

# Initiating partnerships with the private sector during COVID-19 using dialogue mechanisms



*December 16, 2021*





# Welcome to our webinar

*This session will be recorded.*

*The chat box is dedicated  
to exchanges only ;  
it won't be followed  
by the panelists.*

*A question to the panelists ?  
Click on the Q&A icon.*



Chat



Q&A



# WELCOME

We appreciate you taking the time to attend this webinar on “How do I begin to work with the private sector?”



**Please introduce yourself in the chat and include:**

1. Your name
2. Your organization
3. Your location

\*\*\*\*\*

*This meeting is being recorded*



# OBJECTIVES

Today we will learn about how a PPD is a powerful tool in engaging both the private and public sector to work together towards health objectives including the COVID response.

The objectives for today are as follows:

1

Understand PPD steps,  
challenges and actionable  
solutions

2

Implementation of the  
governance behaviors in the PPD

3

Learn from the PPD experience of  
the public sector, private sector,  
implementers, and academics



# SPEAKERS

We have great speakers lined up to share their experience on PPD from across different perspectives



**David Clarke**

Team Lead, WHO Health System  
Governance and Financing



**Claire Gapare**

Associate, Impact for Health  
International



**Joe Kutzin**

Acting Director, Health Systems  
Governance and Financing



**Dr Ahsan Maqbool**

Senior Technical Officer, Ministry of National  
Health Services Regulations and  
Coordination, Government of Pakistan



**Clare Omatseye**

President, West Africa Private Healthcare  
Federation (WAPHF/FOASPS)






**Dr Volkan Yilmaz**

Assistant Professor of Public  
Policy, Dublin City University



# AGENDA

Today’s session will be a combination of presentations and question & answer discussion.

Objective	Time	
Introduction to the WHO strategy and the Country Connector	5 minutes	
Introduction to the PPD steps, challenges, and related governance behaviors and actionable solutions.	15 minutes	
<b>Speaker 1: Ministry of Health Representative</b> PPD experience from the government perspective	7 minutes	
<b>Speaker 2: Private Sector Representative</b> PPD experience from the private sector perspective	7 minutes	 Share your experience
<b>Speaker 3: Implementer</b> PPD experience from the implementer perspective	7 minutes	 Share your experience
Discussion (Q&A)	30 minutes	 Share your experience
Concluding remarks	5 minutes	

# 01

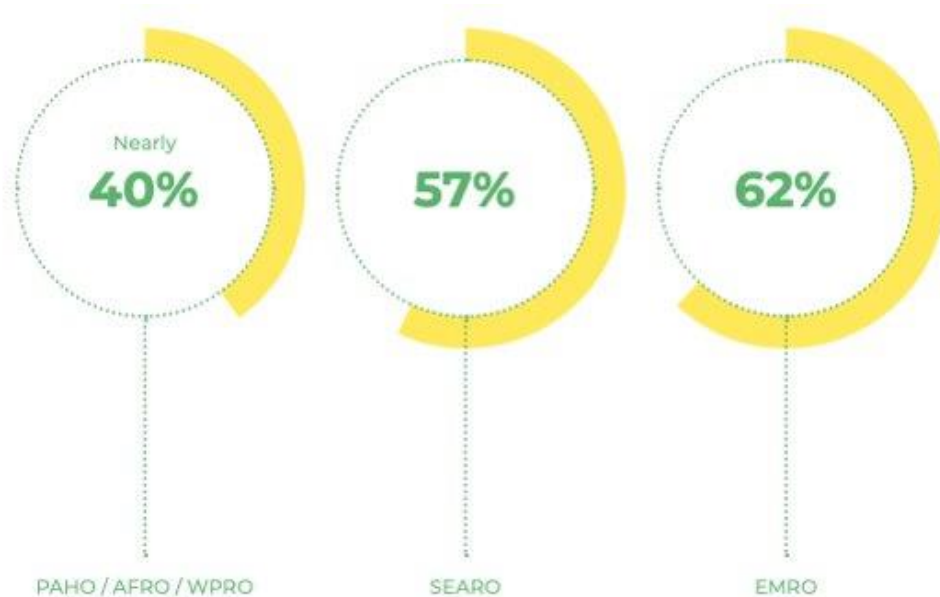
## **The Country Connector on Private Sector in Health**



# WHAT

The private sector in health is a prominent provider of health service delivery across countries. Yet challenges exist in working with the private sector to build more resilient health systems.

Many lower- and middle-income countries have a large and growing contingent of private sector health service delivery actors that are often the main source of **primary health care services to the poor and the underserved globally.**



The **private sector in health** includes all entities not owned nor directly controlled by governments and are involved in provision of health services. It can be classified into subcategories as for profit and not for profit, formal and informal, domestic and international.

Montagu, Dominic, and Nirali Chakraborty. "Private Sector Utilization: Insights from Standard Survey Data." Private Sector Landscape in Mixed Health Systems, World Health Organization, 2020, pp. 10–26.



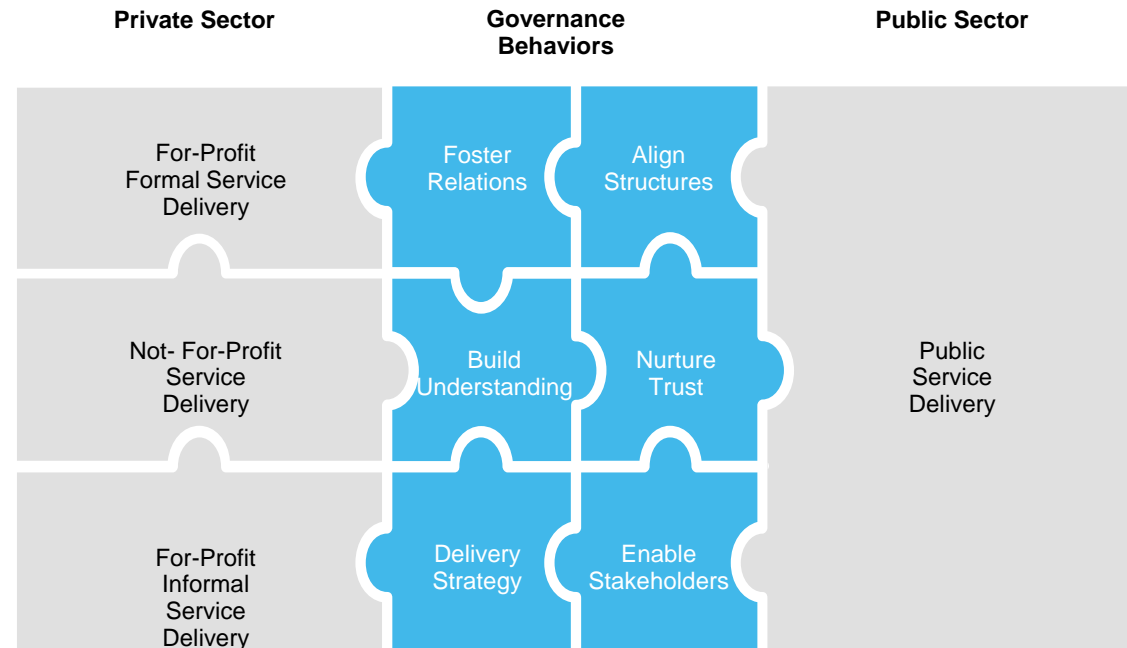
# SO WHAT

It is essential for countries to effectively engage the private sector in health to achieve health related SDGs and universal health coverage (UHC).



The WHO Advisory Group on the Governance of the Private Sector for UHC released a Strategy Report to support and influence the work of WHO teams as well as the work of different donors and implementers on the governance of the health system as a whole.

The WHO Strategy Report outlines activities for multiple stakeholders including WHO teams (global/regional/country), governments, private sector, and donors/implementers.

