

Governance and Health Systems: An Overview

Presentation for the Workshop *Governance
and Accountability: Here and There*

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GOVERNANCE

BASEL INSTITUTE ON GOVERNANCE

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You Say Governance, I Say.....What?

World Bank Institute (Worldwide Governance Indicators, WGIs)	<ul style="list-style-type: none"> • Voice and Accountability • Political Stability and Absence of Violence • Government Effectiveness 	<ul style="list-style-type: none"> • Regulatory Quality • Rule of Law • Control of Corruption
United Nations	<ul style="list-style-type: none"> • Participation • Rule of Law • Transparency • Responsiveness • Consensus Orientation 	<ul style="list-style-type: none"> • Equity • Effectiveness and Efficiency • Accountability • Strategic Vision
Overseas Development Institute/ World Governance Assessment	<ul style="list-style-type: none"> • Participation • Fairness • Decency 	<ul style="list-style-type: none"> • Accountability • Transparency • Efficiency
Mo Ibrahim Foundation/ Ibrahim Index of African Governance	<ul style="list-style-type: none"> • Safety and Rule of Law • Participation and Human Rights 	<ul style="list-style-type: none"> • Sustainable Economic Opportunity • Human

WHO Health Systems Framework

THE SIX BUILDING BLOCKS OF A HEALTH SYSTEM

- Good **health services** are those which deliver effective, safe, quality personal and non-personal health interventions to those that need them, when and where needed, with minimum waste of resources.
- A well-performing **health workforce** is one that works in ways that are responsive, fair and efficient to achieve the best health outcomes possible, given available resources and circumstances (i.e. there are sufficient staff, fairly distributed; they are competent, responsive and productive).
- A well-functioning **health information** system is one that ensures the production, analysis, dissemination and use of reliable and timely information on health determinants, health system performance and health status.
- A well-functioning health system ensures equitable access to essential **medical products, vaccines and technologies** of assured quality, safety, efficacy and cost-effectiveness, and their scientifically sound and cost-effective use.
- A good **health financing** system raises adequate funds for health, in ways that ensure people can use needed services, and are protected from financial catastrophe or impoverishment associated with having to pay for them. It provides incentives for providers and users to be efficient.
- **Leadership and governance** involves ensuring strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system-design and accountability.

HS Governance: a working definition

- Health systems governance is about the ability of the steward to “steer” the system, setting goals and marshaling the system’s resources to attain those goals.

The steward steers the health system towards the desired goals



Governance subsidiary functions in health systems

- Priority Setting
 - effective health systems governance must have at its base a reasonable ability to *set priorities and generate public policies related to these priorities.*
- Accountability
 - effective health systems governance requires the ability to ensure that priorities and public policies are translated into action and *diverse actors can be held accountable for the performance of their responsibilities*
- Performance Measurement
 - effective health systems governance is a result of the capacity to *generate and use information to inform policy and performance.*

Interconnectedness of the Three Subsidiary Functions for Health Systems Governance

