

The progression pathway for governance of mixed health systems

A progression pathway to align private sector efforts with national health priorities

A **decision support** and **capacity building** tool for alignment of behaviours, capacities and instruments



Increases **governments** stewardship to match **policy instruments** with required **capacities** for better governance of the private sector in health

Methods and outcomes

Scoping review on governance mechanisms to engage with the private sector in health

- What are the different **approaches** adopted to govern the private sector?
- How **effective** are these approaches?
- What are the key **enablers and barriers** to adoption of the approaches, and what potential avenues have been identified to strengthen governance behaviours across different contexts?

Records identified for screening
(n = 11,154)

Records included in the review
(n=108)

➡ Progression Pathway on Governance of Mixed Health Systems

Governance behaviour	What progress looks like	Progression			
Deliver strategy	Government has articulated clear strategic goals and objectives for the health system and a clear definition of roles for the private health sector in achieving these.	Nascent	Developing	Progressing	Established
Align structures	Government has established the organizational structures required to achieve its identified strategic goals and objectives in relation to the private health sector (both for-profit and not-for-profit).				
Build understanding	Government has access to comprehensive, up-to-date and high-quality data on the operation and performance of the private health sector (both for-profit and not-for-profit).				
Enable stakeholders	Government acts to influence the operation and performance of the private health sector (both for-profit and not-for-profit) through the use of financing and regulatory policy mechanisms.				
Nurture trust	Government takes action to safeguard patients' human rights, health and financial welfare in relation to their interaction with the private sector (both for-profit and not-for-profit).				
Foster relations	The government has established inclusive policy processes, in which a broad range of stakeholders (including the private health sector - and both for-profits and non-profits) plays an active role.				

The 6 Governance Behaviours

BUILD UNDERSTANDING



QUESTIONS	Nascent	Developing	Progressing	Established
Is there a national HIS? Are private sector entities required to report within the national HIS? What are the incentives and disincentives for doing so (e.g. is reporting mandated as part of licensing)?	No	Yes	Yes	Yes
To what extent do private sector entities report into the national HIS? Are there concerns with the quality and regularity of reporting (e.g., accuracy, completeness, reliability, relevance, and timeliness)? Are other sources of private sector data/information available and used? (e.g., surveys, assessments, research)	No	Partial	Yes	Yes
Is the resulting information available in a format that enables all relevant government/health authorities - at the national, regional and local levels - to make evidence-based strategic and operational decisions?	No	Partial	Yes	Yes
Do relevant government/health authorities systemically use the information to monitor, evaluate and improve policy development and implementation (e.g., through identifying successful pilots of private sector engagement activities that may be considered for scale-up)?	No	Partial	Partial	Yes
Is any of the data shared with the public to improve its understanding of the operation and performance of the health sector in general or individual entities/providers in particular?	No	No	No	Yes

A series of questions support users in conducting the progression approach

Each set of questions corresponds to a specific governance behaviour

ALIGN STRUCTURES



QUESTIONS	Nascent	Developing	Progressing	Established
Are private health sector entities integrated into health service delivery organisational arrangements (e.g., do arrangements account for formal and informal health entities, digital health, and self-care services)?	No	Partial	Yes	Yes
Are systems used to align public and private healthcare providers towards a PHC-oriented and nationally defined service delivery model? (e.g., referral, quality assurance, supervision)?	No	Partial	Partial	Yes
Are structures in place to coordinate the engagement of donors/ development actors with private healthcare providers in alignment with the stated roles of the private sector in national health strategies?	No	No	Partial	Yes
Is the private health sector included in all relevant priority health programmes and quality improvement initiatives – e.g., ensuring that reciprocal arrangements are in place to encourage and enable the private sector to contribute to programme goals?	No	Partial	Partial	Yes