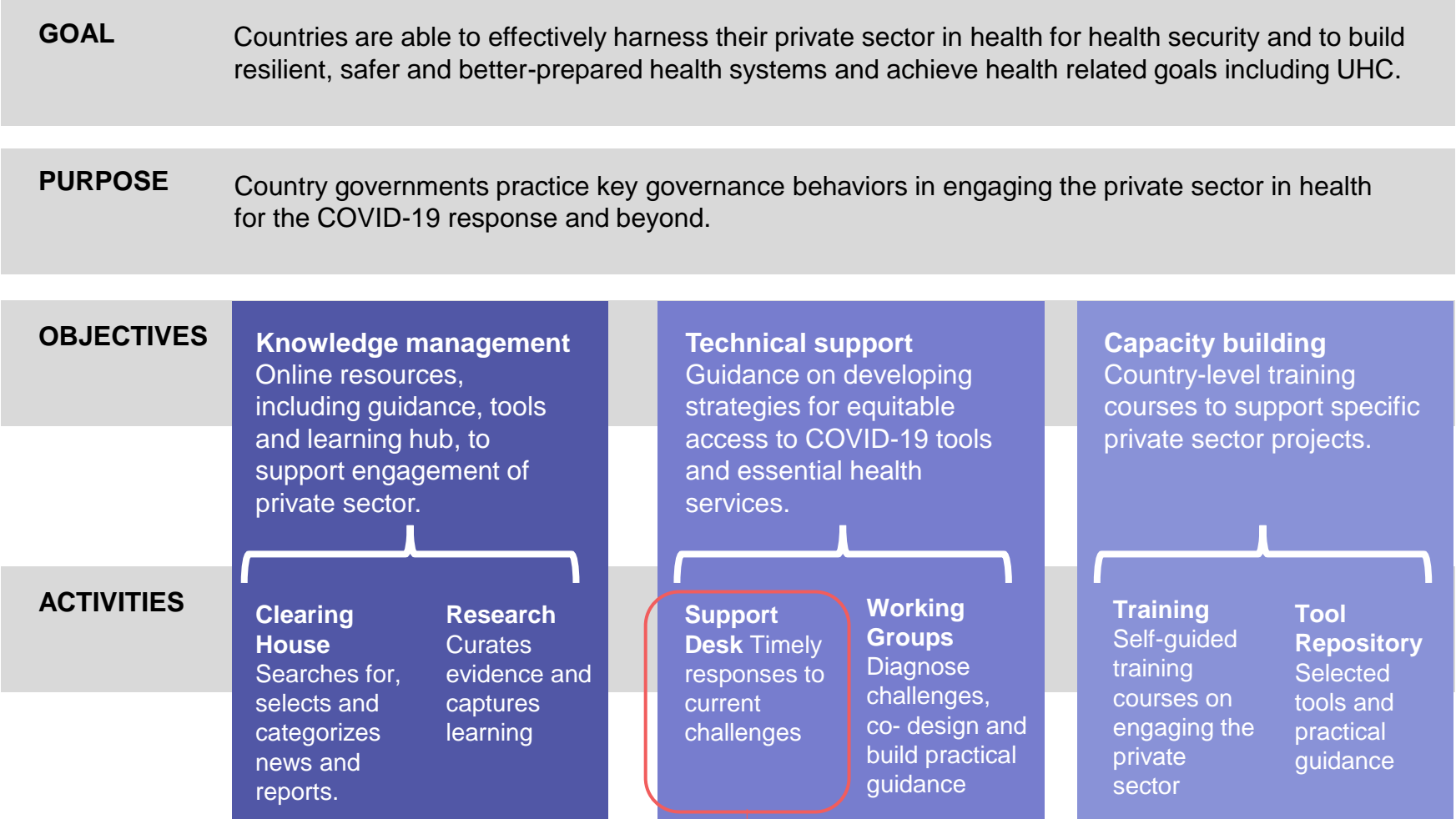




# NOW WHAT

The Country Connector supports important public health goals including UHC, health security and health systems resilience.

## The Theory of Change for the Country Connector



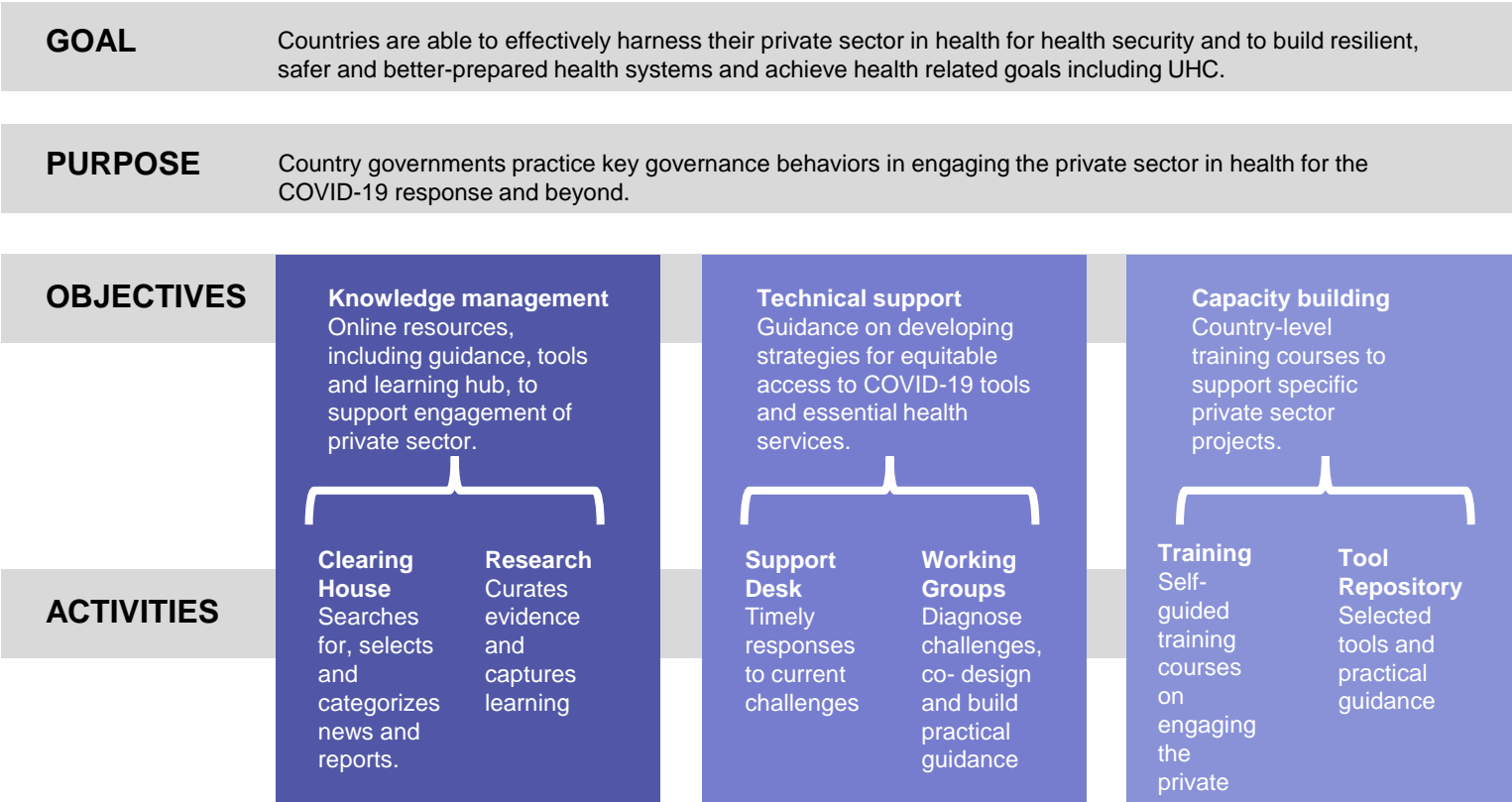
We are here!



# NOW WHAT

The Country Connector delivers on the strategic priorities by supporting countries for stronger health system governance and better public policy toward the private sector in health.

## The Theory of Change for the Country Connector



The **primary audience** is at the **country level**

*COVID-19 Task Force, Country Governments, Private Sector Actors*



The **secondary audience** is at the **global level**

*Funding agencies, Multi-lateral Agencies, Implementing Agencies, Civil Society Agencies, Consumer Representatives*

# Steps to creating a successful public-private dialogue platform



**Claire Gapare**

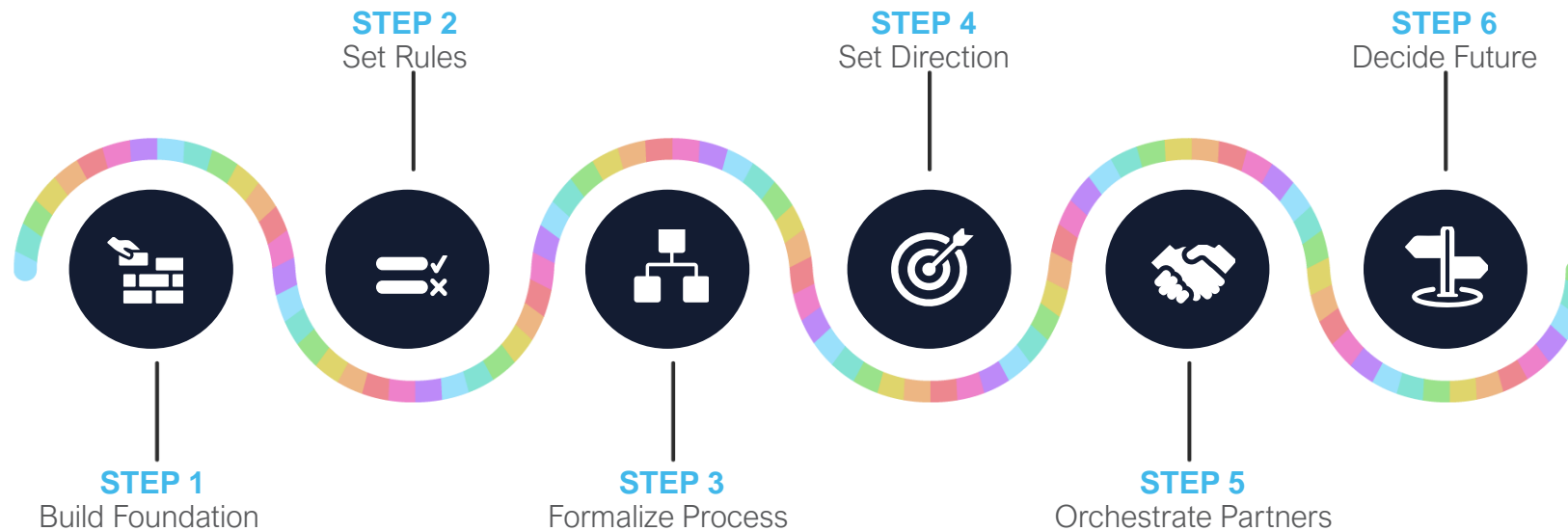
Associate  
Impact for Health International



