



# Strengthening Mixed Health Systems for Maternal Health

## *Rapid Health Systems Integration Assessment Tool*

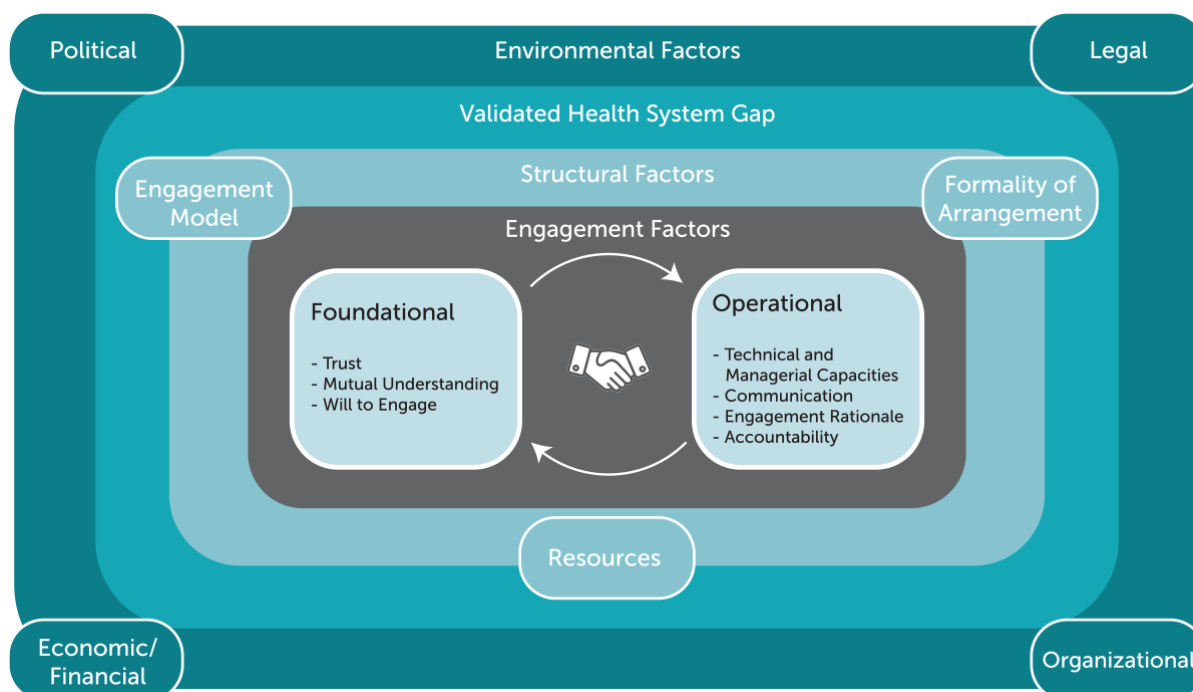
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# Introduction to the Rapid Health Systems Integration Assessment Tool

## Background

The Strengthening Mixed Health Systems (SMHS) project has devised a Public-Private Engagement (PPE) Ecosystem that aims to inform and support enhanced public-private engagement within health systems (Figure 1). The proposed ecosystem helps consider PPEs vis-à-vis environmental, structural and engagement factors. While actors implicated in the PPE Ecosystem generally have some control over the latter two factor sets, environmental factors are those that remain mostly outside of any direct control of PPE actors. These environmental factors comprise the wider and more complex dynamics of political, legal, economic and organizational factors that influence PPEs. Determining the degree of influence these factors may have and their consequent role as facilitators or barriers to PPE in health systems, is a key input into informing strategic and operational design and implementation of PPE efforts as well as the feasibility of greater systems integration of PPEs. Moreover, once PPE stakeholders have a better sense of the environmental factors surrounding their engagement, this tool recommends reflecting on the structural factors shown in Figure 1 to investigate whether the structure of the engagement is appropriately adapted to the environment or if aspects of the formality or model of engagement should evolve.

Figure 1: Public-Private Engagement Ecosystem: factors for effective engagement



## Objective of this report

This document serves as a simple guide and provides a toolkit for conducting a rapid systems integration assessment for PPE. This tool can help users to understand potential pathways or barriers for integration (and sustainability) of a PPE in the broader health system and then reflect on the way their engagement is structured to understand if there are potential needs to rethink the engagement model itself.

# The SMHS Rapid Health Systems Integration Assessment Tool

The tool is organized around the four environmental factors and three structural factors identified as part of the PPE Ecosystem presented in Figure 1. For each of the four environmental factors, users are encouraged to conduct a Strengths Weaknesses, Opportunities, and Threats (SWOT) analysis to assess the factors vis-à-vis the specific PPE. Additional questions outlined in the tool are based on a set of important questions that were investigated as part of a rapid systems integration assessment completed for a maternal health quality of care PPE in India and represent good examples to consider. Though not exhaustive, the analysis conducted of the environmental factors can be used to inform similar analysis in varying contexts. It is expected that answering these questions will aid users in determining the potential influence of the environmental factors on their PPEs regardless of the nature of the PPE itself.

## Political

Political factors are manifested by the political will to support, endorse, promote and implement PPEs. These factors play a vital role in generating the social, cultural and ideological acceptability of PPEs and provide a catalyst to promoting wider efforts towards systems integration.

### **What are the potential Strengths, Weaknesses, Opportunities, or Threats related to political factors and your given PPE?**

Some illustrative questions and considerations that could be used as part of the SWOT analysis to gauge the influence of political factors on PPE are:

- What is the position and role of PPEs under country health policies?
  - How, if at all, do national or sub-national policies include information on PPEs?
  - How do policies constrain or encourage PPEs?
- How, if at all, do political campaigns/manifestos promote PPEs?
- Are ongoing PPEs integrated into broader political dialogue and systems or part of/led by specific departments/individuals? (is program overseen/endorsed by political leaders)

## Legal

Legal or regulatory factors inform and govern the behavior of PPEs in the health system.

