Strengthening leadership, governance and accountability

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11th Pacific Health Ministers Meeting
15-17 April, 2015
Yanuca Island, Fiji
Leadership and governance involves:

• ensuring strategic policy frameworks are combined with effective oversight;
• coalition-building;
• the provision of appropriate regulations and incentives; and
• attention to system-design and accountability.

⇒ Leaders set the strategic vision and directions & mobilise efforts and resources for their realisation;
⇒ Managers ensure effective organisation, implementation and utilisation of resources to achieve results;
⇒ Each country’s specific context and history shapes the way leadership and governance is exercised.
A well functioning health system responds in a balanced way to a population’s health needs and expectations.

General overview of Pacific contexts:
• Primary health care based
• Primarily public funded
• Resources skewed to clinical/hospitals services
• External support for specialised clinical/tertiary care
• Different stages of health system development.
Background (3)

The urgency for effective leadership, governance and accountability:

=> **Health systems under pressure and fragile to cope with:**

- Multiple burdens of disease, injuries and disability, and emerging challenges; Increasing population demands for quality care and protection; Crowded partners with fragmented approaches; others.

=> **Health needs and demands are more than resources and limited fiscal space:**

- Need to reduce and eliminate inefficiencies and waste; improve optimal and effective use of resources, transparency and accountability.
Progress and achievements (1)

Political commitments and enduring vision

National constitution, laws and regulations

NHPSP, sub-national plans, interventions. approaches

Framework for Pacific Regionalism;
Pacific Leaders and Ministerial declarations;
Pacific Health Development Framework;
Pacific networks, alliances, health programmes;
Global, regional initiatives, others;
Partnership and coordination.
Progress and achievements (2)

- Tackling Pacific NCD crisis
- Maintain and improve PHC based system; service organisation, delivery, supervision, others..
- Scale up training of health workers and continuing professional development, including online learning
- In 2011 and 2013 Pacific Health Ministers prioritised HIS and CRVS as one of four key priorities for the Pacific.
Progress and achievements (3)

Health budgets, essential medicines and technologies

National medicines policies, treatment guidelines, essential drug lists, rational selection and use, quality assurance, supply chain management, others..
Issues (1)

How to ensure a responsive & effective health system to cater for increasing health service needs and demands posed by multiple disease burdens and emerging health challenges, in low resource settings?

1990 (%) 2020 (%)

Noncommunicable disease

Infectious diseases

Maternal conditions

Trauma

Psychiatric disease

Noncommunicable disease

DALY = Disability-Adjusted Life Year  (Source: WHO, Evidence, Information and Policy, 2000)
Issues (2)

• Ageing populations; introduction of new health technologies and provider-driven services, especially in clinics and hospitals.
• Gaps in: data and evidence; service organization and delivery; tracking progress and accountability; engagement of communities, individuals; others..
• Determinants of health beyond the health sector.
• Systems inefficiencies in use of scarce health resources
Current opportunities

Opportunities that could be leveraged to FOCUS on leadership, governance and accountability:

- Review of 20 years of Healthy Islands vision
- Adoption of the post-2015 UN development agenda – focus on UHC
- Review of NHPSP; new NDP; planning, budgeting; etc..
- SAMOA Pathway
- Review of unmet MDG
Future directions

1. Strengthen Pacific leadership, governance and accountability
2. Improve the quality of data and evidence for policy and decision-making, resources allocation and progress tracking
3. Improve national leadership capacity, working across sectors and ensuring coherence and integration
4. Make aid effectiveness and principles a reality
Strengthen Pacific leadership, governance and accountability

• Sharing country experiences among health leaders and managers

• Role of PHMM
  – Priority setting
  – Accountability
Improve the quality of data and evidence for policy and decision-making, resources allocation and progress tracking

• Appropriate and sustainable digital CRVS and health information systems with national oversight mechanism and supportive regulation and processes.
  – Core data set on leadership, governance and accountability (country and Pacific levels).
  – Improve the quality and timely use of health data, building on relevant initiatives where feasible *(refer to separate sample data sets and draft country profiles).*
  – Develop evidence-based technical policy briefs, fact sheets and dashboards
Improve national leadership capacity, working across sectors and ensuring coherence and integration

• Leadership and management capacity development/improvement, including dialogue with other sectors (eg. structured mentorship for new executives, training and continuing education)

• Deploy and retain competent managers in critical services and programs (eg. hospitals and provincial health services, major health programmes)

• Development of hospital management capacity and clinical governance structures for patient safety and quality care.

• Public and stakeholder engagement in health policy and planning
Make aid effectiveness and principles a reality

• Improve the quality and relevance of NHPSPs
• Ministers hold international agencies and development partners accountable for aligning their support with national priorities/NHPSP
Proposed questions for the working group

• Are the proposed future directions relevant and achievable?

• What other policy decisions and actions are needed to enhance health leadership, governance and accountability in the Pacific?

• What are possible core indicators for assessing health systems performance (including health leadership, governance and accountability) that could be considered, and the next steps to finalise a set of core indicators for the Pacific?
Expected outcomes for the working group

• Recommended future directions /actions on strengthening health leadership, governance and accountability in the Pacific for consideration by ministers.

• Proposed next steps to determine and finalise a core set of indicators for health system performance including leadership, governance and accountability.
Thank you!