There are six steps in a PPD and there are eight good practices that are exercised across each of the steps

## What is a public-private dialogue (PPD)?

- ✓ A public-private dialogue (PPD) is a **structured mechanism** that brings **together public, private and civil society** actors to collaboratively identify, prioritize, implement, and measure policy reforms and actions.
- ✓ It provides a formal structure that allows actors to systematically contribute to the **COVID-19 response** and the achievement of **universal health care**



Good Practices	Enabled partners	Honest Broker	Aligned Vision	Organized Structure
	Joint core-leadership	Balanced Representation	Accountability	Mutually Reinforcing Activities



## STEP 1 | BUILD FOUNDATION



### STEP 1

#### Build Foundation

- ✓ Identify the “right” key actors and ensure a balanced number of both public and private partners.
- ✓ Select an honest broker and choose a mechanism or platform from which to operate.

## Time invested upfront pays off in the long run



**Lack of knowledge** regarding where the private sector has the potential to provide support to national health systems.

**Negative perception** of private sector by the public health sector.

**Lack of balanced representation** (over or under representation) of the health sectors.



#### Governance behavior

**Build Understanding:** Collect and analyze data to align priorities for action and build a shared understanding of the need for improved health governance

**Foster Relations:** Build and sustain partnerships and coalitions by ensuring regular communication that fosters trust and builds working relationships.



#### Actionable solution

Conduct a needs and landscape assessment to identify gaps and areas of potential support from the private sector.

Perspectives from managers at local levels should be incorporated in the national PPD initiative

Use data to “depoliticize” discussions and to help build trust.

## STEP 2 | SET RULES



### STEP 2

#### Set rules

- ✓ Set rules and agree on how to work together.
- ✓ Establish a mechanism to resolve conflict.

Codifying norms and values in a “code of conduct” helps manage partners’ commitment and accountability.



**Lack of training and knowledge** to allow for the proper implementation of PPD.

**Lack of trust** within government, and between public and private stakeholders.

There is a potential of “**free riders**” (don’t contribute) or **elite capture** (dominated by a few individuals).



#### Governance behavior

**Enable Stakeholders:** Ensure formal tools for implementation, including responsibilities, incentives and sanctions. Set the rules by defining what each health actor must do, how they must do it, and for whom.



#### Actionable solution

Allow the **core leadership group** to lead the process of define the “rules”– not one sector or individual.

**Sensitize the leadership** (both private and public) before implementing the strategy.

**Training, knowledge acquisition and skill building** of PPD partners to allow for the proper implementation of the PPD.

## STEP 3 | FORMALIZE PROCESS



### STEP 3

#### Formalize process

- ✓ Create a formal structure with mobilized resources and hired staff to manage the daily operations of the PPD.
- ✓ Establish systems and procedures.

## Most PPD processes without an organizational structure and formal process fail



#### Lack of funding

**Failure to focus** and implement the PPD process.



#### Governance behavior

**Align Structures:** Ensure alignment between policy objectives and organizational structure and culture. Agree upon an optimal structure to avoid overlap between sectors and ensure that communication channels are established.



#### Actionable solution

Mobilize **resources (funds and in-kind)** early in the process to establish a PPD structure.

The private sector should organize into a **manageable number** of representative associations that can advocate for their constituents.

Create a **formal structure** to support participation and foster cooperation



## STEP 4 | SET DIRECTION



### STEP 4

#### Set direction

- ✓ Plan for action by defining what success means and how to measure it.
- ✓ Create systems to collect data and monitor progress.

A shared vision will unite, propel and sustain a PPD process.



**Competing priorities** between the private and public sectors.

**Lack of data sharing** between public and private sectors.

**Competition** among private partners to gain Ministry of Health's attention.



#### Governance behavior

**Nurture Trust:** Develop transformative accountability agendas that are grounded in diagnosis of challenges and dialogue.



#### Actionable solution

**Build consensus** on the definition of success – the shared vision will unite, propel, and sustain the PPD process.

Private sector should **set aside one's individual business** identity to reduce competition and professional jealousy.

Have a core leadership group from public, private, and civil society groups who **“own” and “drive”** the PPD process forward.



# STEP 5 | ORCHESTRATE PARTNERS



## STEP 5

### Orchestrate partners

- ✓ Manage partner's commitment by holding them accountable.
- ✓ Continuously engage with partners and build their capacity to perform their roles.

Invest in building skills – they will support the PPD process as well as other collaborations



Uncoordinated structures lead to **duplication of effort and gaps in support.**



#### Governance behavior

**Deliver Strategy:** Formulate strategic policy direction by designing interventions that harness the private sector for universal health coverage. Agree on direction and articulate roles and responsibilities.



#### Actionable solution

Maintain a **strict and regular** meeting schedule to review progress (using data) and to hold all partners accountable to their commitments.

Government should invest in **building ministry staff's competencies and skills** to facilitate effective PPD initiatives.

## STEP 6 | FUTURE

**Disbanding a PPD process is not a failure – it may open new opportunities for collaboration**



### STEP 6

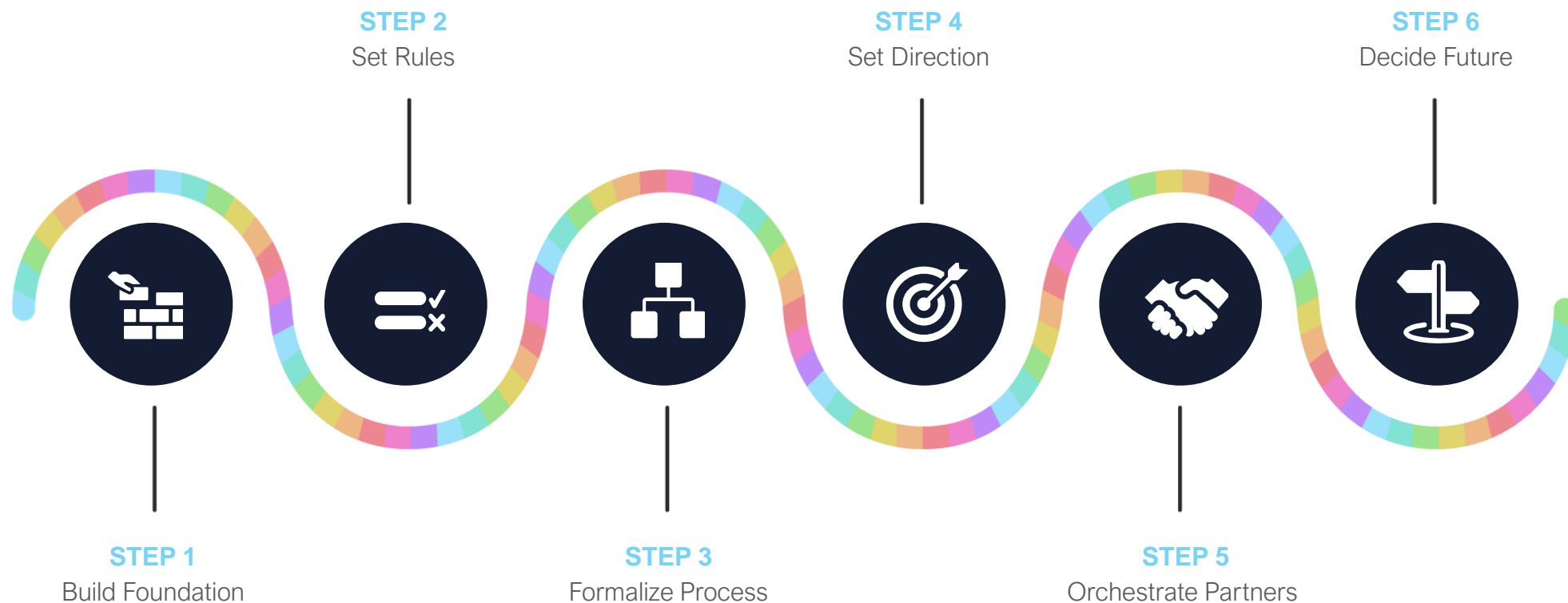
#### Future

- ✓ Decide whether to disband, sustain and refocus or institutionalize the PPD.