### **What are the potential Strengths, Weaknesses, Opportunities, or Threats related to legal factors and your given PPE?**

Some illustrative questions and considerations that could be used as part of the SWOT analysis to gauge the influence of legal factors on PPE are:

- What, if any, official guidelines exist on setting up, implementing and managing PPEs?
- What are the existing accountability/oversight frameworks (through means of judicial or arbitration pathways)?
  - What existing licensing and credentialing regulations of providers and facilities exist and how might they impact this PPE?
  - What types of formal and informal incentives exist and how might they impact this PPE?
- How will the design or operation of the current PPE interact with any existing legal or regulatory directive pertaining to the private sector?
- What regulatory lessons from any prior or ongoing PPEs may be relevant?

## Economic/Financial

Economic or financial considerations are often the 'make or break' factor that influence PPEs. These usually relate to ensuring efficient commitment, deployment and use of public resources for private sector services as well as the commercial viability of a given private sector intervention, innovation, or service.

### **What are the potential Strengths, Weaknesses, Opportunities, or Threats related to economics and financial factors and your given PPE?**

Some illustrative questions and considerations that could be used as part of the SWOT analysis to gauge the influence of economic/financial factors on PPE are:

- How can the PPE be financially sustainable and viable / what is the business case? (more relevant to donor funded programs)
- What is the value proposition of the PPE to public and private stakeholders?
  1. Are there any financial incentives for the private sector? (demand side financing schemes, increased footfalls, etc.)
  2. Does the scheme improve public sector efficiency and/or reach? (is the private sector better suited to reach specific areas or provide services more optimally)
- How does/could the health financing system facilitate engagement or integration of the PPE?
- What purchasing arrangements exist for purchasing from the private sector?

## Organizational

Organizational factors relate to how public and private health care delivery is organized across the health system and the potential bearing this may have on a given PPE.

### **What are the potential Strengths, Weaknesses, Opportunities, or Threats related to organizational factors and your given PPE?**

Some illustrative questions and considerations that could be used as part of the SWOT analysis to gauge the influence of organizational factors on PPE are:

#### Public Sector

1. What is the level of organization and reach of the public sector, i.e. last mile availability?
2. What are the demand side preferences for health care, i.e. health seeking behavior?
3. What is the perceived need, among public sector providers, to leverage the private sector in ensuring service availability and/or quality?
4. Does existing public sector setup and capacity lend itself to implementation of PPE? (necessary human and capital resources to engage with private sector)
5. What are key public sector concerns (among front line health workers, doctors, nurses and officials) in engaging with the private sector?

#### Private Sector

1. What is the degree of fragmentation within the private sector? (is there a single organizational entity representing private sector interests)
2. What are the demand side preferences for health care, i.e. health seeking behavior?
3. How experienced is the private sector vis-à-vis institutional engagement with the Govt.? (do requisite managerial capacities exist)
4. What is the perceived need among private sector providers to engage with public sector? (use of public resources such as local trainings, venues, capital equipment, etc.)
5. What are key private sector concerns (among doctors, nurses, allied health professionals) in engaging with the public sector?

In addition to the environmental analysis, this tool recommends that PPE actors should also reflect on the three structural factors to understand the ways these two layers of the PPE Ecosystem influence one another and investigate if there are ways to build in more synergies between them. Structural factors define the architecture of a given public-private engagement including the type of partnership model, formalities of the model arrangement and available resources to implement the engagement. The actors implicated in the engagement generally have some control over these factors. As the name suggests these are structural elements but differ from the environmental factors in that they are specific to the engagement itself rather than the operating.

## Engagement Model

The engagement model represents the model arrangement and types of actors involved, e.g., bilateral, or multilateral arrangement, inclusion of a trusted broker, etc.

**Engagement actors may want to reflect on the following questions when reviewing the engagement model:**

- *Who would you say are the main partners involved?*
- *In a few sentences, can you please describe how you see your organization's role in the engagement? What is your organization's particular value add for the engagement?*
- *In a few sentences, can you please describe how you see the other partners' roles in the engagement? What do you see as these other organizations' value add for the engagement?*
- *Are there any other partners who you would see as beneficial to bring into the engagement?*

## Formality of Arrangement

This factor considers the formal or informal arrangement for the engagement, e.g., a memorandum of understanding (MOU) or contract (whether legally binding or not).

**Engagement actors may want to reflect on the following questions when reviewing the formality of the arrangement:**

- *In a few sentences, can you describe the formality of the arrangement? (i.e. is there a binding contract, a good faith agreement, or something in between?)*
- *Do you think this is necessary to modify or change in anyway to ensure that objectives of the engagement are better met?*

## Resources

This factor considers the financial and non-financial resources available for the functioning of the specific engagement.

**Engagement actors may want to reflect on the following questions when reviewing the engagement model:**

- *From your perspective, what are the resources available to support this engagement moving forward (from both public and private sources)? Financial, but also in terms of manpower, infrastructure, data systems etc.*

## Conclusion

Environmental factors remain challenging to address in the context of specific PPEs. However, these factors can greatly influence PPE effectiveness, system integration and sustainability. While individual PPEs may not be able to strongly influence broader environmental factors, identifying areas for improvement (or at least identifying barriers and developing potential solutions) can be useful. This can help better understand the enabling environment for ensuring success of PPEs, improve systems integration and eventually, health outcomes.

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