENTREPRENEUR

1. PURPOSE OF THIS DOCUMENT

Purpose of this document is to lay down Qualitative aspects of Grievance Redressal Management strategy so that grievance redressal mechanism can fulfill its role of measuring efficiency and effectiveness of all Schemes and programs managed by NHA.

This document aims to provide a futuristic framework for grievance redressal management, considering the past learnings. The document may act as reference for NHA & SHA grievance redressal officials & committees for measures to be adopted for ensuring qualitative and timely redressal of grievances in conjunction with Grievance Redressal Guidelines issued by NHA.

2. BACKGROUND

The Government of India is committed to ensuring highest possible level of health and well-being for all, through a preventive and promotional health care orientation in developmental policies and universal access to good quality health care services without anyone having to face financial hardship. To fulfill this vision, the Government of India conceptualized 'Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB PM-JAY)', a flagship initiative that attempts to move away from sectoral and segmented approach of service delivery to a comprehensive need-based healthcare service.

National Health Authority (NHA) provides overall vision and stewardship for the design, roll-out, implementation and management of PM-JAY in alliance with state governments. Inter-alia, this includes, formulation of PM-JAY policies, development of operational guidelines,

implementation mechanisms, coordination with state governments, monitoring and oversight of PM-JAY.

Under convergence of Schemes, NHA has also been entrusted the responsibility of managing other schemes such as ESIS, CAPF, MORTH.

3. CENTRAL GRIEVANCE REDRESSAL MANAGEMENT SYSTEM (CGRMS)

Objective

To ensure that grievances of all stakeholders are redressed within the time frames prescribed in the Grievance Redressal Guidelines up to the satisfaction of the complainant based on the principles of natural justice while ensuring that cashless access to timely and quality care to remains uncompromised under PM-JAY or provision of services as per other Schemes managed by NHA.

Key objectives of CGRMS are:

1. Redress all the grievances within prescribed timeframe
2. Ensure quality of grievance redressal to the satisfaction of the complainant
3. Redress all SOS grievances within time frame and facilitate treatment to beneficiaries/provision of services to covered members of the Scheme
4. Provide useful insights for course corrections and strengthening the implementation mechanisms under the schemes and reducing number of grievances

4. SCOPE OF GRIEVANCE REDRESSAL

The Grievance Redressal Mechanism shall apply to AB PM-JAY at all levels viz. at the National, State and District level. It aims to offer & check quality of grievance redressal, clarity and uniform procedure on how the complaints will be received, assessed, sorted and monitored. The grievance redressal system shall also support other important convergence schemes such as ESIS, CAPF, MORTH and any other schemes implemented by NHA.

The present document primarily deals with grievance redressal structures, processes etc. as applicable to PM-JAY. The same are under process for other schemes and shall be explained in detail once the programs are launched, however conceptual framework shall apply in principle to all Schemes.

The States using their own Grievance Management System are expected to align their systems and processes as per the NHA Guidelines and directives and share data through APIs for unified view of grievance redressal under PM-JAY.