**Disbanding a PPD process is not a sign of failure** – instead, it may open new opportunities for collaboration.

There are eight good practices - the greater number of good practices applied, the greater likelihood of a successful and effective PPD process



Good Practices	Enabled partners	Honest Broker	Aligned Vision	Organized Structure
	Joint core-leadership	Balanced Representation	Accountability	Mutually Reinforcing Activities



All good practices are important over the lifecycle but become more critical as you address complicated issues

GOOD PRACTICES	STEPS					
	Build foundation	Set rules	Formalize process	Establish direction	Orchestrate partners	Decide future
1. Balanced representation						
2. Core leadership group						
3. Honest broker						
4. Organized structure						
5. Aligned vision						
6. Accountability through data						
7. Reinforced activities						
8. Enabled stakeholders						

Least important

Slightly important

Moderately important

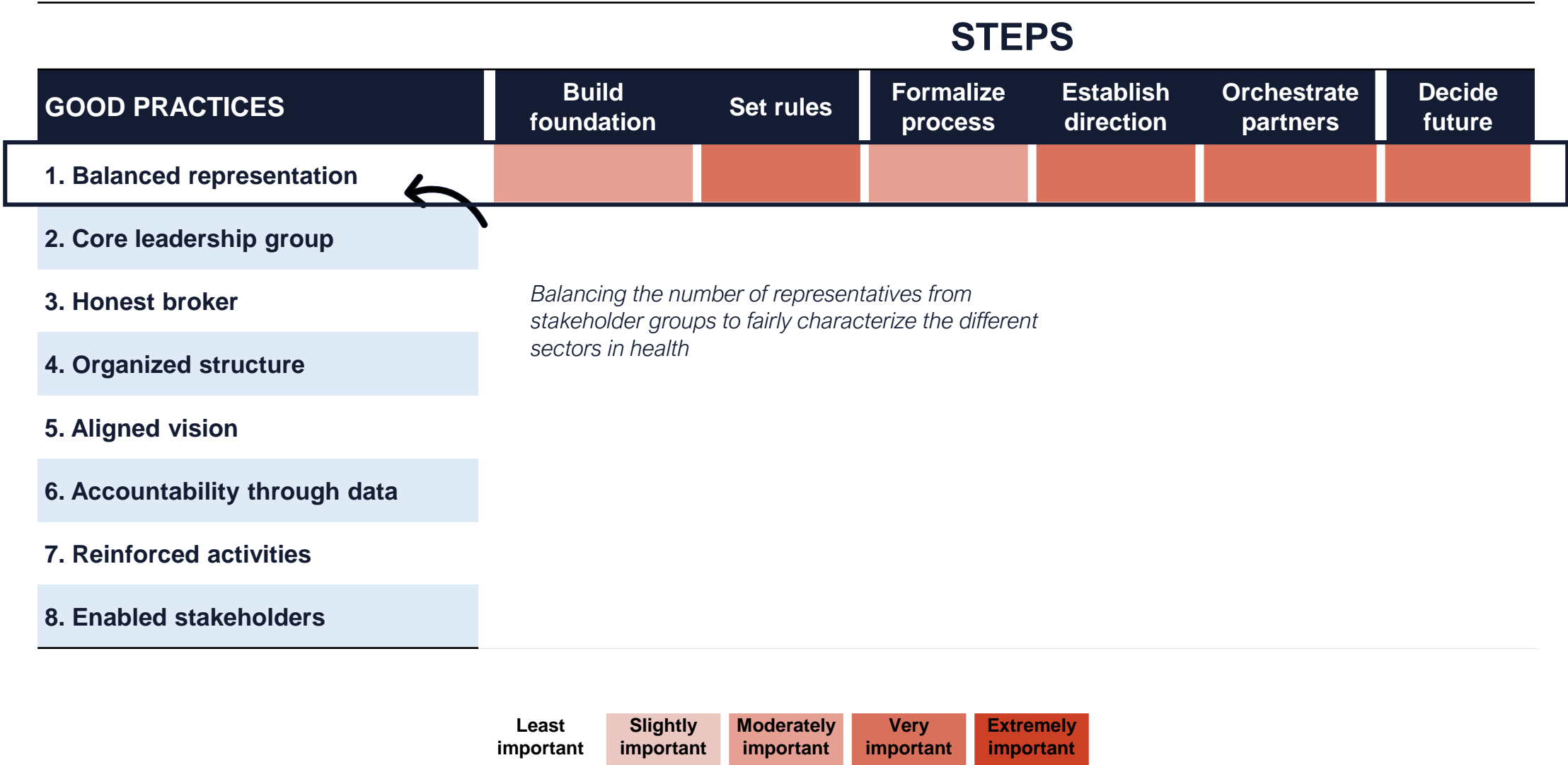
Very important

Extremely important



# PUBLIC PRIVATE DIALOGUE

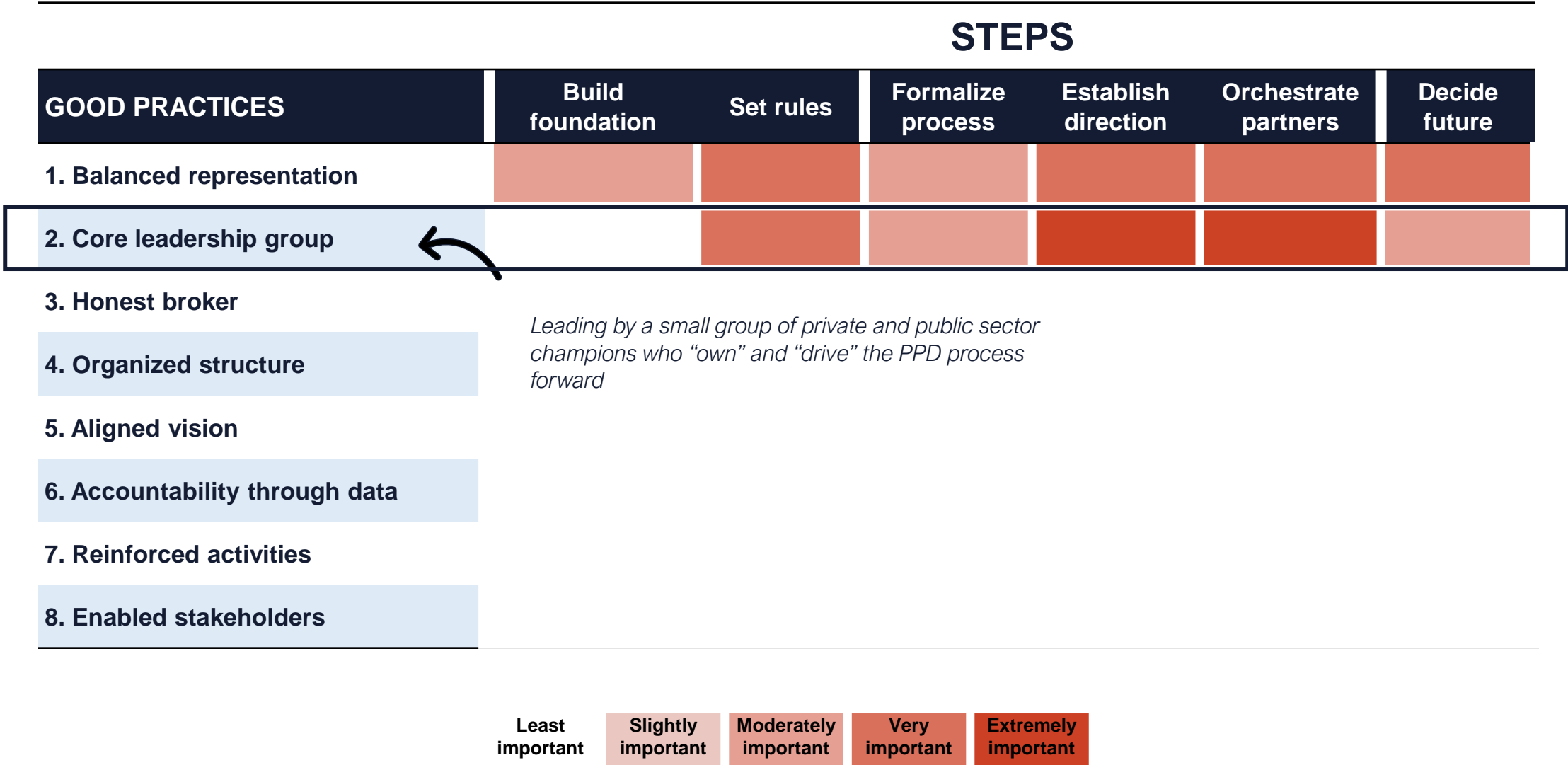
All good practices are important over the lifecycle but become more critical as you address complicated issues





# PUBLIC PRIVATE DIALOGUE

All good practices are important over the lifecycle but become more critical as you address complicated issues





# PUBLIC PRIVATE DIALOGUE

All good practices are important over the lifecycle but become more critical as you address complicated issues

STEPS						
GOOD PRACTICES	Build foundation	Set rules	Formalize process	Establish direction	Orchestrate partners	Decide future
1. Balanced representation						
2. Core leadership group						
3. Honest broker						
4. Organized structure	<i>Liaising with private and public partners to facilitate a shared vision, foster trust and resolve conflict while providing focus and direction to the PPD process</i>					
5. Aligned vision						
6. Accountability through data						
7. Reinforced activities						
8. Enabled stakeholders						

