

In summary

Health systems governance and service delivery



Oxford Policy
Management

About Oxford Policy Management's *In summary* series

Our *In summary* publications aim to give an introduction to a key area of our expertise and the capabilities we offer in supporting governments, funders, practitioners, and partners in achieving lasting, positive change through policy reform.

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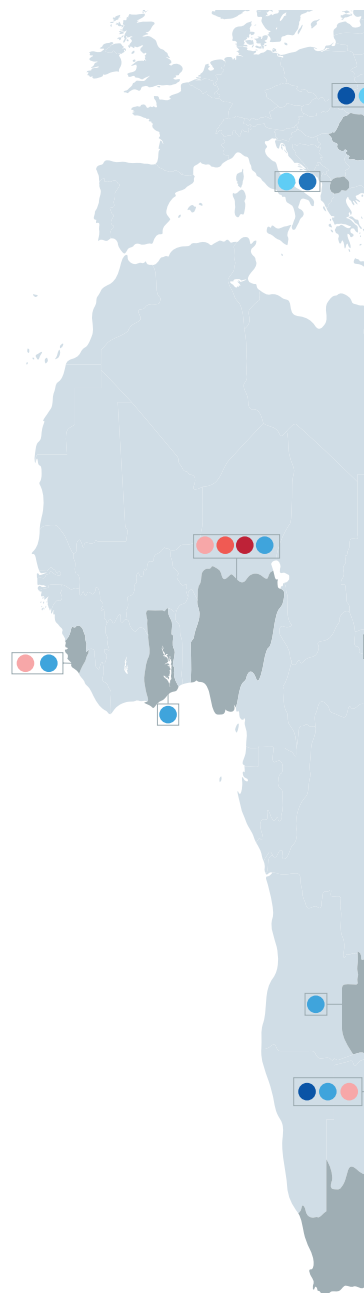
In an evolving context of globalisation, citizens' empowerment, and technological innovation, substantial changes are occurring in the way health services are organised, governed, and delivered globally. It is increasingly recognised that consistent improvements in health service organisation and governance, aligned with developments related to other health systems pillars, have a critical role in strengthening health systems, leading to better health for citizens.