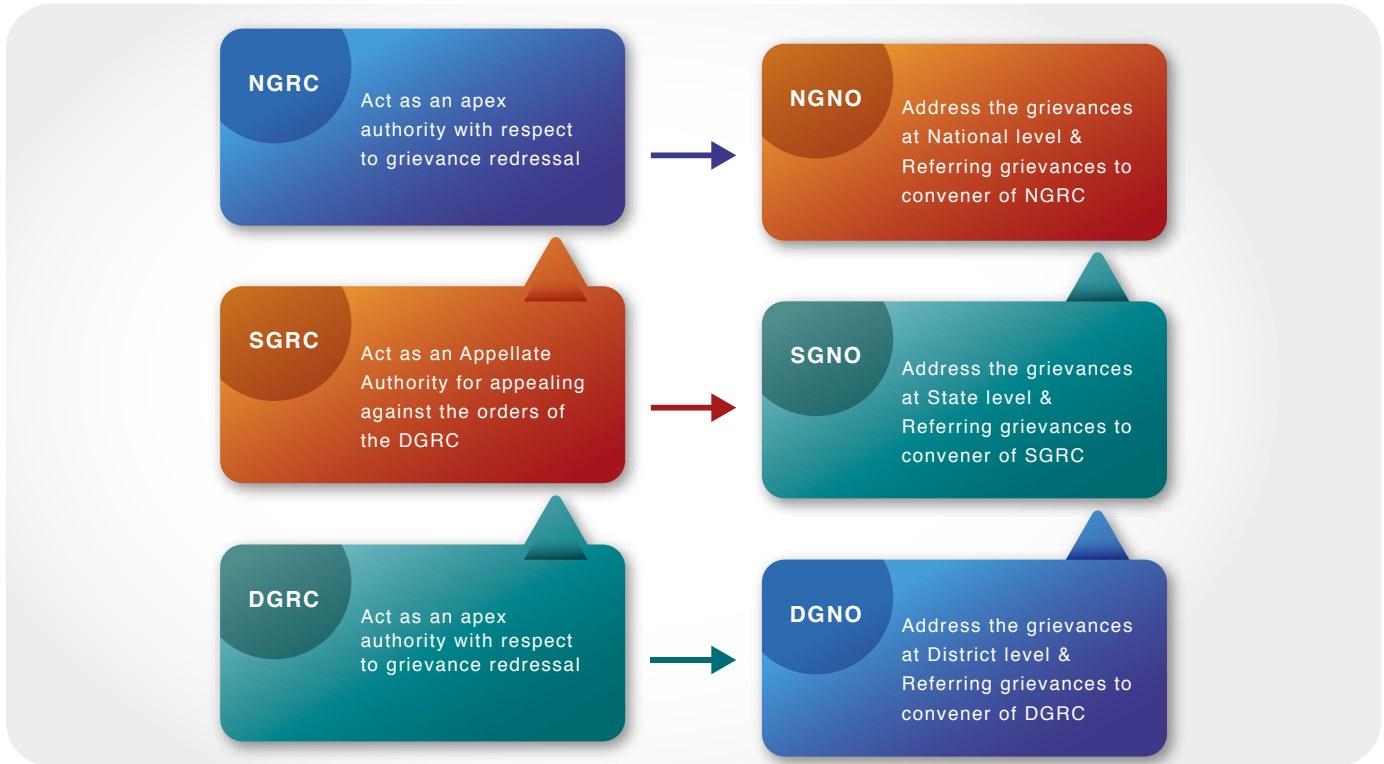
5. STRUCTURE OF GRIEVANCE REDRESSAL SYSTEM

Under CGRMS there is a three-tier grievance redressal structure. Below are the structures, their constitution and functions as applicable to PM-JAY;

- District Level: District Grievance Redressal Committee (DGRC), constituted by the SHA to perform functions related to handling and resolution of grievances within their respective districts. At district level, District Grievance Nodal Officer (DGNO) who is nominated by SHA is responsible for monitoring, forwarding and redressing the grievances.
- State Level: State Grievance Redressal Committee (SGRC), constituted by the State Health Agency (SHA) to perform all functions related to handling and resolution of all grievances received either directly or escalated through the DGRC. At State level, State Grievance Nodal Officer (SGNO) who is nominated by SHA is responsible for monitoring, forwarding, redressing the grievances which are received directly at state level or grievances escalated from districts.
- National Level: National Grievance Redressal Committee (NGRC), constituted by the NHA which acts as the final Appellate Authority at the national level handling and resolution of all grievances escalated through SGRC. At National Level, National Nodal Officer (NGNO) who is nominated by National Health Authority (NHA) is responsible for monitoring, forwarding, redressing the grievances which are received directly at national level or grievances escalated from states.

6. FUNCTIONS OF COMMITTEES AND OFFICERS

Detailed functions of committees and grievance nodal officers as per guidelines is available at Annexure 1.



7. LEVERAGING TECHNOLOGY IN GRIEVANCE REDRESSAL

A robust, bi-lingual, user-friendly web-based grievance redressal system has been developed which enables a person to register grievance on the portal <https://grievance.pmjay.gov.in> or <https://cgrms.pmjay.gov.in/> or on PM-JAY mobile application. Portal login has also been provided to National call center for agents to register the grievances received through 14555 on behalf of the complainant.

