

An Outline of an Approach to Health System Strengthening and Governance Reform in Support of Communicable Disease Control

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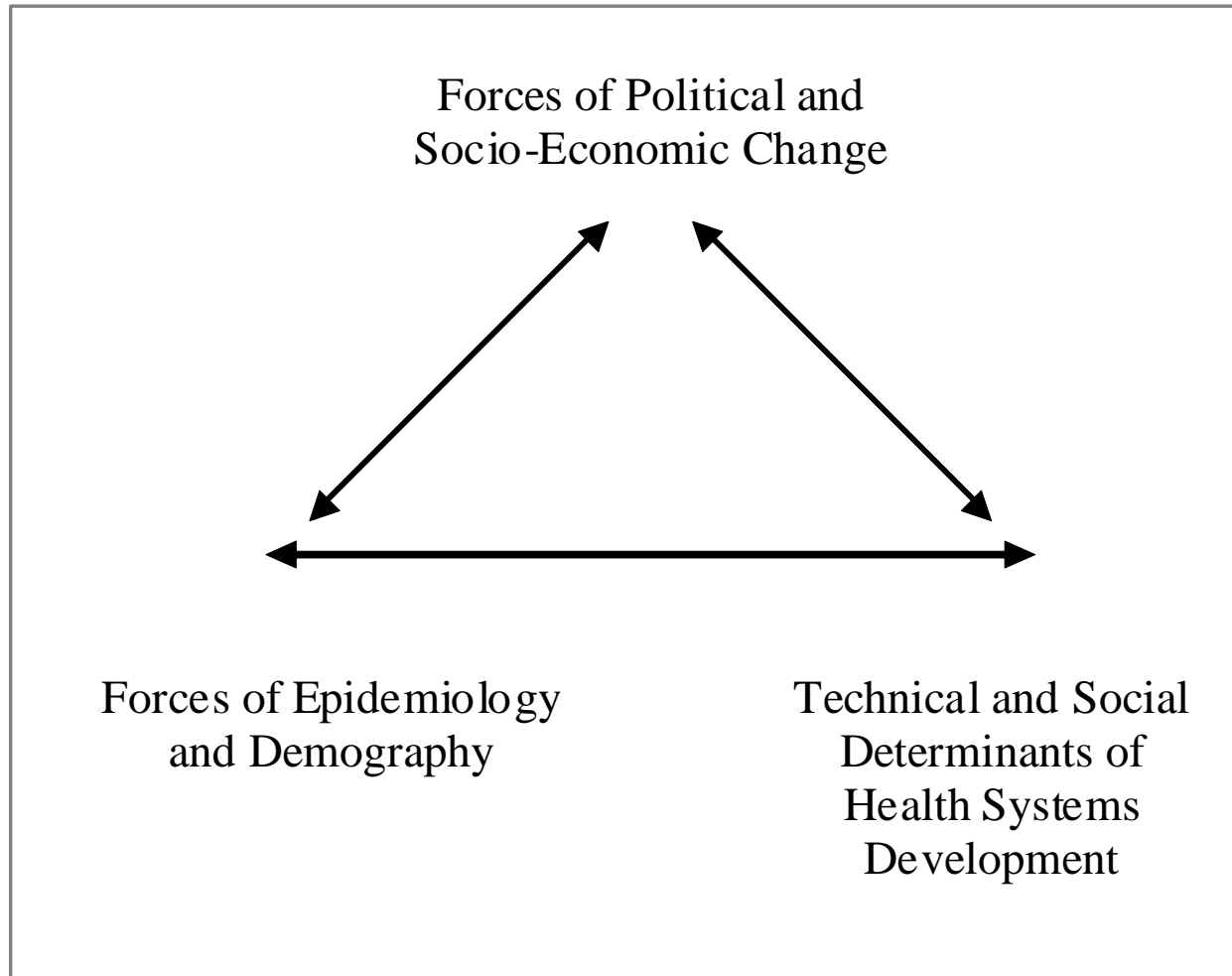
Objective