Least important

Slightly important

Moderately important

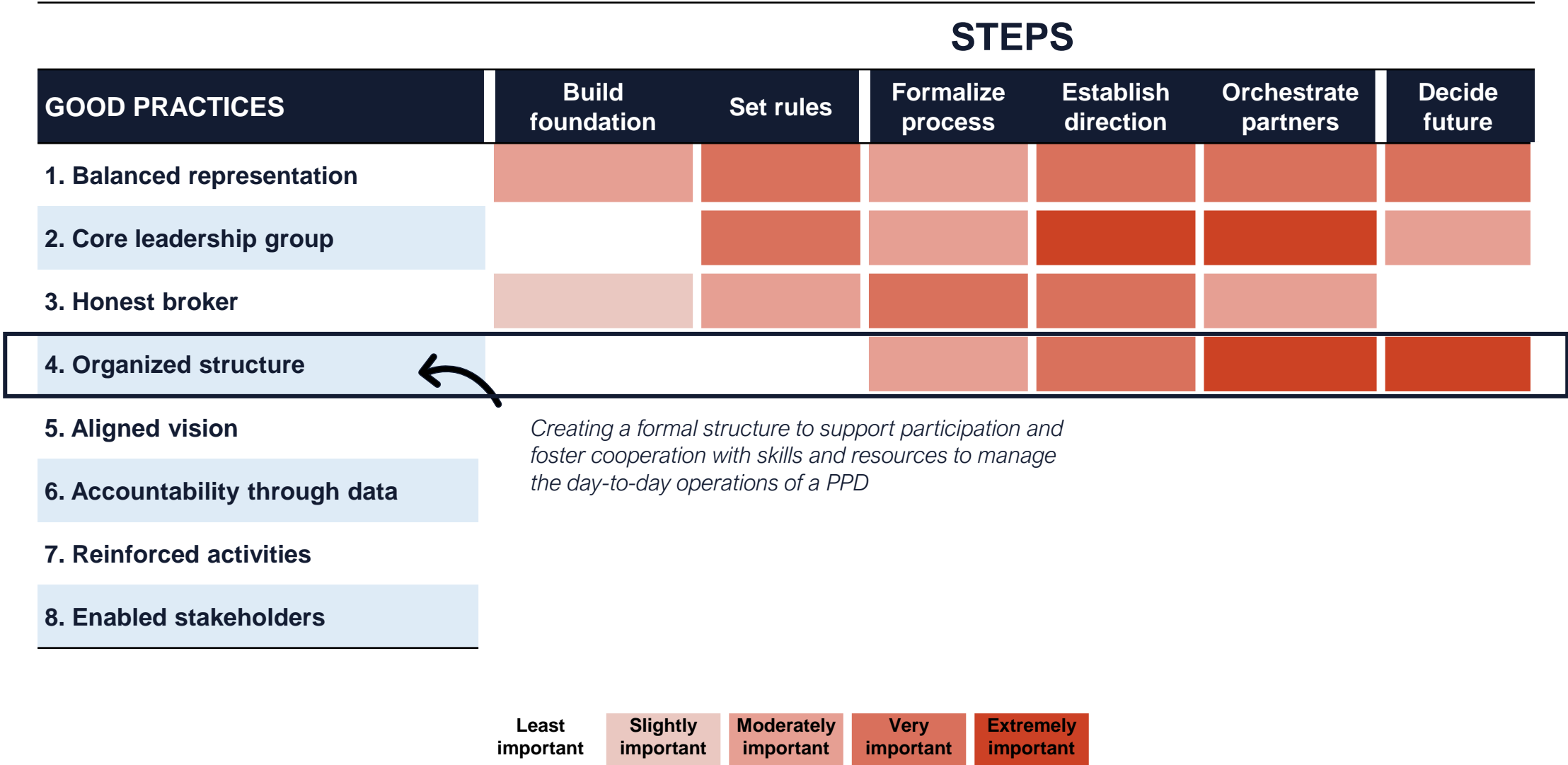
Very important

Extremely important





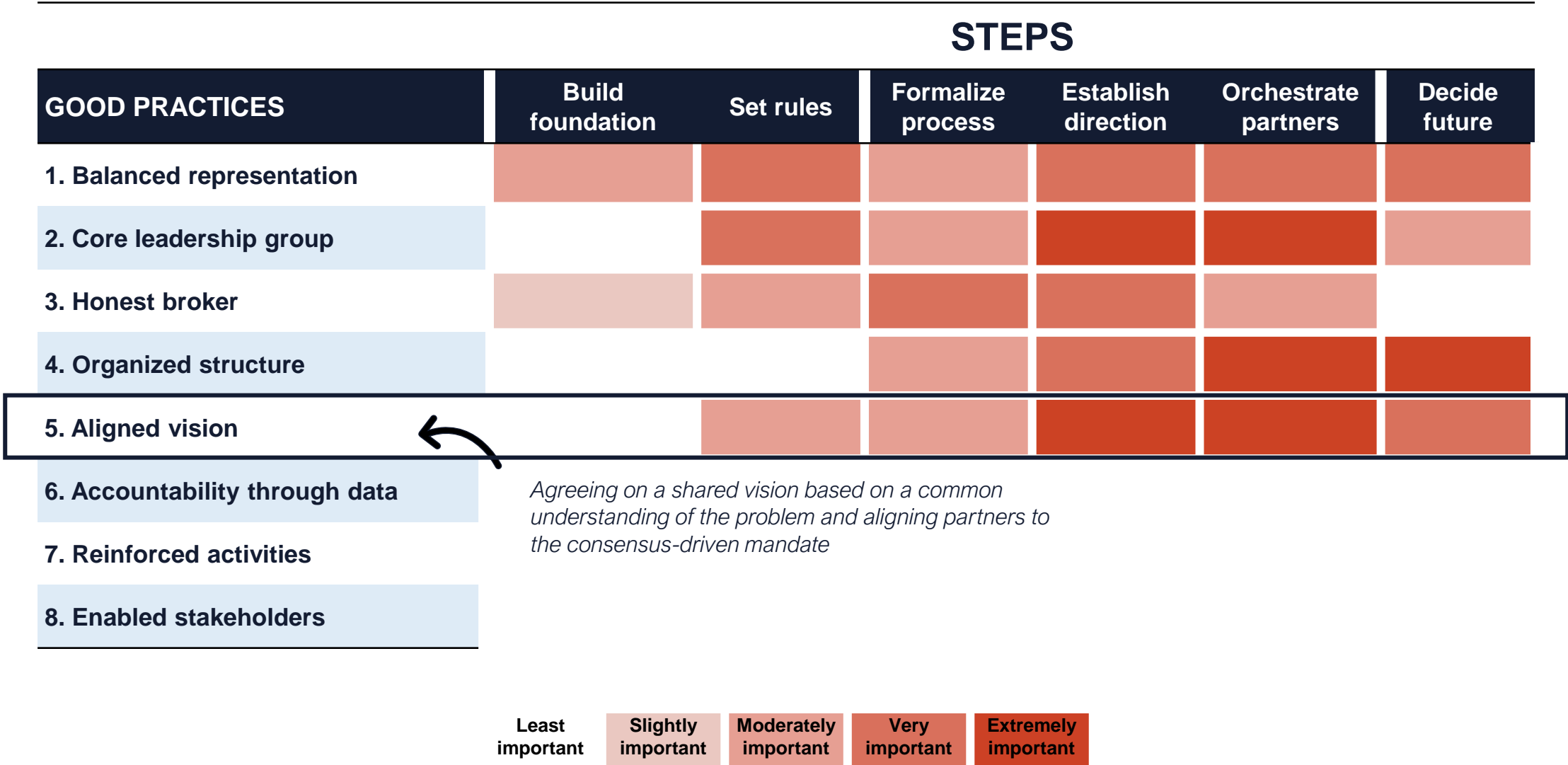
All good practices are important over the lifecycle but become more critical as you address complicated issues





# PUBLIC PRIVATE DIALOGUE

All good practices are important over the lifecycle but become more critical as you address complicated issues





All good practices are important over the lifecycle but become more critical as you address complicated issues

STEPS						
GOOD PRACTICES	Build foundation	Set rules	Formalize process	Establish direction	Orchestrate partners	Decide future
1. Balanced representation						
2. Core leadership group						
3. Honest broker						
4. Organized structure						
5. Aligned vision						
6. Accountability through data						
7. Reinforced activities	Using data to make decisions, inform the PPD process, demonstrate visible results, and hold partners accountable for their actions					
8. Enabled stakeholders						
<div><div>Least important</div><div>Slightly important</div><div>Moderately important</div><div>Very important</div><div>Extremely important</div></div>						



# PUBLIC PRIVATE DIALOGUE

All good practices are important over the lifecycle but become more critical as you address complicated issues

STEPS						
GOOD PRACTICES	Build foundation	Set rules	Formalize process	Establish direction	Orchestrate partners	Decide future
1. Balanced representation						
2. Core leadership group						
3. Honest broker						
4. Organized structure						
5. Aligned vision						
6. Accountability through data						
7. Reinforced activities						
8. Enabled stakeholders						

Leveraging individual partner's capacity, expertise and resources to harness collective action to achieve a common purpose

Least important

Slightly important

Moderately important

Very important

Extremely important



# PUBLIC PRIVATE DIALOGUE

All good practices are important over the lifecycle but become more critical as you address complicated issues