All the officers at each level as per the structure explained above have respective login IDs to view and act against the grievances registered by the complainant. Logins have also been provided to Hospitals, Insurance Companies and ISAs to view and provide response to the grievances. The nodal officers are responsible to resolve grievances as per the defined turn-around time. Complainants can track the status of their grievance using the Unique Grievance Number which is generated at the time of registration. Complainant is also intimated about the status through automated SMS and automated e-mail system. For efficient and timely redressal of the grievances, automated intimation to the nodal officers through SMS & Email has been enabled in the portal. The cases which are unresolved by the concerned officer are automatically escalated to the next higher authority as per a defined turn-around-time.

8. GRIEVANCE REDRESSAL PROCESS FLOW

The grievance redressal system is designed to address the grievances received under various schemes timely and effectively.

The process flow of grievance redressal has been described below (detailed diagram given in Annexure IV):

A complainant can register a grievance on grievance redressal portal www.cgrms.pmjay.gov.in or grievance.pmjay.gov.in.

Once the case is registered it will automatically reflect in concerned officer login. The DGNO/SGNO shall have 15

days to act on a case. If no action taken it will get escalated to next higher authority. If any party (complainant or aggrieved against party) is not satisfied with the decision of officers or committee, they can re-open the case and it will automatically be escalated to next higher committee. Committees at each level shall have 30 days of time to redress the grievances.

SOS cases (cases which are emergency in nature) or cases against district administrations are directly being sent to SGNO. SGNO will have 6 working hours to resolve SOS cases and 15 days to resolve normal cases. If no action taken, case will be escalated to CEO of SHA

9. MAJOR ISSUES, CHALLENGES & LEARNINGS

The Grievance Redressal Management has been streamlined at National level as well as at State level and functioning smoothly. However, certain issues have been identified and this document aims to share the framework to fix the issues for further robustness of the process. Some of the major issues faced are listed below:

9.1 Poor quality redressal/closure of cases: It was found that one of the major issues identified under grievance redressal was poor quality redressal of the cases. To ensure natural justice to complainant it is very essential to properly address the cases. Issues related to redressal quality are listed below

a. Incorrect or Improper Resolution instances:

- Cases are closed without taking any action,
- Discarded cases of other states instead of forwarding to concerned state,
- Closed the case after requesting complaint in writing from complainant without arriving at conclusion,
- Closed cases quoting duplicate without referring to original case.

b. Closing cases without attaching evidence documents: It was observed that cases are closed without attaching action taken reports, case investigation report, money reimbursement proof (in case of money demanding cases) etc.

c. Lack of closure communication: In many cases where the grievances is registered by call center or letters forwarded by NHA through CGRMS portal are closed but details of action taken, or decision was not sent to complainants. Also, in few cases where complainants registered the cases directly on portal, cases are closed without providing complete information about the decision.

9.2 Delay in resolution of the cases: It was observed that grievances are not redressed within the defined Turn Around Time. Resolution of the grievances within the time frame as per the guidelines at levels such as district, state and national level is critical.

9.3 Absence of trained dedicated resources at district and state level: It was identified that in few states there is lack of dedicated resources at district & state level such as district grievance nodal officers & state grievance nodal officers to address the grievances. Dedicated trained resources is essential for effective redressal of the grievances.

9.4 Non-formation of grievance redressal committees at district & State level: Presence of State Grievance Redressal Committee (SGRC) and District Grievance Redressal Committee (DGRC) as per the Grievance Redressal Guidelines is pre-requisite to redress the grievances. Few states which are implementing the scheme have not formed committees so far.

