Health system strengthening
A conceptual framework

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Regional workshop on HIS
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Health system strengthening (HSS)

- Agenda of many organisations and Global Health Initiatives (GHI)
- Huge resources are dedicated to HSS
- Major strategies of national health sector strategic
- Positive results of HSS interventions are published...
HSS: Agenda of many organizations

THE GLOBAL FUND’S APPROACH TO HEALTH SYSTEMS STRENGTHENING (HSS)

Supporting the introduction of life-saving vaccines is not enough if the vaccines cannot reach the children who need them.
HSS: Agenda of many organizations
HSS: Agenda of many organizations

GLOBAL MALARIA ACTION PLAN
for a malaria-free world

Part II: The Global Strategy
2. Control: Overcoming Malaria

Key messages
- RBM’s malaria control strategy aims to permanently reduce malaria mortality and morbidity by
  - Strengthening health systems to enable malaria control
  - Reaching universal coverage with appropriate interventions
EVERYBODY’S BUSINESS

STRENGTHENING HEALTH SYSTEMS TO IMPROVE HEALTH OUTCOMES

WHO’S FRAMEWORK FOR ACTION
HSS: Agenda of many organizations

A ‘DIAGONAL’ APPROACH TO HEALTH SYSTEM STRENGTHENING

- Taking the desired health outcomes as the starting point for identifying health systems constraints that «stop» effective scaling-up of services;
- Addressing health systems bottlenecks in such a way that specific health outcomes are met while system-wide effects are achieved and other programmes also benefit;
- Addressing primarily health systems policy and capacity issues;
- Encouraging the development of national health sector strategies and plans, and reducing investment in isolated plans for specific aspects of health systems;
- Robust monitoring and evaluation frameworks.
Increase investments in health systems

- GAVI: 524 million US$ committed to 44 countries and 225 million US$ disbursed to 36 countries in 2012
- Global Fund: 22.4 billion US$ by mid-2011
- GAVI HSS strategy:
  - Strengthen the capacity of the health system to provide immunization and other health services
  - Target bottlenecks in the health system that impede progress in improving provision of and demand for immunization and other child and maternal health services
General context

- Health systems remain weak santé
- All components are affected
- Many population needs are uncovered
- High preventable morbidity and mortality
- MDG: not achieved in most sub-Saharan African countries
Global Health Actors Claim To Support Health System Strengthening—Is This Reality or Rhetoric?

Bruno Marchal, Anna Cavalli, and Guy Kegels
Where does money go?

• Indeed, official development assistance for health for the OECD: 13.3 billion US$ in 2006
  – Most of these funds were channeled through vertical programs
  – HIV/AIDS, malaria and other communicable diseases received nearly half (47%) in 2002-2006
  – HSS<10%
• GHI: focus on specific diseases
WHO health system framework

Components
- Leadership et governance
- Human Resources
- Health Financing
- Health information system
- Health care delivery
- Drugs, equipments and other medical supplies

Functions
- Stewardship
  - Financing
  - Resources generation
  - Health care delivery

Objectives
- Equity
- Reactivity
- Health

...Beyond Building blocks
But local health system

Is made of many actors...

Local services from other Ministries
- Education
- Water
- Agriculture
- ...

Other support Services

Local Government

Health District Management Teams

Private Hospital

Private-for-profit health Centres

Prestataires de santé individuels

Public Health centres

Traditional, political and religious leaders

NGO and civil society

District hospital

Faith-based health Centres

Tradiraticiens

Community
Community health relays
Individuals, households

How do we manage information flux?
Local health system...

...is the implementation of roles

For example for the District health management teams: 10 essential functions

1. Diagnostic and investigation of health problems and determinants
2. Policy and development plans
3. Resources management
4. Health care delivery regulation
5. Operational research
6. Quality health care delivery
7. Partner Mobilization (community, NGOs, funding agencies, ...)
8. Monitoring and evaluation
9. Coordination
10. Supervision
Local health system...

...Is a system: Intrants, Processes, Outputs, Impact

**Intrants**
- Legal and regulatory framework
  - Directives, norms et standards
  - Policies
- Resources: **ICT equipment**, drugs, funds...
Local health system...

...Is a system: Intrants, Processes, Outputs, Impact

**Processes**
- Institutional arrangements
- **Information flow management**
- **Platforms of management of fora**
- Management procedures
- District health management teams functionality
- Redevability

**Outputs**
- Health care delivery

**Impact**
- Access, Quality, Efficiency, Service use
How can we strengthen local health systems?
Systemic capacity building

Support vs HSS


Chee et al (2012)

Support to the health system

Intrants

Skills

Staff and infrastructure

Structures, systems and roles

Complexity

Time

Intrants
perdiems
Training
Rehabilitation

Policy and regulations
Organizational structure
Changement de comportement
Interrelations between components

Health information system flows
Stewardship
Systemic capacity building and our sessions goals

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrants: Equipment</td>
<td>Smartphone 5A, 5B</td>
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<tr>
<td>Human resources:</td>
<td>4C</td>
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<td>Supervisory capacity:</td>
<td>monitoring and evaluation systems: 6A, 6B</td>
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<td>Support services capacity</td>
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<td>3; 6A, 6B</td>
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<td>Structural capacity</td>
<td>7B, 8</td>
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<tr>
<td>Role capacity</td>
<td>6C, 7A</td>
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Le programme national de lutte contre le VIH/sida renforce-t-il les hôpitaux de district au Cameroun?

Does the National HIV/AIDS control programme provide support for district hospitals in Cameroon?

Basile Keugoung¹,², Richard Fotsing¹, Jean Macq³, Anne Buve⁴, Bruno Marchal⁴, Jean Meli⁵, Bart Criel⁴

Santé Publique 2015; 27(4): 547-556
Specific training and supervision

Laboratory equipment, HIV tests, Antiretroviral drugs
Motobike, office equipment

HIV/AIDS therapeutic committee
Community relay enrolment

Reduced funding of hospitals
Frequent out-of-stock

Low implication of district health management teams

Reduced motivation of staff
High workload

Parallel health information system
Reduced district health management teams

Positive effects

Negative effects

Effets on pyramid of capacity
Why missed opportunities?

Health system

- Individual factors
- Functional factors
- Structural factors

- District level
- Regional level
- Central level
- International level
A vicious circle

- **Individual factors**
  - Missed opportunities
  - Low implementation of HSS interventions

- **Structural factors**
  - Increased bottlenecks

- **Functional factors**
  - Incitants
To strengthen health systems

... transform the vicious circle into a virtuous circle

Stewards

Opportunities

Strengthen stewardship

Implementation of the Stewardship components

Strengthen structural capacities

Strong local health systems

Incitative measures

Detection and correction of bottlenecks

HSS interventions

Monitoring the health system interventions
Conclusions

• We should **optimize HSS** interventions, need for
  – A performant HIS
  – A HIS leading to collective intelligence
  – A learning organization
• We should regularly adapt our ICT technology to strengthen HIS
Thank you