## STEPS

GOOD PRACTICES	Build foundation	Set rules	Formalize process	Establish direction	Orchestrate partners	Decide future
1. Balanced representation						
2. Core leadership group						
3. Honest broker						
4. Organized structure						
5. Aligned vision						
6. Accountability through data						
7. Reinforced activities						
8. Enabled stakeholders						

*Empowering partners with skills, structures, and resources to be effective participants in a PPD process*

Least  
important

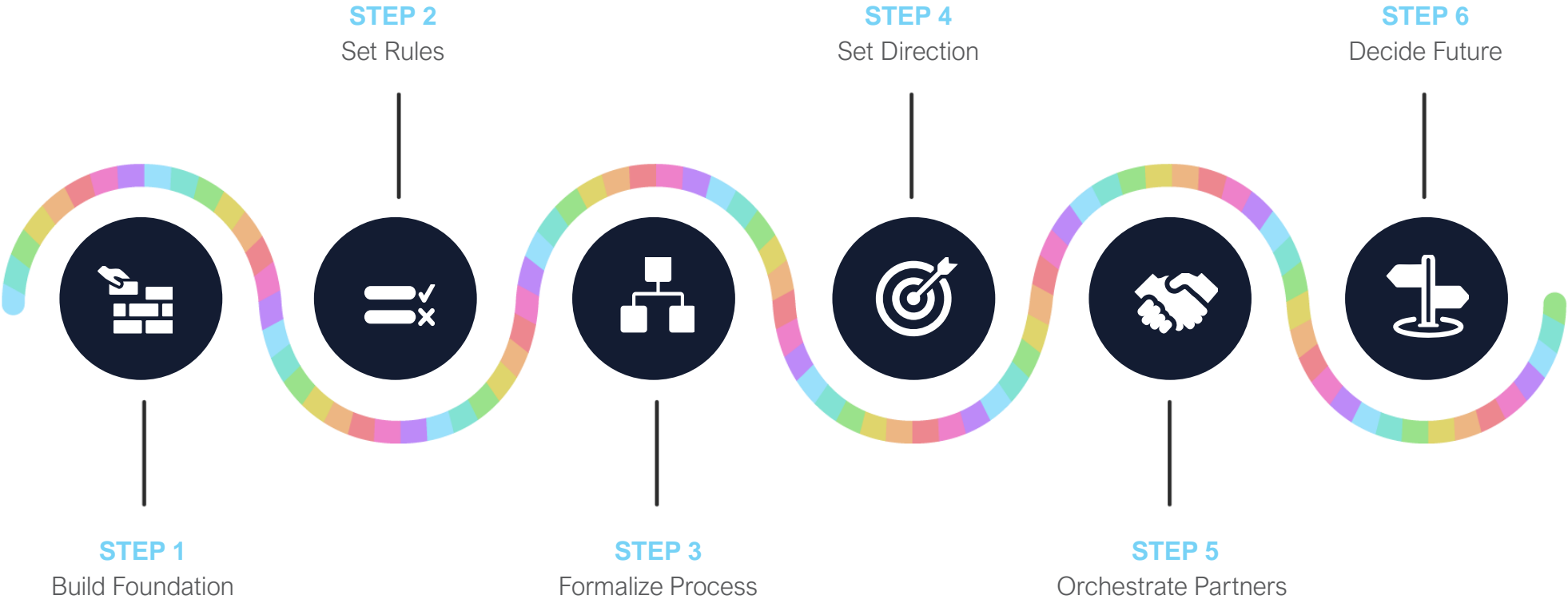
Slightly  
important

Moderately  
important

Very  
important

Extremely  
important

# The 6 steps to a PPD and the 8 good practices



Good Practices	Enabled partners	Honest Broker	Aligned Vision	Organized Structure
	Joint core-leadership	Balanced Representation	Accountability	Mutually Reinforcing Activities

# Pakistan's experiences with public-private dialogue and engagement during COVID19



**Dr Ahsan Maqbool**

Senior Technical Officer, Ministry of National Health Services Regulations and Coordination, Government of Pakistan





## ENGAGING THE PRIVATE SECTOR | TESTING

- Initial mapping of key private sector stakeholders in pathology testing services (labs and hospitals)
- Communication/invitation to be part of response
  - ✓ Federal Government – Mo NHSRC and National Command and Control Center
  - ✓ Provincial/Area Governments – Departments of Health and Provincial Management
- Mutual understanding developed with reference to existing capacity and support from the Government
  - ✓ Recording and sharing of tests information
  - ✓ Initial difficulties in import of kits – Government developed understanding for subsidized testing cost (kits provided by the Government)
  - ✓ Capping of testing prices
  - ✓ Rapid review of testing capacities, and availability of requisites to conduct testing by the Government, and empanelment of laboratories





## ENGAGING THE PRIVATE SECTOR | CASE MANAGEMENT/VACCINATION

- Initial mapping of key private sector stakeholders in curative services (hospitals)
  - ✓ Existing precedence of Social Health Insurance Program (empaneled hospitals)
- Communication/invitation to be part of response
  - ✓ Federal Government – Mo NHSRC and National Command and Control Center
  - ✓ Provincial/Area Governments – Departments of Health and Provincial Management
- Government directives to apportion COVID 19 dedicated beds and ventilators
- Daily recording and reporting (linkage with national database)
- Monitoring visits to ensure quantity and quality of care
- Linkage with Drug Regulatory Authority for acquisition of commodities and medicines



## ENGAGING THE OXYGEN PRODUCERS

- Initial mapping of key private sector stakeholders in oxygen production
- Communication/invitation to be part of response
  - ✓ Federal Government – Mo NHSRC and National Command and Control Center
  - ✓ Provincial/Area Governments – Departments of Health and Provincial Management
- Executive decisions/directives for re-distribution from the industrial sector to health sector
- Incentives for capacity enhancement (tax exemptions), and resolution of pending issues
- Facilitation in transport of Oxygen



# INCENTIVES FOR LOCAL PRODUCTION AND COMMUNICATION

- Pharmaceutical sector
- Personal Protective Equipment producers
- Academia (for research on COVID 19 and disease modelling)
- Medical devices production
- Communication through media/channels



## OTHER KEY STEPS

- Development and dissemination of SOPs and guidelines/advisories
  - 91 guidelines and 14 advisories
- Engagement in strategic dialogue
- Training of HR on various aspects of case management (resource persons tapped from both Government and private sectors)

**Governments can't do it without the private sector**

**&**

**Governments can do it with the private sector**

# REFLECTION

We will spend a few minutes reflecting on the presentation



In the chat, please share the following -

1. What are some **key points** that resonated with you?
2. What **advice** would you have from the **government perspective** of implementing or running a PPD?

# Public-private dialogue experiences

## Private sector perspective



**Clare Omatseye**

President, West Africa Private Healthcare  
Federation (WAPHF/FOASPS)





# PERCEPTION VS. REALITY



Paradigm shift in the relationship between the  
**Public and Private sector**

## Perception:

“It is the Governments responsibility to provide Healthcare”

## Reality:

Private sector delivers *significant percentage* of health service....

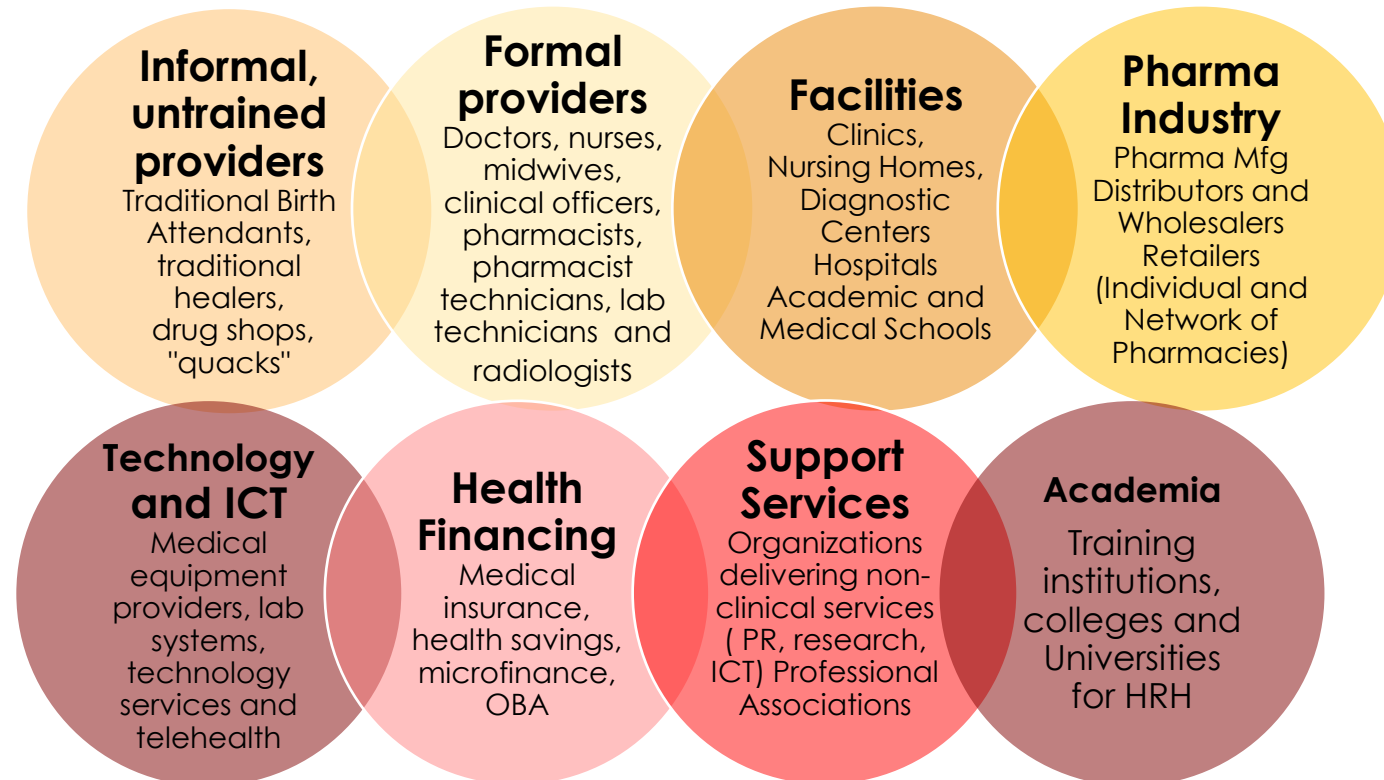
but struggle to contribute towards accessible, affordable, and quality healthcare