10. PROPOSED ACTION PLAN FOR STRENGTHENING OF GRIEVANCE REDRESSAL SYSTEM

10.1 Ensure quality redressal of cases

I. Foolproof grievance closure process on portal

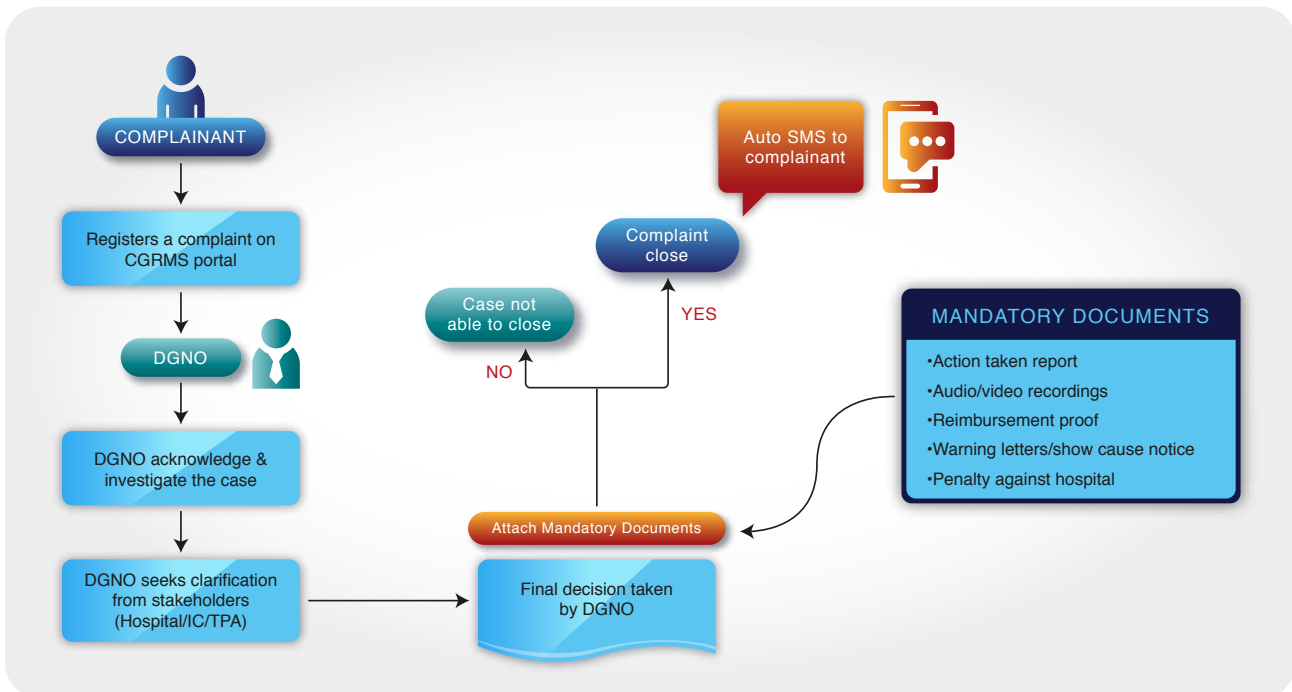
a. Minimum mandatory documents based on type of grievance (ATR, Evidence documents, Closure communication, investigation report, Audio/Video recordings, etc.) (Annexure 2) shall be introduced on the CGRMS portal. Without attaching minimum required document grievance officers cannot close the grievances from their end. This shall ensure attachment of all minimum documents required for closure of the case.

b. A standard template of **Action Taken Report (ATR)** format (Annexure 3) shall be introduced on the portal. This ATR will include minimum information to be furnished by the officer at the time of closure of the grievance.

c. Checklist & defined mandatory fields on CGRMS portal (based on nature of grievance): A check list containing details of action taken example: in case of money demand cases officer should answer few questions such as whether money is reimbursed to beneficiary, yes or no. if no, officer to furnish the details why the money is not reimbursed etc. Checklist shall be defined based on the type of grievances.

d. Intimate complainant through Auto-SMS: An auto SMS shall be sent to complainant soon after closure of the grievances intimating about the resolution & closure of the grievance on CGRMS portal.

e. Intimate complainant through Auto-Mailer: An auto email shall be sent to complainant soon after closure of the grievances intimating about the resolution & closure of the grievance on CGRMS portal.