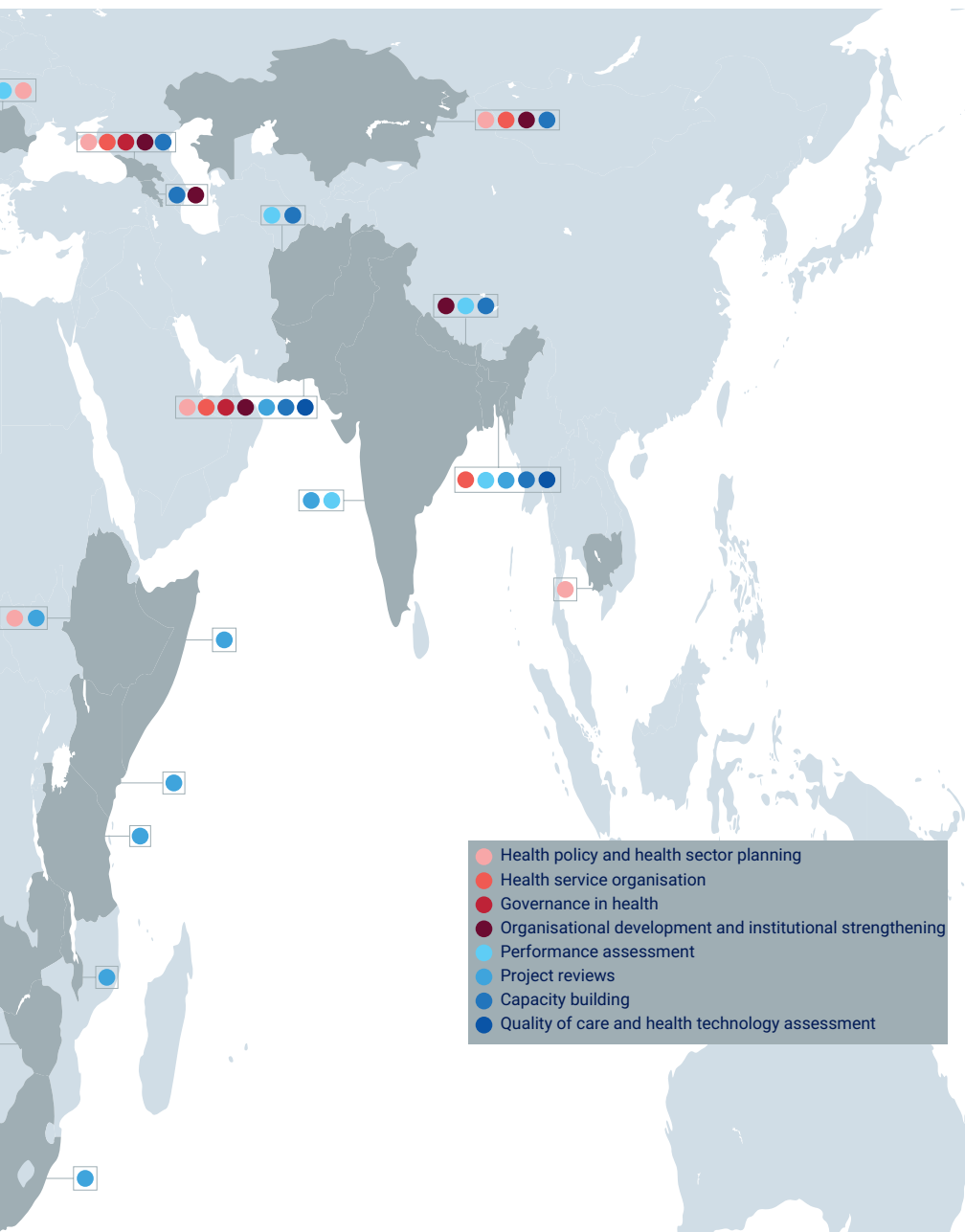
Our Health team is devoted to working on health systems governance, health service organisation, and delivery issues, benefiting from 35 years of expertise in providing consultancy services in the health sector, and bringing extensive expertise of effectively interacting with high level policymakers in multiple settings.

We are committed to helping the governments of low- and middle-income countries strengthen their health systems and improve their populations' health through applying globally-recognised expertise in health service organisation, delivery, and governance.

We work globally across the policy cycle

- We **collaborate** with national and sub-national governments, international aid agencies, civil society and non-governmental organisations, the private sector, and people in local communities to identify and implement effective and sustainable solutions to improving health systems.
- We **bring together**, through our international offices and professional networks, the best global and national expertise to deliver responses that are appropriate to local circumstances.
- We **contribute** to international debates and knowledge generation around health service delivery and health governance.
- We **build** evidence-informed and practice-based approaches, methodologies, and solutions.





- Health policy and health sector planning
- Health service organisation
- Governance in health
- Organisational development and institutional strengthening
- Performance assessment
- Project reviews
- Capacity building
- Quality of care and health technology assessment

Delivering impactful results

HEART framework

2012–2016: Supported by the UK Department for International Development (DFID)

We led the **Health and Education Advice and Resource Team (HEART)** consortium, which offered knowledge services and call-down consulting in multiple countries. We implemented short-term projects in health, nutrition, and education, while also providing a dedicated website, topic packs, training, professional development sessions, and a variety of other resources.