## Private sector?

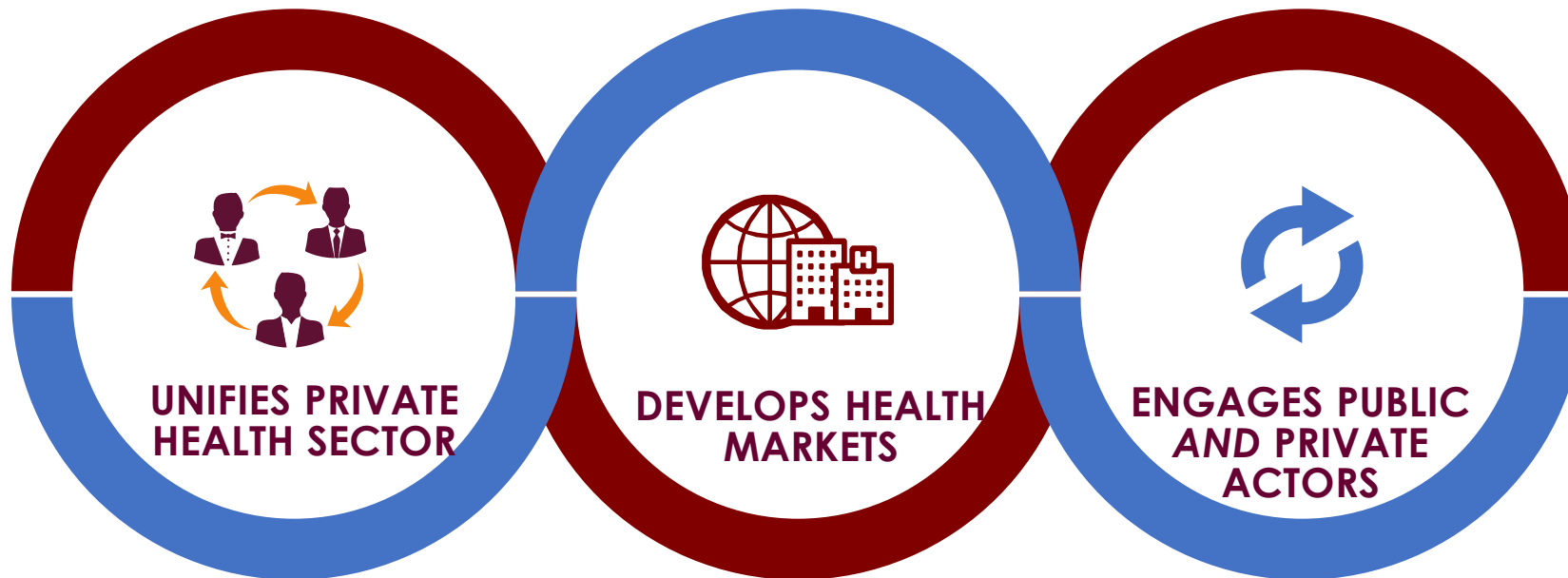
**Private sector is diverse & Highly fragmented:**  
**Leveraging on Partnerships: Governments and the Highly fragmented Private Sector demonstrates the need for 'ONE' Voice**





# West Africa Private Healthcare Federation (WAPHF/FOASPS)

- Our Mission is to **Unify the Private Health Sector Voice** in West Africa
- FOASPS/WAPHF is **regional association** of country level private Healthcare Federations. We currently have 9 country level federations (Nigeria, Benin, Togo, Ghana, Ivory Coast, Senegal, Liberia, Mali, Burkina Faso) as full members
- **Speak as One – on Core Issues** that affect the Private Health Sector's ability to Partner with our Governments to achieve Universal Health Coverage.



## Private sector?

### Leveraging on Partnerships: Governments and the Private Sector

- We strive to **increase government understanding** of the **potential role** the **private health sector** can play in **strengthening health systems, spurring greater investment** in the health sector, while on the **path towards UHC**.
- With the COVID-19, we are **working hand in hand** with **regional and country level governments** and **WAHO** to **mitigate the pandemic** and to **accelerate the COVID19 vaccine** roll-out.
- Specifically, in Nigeria – Is the Healthcare Federation of Nigeria, which over the last 8 years has been a major force to engage and ensure private sector dialogue, at both Federal and States Ministries of Health working with PPP Offices, formal invitations to serve on Health Committees & Health Technical Working Groups etc.

**Example Nigeria:** The Healthcare Federation of Nigeria (HFN) in partnership with Non-Health Private Sector (in March 2020) did a **position paper** on the challenges & partnerships areas for Covid-19 Response and areas we could partner with Government/ compliment their efforts



#### Healthcare Providers and Pharmaceuticals



#### Medical Associations, Foundations and Research Institutions



#### Business and Technology Advisory Services



#### Donor Agencies, Financiers and Non-Profit Organizations



#### Medical Equipment and Technology Providers



# Nigeria: Private Sector Position Paper - Executive Summary

## The situation

- Nigeria has witnessed a **steady increase in COVID-19 cases** since recording its first case in February 2020. Given the country's size and the rapid spread of COVID-19 globally, experts indicate that **the worst is yet to come**.
- Multiple responses are required** to stem the case growth in Nigeria, and we believe success will require **strong collaboration between government and the private sector**.
- Quite critically for instance, the national **testing capacity is low** at 100-200 tests per day, compared to estimated optimal capacity of 5000 to 10,000 tests per day.

## How we want to help

We want to support the NCDC and the Federal Government on multiple response fronts



It is most critical today for Nigeria to expand the national testing capacity, and we want to support by:

- 1 Strengthening Public Sector laboratories through training, recruitment, equipment & logistics support
- 2 Providing additional testing through our network of Private Laboratories

## What we require from the Federal Government

1. Approve participation of Private Laboratories for COVID-19 testing
2. Accelerate operationalization of access to finance for the Pharmaceutical Wholesalers and Distributors Association of Nigeria (PWDAN) and other Private Sector Healthcare Infrastructure.

## Who we are

Healthcare Federation of Nigeria (an umbrella body for Private Sector Healthcare Business organizations in Nigeria) + **Non-Health Private Sector**





# Nigeria: Private Sector Covid pandemic asks to Government & Governments response

1



**Approve Private Laboratories to conduct testing for COVID-19** and include selected laboratories in nation-wide network of testing centers

**Approve Essential Flights**

2



**Incentives to Private Sector**  
Expedited Import Clearance plus **Import Duty Concessions** on Covid related Equipment, Personal Protective Equipment (PPE), test Kits

**N100Billion (\$245million) Healthcare Intervention Funds** spurred investment in the Healthcare space  
an interest of **5%pa** later to **9%pa**

3



**Accelerate and Simplify operationalization of CBN/Bank's Access to Finance Concessions** for the Pharmaceutical Value Chain: Manufacturers/Retail Chains & Pharmaceutical Wholesalers and Distributors Association of Nigeria (PWDAN)



# Private Sector: Critical for Healthcare Delivery during Covid-19



- The **impact** of the Private Health Sector during Covid -19 cannot be overemphasized.
- In recent times, especially during the Covid-19 pandemic where there is widespread **health insecurity**,
- it is critical to mention the contributions of Private health sector in
- Setting up more **accredited test centres**, detection of infected and exposed persons, and proper isolation centres, **vaccination, treatment** with right **medicines and equipment including use of existing ventilators** with approved manpower,
- Simple communication tools to reach all citizens especially the grass roots, etc.



Provision of World Class Laboratories as additional testing sites.



Grass root information dissemination in Behavioural Change through Social Media, Radio, Telecom platforms.



