Deep Dive – Local Priority Setting

Local Priority Setting

Local priority setting is the process of identifying health priorities specific to the local community and developing action plans informed by community needs as well as national or regional priorities. Local priority setting is most effective when informed by robust local data and determined by an array of stakeholders.

Visual aid - Local Priority Setting
Local Priority Setting is a component of Population Health Management

**System**
- Governance & Leadership
- Primary Health Care Policies
- Quality Management Infrastructure
- Social Accountability

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

**Service Delivery**
- Population Health Management
  - Local Priority Setting
  - Community Engagement
  - Empowerment
  - Proactive Population Outreach

**Outputs**
- Access
  - Financial
  - Geographic
  - Timeliness

- High Quality Primary Health Care
  - First Contact Accessibility
  - Continuity
  - Comprehensiveness
  - Coordination
  - Person-centered

- Availability of Effective PHC Services
  - Provider Availability
  - Provider Competence
  - Provider Motivation
  - Patient-provider Respect & Trust
  - Safety

- 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)
Local Priority Setting is a component of Population Health Management

- Population Health Management
- Local priority setting
- Community engagement
- Empanelment
- Proactive population outreach

Local Priority Setting

Community Engagement

Empanelment

Proactive Population Outreach
What can you learn about Local Priority Setting from the Improvement Strategies?

SECTION 1
What is Local Priority Setting?

What it is: Learn more about the core principles and goals of Local Priority Setting and its role in PHC improvement.

SECTION 2
How do I assess my performance?

What it is: Learn more about some indications that improvements might be relevant in your context and what you can achieve by focusing improvements on Local Priority Setting.

Vital Signs Profile: Use the information in your Vital Signs Profile to help determine relevant areas for improvement.

SECTION 3
How do I get started?

What others have done: Learn from implementation approaches and challenges in other country contexts.

How to succeed: Consider your country context, what elements are not functioning properly, and what needs to be in place to support effective improvements.

What to ask: Use guiding questions to help determine how you might begin to plan and enact reforms in your country context.

Guided by the above considerations and relevant resources, start to build out an improvement plan with your CE lead and/or focal point.
When done effectively, **Local Priority Setting** can help decision-makers identify health priorities specific to the local community and tailor services to better meet these needs. This can help systems to achieve:

- Greater efficiency and equity
- Improved health status
- Stronger patient-provider respect and trust
- Person-centered responsive services
- Increased utilization of care by the community
Local Priority Setting – How do I assess my performance?

Learn more about whether you should focus on Local Priority Setting in the Vital Signs Profile.
Use the information in the Vital Signs Profile to help determine relevant areas of improvement.

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.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
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Measure 24: Local Priority Setting
Measure 25: Community Engagement
Measure 26: Empanelment
Measure 27: Proactive Population Outreach

Primary Health Care Vital Signs Profile

Population Health Management

Facility Organization and Management
What are other indications that Local Priority Setting might be an appropriate area of focus?

Other Indications

- **National policies are not responsive to local needs**
  Policies made at the national or sub-national level are not responsive to the burden of disease and needs and preferences of the population.

- **Poor translation of priorities to the local level**
  Processes for translating national and/or subnational policies into local PHC priorities and strategic action plans are unreliable or not in place.

- **Minimal community involvement**
  Local leaders and communities are excluded or minimally involved in data interpretation and priority setting.

- **Underdeveloped local data systems**
  Robust systems for collecting and using local data to set priorities and develop strategic action plans are unreliable or not in place.
Local Priority Setting - What is it?

Learn more about the core principles of Local Priority Setting and what you can achieve by focusing improvements in the **What it is** section.
What is Local Priority Setting?

Local Priority Setting entails the translation of national or regional policies into local strategic action plans that respond to the burden of disease and needs and preferences of the population.

Local Priority Setting is most effective when informed by robust local data and determined by diverse stakeholders.
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Local Priority Setting entails the translation of national or regional policies into local strategic action plans that respond to the burden of disease and needs and preferences of the population.

Local Priority Setting is most effective when informed by robust local data and determined by diverse stakeholders.