During four years, HEART provided over 300 call-down services. Selected projects included:

- **Nepal:** reviewing the DFID health programme
- **Multi-country:** reviewing the Evidence for Action to Reduce Maternal and Neonatal Mortality in Africa project
- **Pakistan:** delivering reproductive health results through non-state providers
- **Kenya:** annual review of the Kenya Health Programme

- **Ghana:** designing support to the health sector
- **Nigeria:** strengthening the third phase of the Girls' Education Project
- **Zambia:** auditing equipment for the Emergency Obstetrics and Neonatal Care Project
- **South Africa:** analysing the political economy of the pharmaceutical industry
- **Pakistan:** verifying monitoring reports of the Delivering Reproductive Health Results project
- **Zimbabwe:** reviewing DFID Zimbabwe's Maternal, Newborn and Child Health Programme
- **India:** Primary healthcare, Tamil Nadu Health
- **Somalia:** conducting a technical review of maternal mortality research
- **Eastern and southern Africa:** reviewing the Preventing Maternal Deaths in Eastern and Southern Africa programme

Supporting primary healthcare in Georgia

2003–2008: Supported by DFID

We supported the development of the primary healthcare system in Georgia. The project covered six areas:

1. supporting structural reforms and improved public policy in the Ministry of Labour, Health and Social Affairs;
2. supporting strategy and capacity-building improvements in healthcare financing;
3. supporting development of the health management information system, with training for data managers, analysts, and users;
4. supporting human resource development through the development and delivery of health management training for 156 health system, primary healthcare, and hospital managers;

5. supporting more effective health promotion strategies; and
6. supporting the Minister of Health in improving public information and communication.

Social health protection in Bangladesh – steps toward universal health coverage

2014–2017: Supported by KfW

We are leading a consortium contracted by the Health Economics Unit of the Government of Bangladesh to assist the piloting of a health protection scheme, known locally as ‘Shastho Surokhsma Karmasuchi’. This pilot project is supporting more equitable and accessible health service delivery, increasing the treatment of insured diseases within the poor population of the pilot region.

Our team includes experts in the fields of public health, law, procurement, IT, communication, insurance economics, health economics, and infrastructure.

The technical support covers a wide range of areas, including:

- developing clinical guidelines;
- finalising accreditation standards;
- developing payment schemes;
- supporting the registration of participating households;
- implementing a fraud-proofing strategy;
- establishing financial management systems;
- carrying out training;
- introducing monitoring and evaluation systems;
- strengthening management capacities; and
- giving recommendations for future scale-up.



Monitoring, learning, and evaluation of the Bihar Technical Support Programme (BTSP)

2015–2017: Supported by the Bill and Melinda Gates Foundation

The BTSP supports the State Government of Bihar, India, in improving reproductive, maternal, newborn, and child health and nutrition outcomes. It is funded by the Bill and Melinda Gates Foundation and implemented by CARE.

OPM, in a consortium with Johns Hopkins University and the Liverpool School of Tropical Medicine, is undertaking an integrated approach to monitoring, learning, and evaluation of the BTSP.

The evaluation uses various different approaches to assess the extent to which BTSP activities have changed government attitudes and abilities, contributed to improved service quality, and led to improved health and nutrition outcomes.

Results-Based Financing Technical Assistance in Nigeria (RBFTA)

2014–2019: Supported by the World Bank

Since 2011 the Nigerian Government has been implementing the Nigeria State Health Investment Project in three states – Ondo, Nasarawa, and Adamawa. This results-based financing project strengthens service delivery at the health facility level, and institutional performance at federal, state, and local government area levels.

We were contracted by the National Primary Health Care Development Agency to lead a consortium that provides technical and management assistance to the

federal ministry and primary healthcare development agencies to implement RBFTA.

Currently, RBFTA contracts nearly 1,500 health facilities, with a combined catchment population of over 10 million people. After the first phases of implementation, RBFTA has exceeded expectations by dramatically increasing the coverage of results-based financing and driving significant improvements in service delivery quantity (particularly in vaccinated children, mothers seeking care, and outpatient treatment for malaria) and quality (particularly in care practices, drugs and supplies, and service availability). In recognition of this success, the Nigerian government has requested that we support the scale-up of results-based financing in five further states in northern Nigeria.

