Deep Dive – Governance & Leadership

Governance & Leadership

The WHO building blocks of a health system states that governance and leadership includes “ensuring strategic policy frameworks exist and are combined with effective oversight, coalition building, regulation, attention to system-design, and accountability” [1].

Good governance is considered a core component of resilient health systems, and while governments are the primary drivers of governance, non-state actors - from practitioners to civil society - are critical in making sure that health systems achieve goals of improved health status, improved health system responsiveness to people’s expectations, and reduced financial risk to users of the health system [2].

In settings where good health governance is a major focus, there are important aspects to responsibilities and relationships between health beneficiaries and users, political and government decision makers, and health service providers, including [3]:

- Evidence-based policymaking
- Efficient and effective service provision arrangements, regulatory frameworks, and management systems
- Responsiveness to public health needs and the preferences of beneficiaries’/citizens’ while also managing their differences
- Transparency in policymaking, the way resources are allocated, and performance
- Responsible leadership to address public health priorities
- The legitimate exercise of beneficiaries’/citizens’ voice
- Institutional checks and balances
- Clear and enforceable accountability
Governance & Leadership is a key element of strong PHC systems

### System
- Governance & Leadership
  - Primary Health Care Policies
  - Quality Management Infrastructure
  - Social Accountability
- Health Financing
  - Payment Systems
  - Spending on Primary Health Care
  - Financial Coverage
- Adjustment to Population Health Needs
  - Surveillance
  - Priority Setting
  - Innovation & Learning

### Inputs
- Drugs & Supplies
- Facility Infrastructure
- Information Systems
- Workforce
- Funds

### Service Delivery
- Population Health Management
  - Local Priority Setting
  - Community Engagement
  - Empowerment
  - Proactive Population Outreach
- Facility Organization & Management
  - Team-based Care Organization
  - Facility Management
  - Capability & Leadership
  - Information Systems Use
  - Performance Measurement & Management Outreach
- Access
  - Financial
  - Geographic
  - Timeliness
- Availability of Effective PHC Services
  - Provider Availability
  - Provider Competence
  - Provider Motivation
  - Patient-provider Respect & Trust
  - Safety
- High Quality Primary Health Care
  - First Contact Accessibility
  - Continuity
  - Comprehensiveness
  - Coordination
  - Person-centered

### Outputs
- Effective Service Coverage
  - Health Promotion
  - Disease Prevention
  - RMNCH
  - Childhood Illness
  - Infectious Disease
  - NCDs & Mental Health
  - Palliative Care

### Outcomes
- Health Status
- Responsiveness to People
- Equity
- Efficiency
- Resilience of Health Systems

Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
What is Governance & Leadership?

Health system governance means that “strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system-design, and accountability.”

Strong governance in health systems must be guided by competent leaders with a clear vision and the ability to motivate and mobilize other health system stakeholders.

What can my country achieve by focusing on Governance & Leadership?

When done effectively, improved governance and leadership can contribute to an array of downstream effects:

Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
What can my country achieve by focusing on Governance & Leadership?

Governance and Leadership helps to ensure that policies and accountability mechanisms exist to support community engagement and outreach, supporting more effective population health management at the point of care.
What can my country achieve by focusing on Governance & Leadership?

PHC-centered policies, accountability mechanisms, and quality management infrastructure help to ensure that providers are trusted, competent, motivated, and accessible to communities.

Person-centered governance models that promote the core-principles of PHC are necessary to ensure the delivery of high-quality care in practice.
What can my country achieve by focusing on Governance & Leadership?

Strong governance and leadership equips providers and care teams with the policies and infrastructure to provide needed services to the communities they serve.
What can my country achieve by focusing on Governance & Leadership?

Transparent, accountable governance models promote the development of strategies and plans that emphasize quality, effective service provision, and equity.
Good governance is considered a **core component of resilient health systems**, and while governments are the primary drivers of governance, non-state actors – from practitioners to civil society – are critical in making sure that health systems achieve goals of improved health status, improved health system responsiveness to people’s expectations,
Planning for improvement in your context

The guidance and recommendations described within the Governance & Leadership module are not intended to provide a one-size-fits-all solution.

The considerations involved in planning and implementing strategies will depend on your local context.

Sample activities

- Consider implementation challenges and approaches in other country contexts
- Understand how the features of your health system, such as how decisions get made and the role of the private sector, will impact your improvement plans
- Identify key elements that need to be in place to support improvements
- Use the guiding questions in the Improvement Strategies to spur thinking about Governance & Leadership in your country context and stimulate ideas for improvement
- Start to develop an improvement plan
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Strategies to improve Governance & Leadership

**Health system governance** means that “strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system-design, and accountability”\(^1\)

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Primary Health Care Policies

Quality Management Infrastructure
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Primary Health Care Policies

Quality Management Infrastructure

Social Accountability
How do I assess my performance?

Completion of a Vital Signs Profile gives countries a holistic understanding of PHC strengths and weaknesses, a critical first step in the measurement for improvement pathway.

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
How to approach improving Governance & Leadership

1 Strengthen primary health care policies and leadership

Primary Health Care Policies

Quality Management Infrastructure

Social Accountability
How to approach improving Governance & Leadership

1. Strengthen primary health care policies and leadership

2. Strengthen quality management infrastructure

Primary Health Care Policies

Quality Management Infrastructure

Social Accountability
How to approach improving Governance & Leadership

1. Strengthen primary health care policies and leadership
2. Strengthen quality management infrastructure
3. Ensure social accountability mechanisms are integrated throughout the system
Recap: Governance & Leadership

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