Universal Health Coverage: reforming the health system

Roundtable on UHC, May 2013
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1. What is Universal Health Coverage (UHC) ?
2. How do you implement UHC ?
3. UHC as a health system reform
4. Managing the introduction of UHC
1. What is UHC?

WHA resolution 58.33/2005

- ‘All people have access to services and do not suffer financial hardship paying for them’

Elements:

- Prepayment of financial contributions
- Adequate and equitable distribution of good quality health infrastructure
- Planned transition .. to meet needs of population and improve quality of health care
1. What is UHC?

Lancet series 2012: 380

- Multi-sectoral: fiscal & monetary policy; education; labour and social security (Evans, Martin & Etienne)
- Economics, politics & institutions; increased access to high quality services with financial protection (Frenk, de Ferranti)
- Third global health transformation (Rodin, de Ferranti)
- Coverage of minimum package of health needs that prioritizes effective low cost interventions (Sachs)
1. What is UHC?

Three elements (World Health Report 2010)

- Financing strategy: increasing resources, pooling contributions,
  + increase efficiency: strategic purchasing
- Access strategy: reducing financial barriers; addressing barriers of availability
- Service strategy: appropriateness and quality; ‘benefit package’;
1. What is UHC?

A ‘new breed’ of health system strengthening strategy:

- Acknowledges the complexity of mixed public:private health systems
- Responds to increasing community demand and capacity to pay; and to the increasing role of the private sector
- Specifically targets inequalities and re-distribution of resources
- Addresses the health system as a dynamic whole, rather than vertical programs / sub-systems
- Shifts the role of government from provider to financer, regulator and steward
Challenges for govt:

- Multiple roles for govt – as financer as well as provider; manager of complex reform; regulator.
- New institutions: manage HF; regulate costs; purchase care; regulate quality
- Engaging health stakeholders: public, private, civil society
- Managing community response: balancing demand supply and quality eg complaints from public; inappropriate use; increased use private sector (Jakarta experience)
3. International experience

Best, Greenhalgh, Lewis et al (2012)

Large System Transformation

• ‘interventions aimed at coordinated, system wide change affecting multiple organisations and care providers, with the goal of significant improvements in the efficiency of health care delivery, quality of patient care and population level patient outcomes.’

• Health systems viewed as complex adaptive systems

• Dynamic interaction among components and actors

• Self organizing, adaptive, non linear, feedback loops
Implications (Best & Greenhalgh)

• Seek to mobilize natural creativity of health care professionals; develop an environment conducive to harnessing relationships, skills and capacities of actors in system.

• Shift from command and control towards guidance and steering, iterative planning, practice and learning.

• Five rules: directive & distributed leadership; continuous learning; build on history; engage physicians; involve patients & families
3. Health system reform models

Dixon & Alakeson: Reforming health care (Nuffield Trust, 2010)

Three levels:

- **System Reform:** policies, financing, regulation
- **Intra-organisational reform:** leadership, management – facility – system interaction
- **Individual provider motivation:** provider-patient interaction

Key is interaction between system reform levers, intra-organisational responses and provider motivation & behaviour
Figure 1. Levers of health care system reform
4. Conclusions / lessons

- UHC is a complex reform with multiple system impacts
- Dynamic inter-action of
  - Financing: revenue, pooling, payment
  - Access to services:
    - Quality / standard of services
- Implementation needs to allow responsive adaptation of elements of
  - System reforms
  - Intra-organisational responses
  - Provider motivation and behaviour
  - Patient / community responses