II. Post-Resolution Quality Check

a. Process Automation: Rule-based automated process shall be designed to evaluate and score the quality of grievance redressal. An algorithm shall be developed to identify poor quality & good quality closure of grievances. A rating scale shall be developed to score the quality of closure and threshold for acceptance shall be developed. The scoring may be defined based on mandatory documents attached or information provided by grievance officers at the time of closure of the case.

If a case is found to be not addressed properly and scored low same shall be sent for further audit by SHA/NHA or re-open the case on portal itself.

b. Feedback through IVRS post resolution of grievances – It is planned to collect feedback from the complainant through IVRS technology regarding the resolution of the grievances. An IVRS call shall be made to complainant with option to reply satisfied or unsatisfied after 24 hours of closure of grievance.

If complainant responds unsatisfied the case will be sent to call centre for reverification and confirmation by making an outbound call to beneficiary. Call center agent shall reverify and reopen the case if found that beneficiary is not satisfied, and case is not properly addressed. Select call center agents shall be trained specifically for this purpose. Also, the feedback shall be analyzed and shared with concerned

c. Quality Audit of the grievances It is very essential to audit the resolved grievances to understand the quality of resolution and to ensure whether issue of complainant was properly addressed as per grievance redressal guidelines. Hence, following are recommended

i. Mandatory monthly audit of cases by SHA – 25% of the total resolved cases in a month. If found the case was not properly addressed, SHA auditor shall have power to re-open the case and send it back to concerned DGNO for proper resolution. Audit reports will be shared with NHA.

ii. Monthly audit of cases by NHA- 10% of the total resolved case (25 cases/auditor/day) whichever is minimum shall be done by NHA. NHA auditor shall have power to re-open the case and send it back to concerned DGNO/SGNO for proper resolution. Audit reports will be shared with SHA.

III. Satisfaction Survey through outbound call –

Periodical satisfaction survey (out of all settled grievance complainants) on sample basis shall be conducted through NHA call centre. The outbound survey will help in understanding in detail the beneficiary experience about redressal process and whether grievances are being addressed properly or not. If not addressed properly, then to explore the reasons. This shall be biannual activity and report shall be published identifying the gaps and identifying good and poor performing districts/states.

10.2 Ensure Timely Closure of Grievances as per TAT

I. Publish Dashboard with pendency details at each level: The number pending cases which are exceeding TAT, average number of days taken to redress cases etc. will be displayed on the CGRMS login. It shall be a customized dashboard displaying details of concerned officer statistic only.

II. Implementation of escalation matrix in CGRMS portal: An escalation matrix shall be implemented on portal to ensure timely redressal of the cases. The cases which are not addressed by concerned officer shall get escalated to next higher authority automatically. Also, email intimation shall be sent to higher authorities regarding non-closure of grievances. System generated periodical alerts, auto reminders through SMS and Email shall also be sent to concerned officers at each level as per the defined escalation matrix. Periodical D.O. letter will be sent to states from NHA regarding cases exceeding TAT

III. Explanation for delay in closure: An option shall be created in the CGRMS portal to provide explanation by concerned DGNO/SGNO with proper justification if the case exceeds defined TAT. The field will be made mandatory in case if the case exceeds TAT. SHA auditor/NHA auditor shall also analyze and prepare report based on the reasons provided for delay and recommend measures to prevent delay or seek explanation by concerned officer if the

IV. Ensure trained resources & committees at state & district level: Making availability of grievance officers such as District Grievance Nodal Officers & State Grievance Nodal Officers and formation of committees is very essential.

Detailed guidance Note for the states shall be prepared for appointment of DGNO & SGNO (if not done already). The Note shall lay down the functions and tasks of the DGNOS and SGNOs. Response from each state shall be received with Names of officials appointed.

- a. Follow up with states and guiding states to make sure availability of officers.
- b. Periodic training of the officers through workshops and online learning management system.
- c. Writing to states to form the committees as per the guidelines and ensure meeting of the committees to redress the cases. Connect with states and guide to form committees.

