



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 resourcee are dedicated to HSS
- Major strategies of national health sector strategic
- Positive results of HSS interventions are published...

HSS: Agenda of many organizations



Investing in our future

The Global Fund

To Fight AIDS, Tuberculosis and Malaria

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



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Health system strengthening support

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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



THE UNITED STATES PRESIDENT'S EMERGENCY PLAN FOR AIDS RELIEF

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Health Systems Strengthening (HSS)

HSS: Agenda of many organizations

GLOBAL MALARIA ACTION PLAN
for a malaria-free world



GMAP Home Malaria Today Global Strategy Reg. Strategies The RBM Role Appendices

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

[\[Full Table of Contents\]](#)
[\[Executive Summary\]](#)



RSS: Agenda des organisations



World Health
Organization

EVERYBODY'S BUSINESS

**STRENGTHENING HEALTH SYSTEMS
TO IMPROVE HEALTH OUTCOMES**

WHO'S FRAMEWORK FOR ACTION

HSS: Agenda of many organizations



**World Health
Organization**

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: 524million 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

One question ?



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PLoS Med. 2009 Apr; 6(4): e1000059.

PMCID: PMC2667637

Published online 2009 Apr 28. doi: [10.1371/journal.pmed.1000059](https://doi.org/10.1371/journal.pmed.1000059)

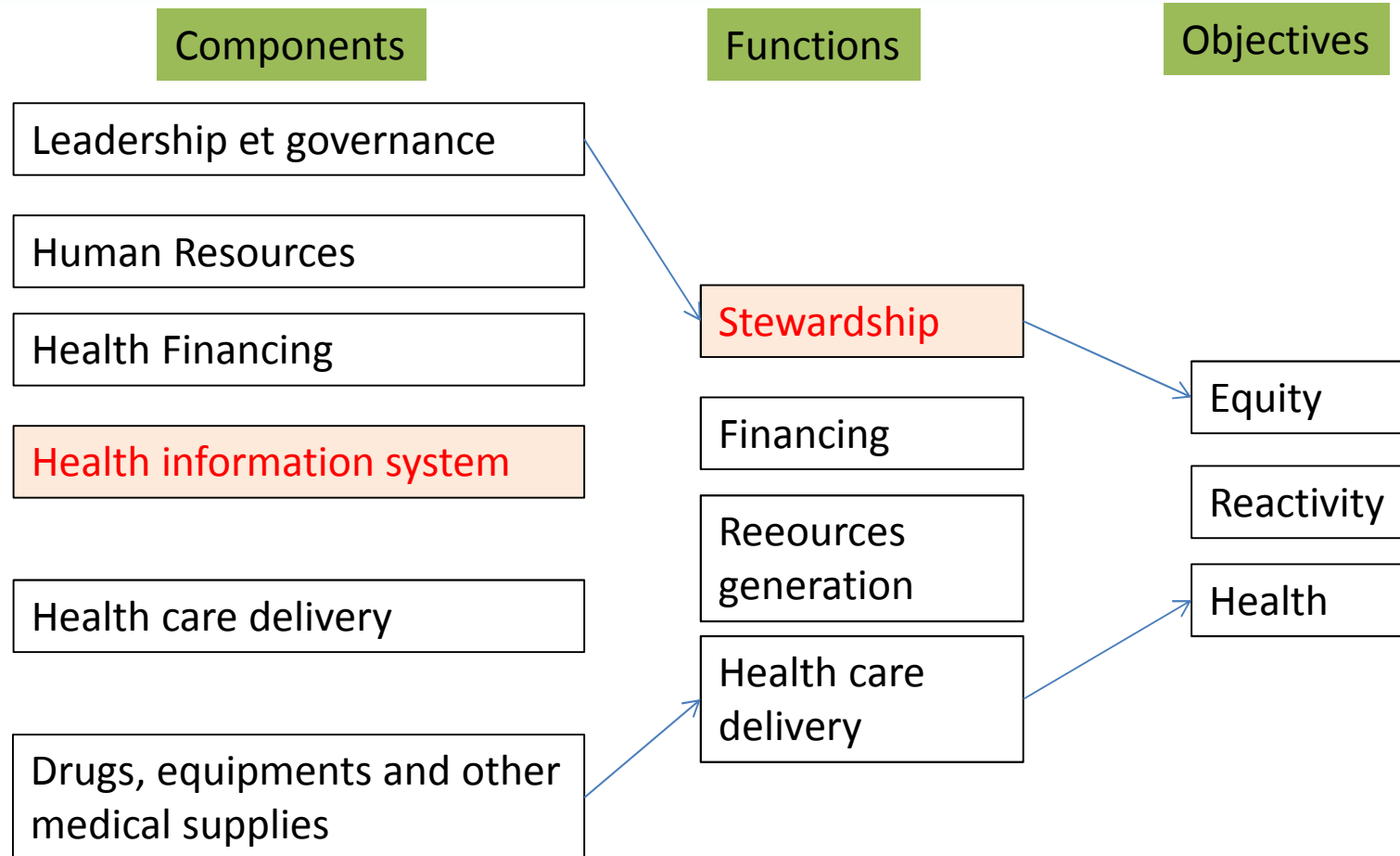
Global Health Actors Claim To Support Health System Strengthening—Is This Reality or Rhetoric?