- ❑ To provide an overview of the main drivers of health system change in selected countries
- ❑ To provide a description of health system strengthening priorities
- ❑ Outline a framework for health sector governance

The Evolution of Health Systems

ERA	Health System Typology	Characteristics
COLONIAL ISM	Colonial Health Systems	<i>Centralized hospital Based systems primarily servicing colonial and urban elites</i>
NATIONALISM	National Health Systems PHC Health for All and the Alma Ata Declaration	<i>Expansion of health infrastructure to rural areas with health system levels performing different functions The definition of key elements of primary health care including multi sectoral determinants of health</i>
GLOBALIZATION	Selective Primary Health Care and Health Sector Reform Sector Wide Approaches Health System Strengthening & Health Sector Governance (Stewardship)	<i>The notion of a defined package of health services (key interventions for all of the population) and applications of principles of health sector planning Management of health resources sector wide through national planning, coordination and M & E systems (harmonization and alignment) Governing health resources and institutions through oversight of a diverse and decentralized range of health providers</i>

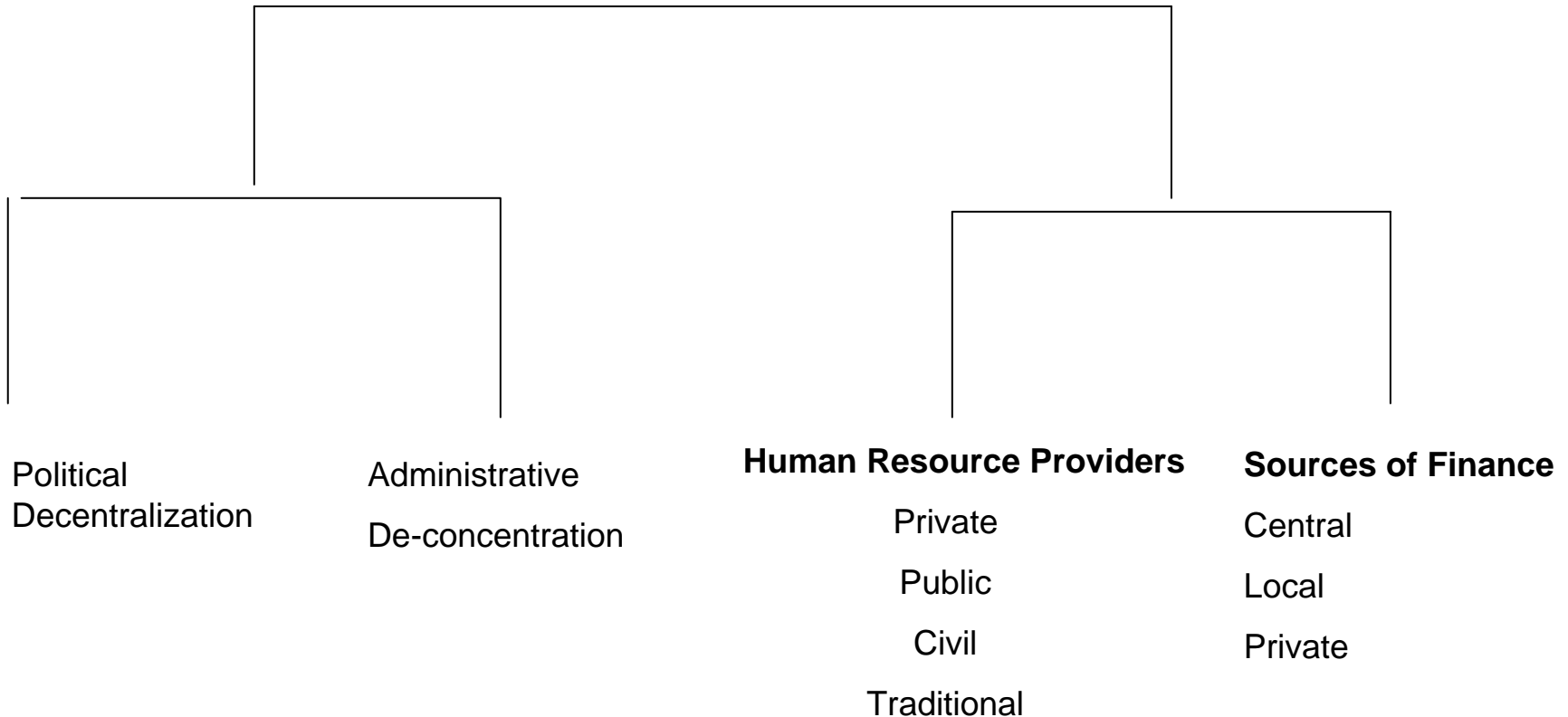
Health System Change & Social Change



Characteristics of Health Systems Development in Globalized Era

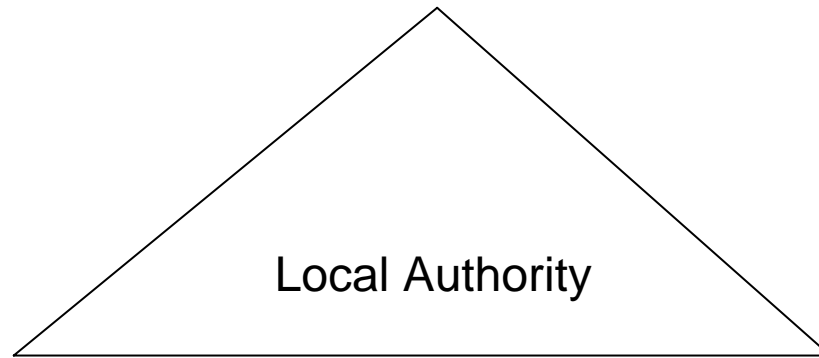
Decentralization

Diversification



Health Care Systems

The Public Health Sector



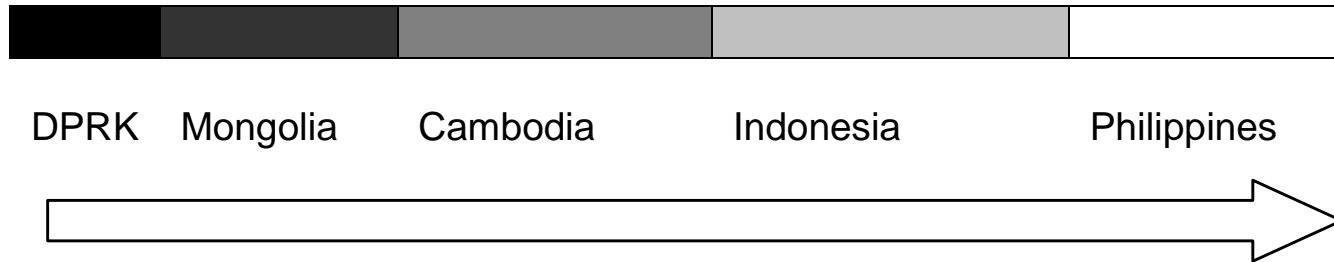
Local Authority

Private for Profit Sector

Civil Society

"In today's complex world, it can be difficult to say exactly what a health system is, what it consists of, and where it begins or ends. The way of defining a system does not imply any particular degree of integration.....Integration and oversight do not determine the system, but they may greatly influence how well it performs." World Health Report 2000

Decentralization & Diversification



Decentralization of decision making
Diversification of providers and source of finance