Why it’s important

Evidence-based planning
Establishes a process for identifying health priorities specific to the local community and developing action plans informed by these needs as well as national or regional priorities.

Community engagement
Local priority setting presents an opportunity for community engagement where community members and health care users can help determine which services are most needed and valued.

Person-centered care
When done effectively, local priority setting can help to ensure that services are tailored to the community they serve in regard to both clinical need and cultural awareness.
What is Local Priority Setting?

Local Priority Setting entails the translation of national or regional policies into local strategic action plans that respond to the burden of disease and needs and preferences of the population.

Local Priority Setting is most effective when informed by robust local data and determined by diverse stakeholders.

Approach

- **Assess local needs using health data or indicators**
  Compare and review local and national data or indicators that reflect the burden and cause of morbidity and mortality in a population. When assessing the comparability of data, balance for quality and relevance to ensure that indicators are actionable at the local level.

- **Determine priorities**
  Use data and community knowledge to set priorities based on local needs. Ensure the priority setting-process is strong, transparent, and well-monitored.

- **Set local agendas**
  Tailor agendas to the community in regard to both health needs and cultural awareness and ensure systems are in place to ensure that the conditions are being met.
Local Priority Setting

Strategic action plans that correspond to the local burden of disease and needs and preferences of the population

EFFECTIVE PLANNING INCLUDES:

- Identification of relevant services
- Regular collection of data
- Burden of disease and population health needs
- Engage communities and identify preferences

LOCAL STRATEGIC ACTION PLAN
Deeper dive: Strategic planning

Developing a **strategic action plan** involves:

- Regular collection of data
- Understanding burden of disease and population health needs
- Identification of relevant services

Effective planning relies on **robust local data** and intentional **community engagement**.
### Understanding burden of disease and population health needs

**Approach**
Review data reflecting the burden and cause of mortality and morbidity in a population

**Considerations**
- Scale and impact of the problem
- Community views

**Challenges**
- Aligning priority health needs with government’s priorities and targets

**How to mitigate challenges**
- Ensure that data systems include data on social determinants unique to the population and qualitative feedback solicited through active community engagement

### Identification of relevant services

**Approach**
Stakeholders determine what services are most needed and valued in communities

**Considerations**
- Cost-effectiveness of interventions
- Equity of access and community views

**Challenges**
- Integrating consumer voice and action into decision making structures
- Aligning priority service with government’s priorities and targets

**How to mitigate challenges**
- Ensure that priority setting-exercise is strong, transparent, well-monitored, and engages local communities
Local Priority Setting – How do I get started?

Local Priority Setting

Local priority setting is the process of identifying health priorities specific to the local community and developing action plans informed by community needs as well as national or regional priorities. Local priority setting is more effective when informed by robust local data and determined by an array of stakeholders.

Visual aid - Local Priority Setting

Derive information from **What others have done**, **What to ask** and **How to succeed** to help determine where and how you might begin to plan and enact forms in your country context.
Planning for improvement in your context

The guidance and recommendations described within the Local Priority Setting 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

Consider 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 Local Priority Setting in your country context and stimulate ideas for improvement

Start to develop an improvement plan
Planning for improvement in your context

While the **specific considerations** involved in planning and implementing strategies **will depend on your context**, you might consider:

- **What are some factors that impact the quality of local data collection and use?**
  - Quality and comprehensiveness of data collected
  - Cost effectiveness, security, and usability of information systems used to collect data, especially in areas with limited technology capacity

- **What are other factors to consider in the priority setting process?**
  - Cost-effectiveness
  - Equity and access
  - Community needs and preferences
Learn from what others have done

Health System Reforms | Costa Rica
Supporting evidence-based priority setting through robust local data systems

REACT Initiative | Tanzania
Integrating diverse community perspectives through participatory priority-setting
Costa Rica: At-a-glance context

Latin America & Caribbean

Upper-Middle Income

Spanish-speaking country
# Costa Rica: At-a-glance context

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Learn from what others have done: Costa Rica

Approach

To support a priority setting process informed by local data, Costa Rica has implemented systems for strengthening data collection, analysis, and use across the health system – starting with community-based data collection.