[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

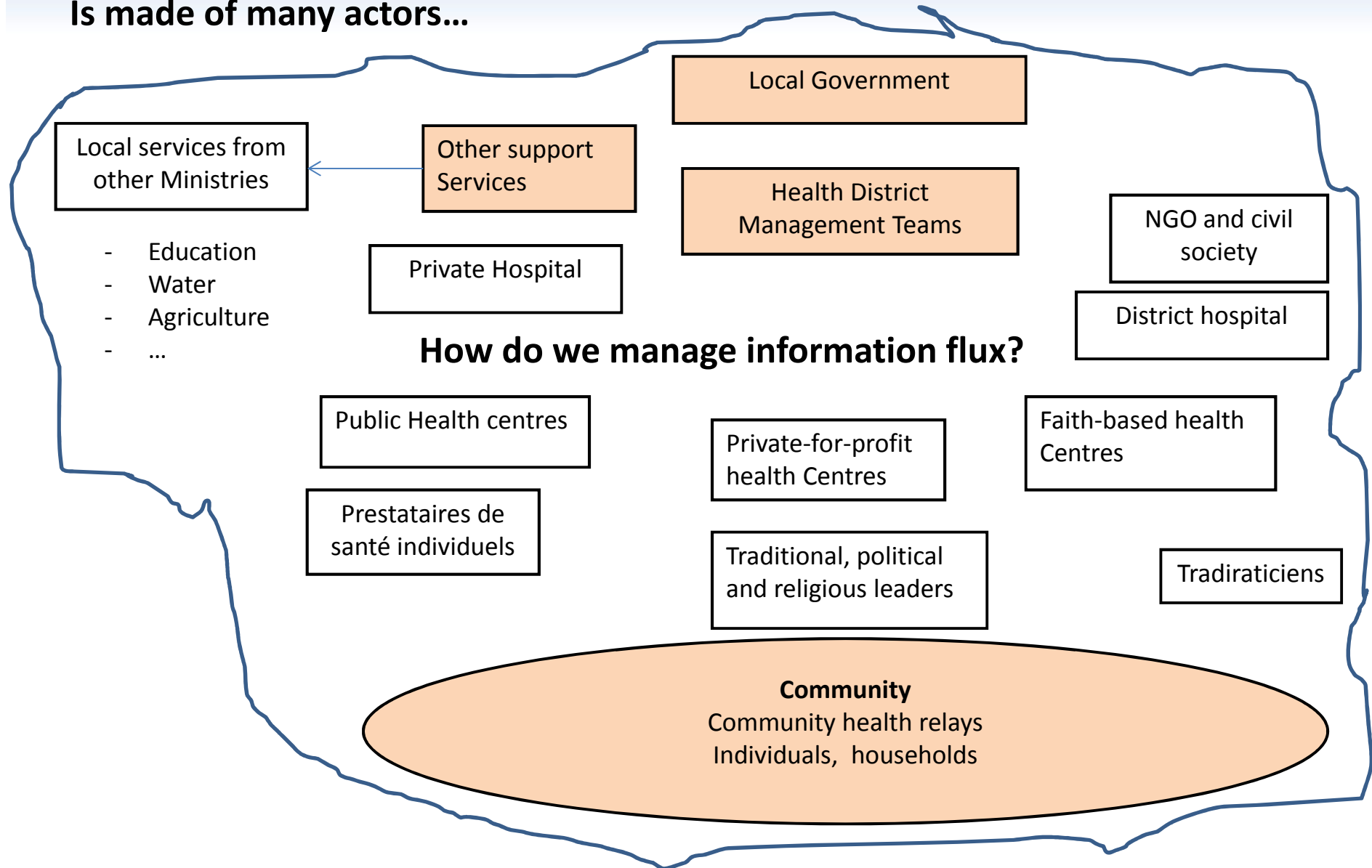
WHO health system framework



...Beyond *Building blocks*

But local health system

Is made of many actors...