10.3 Regular Training & Workshops: To train the officers at state level and district level periodic

workshops shall be organized. The training session shall include demonstration of the portal, updating any new features introduced, explaining SOPs, Guidelines to ensure proper closure of the grievances etc. The training shall be organized on monthly and quarterly (published calendar) or as and when required. An online learning management system shall also be deployed to train about grievance redressal management.

10.4 Integration of CGRMS portal with state grievance redressal portals: Many states have their own grievance redressal system. To have single platform to redress all the grievances and ensure smooth data flow at all levels the grievance redressal portals of states (who have their own) shall be integrated with CGRMS portal. API integration with state portals to view and redress grievances shall be performed in a phased manner.

10.5 Root Cause Analysis of Grievances:

Objective

1. To identify root cause of the grievances under the scheme based on the type of grievances.
2. To recommend course corrections to strengthen the implementation of the scheme as per Scheme's objectives and laid down guidelines.

Root cause analysis of the grievances is very essential to understand why the grievance was raised by the complainant and understand the underlying cause to determine original trigger. This will aid in recommending course correction to the existing policy and process for better implementation of the scheme.

Method

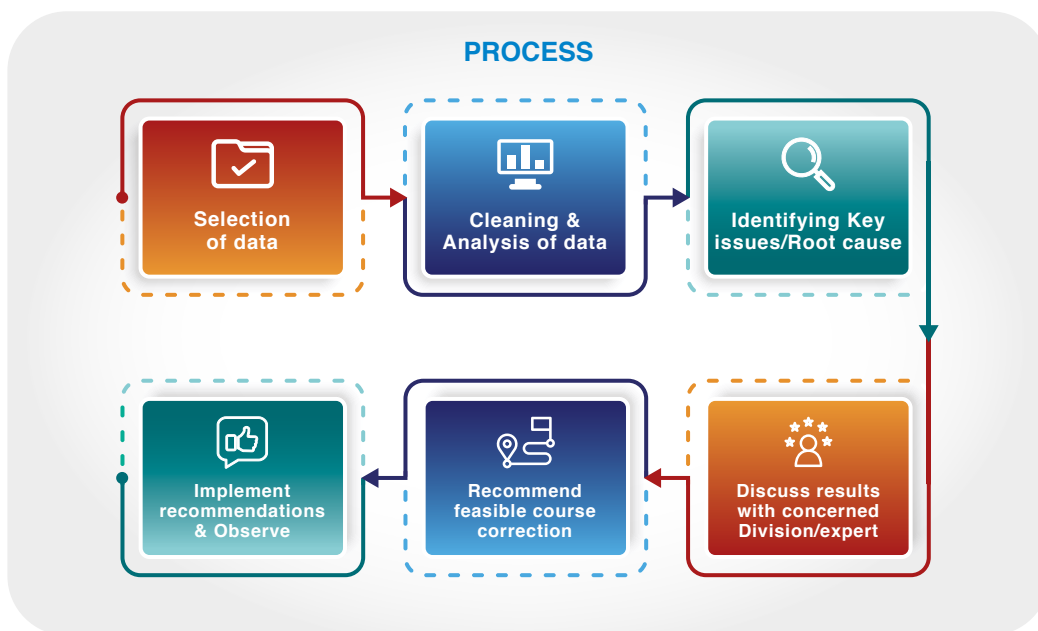
In-depth qualitative analysis (analysis of text data to understand the phenomenon rather than statistics driven) of the grievance data shall be done to explore the reasons for the grievances. Selected grievance data will be analyzed in detail with attention to understand why the grievance is raised.

Sample Size

20% of the top 10 types of grievances shall be considered for analysis.