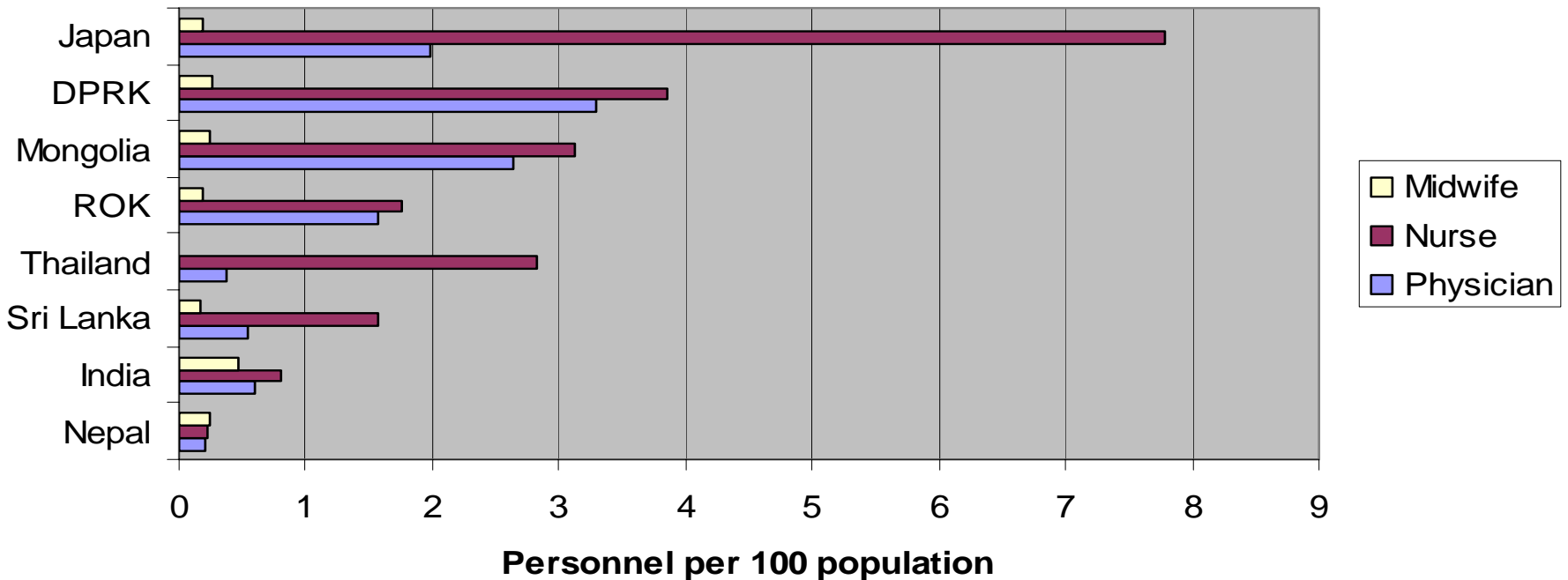
There is an observable trend in these countries towards decentralization of decision making and diversification of health providers (public, private civil) and sources of finance (public, private, international, health insurance). Even in a strongly centralized management system as in *DPRK*, there are still pressures to decentralize management to in order to develop more effective middle level responses to disease control

Complexity of Health Systems in Transition

- Rapid economic growth historically has been associated with social disruption, deprivation, disease and death (4 Ds)
- In order to mitigate these effects, there is nothing that needs such careful planning as a market economy
- In order to achieve this, it may well necessary to expand certain strategic, managing departments of the central state

Human Resource Distribution and Political Systems

Health Personnel Per 1000 Population by Category



Lessons Globally on Human Resources for Health

DISTRIBUTION There are **imbalances in workforce structure**, whether from a functional specialization, geographical or facility lens.

PLANNING A second group of lessons concerns the difficulties of central-level steering of the health workforce, often critically weak due to the **lack of proper information systems** and the complexities of public sector decentralization and service commercialization trends affecting the grassroots.

MOTIVATION A third cluster examines **worker capacity and motivation**, often shaped in developing countries as much by the *informal norms and incentives* as by *formal attempts* to support workers or to hold them accountable.