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
- Redevelopment

Outputs

- Health care delivery

Impact

- Access , Quality, Efficiency, Service use

How can we strengthen local health systems?



Systemic capacity building

Support vs HSS

Potter & Brough (2004)

Chee et al (2012)

Complexity

Support to the health system

Intrants

Intrants
perdiems
Training
Rehabilitation

Skills

Staff and infrastructure

HSS

Structures, systems and roles

Policy and regulations
Organizational structure
Changement de comportement
Interrelations between compornents
Health information system flows
Stewardship

Time

Systemic capacity building and our sessions goals

- Intrants: Equipment : Smartphone **5A, 5B**

- Human resources: **4C**
- Supervisory capacity: monitoring and evaluation systems: **6A, 6B**

- **Support services** capacity: **8, 9**

- **Systemic** capacity : **3; 6A, 6B**
- **Structural** capacity : **7B, 8**
- **Role** capacity: **6C, 7A**

HIV/AIDS program and HSS in Cameroon?

Afrique, santé publique & développement

Recherche originale

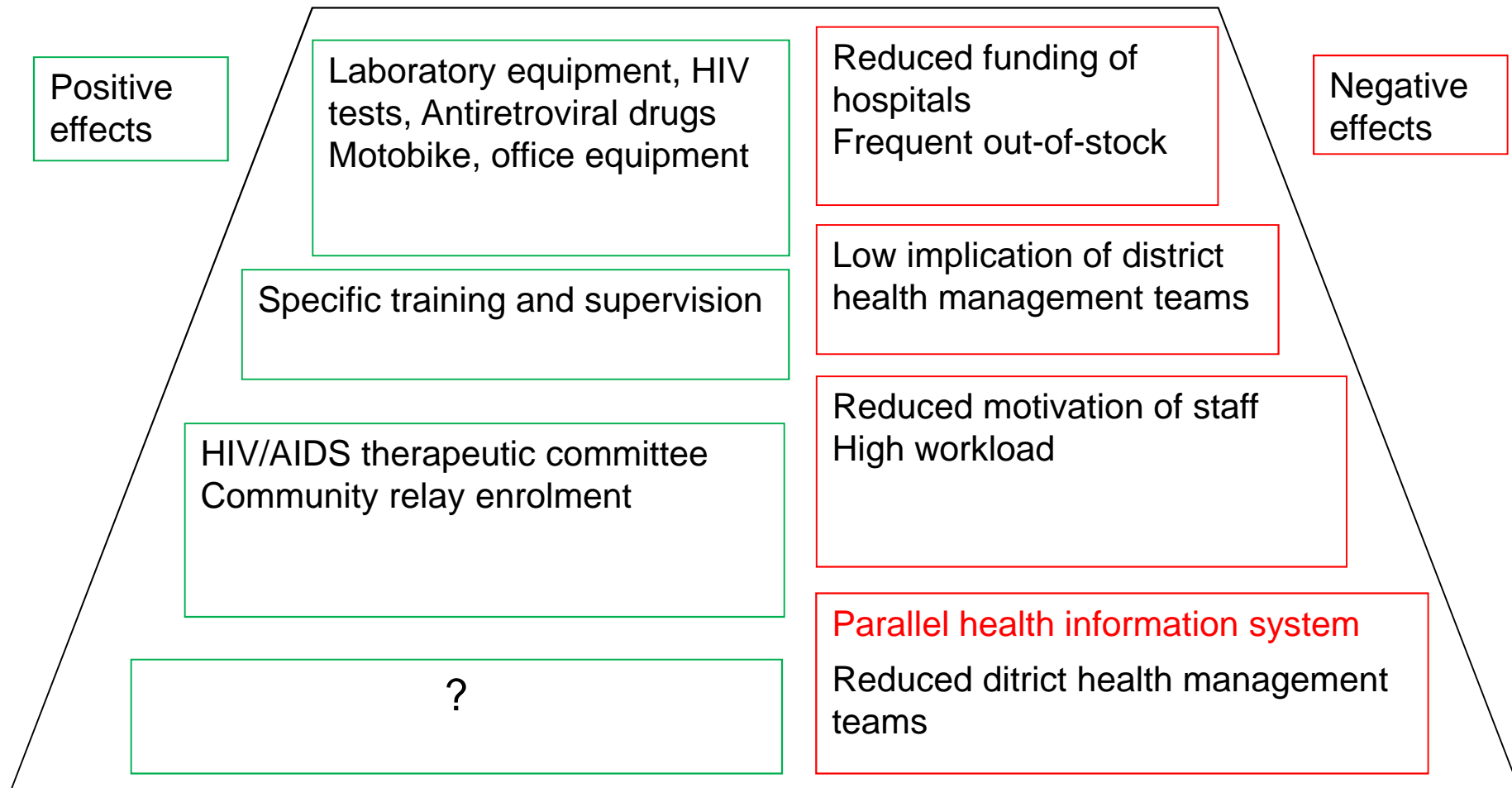
Le programme national de lutte contre le VIH/sida renforce-t-il les hôpitaux de district au Cameroun ?