Routine data collection
- Community health workers regularly collect local data during community visits.

Data analysis, synthesis, and use
- Local data are then transferred to the Costa Rica social security agency, analyzed, and returned to district health management teams to set priorities for the coming year.
Learn from what others have done: Costa Rica

- **Information systems** and **information system users** with the capacity to collect, analyze, and use data

- **Clear, coordinated channels for communication and feedback loops** across all levels of the health systems
United Republic of Tanzania: At-a-glance context

- Sub-Saharan Africa
- Low-Income
- Kiswahili and English-speaking country
United Republic of Tanzania: At-a-glance context

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<td>67%</td>
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Learn from what others have done: United Republic of Tanzania

Approach

The REACT initiative brought together community members and medical professionals to determine priorities and implement the Accountability for Reasonableness framework.

Transparent and participatory process

- Existing Council Health Management Teams evaluated existing priority-setting practices and developed new trainings to integrate AFR values.

Community engagement

- Special interest groups and community members were recruited into teams’ planning and budgeting processes.

Outcomes and impact

The REACT approach was successful at improving health outcomes and appropriately orienting priorities to local needs.

Specifically, the process resulted in:

- Better identification of needs and priorities
- Increased community knowledge about priority setting
- Greater transparency
- Improved trust
- Improved perceived accessibility of services
Learn from what others have done: United Republic of Tanzania

Four-step Accountability for Reasonableness Framework:

1. **Relevance**: rationales for priority setting are based on evidence and are relevant to meeting healthcare needs

2. **Publicity**: priority setting decisions are publicly accessible and the processes are transparent

3. **Appeals and revision**: priority setting processes include a mechanism for challenging decisions

4. **Monitoring**: systems are in place to ensure that the conditions are being met
Learn from what others have done: United Republic of Tanzania

Strengths

- **Incorporates** and **legitimizes** diverse community voices and values in the priority setting process.

- **Promotes** values of transparency, accountability, and trust across a broad set of stakeholders.
Learn from what others have done: United Republic of Tanzania

- **Stakeholder buy-in:** There was initial resistance to the inclusion of special interest groups and community members in the priority setting process. Successful integration of community perspectives required external support to sensitize health professionals towards the utility of community input.

- **Time and financial resources:** The program experienced some logistical challenges, including a lack of financial support to effectively carry out roles and insufficient time for pre-planning, discussion of priorities, and meeting preparation.
Learn from what others have done: United Republic of Tanzania

- Participatory and inclusive stakeholder engagement: Building consensus among decision-makers with competing interests depended on systematic processes for identifying, communicating with, and convening stakeholders in a transparent and consistent manner.

- Funds: Integrating diverse community voices required that significant time and financial resources be dedicated to community engagement during planning.
What elements should be in place to support improvements in Local Priority Setting?

System Inputs Service Delivery

ADJUSTMENT TO POPULATION HEALTH NEEDS

**National priority setting** processes that are supportive of the population health management approach help aid in flexible decision making and the adaptation of service to local needs.
What elements should be in place to support improvements in Local Priority Setting?

System

Inputs

Service Delivery

**Strong information systems** support the collection of robust local data that will influence the development of targeted action plans that respond to local priorities.
Questions to ask to help you get started

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

The questions listed may be a useful **starting place to determine how you might begin to plan and enact reforms** in your context.

**Sample questions**

☐ How are national priorities determined, and what is the system for reporting on benchmarks?
The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ How are national priorities determined, and what is the system for reporting on benchmarks?

☐ What, if any, systems are in place for setting local priorities, including informal ones?
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☐ What local data on demographics and health status exist and how often are they collected?

☐ What are the existing systems and opportunities for community engagement within local priority setting?

☐ Which community groups are invited to engage in local priority activities?
Recap: Local Priority Setting

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
- High Quality Primary Health Care
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Recap: Local Priority Setting

Local Priority Setting

Strategic action plans that correspond to the local burden of disease and needs and preferences of the population

EFFECTIVE PLANNING INCLUDES:

- Regular collection of data
- Identification of relevant services
- Burden of disease and population health needs
- Engage communities and identify preferences