Assessing the performance of public hospitals with arrears in Romania

2016–2017: Supported by the World Bank

This project was undertaken using a three-pronged approach: examining general hospital performance, conducting a financial audit, and analysing the overall health sector context in relation to hospital organisation, governance, financing, and service purchasing.

The assessment informed the Government of Romania about challenges related to the accumulation of arrears in hospitals, but also about broader systemic and organisational issues calling for immediate reaction. It also suggested next steps in health sector development.

The team

Our team is made up of in-house experts and is supported by internationally-renowned associates.

- **Mike Naylor**, principal consultant, health systems strengthening
- **Tata Chanturidze**, principal consultant, health systems strengthening
- **Sam Franzen**, consultant, monitoring and evaluation, and health service delivery
- **Adrian Gheorghe**, senior consultant, health economics
- **Suresh Tiwari**, director, OPM Nepal Office, health service delivery

Selected associates

- **Stephen Hayes** is a former UK National Health Service (NHS) executive and public health specialist, with over 30 years of experience in the development and reform, leadership, management, and governance of health systems.
- **Denis Garand** is an actuarial specialist, with over 35 years of health insurance experience with social and universal health insurance systems.
- **Alex Manu** is a former NHS executive, a certified accountant, and a financial manager with 30 years of experience in healthcare in the UK and globally.
- **Tim Ensor** is professor of international health systems research at the University of Leeds and Director of the Leeds Institute of Health Sciences. He is a health economist with 26 years of experience in teaching, research, and consultancy in more than 30 low- and middle-income countries.
- **Ian Anderson** is an experienced development economist specialising in strategic evaluations, with a particular interest in the economics and financing of service delivery in the health sector.

Areas of expertise

Policy development and strategic planning

- Health sector, primary healthcare, and hospital sector policies and strategies
- Designing and costing health service benefits packages
- Hospital and primary healthcare masterplans, including planning hospital sector capacity at regional and national levels
- Feasibility studies
- Equity analyses of service provision

Performance assessments and reviews

- Health systems reviews and performance assessments
- Institutional analyses, and organisational and functional reviews (ministries, purchasers, and providers)
- Annual, mid-term, and final reviews (for sector-wide approaches, results-based financing models, aid-funded or national programmes, etc.)

Capacity building in health management and governance

- Competence assessments
- Capacity building for policymakers, health systems, and hospital and primary healthcare managers

Organisational development and institutional strengthening

- Strategic planning at organisational level (for primary healthcare, hospitals, service purchasers, and public health institutions)
- Organisational development, including developing structures, functions, governance arrangements, business processes, and human resources requirements
- Investment planning for individual hospitals and outpatient facilities

Public–private partnerships (PPPs) and private sector engagement

- Supporting governments in the identification of appropriate PPP models
- Designing PPPs for the hospital sector
- Implementation and oversight of PPPs
- Service purchasing and contracting under PPPs

Quality of care

- Health technology assessment
- Facility surveys/assessments
- Quality improvements for healthcare facilities

Reproductive, maternal, newborn, and child health

- Evaluations and reviews of reproductive, maternal, newborn, and child health programme

About Oxford Policy Management

Oxford Policy Management is committed to helping low- and middle-income countries achieve growth and reduce poverty and disadvantage through public policy reform. We seek to bring about lasting positive change using analytical and practical policy expertise. Through our global network of offices, we work in partnership with national decision makers to research, design, implement, and evaluate impactful public policy. We work in all areas of social and economic policy and governance, including health, finance, education, climate change, and public sector management. We draw on our local and international sector experts to provide the very best evidence-based support.

Contact us

If you would like to discuss our work on health systems governance and service delivery, please contact:

Tata Chanturidze

tata.chanturidze@opml.co.uk

For further information about OPM, visit our website www.opml.co.uk

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Oxford Policy Management Limited
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Registered office: Clarendon House,
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Oxford, OX1 3HJ, United Kingdom