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		Progre	ession	
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.				
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 forprofit 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).	ent	ping	ssing	hed
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.	Nascent	Developing	Progressing	Establishe
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.				
				17720	





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

DELIVER STRATEGY



QUESTIONS Nascent Developing 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 Do such documents outline clear role(s) for the private health sector in achieving these? Do such documents outline specific policy mechanisms for achieving such outcomes? Do they explain how such mechanisms will influence the operation and performance of the private health sector following the identified strategic goals? Do they identify specific arrangements for implementing them (e.g., by allocating needed financial resources), tracking change, and evaluating the effects of change?

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

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



ENABLE STAKEHOLDERS

39

questions under the 7 sub-assessment areas



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Questions to guide the









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The existence of up to date documents,

Tailored under each governance behaviour

assessment of progress

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What does progress

Questions to guide the assessment of progress





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What does progress

Questions to guide the assessment of progress

Detailed descriptions under

each level to identify practical

steps to move from one level

to the next one



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> The inclusion, in such documents, an arwill be used to influence the operation and achieving these? line with defined strategic objectives.

ment's strategic goals in health? (Note: wheth-

2. Do such documents outline clear role(s) strengthening, health financing, public health ticulation of how specific policy mechanisms for the non-profit private health sector in capacities/emergency preparedness, etc.) health capacities/emergency preparedness.

mechanisms for achieving such outcomes?

will influence the operation and performance of toused on outreach to specific populations of the non-profit private health sector follow or locations).

Incomprofit private health sector follow or locations or lo ing the identified strategic goals?

5. Do they identify specific arrangements for Thus, the government does not have a clear implementing them (e.g., by allocating need-plan for influencing the operation and perevaluating the effects of change?

system objectives and the role(s) of the system er a document can be regarded as 'up-to-date' non-profit private health sector in achieving can be determined by whether the document these do not exist. Hence, legislation, NHPimportance (e.g., relating to health systems

el, up-to-date policy statements objectives and the role(s) of the non-profit private health sector in achieving these exist. Hence, while legislation, NHP is still in use in guiding the policy direction of SPs, or documents of similar stature and SPs, or documents of similar stature and specific specif importance (e.g., relating to health systems strengthening, health financing, or public tice. Hence, at this level of progress, the govexclusively focus on the public sector. Insofar etc.) are weighted towards the public sector. The govperformance of the non-profit private sector in 3. Do such documents outline specific policy as the non-profit private health sector is mentioned, its role may be treated as separate to ning to feature in the government's strategic 4. Do they explain how such mechanisms strategic goals and policy objectives (e.g., vision, Specific roles for the for-profit private health sector; and thus, for using the

> However, the government does not have a ed financial resources), tracking change, and formance of the non-profit private health clear plan for influencing the operation and effects of change with regard to this set of exsector following its strategic health system performance of the for-profit private health plicit policies have been defined - suggesting sector following its strategic health system that it lacks the capacity to monitor the imple-

implemented in practice.

At this level, up-to-date policy statements at this level, clear strategic objectives for the the government's strategic health articulating the government's strategic health system objectives and the role(s) of the non-profit private health sector in achieving these exist. Specific roles for the private nied by a clear plan for realising these in pracemment's strategic focus is inclusive of both operation and performance of the non-profit

> lowever, at this level, no arrangements for tracking changes in performance / the wider mentation of such mechanisms and/or measure their effects on health system outcomes in respect of the government's objectives.

on-grofit private health sector have been arculated, and explicit policies are in place to icluding clear, well-specified indicators) for racking changes in performance / the broader effects of change about this set of policies

is suppests that the povemment has a clear ian for influencing the operation and perfornance of the non-profit private health sector and, thus, for using it to achieve its strategic oals. In addition, it is serious about allocatno sufficient resources to implement such ficies. It has also established the capacity o monitor the implementation of related poliy mechanisms and measure their effects on realth system outcomes.





Methodology

MoH leadership





 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





The national consultant will:



A. Conduct a desk review





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



Methodology

MoH leadership

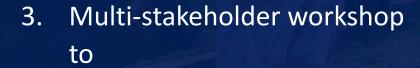




1. Review of preliminary results



2. External reviewers





- I. Strengthen results validity
- II. inform strategies and specific actions





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 leraning

PROGRESSION PATHWAY DASHBOARD

1 review

Countries	Last update	DS	BU E	S FF	R AS	NT		
Country A	2024	•		•	•	•	Report	
Country B	2024			•	•	•	Report	
Country C	2023	•	•	•	•		Report	
Country D	2023			•	•	•	Report	
Country E	2023	•	•	•	•	•	Report	
See more >								1



PROGRESS SINCE LAST REVIEW

DS BU ES FR AS NT



LATEST RECOMMENDATIONS

ENABLE STAKEHOLDERS

Harmonize licensing and accreditation requirements:

streamline and align licensing and accreditation requirements to facilitate a more cohesive regulatory framework and ensure consistency across the industry.

Ministerial coordination to plan the number of students accepted in various governmental and private medical colleges.

DELIVER STRATEGY

Clear strategic guidance regarding the



THANK YOU!

For more information: David Clarke clarked @ who.int