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

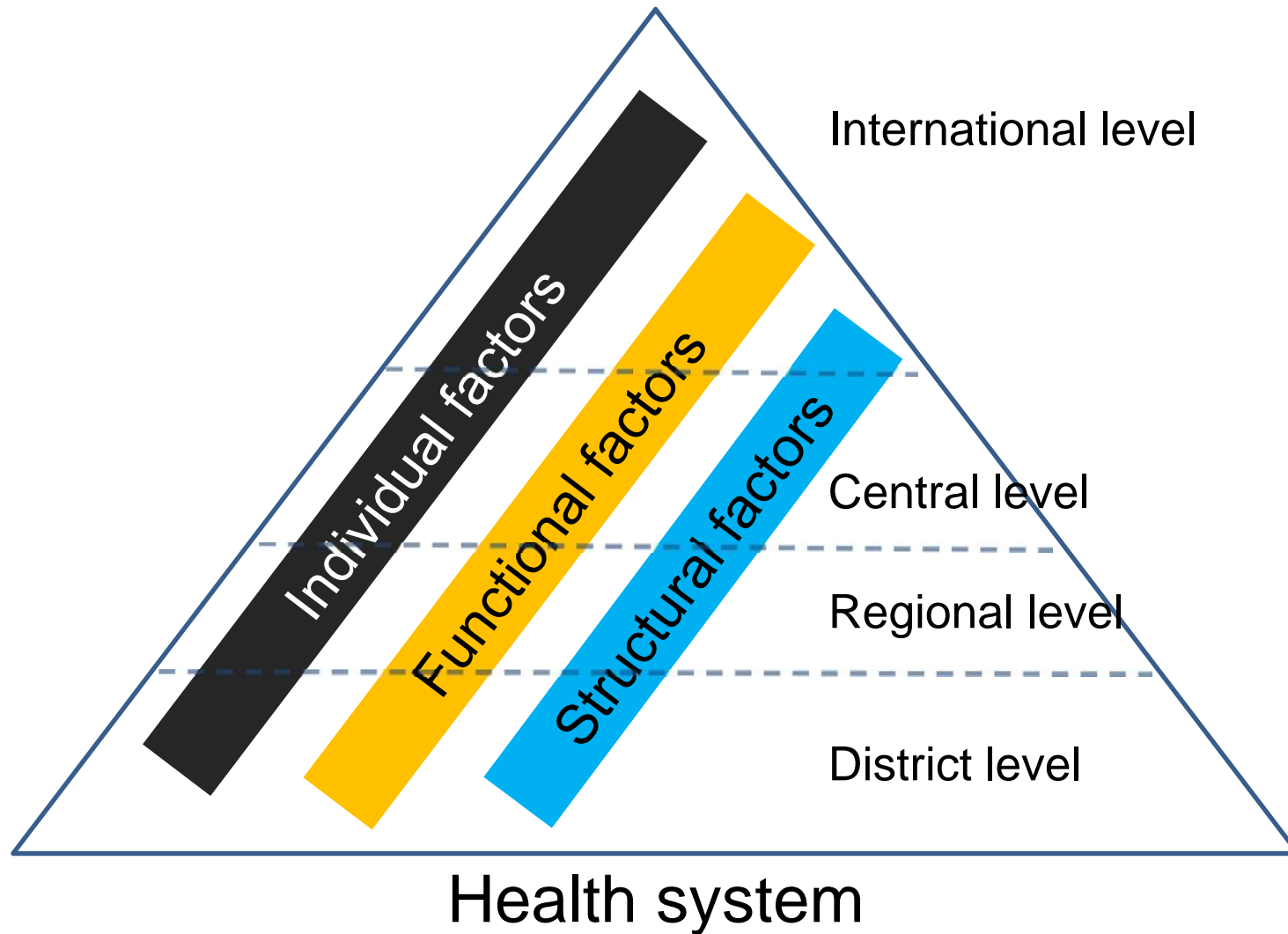
Basile Keugoung^{1,2}, Richard Fotsing¹, Jean Macq³, Anne Buve⁴, Bruno Marchal⁴, Jean Meli⁵, Bart Criel⁴