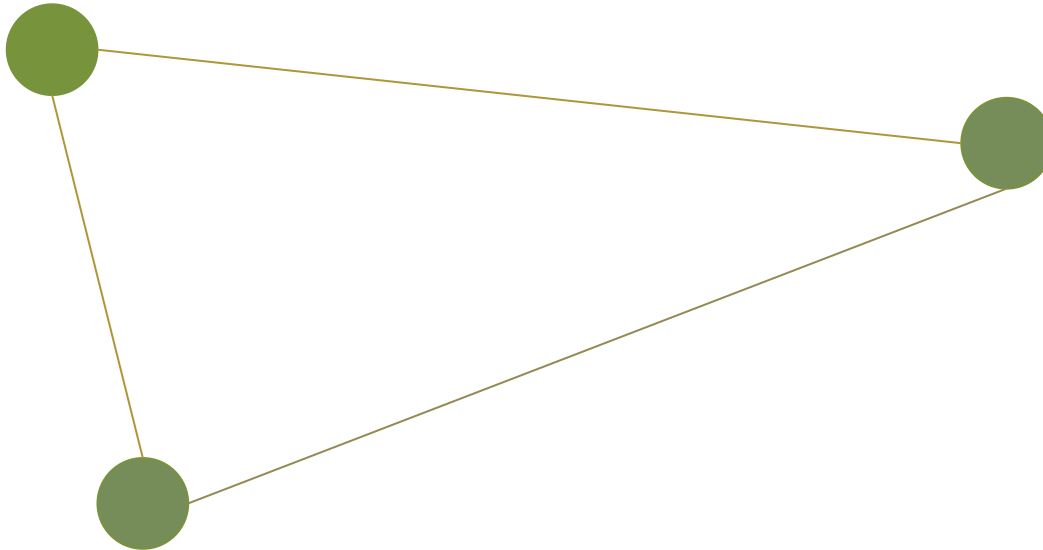
Priority
Setting



Ensuring
Accountability

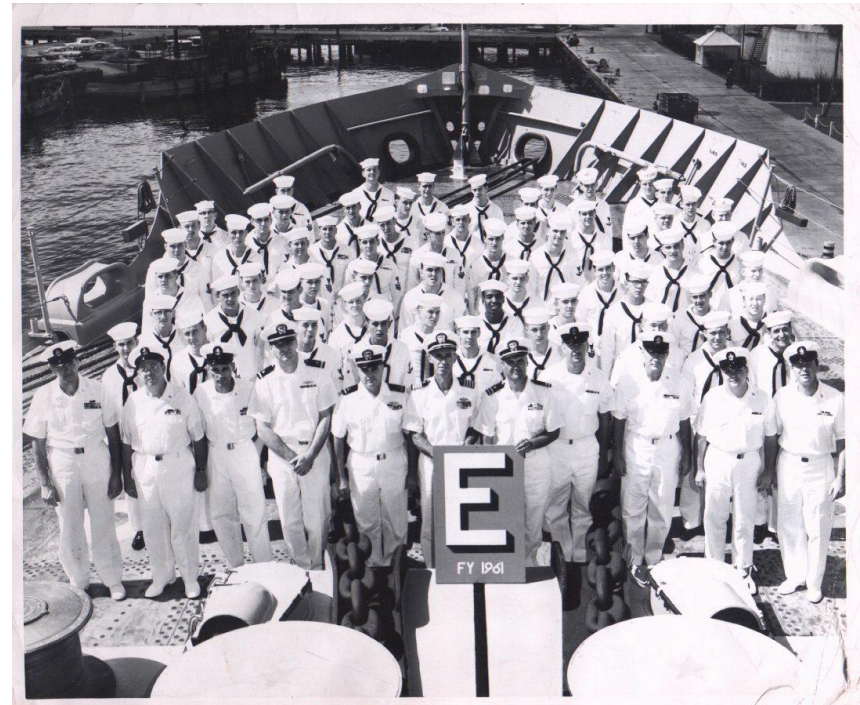


Performance
Measurement



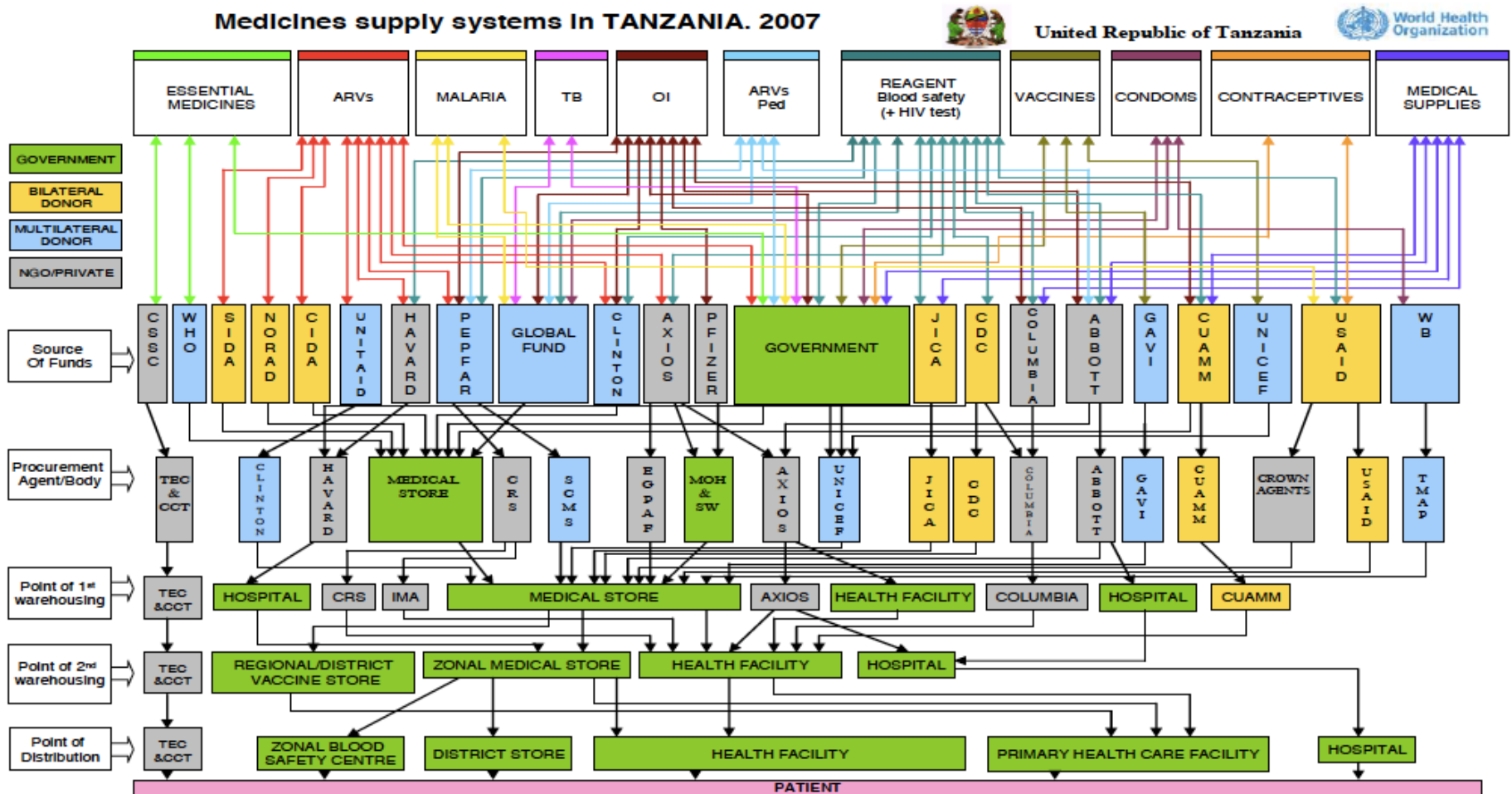
- Key question: Does the steward have the adequate institutional means to elicit actions by the relevant health systems actors that will be conducive to the desired goals?

Institutions and actors



Institutional complexity!

Medicines supply systems in TANZANIA. 2007



Source: Ministry of Health and Social Welfare, Tanzania (2008)

Multiplicity of Actors Co-exist in the Health Sector

- Ministry of Health
 - Units within the Ministry
 - National
 - Regional
 - Local
- Other Public Health Agencies
 - (FDA, Medical Stores, etc.)
- Parliament
- Professional Associations
 - Doctors
 - Pharmacists
 - Nurses
- Health Service Providers
 - Hospitals
 - Clinics
 - Local health centers
 - Dispensaries
- Pharmaceutical Industry
- Civil Society Organizations
- NGOs
- International Agencies
 - Bilateral donors
 - Funding agencies

Why does HS governance matter?

- Weak health systems governance can have many different consequences
 - Misappropriation and or squandering of limited health budgets
 - Health staff absenteeism
 - Stock outs of essential medicines
 - Prevalence of informal payments
 - Corruption risks
 - Ineffective disease control