Periodicity

The exercise shall be conducted on quarterly basis



10.4 Monthly meeting with states through video conference: Monthly video conference shall be conducted by NHA Grievance redressal team with state officers (SGNOs) to discuss

- Progress of grievance redressal as per TAT- # of cases pending, # of cases exceeding TAT
- Sharing Grievance Redressal quality audit analysis findings and recommendations
- Any issues faced in redressal of the grievances
- Report published state-wise to NHA Head Operations Division

11. ANNEXURES

Annexure	Location	File Name
Annexure I	Appended	Functions of Committees and Officers
Annexure II	Appended	List of Documents required for quality grievance redressal
Annexure III	Appended	Grievance redressal action taken report
Annexure IV	Appended	Grievance redressal process flow

ANNEXURES 1

Functions of Committees and Officers

I. Functions of Committees

1. Functions of the DGRC:

- a. Track and redress all grievances referred to it, following the principles of natural justice.
- b. Call for additional information as required either directly from an aggrieved party or from the concerned agencies / individuals.
- c. Conduct grievance redressal proceedings as required.
- d. If required, call for hearings and representations from the parties concerned while determining the merits and demerits of a case.
- e. Adjudicate and issue final orders on grievances.
- f. In case of grievances that need urgent redressal, develop internal mechanisms for redressing the grievances within the shortest possible time, which could include, but not be limited to, convening special meetings of the DGRC.
- g. Review grievance records.
- h. Monitor the grievance database to ensure that all grievances are resolved within 30 days or earlier stated as per the provisions of these guidelines or any amendments to the CGRMS Guidelines issued by the NHA and / or the SHA.

- i. DGRC shall be competent to seek report or assistance of any authority in the district to take suitable action as deemed appropriate.
- j. Issue directions/take action like recommending de-empanelment of hospitals, recommending suspension of license of a doctor/paramedic, etc. Principles of natural justice should be followed while taking such actions.
- k. In case the DGRC can't meet in foreseeable future, the Chairman or an officer authorised by him in this regard may take any of the above actions. However, such actions should be placed in front of the Committee during the next meeting for ratification.

2. Functions of SGRC

- a. Act as an Appellate Authority for appealing against the orders of the DGRC.
- b. Track and redress all grievances referred to it, following the principles of natural justice.
- c. Call for additional information as required either directly from an aggrieved party or from the concerned agencies / individuals.
- d. Conduct grievance redressal proceedings as required.
- e. Nominate District Grievance Nodal Officer (DGNO) at each District.
- f. Oversee grievance redressal functions of the DGRC including but not limited to monitoring the turnaround time for grievance redressal.
- g. Perform all tasks necessary to decide on all such appeals within 30 days of receiving such appeal.
- h. Adjudicate and issue final orders on grievances.

- i. Ensure compliance to the CGRMS Guidelines

3. Functions of NGRC

- a. The NGRC shall act as the apex Authority with respect to grievance redressal.
- b. Review state-wise performance of the Grievance Redressal. Review may include but not be limited to analysis of monthly reports from the SHA and field visits for monitoring, evaluation and make suggestions for improvement in the system.
- c. Provide need-based mentoring and capacity building support to the SGRCs.
- d. Issue specific recommendations to the states/SHAs for corrective actions and process improvement based on state-wise review of grievance redressal data.
- e. Issue amendments to the national grievance redressal guidelines as and when required.

II. Roles and Responsibilities of officers

1. Functions of District Grievance Nodal Officer (DGNO)

- a. Addressing grievances of stakeholders directly or through DGRC within the timeframe defined.
- b. Ratifying the actions taken against the grievances by placing in the DGRC from time to time
- c. Enter the particulars of the grievance on the CGRMS portal received directly, telephonically, through letter, email or social media and updating the status in CGRMS.
- d. Initiating enquiries wherever felt necessary with the approval of District Medical Officer/District Health Officer/Civil Surgeon or any other officer nominated by him.
- e. Referring grievances to convener of DGRC

f. Forwarding grievances to concerned DGNO/SGNO in case the grievance pertains to others.

g. Submitting reports and records

2. Functions of State Grievance Nodal Officer (SGNO)

a. Addressing grievances of stakeholders directly or through SGRC within the timeframe defined.

b. Addressing all the grievances which are in emergency nature are received at SGNO level within the TAT.

c. Ratifying the actions taken against the grievances by placing them in the SGRC from time to time

d. Forwarding the grievances which are received at state level to concerned DGNO for further actions

e. Referring grievances to convener of SGRC

f. Forwarding grievances to concerned SGNO /NGNO in case the grievance pertains to others.