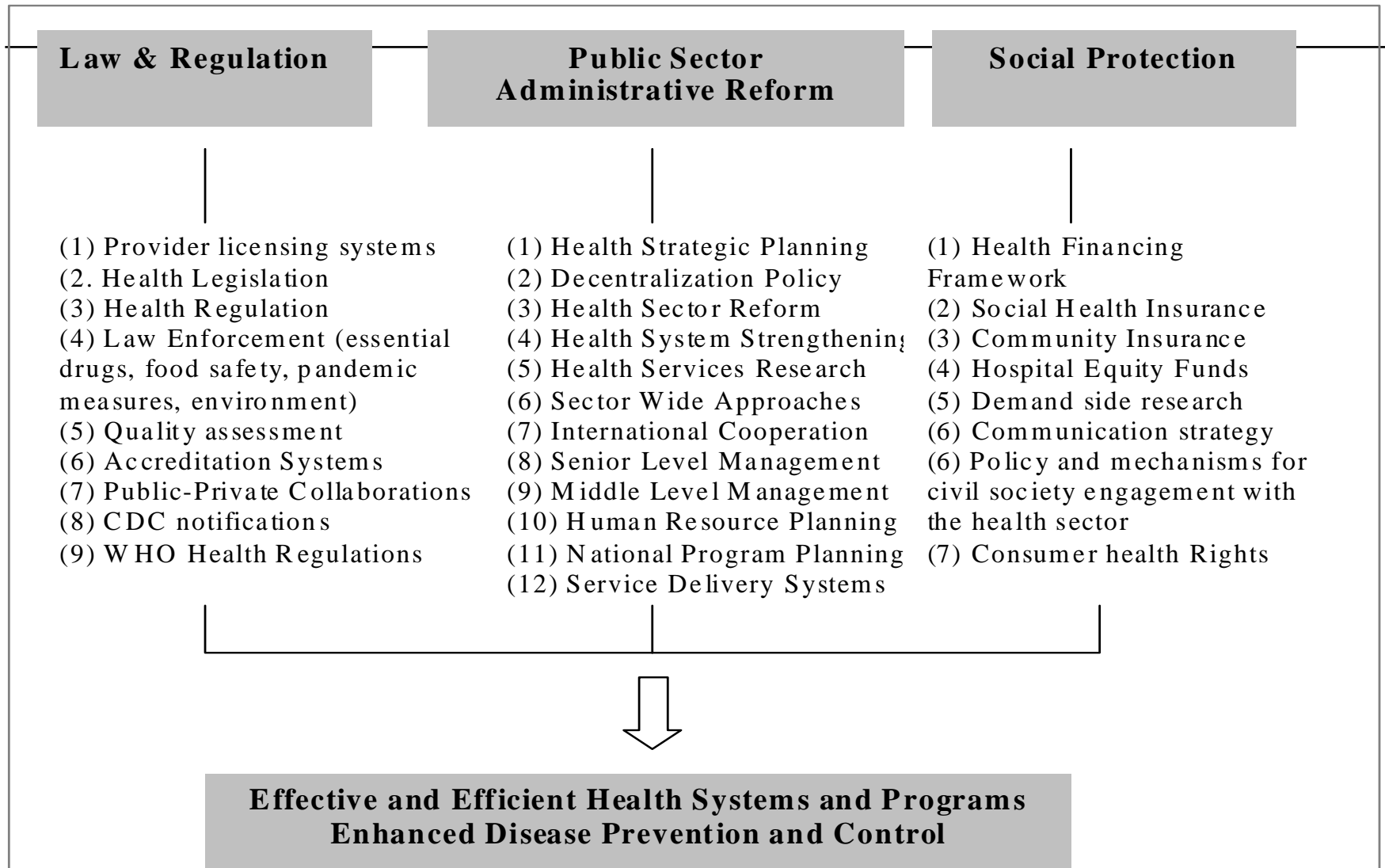
<http://www.human-resources-health.com/content/5/1/4>