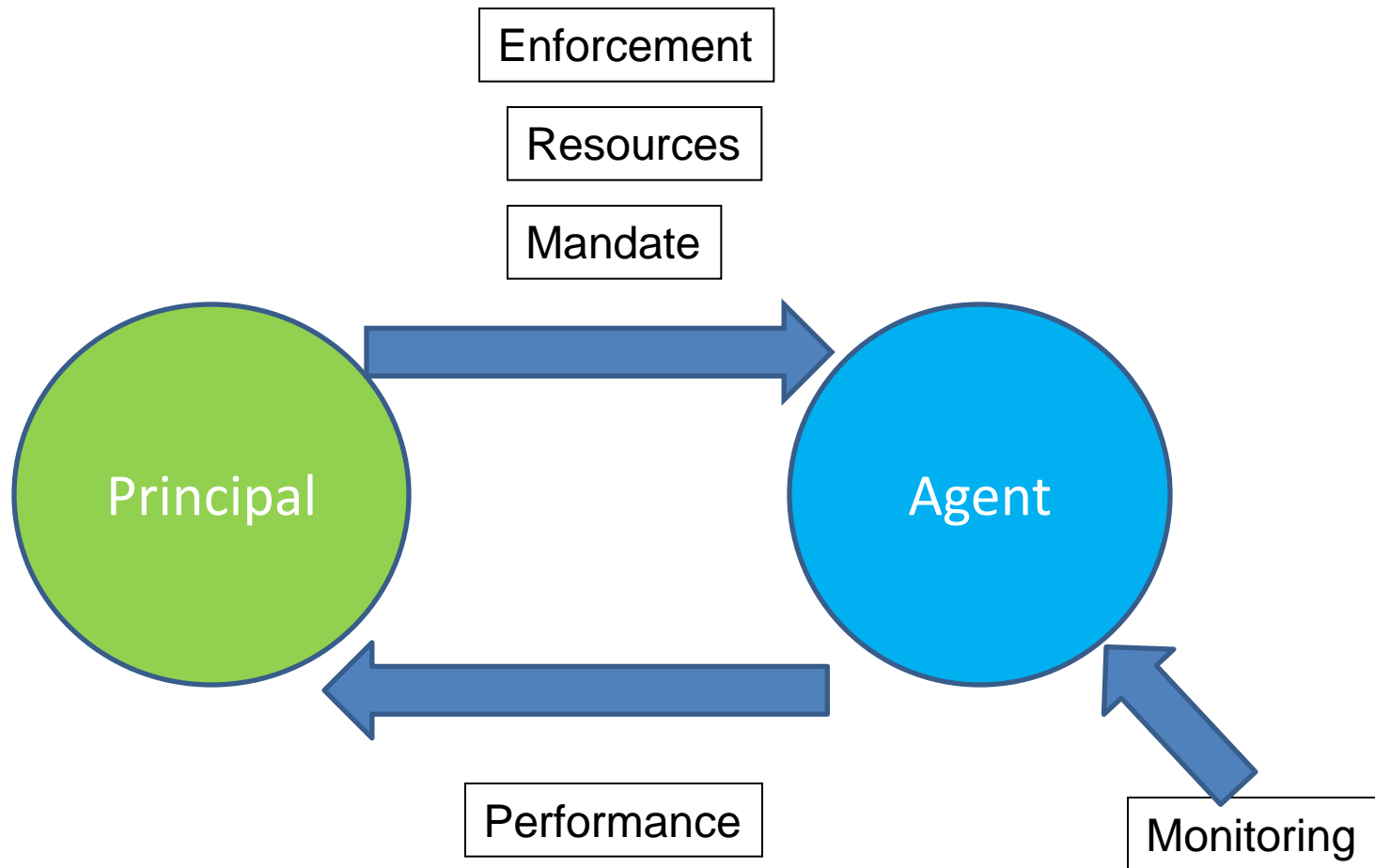
Weak governance can have serious consequences



Accountability

- Accountability necessarily involves delegation of authority, and the means to prevent the misuse or abuse of such authority.
- Therefore, effective accountability decreases the opportunity space for corruption
- Adequate accountability promotes transparency

Accountability and its components



Health systems governance challenges: there.....



But also here.....

- **GPs prescribed for an amount of over €40,000 but no patient got any medicines (Spain)**
- **Nurse manages to have whole family paid by an NHS Trust (UK)**
- **Supplier charges for higher amounts of equipment and products than actually delivered costing over €350,000 (France)**
- **Spectacles over-prescribed, even for dead patients (UK)**

In sum.....

- There are bad news but also good news.....
 - Bad news:
 - Health systems governance can be elusive and complicated
 - Often lines between public and private are blurry at the interface between the HS and patients
 - Gender issues, sensitivity to local contexts
 - Good news:
 - Strengthening health systems governance does not necessarily require huge investments
 - Use of technologies
 - Education and awareness raising

Thank you!!!



References and acknowledgements

- **References:**
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