FOSTER RELATIONS



QUESTIONS	Nascent	Developing	Progressing	Established
Has the government established platforms for open, transparent, and purposeful policy dialogue, and do these have a meaningful impact on policy formulation and implementation?	No	Yes	Yes	Yes
Has the government encouraged the private sector (for-profit and non-profit) to establish representative bodies to engage in purposeful and sustained dialogue?	No	Partial	Yes	Yes
Have such bodies been established?	No	Partial	Yes	Yes
How representative are they (e.g., are they inclusive of the full range of ownership types (e.g., sole-proprietor businesses, SMEs, large, limited companies; and facility types (rural/urban clinics, hospitals, etc)?	No	Partial	Yes	Yes
Has the government taken action to ensure that a broad range of other stakeholders – including patients' associations, community leaders, representatives of vulnerable groups, etc. are included in dialogue structures as a matter of routine?	No	No	No	Yes
Has the government taken robust action to eliminate the potential for bias, conflict of interest or corruption in decision-making?	No	No	Partial	Yes



ENABLE STAKEHOLDERS

39 questions under the 7 sub-assessment areas

DELIVER STRATEGY



QUESTIONS	Nascent	Developing	Progressing	Established
Do up-to-date documents exist that, individually or collectively, define the government's strategic goals in health? (Note: whether a document can be regarded as 'up-to-date' can be determined by whether the document is still 'in use' in guiding the policy direction of the relevant government entity.)	No	Yes	Yes	Yes
Do such documents outline clear role(s) for the private health sector in achieving these?	No	Yes	Yes	Yes
Do such documents outline specific policy mechanisms for achieving such outcomes?	No	Partial	Yes	Yes
Do they explain how such mechanisms will influence the operation and performance of the private health sector following the identified strategic goals?	No	No	Yes	Yes
Do they identify specific arrangements for implementing them (e.g., by allocating needed financial resources), tracking change, and evaluating the effects of change?	No	No	No	Yes

NURTURE TRUST



QUESTIONS	Nascent	Developing	Progressing	Established
Do consumer protection laws and social accountability mechanisms exist, and are they sufficiently specified to protect users of the private health sector's services?	No	Yes	Yes	Yes
Does government act to ensure that such laws and mechanisms are well-enforced and exert meaningful influence on the private health sector's incentives and decision-making, thereby protecting patients' rights, health interests, and general well-being?	No	Partial	Yes	Yes
Are both sectors (public and private) equally accountable to the stated measures in a way that fosters trust between all health systems actors and between the health system as a whole and the population it serves?	No	No	No	Yes

A practical approach

Deliver strategy

Deliver strategy

Definition

What does progress look like?

Questions to guide the assessment of progress

Level 1 Nascent

Level 2 Developing

Level 3 Progressing

Level 4 Established

The for-profit private health sector

Government has articulated clear strategic goals for the health system as a whole, and the role(s) of the for-profit private health sector in achieving these.

Tailored under each governance behaviour

Effective delivery of strategy requires:

- The existence of up-to-date documents, e.g., legal documents or policy statements, that define clear objectives for the non-profit private health sector, in line with health system goals (e.g., universal health coverage, emergency preparedness, and health promotion).
- The inclusion, in such documents, an articulation of how specific policy mechanisms will be used to influence the operation and performance of the non-profit private sector in line with defined strategic objectives.

1. Do up-to-date documents exist that, individually or collectively, define the government's strategic goals in health? (Note: whether a document can be regarded as 'up-to-date' can be determined by whether the document is still 'in use' in guiding the policy direction of the relevant government entity.)
2. Do such documents outline clear role(s) for the for-profit private health sector in achieving these?
3. Do such documents outline specific policy mechanisms for achieving such outcomes?
4. Do they explain how such mechanisms will influence the operation and performance of the for-profit private health sector following the identified strategic goals?
5. Do they identify specific arrangements for implementing them (e.g., by allocating needed financial resources), tracking change, and evaluating the effects of change?

At this level, up-to-date policy statements articulating the government's strategic health system objectives and the role(s) of the private for-profit health sector in achieving these do not exist. Hence, legislation, national health policies, strategies, plans (NHPSPs), or documents of similar stature and importance (e.g., relating to health systems strengthening, health financing, public health capacities/emergency preparedness, etc.) exclusively focus on the public sector. Insofar as the for-profit private health sector is mentioned, its role is framed in terms of industrial policy or other (non-health system-related) policy objectives, e.g., expansion of medical tourism, foreign direct investment, technological development, digital transformation, etc.

Thus, the government does not have a clear plan for influencing the operation and performance of the for-profit private health sector following its strategic health system objectives.