Healthcare

Medical Equipment and pharmaceutical products



Medication supply chain and facilitation of distribution



MEDICAL STAFF



Training of manpower including Respiratory Physicians, Nurses, Anaesthetics and ancillary staff to handle the disease



Training of manpower including Respiratory Physicians, Nurses, Anaesthetics and ancillary staff to handle the disease



Remote Medical Consulting



Provision of Medical Infrastructure



Public Private Partnerships

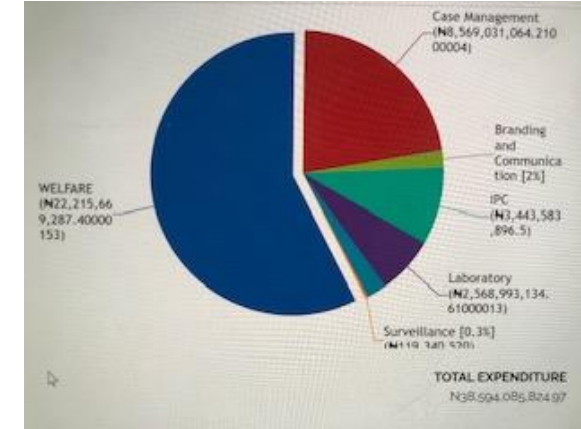


**Vaccine Administration, Manufacturing and Distribution**

# Nigeria: The Support of the Private Health/Private Sector



1. Federal and Private Partners setting up of **accredited Isolation, ICU Centre's, Molecular Laboratories, Welfare (palliatives)**, –**CACOVID (over N38.8Billion/ \$92.6million) raised to assist Government**
2. Lagos State and Private Partners setting up of **accredited Isolation and ICU Centre's** –**CACOVID (over N35Billion)**, **YPO** Lagos state to name a few
3. NNPC in partnership with **Oil & Gas Companies Partners**: to develop Isolation Centres/equip ICUs in several states & NNPC-AIDC hospital.
4. Several **telemedicine platforms** were established for **free** in over 200 hospitals across W/Africa eg Helium Health
5. Support with the **provision of PPEs** and other vital **equipment** for ICU's : e.g. MOMAN /JNCI
6. **Mobile Testing** in response to boost Covid-19 test capacity in several states, minimizing the challenges of shipping samples to another location for processing. Lagos, Ogun, Kano.
7. A health tech startup, partnered with the Nigerian Institute for **Medical Research** (NIMR) e.g. Technext
8. **HFN Lobbying for Vaccine Campaign** – for Storage, Distribution, Administration & Pharmacovigilance







# Valuable Contributions of the Private Health in West Africa



Nigeria

Policy Advocacy by the Healthcare Federation of Nigeria has been extensive and below are the following recent achievements:

- Co-developed with FMOH a policy to incentive health care Investments
- Helped draft blueprint & implementation plan for Cancer Catastrophic Health Funds.
- Lobbied for passing the new NHIS Bill.
- Co-designed Health Plan (2018-2023) & National Service Delivery (NSDIC)
- Collaborated with Federal Government on multiple policy & program issues (e.g. expand health coverage to all local govt, sustainable financing for private health sector, reduce IMR & MMR



Ghana

The response to Covid -19 has been driven by the National Command Centre – Ghana Health Service (GHS) and Ministry of Health (MoH),  
Some Policy advocacy Initiatives Include:

- Strategic partner with International Health Insurance Forum West Africa Event in Accra
- Coordinated Forums to discuss front-line health worker needs to align with private health sector support
- Drafted Covid-19 response document adapted by West Africa Private Sector Coronavirus Platform to scale up testing
- Coordinated selection of private laboratories for PCR testing and vaccination with Ghana FDA, Noguchi Memorial Institute Medical Research Kumasi Centre for Collaborative Research and the National Laboratory Network



Liberia

Effective collaborations with private healthcare has demonstrated what proactive action can achieve in the face of a crisis.  
Some Policy Advocacy Initiatives Include:

- Strengthened public private dialogue activities through the HFL.
- Collaborated with the Liberian Medical and Dental Council to validate the hospital and clinic accreditation tools.
- Collaborated with the Pharmacy, Laboratory, and Physicians Assistants Boards to review the existing accreditation tools and make amends where necessary.
- Continue advocacy with the MoH for broader private sector involvement in management of the spread of COVID-19



Benin

Plateforme du secteur sanitaire privé du Bénin through the support of FOASPS, WAHO has been able to achieve the following:

- Co-designed with the MOH, public-private health policy.
- Support members to create and participate in Public Private Dialogue forums .
- Designed & implemented projects to:
  - (i) train young professionals in logistics
  - (ii) Form group practices / networks to help upscale knowledge and capability within private healthcare
  - (iii) Use drones to supply equipment and consumables to maternity wards
  - (iv) Strengthen and improve the quality of private maternity care
  - (v) Initiate and develop the malaria program products for private facilities & dispensaries

### Some Lessons Learnt

1. That having a formal Private sector structure is crucial (HFN/CACOVID)
2. The need for **genuine** open engagement and **structured dialogue** with the **private health sector** based on **trust**, honesty and transparency (*emphasizing the critical role of National & Regional Healthcare Federations*)
3. *Foster Relations and enable a **diverse** stakeholder Groups*
4. **Align Interventions & Co-development** the Agenda (COVID19 agenda) and activities
3. **Transparency** and **accountability** in the funds/donations allocated to COVID19, data and M&E
4. **Structured dialogue** with the **private health sector through Country Healthcare Federations, leveraging on Technology (joint webinars)**
5. **Need for a PPP Office**
6. **Gain recognition** beyond being a **funding Partner**, providing in addition our **Time, Talent and Treasure (in cash & kind)**
7. Post Covid ensure we have the Legal framework and Policies for sustainable PPP's and Healthcare Investment fiscal & non fiscal incentives to drive a Country-led Health Agenda and Strategy.

# REFLECTION

We will spend a few minutes reflecting on the presentation



In the chat, please share the following -

1. What are some **key points** that resonated with you?
2. What **advice** would you have from the **private sector perspective** of implementing or running a PPD?

# The why, what and how of private sector engagement in healthcare governance

## Academic perspective



**Dr. Volkan Yilmaz**

Assistant Professor of Public Policy, School of Law and Government, Dublin City University





## WHY ENGAGING PRIVATE SECTOR IN HEALTHCARE GOVERNANCE?

- **Expectations:**
  - ✓ Achieving comprehensive service coverage and effective financial protection, thus Universal Health Coverage.
  - ✓ Better use of existing healthcare resources: From parallel systems to integrated systems.
  - ✓ Ensuring the provision of good quality healthcare for all.
- But the outcome is **uncertain**.
- Some potential **pitfalls**:
  - ✓ Further sidelining preventive approach,
  - ✓ Limiting political options to improve public sector,
  - ✓ Regulatory capture.



# WHAT DOES IT MEAN TO ENGAGE THE PRIVATE SECTOR IN HEALTHCARE GOVERNANCE?

- **Context matters**
- **Private sector:** Who to engage with?
  - ✓ Heterogeneous with respect to size (corporate, self-employed), operating logic (for profit, not-for-profit) and the socio-economic groups they serve (high-income, low-income) (Mackintosh et al., 2016).
- **Healthcare governance: What to engage the private sector in?**
  - ✓ Shared decision-making or regular consultation?
  - ✓ Existing structures or new channels for participation?
  - ✓ In a top-down hierarchical mode, network partnership mode and quasi-market mode (Exworthy et al., 1999)?



## HOW TO ENGAGE THE PRIVATE SECTOR IN HEALTHCARE GOVERNANCE?

- **Showing clear political will** to achieve universal health coverage.
- **Adopting a pragmatic and differentiated approach** to private sector engagement.
- **Creating an enabling environment** for the fair representation of small and medium-sized providers alongside others.
- **Developing equally robust institutional channels for patients and medical professionals** to voice their perspectives and concerns about the daily functioning of the healthcare delivery system.
- **Building public sector regulatory capacity** to learn from the process that informs a long-term plan, adopt and implement a whole healthcare delivery system approach accordingly.

# REFLECTION

We will spend a few minutes reflecting on the presentation



In the chat, please share the following -

1. What are some **key points** that resonated with you?
2. What **advice** would you have from the **academia perspective** of implementing or running a PPD?





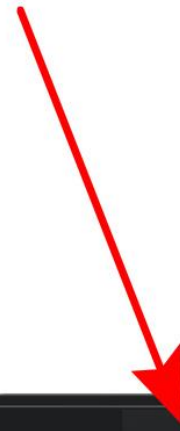
***Please use the Q&A function to type your question***

... and be patient : it may take a while before we answer  
but we strive to answer all the questions.

*The chat box is dedicated  
to exchanges only ;  
it won't be followed  
by the panelists.*



Chat



Q&A

# Question & answer

Use the Q&A function to ask questions to our panelists



# Closing remarks



**Joe Kutzin**

Acting Director, Health Systems Governance  
and Financing



**Thank you for your  
attendance**





Thanks for your participation.  
This webinar was recorded and will be  
soon available online (you will be notified by email).

Visit our space on  
**<https://bit.ly/HGF-Webinar-series-info>**  
and keep informed !