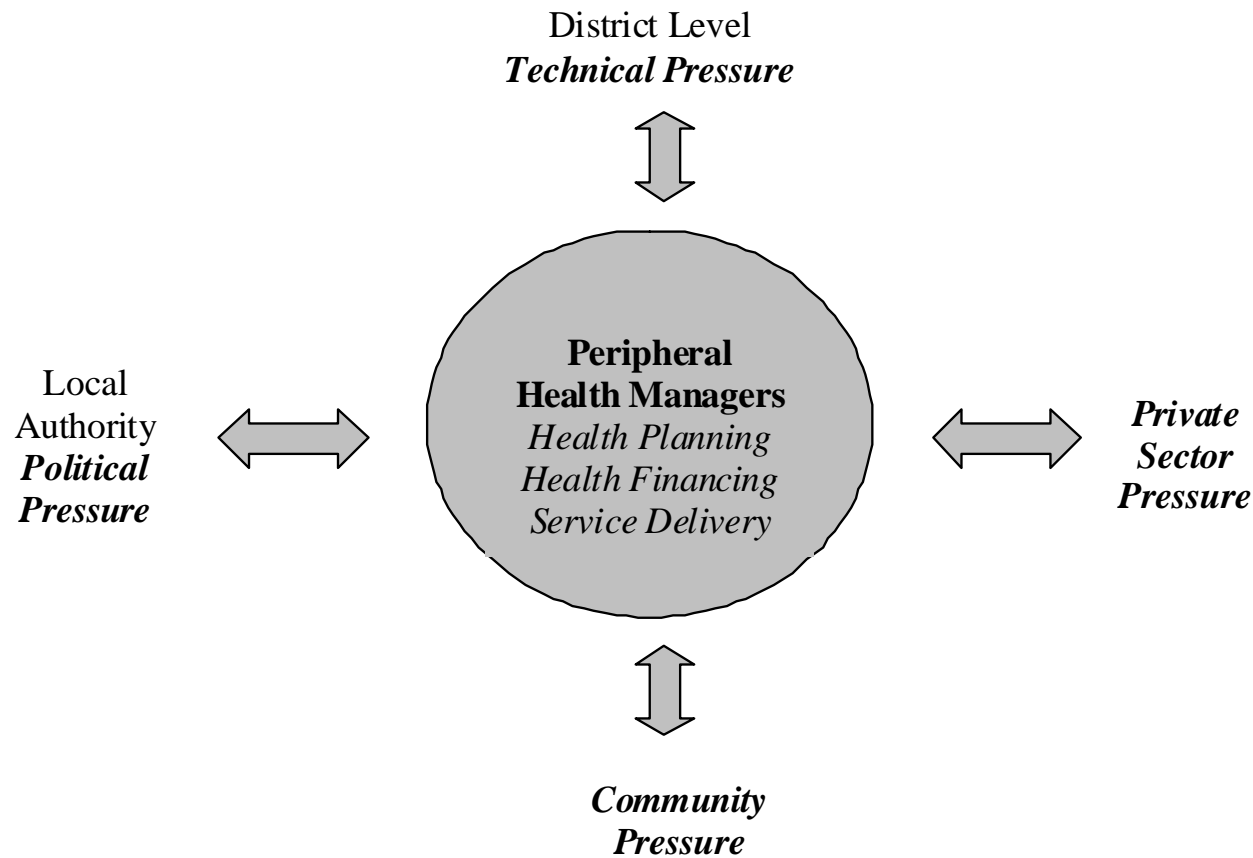
Governing Health Systems

- Health Systems now need to be Governed, and less so Managed or Directed
- Governing – regulating, negotiating, influencing, planning, communicating (managing and directing)

Governing from the Centre



Governing from the Periphery



Systems Planning and Program Planning

1. Getting Focused – a HSS Goal

"The objective of GAVI HSS is to achieve and sustain increased immunisation coverage, through strengthening the capacity of the health system to provide immunisation and other health services (with a focus on child and maternal health)."

System
Planners

Program
Planners



System interventions or strategies for program outcomes

Long term Development - New Skills for New Era

- New skills sets of Managers and Policy Makers
 - Human Resource Management,
 - Health Financing,
 - Health Policy and Planning,
 - Regulation and Health Law and international cooperation
 - Communication

Opportunities for Strengthening Governance of the Health Sector in the Medium Term

- Health System Strengthening Programs through GAVI and GFATM
- New International Health Partnership:
 - providing better coordination among donors;
 - focusing on improving health systems as a whole and not just on individual diseases or issues; and
 - developing and supporting countries' own health plans.
- Regional Coordination and technical exchange on best practice strategies in health law, HRM and Health Planning and Health Financing
- Putting in place Institutional Arrangements for Health Sector Governance/Health Systems Strengthening on a Regional basis