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At this level, up-to-date policy statements articulating the government's strategic health system objectives and the role(s) of the for-profit private health sector in achieving these exist. Specific roles for the for-profit private health sector have been defined, accompanied by a clear plan for implementing these in practice. Hence, at this level of progress, the government's strategic focus includes the public and the for-profit private health sectors. The government has a clear plan for influencing the operation and performance of the for-profit private health sector and, thus, for using the for-profit private health sector to achieve its strategic goals.

However, at this level, no arrangements for allocating sufficient resources that enable the implementation of relevant policies or for tracking changes in performance / the broader effects of change about this set of explicit policies have been defined - suggesting that it cannot monitor the implementation of such mechanisms and/or measure their effects on health system outcomes in respect of the government's objectives.

At this level, clear strategic objectives for the for-profit private health sector have been articulated, and explicit policies are in place to realise these. In addition, robust arrangements (including clear, well-specified indicators) for tracking changes in performance / the broader effects of change about this set of policies have been defined.

This suggests that the government has a clear plan for influencing the operation and performance of the for-profit private health sector and, thus, for using it to achieve its strategic goals. In addition, it is serious about allocating sufficient resources to implement such policies. It has also established the capacity to monitor the implementation of related policy mechanisms and measure their effects on health system outcomes.

The non-profit private health sector

Government has articulated clear strategic goals for the health system as a whole, and the role(s) of the non-profit private health sector in achieving these.

Effective delivery of strategy requires:

- The existence of up-to-date documents, e.g., legal documents or policy statements, that define clear objectives for the non-profit private health sector, in line with health system goals (e.g., universal health coverage, emergency preparedness, and health promotion).
- The inclusion, in such documents, an articulation of how specific policy mechanisms will be used to influence the operation and performance of the non-profit private sector in line with defined strategic objectives.

1. Do up-to-date documents exist that, individually or collectively, define the government's strategic goals in health? (Note: whether a document can be regarded as 'up-to-date' can be determined by whether the document is still 'in use' in guiding the policy direction of the relevant government entity.)
2. Do such documents outline clear role(s) for the non-profit private health sector in achieving these?
3. Do such documents outline specific policy mechanisms for achieving such outcomes?
4. Do they explain how such mechanisms will influence the operation and performance of the non-profit private health sector following the identified strategic goals?
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Thus, the government does not have a clear plan for influencing the operation and performance of the non-profit private health sector following its strategic health system objectives.

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This suggests that the government has a clear plan for influencing the operation and performance of the non-profit private health sector and, thus, for using it to achieve its strategic goals. In addition, it is serious about allocating sufficient resources to implement such policies. It has also established the capacity to monitor the implementation of related policy mechanisms and measure their effects on health system outcomes.

Deliver strategy

Deliver strategy

Definition	What does progress look like?	Questions to guide the assessment of progress	Level 1 Nascent	Level 2 Developing	Level 3 Progressing	Level 4 Established
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(Note: whether a document can be regarded as 'up-to-date' can be determined by whether the document is still 'in use' in guiding the policy direction of the relevant government entity.) - Do such documents outline clear role(s) for the for-profit private health sector in achieving these? - Do such documents outline specific policy mechanisms for achieving such outcomes?	At this level, up-to-date policy statements articulating the government's strategic health system objectives and the role(s) of the private for-profit health sector in achieving these do not exist. Hence, legislation, national health policies, strategies, plans (NHPSPs), or documents of similar stature and importance (e.g., relating to health systems strengthening, health financing, public health capacities/emergency preparedness, etc.) exclusively focus on the public sector. 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Questions
specific for for-
profit and not-
for profit actors

Deliver strategy



Detailed descriptions under each level to identify practical steps to move from one level to the next one

Deliver strategy

Deliver strategy

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Detailed descriptions to identify where a country is in his journey

Progression Pathway implementation

Methodology

MoH leadership

▶▶ STEP 1



1. Set up a Technical Working Group



2. Identify a technical lead in the MoH



3. Recruit a local consultant



4. Set up a list of key informants

▶▶ STEP 2



The national consultant will:

A. Conduct a desk review



B. Interview key stakeholders



This step will be guided by a series of questions which corresponds to a specific governance behaviour and assessment area