Santé Publique 2015; **27**(4): 547-556

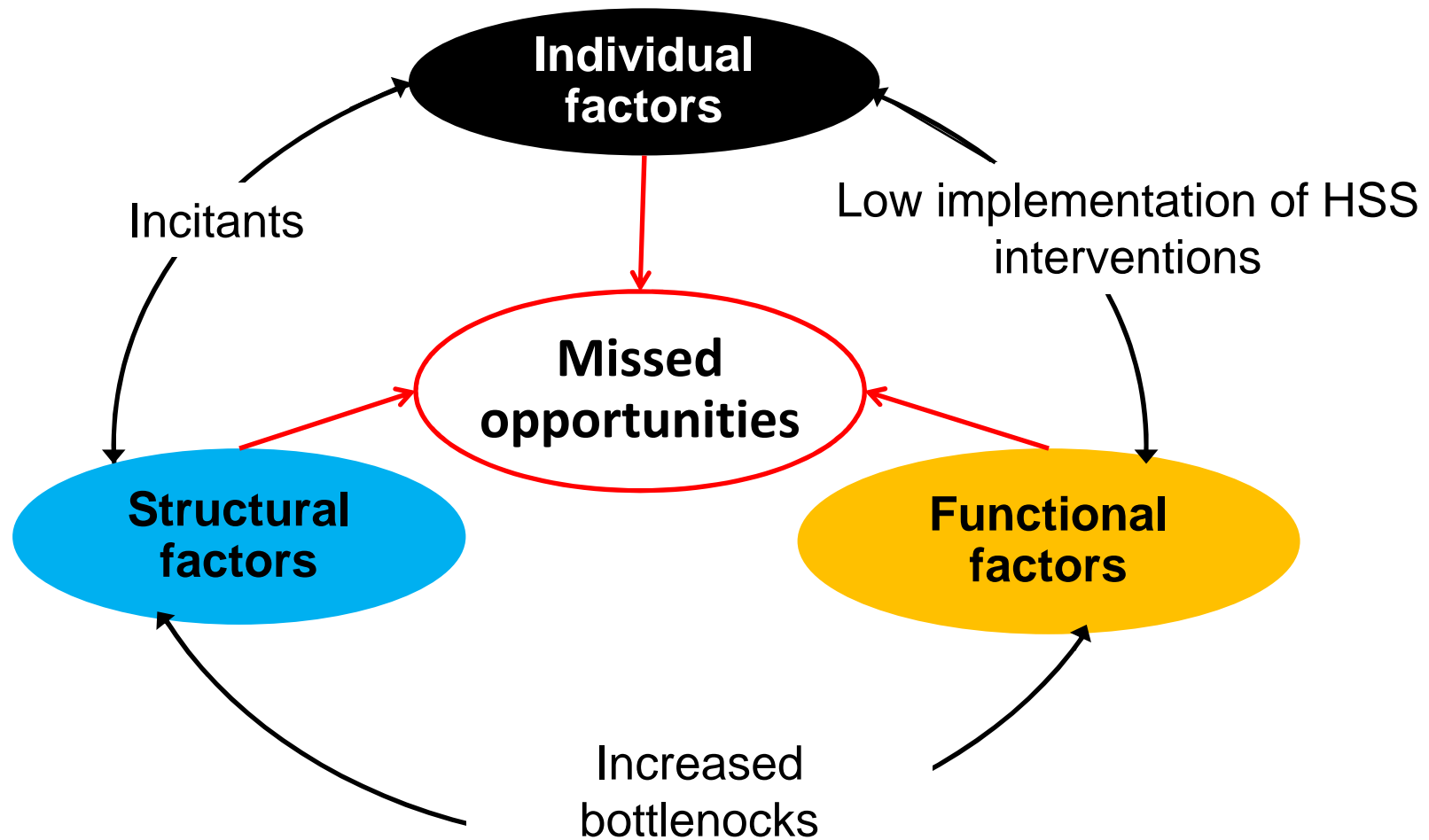
Effets on pyramid of capacity



Why missed opportunities?