g. Monitoring of the grievances and ensuring grievances are resolved as per the time frame at both State & District Level

h. Submitting reports and records

3. Functions of Nodal Grievance Nodal Officer (NGNO)

a. Forwarding the grievances received at national level to concerned SGNO for further actions

b. Referring grievances to convener of NGRC

c. Monitoring of the grievances and ensuring grievances are resolved as per the time frame

d. Submitting reports and records

ANNEXURE II

List of Documents required for quality grievance redressal

Sl. No	Aggrieved party	Grievance against	Nature of grievances	Approach authority	Document Attached to resolve the Grievance
1	Any	Any	Any	Any	Whether complainant has been informed? • Yes/No If Yes, mode of communication • Letter/Mail/SMS/Phone call • Attach copy of communication If No, reasons for same thereof
2	Beneficiary	Health Care Provider	Treatment Denial	DGNO / DGRC	If treatment is facilitated • If treatment is facilitated, document proof/ TMS ID • Action Taken Report (ATR) If treatment is not facilitated • Response/Justification from hospital • Scan copy of warning letter/Show cause notice issued • If the charge has been proved, then Action taken/ penalty against hospital. • Any other document from provider as a proof for complete resolution
3	Beneficiary	Health Care Provider	Demand Money over and above package rates	DGNO / DGRC	If money is reimbursed • If money is reimbursed to beneficiary, proof of reimbursement (document or audio or video or photo or acknowledgement from beneficiary) • Action Taken Report If Money is not reimbursed • Response/Justification from hospital • Scan copy of warning letter/ Show cause notice attached • If the charge has been proved, then Action taken/ penalty against hospital. • Any other document from provider as a proof for complete resolution
4	Beneficiary	Health Care Provider	E-card not returned by hospital	DGNO / DGRC	• Proof that E-card is returned to patient (Photo with card/Letter from complainant) • Action taken against hospital
	Beneficiary	PMAM	Misconduct/Not providing correct information/Demanding Money for treatment		• Proof of action taken against PMAM • Proof of reimbursement of money in case money is collected • Copy of explanation provided by PMAM

Sl. No	Aggrieved party	Grievance against	Nature of grievances	Approach authority	Document Attached to resolve the Grievance
5	Beneficiary	CSC	PM-JAY card not provided	DGNO / DGRC	• Proof that E-card provided to beneficiary (Photo with card/Letter from complainant) • Action taken against CSC
6	Beneficiary	CSC	Additional money demanded from beneficiary more than defined	DGNO / DGRC	Proof of money reimbursement to beneficiary • copy of Show-cause notice issued to CSC • Explanation provided by CSC
7	Health Care Provider	Insurance Company / ISA / TPA / any functionary	Claims rejected by Insurer or full Claim amount not paid	DGNO/ SGNO	• If claim is paid- proof of document/acceptance letter by hospital • If claims not paid • Response from ISA/TPA/any functionaries as per the grievance if not eligible to pay
8	Health Care Provider	Insurance Company / ISA / TPA / any functionary	Suspension or de-empanelment of Empanelled Health Care Provider	DGNO/ SGNO/ DGRC/ SGRC	• Detailed investigation report • Decision made/Action taken • Justification provided by IC/ISA • If re-empanelled, proof of re-empanelment • If case is escalated to committee, MoM of committee
9	Insurance Company / ISA / TPA	SHA / District Authorities	Premium not received within time prescribed.	SGRC	• Proof of premium paid to Insurance Company • MoM of the committee

ANNEXURE III

Grievance Redressal Action Taken Report

Name of Complainant: _____ Date of registration: _____

Type of Grievance: _____ UGN: _____ PM-JAY ID(beneficiary): _____

_____ Contact Details of Beneficiary/complainant: _____

Description of Grievance

Corrective Action Information

(please add attachments wherever necessary and if more description needs to be fit in following boxes, size of boxes can be increased)

Date of Inquiry: Finding: (please mention findings of enquiry or investigation)	
Corrective Action taken: (please describe action taken date-wise)	

Grievance Officer Signature: _____ Date of closing of grievance: _____