Methodology

MoH leadership

▶▶ STEP 3



1. Review of preliminary results



2. External reviewers

3. Multi-stakeholder workshop to



I. Strengthen results validity

II. inform strategies and specific actions

▶▶ STEP 4



1. Summary report



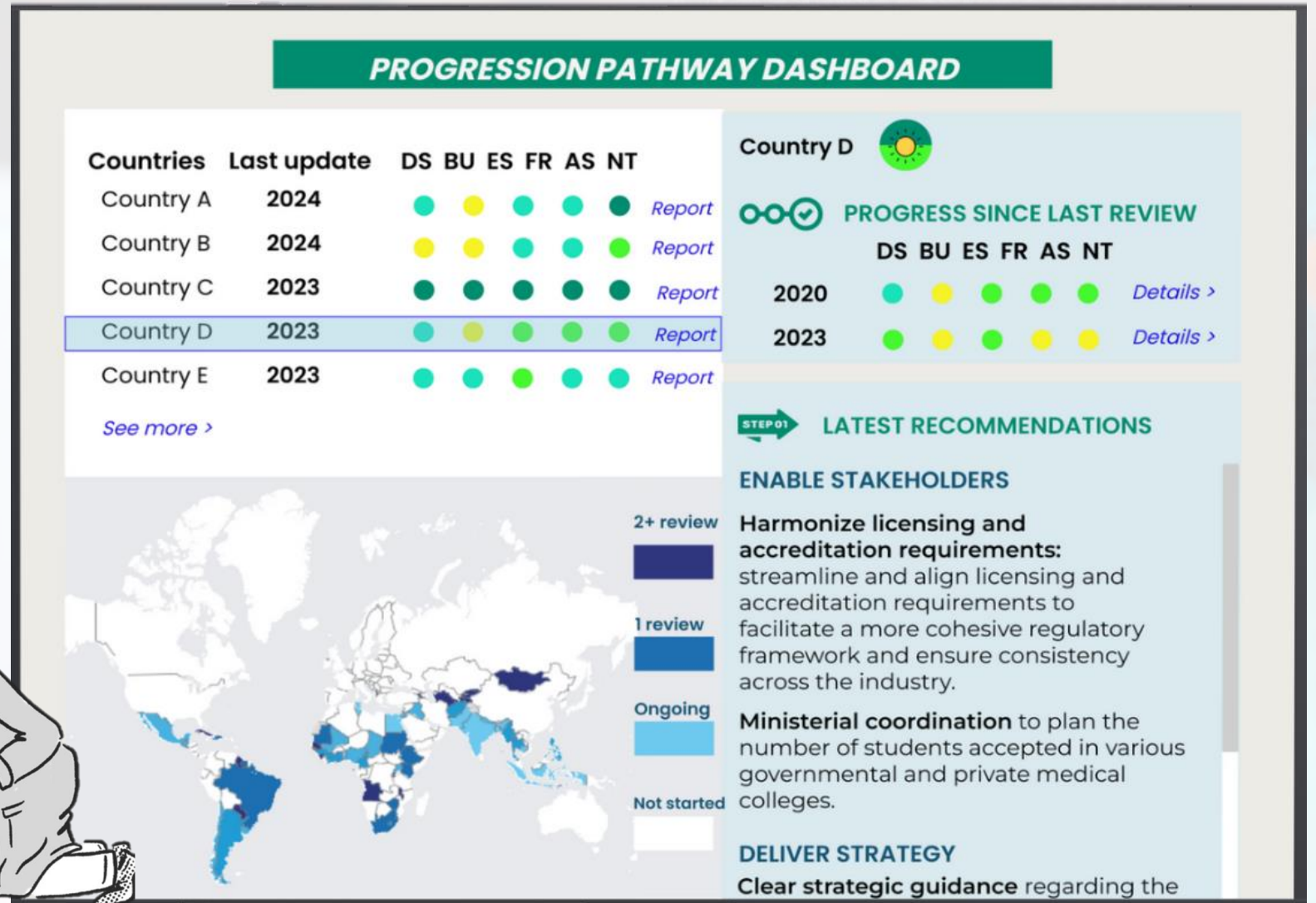
2. Reviewed and approved by the TWG



3. The report will provide actionable recommendations

The outcome

- Practical recommendations
- Suggested tools and mechanisms
- Ongoing support
- Peer country learning



THANK YOU!

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