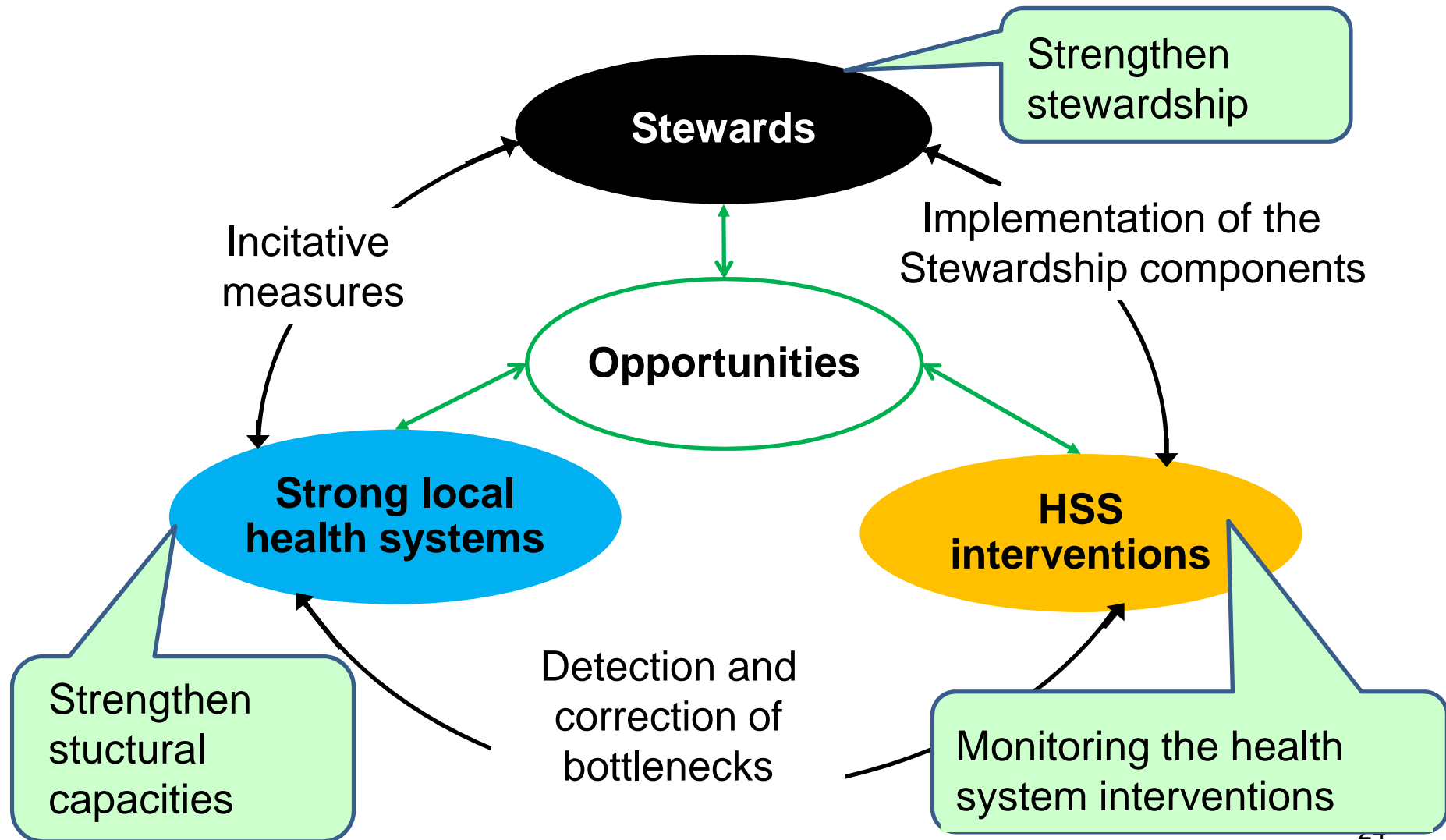


A vicious circle



To strengthen health systems

... transform the vicious circle into a virtuous circle



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