



Health Policy and Systems Resilient for UHC and SDGs: The Contribution of SPEED Project



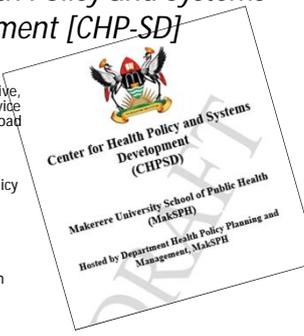

**Makerere School of Public Health
Dept. of Health Policy Planning & Management**



Center for Health Policy and Systems Development [CHP-SD]

Mission:
The center exists to provide innovative, practical and evidence-informed advice and influence that advance three broad goals:

1. Strengthen policy analysis;
2. Fostering the monitoring of policy implementation;
3. Boosting the health systems in Uganda and Africa ;
4. Building a more effective scholarship and professionalism for system-wide health governance and performance.




Business of HPPM Dept & CHP-SD

1. Policy and system development & performance:
2. Multidisciplinary knowledge and research
3. Forum for stakeholder engagement:
4. Demonstration/pilot sites for innovations:
5. Health system observatory:
6. Rigorous impact evaluation studies




Supporting Policy Engagement for Evidence-based Decisions (SPEED) for Universal Health Coverage in Uganda

Project Fact Sheet March 2015



SPEED Project

Vision:

1. Have state and non-state agencies that understand what UHC entails and what roles they individually and collaboratively have to play in its realization.
2. The Makerere University School of Public Health and Partners with an outstanding track record and sustainable capacity for policy analysis, advice and influence for UHC and resilience of Health Systems in Uganda.

Objectives:

1. To engage and influence policy makers with contextually adapted evidence for health policy and systems changes to advance UHC.
2. To support policymakers to monitor the implementation of vital programs for the realization of policy goals for UHC.
3. To enhance the expertise, knowledge and resources for policy analysis and advice and influence at MakSPH and partner institutions

Mission
To strengthen capacity for policy analysis advice and influence at Makerere University School of Public Health (MakSPH) and contribute to accelerating progress towards universal health coverage and health systems resilience in Uganda.

Supporting Policy Engagement for Evidence-based Decisions (SPEED) for Universal Health Coverage in Uganda Project. More details: <http://speed.maksp.h.ac.ug/>



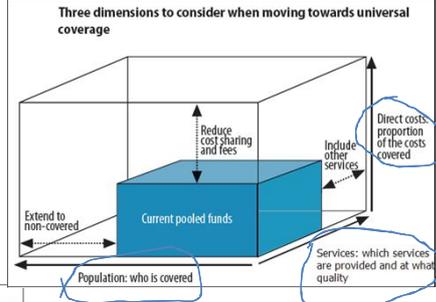
What problem is SPEED Addressing?

- Limited capacity for policy analysis advice and influence at MakSPH
 - Capacity for policy analysis at MakSPH and partner organizations is a major challenge - few experts specialized in policy analysis and advising,
- Incoherence in policies and inadequacies in Implementation of programs to address UHC attainment.
 - Policy coherence across governmental sectors and non-state actors for UHC is problematic;



Dimensions of Universal Health Coverage

Three dimensions to consider when moving towards universal coverage




UHC and Its Implicationsq

- Manage financial burden to health system;**
 - Govt. budgets, aid flows and insurance
 - Clients and communities payments systems
 - Regulation of standards and adoption of New Technology
- Expand the population groups benefiting from the services;**
 - Aim to cover all population groups
 - Have a roadmap for priority groups/geographies
 - Identify and start with most in need
 - Population management & demand services
- Increase the services of good quality ;**
 - Service delivery, packages & standards
 - Priority prevention interventions
 - Epidemic surveillance, response and preparedness
- Build resilient systems to sustain coverage**
 - Health workforce size & distribution
 - Medicines & effective regulation
 - Organization network & infrastructure
 - Governance, collaborations, implementation & Information
 - Community systems and roles



HEALTH IN THE SDG ERA



World Health Organization | www.who.int/SDGs



System Resilience – Unpacked

Source: Steve Thomas (2013)

- Financial resilience:**
 - Protection of health funding (public and private) from shocks
 - Protection of service provision over commercial;
 - Provision of funding for entitlements of the poor, sick & vulnerable
- Adaptive resilience:**
 - Reduction of unit costs (salaries, wages, fees)
 - Increase in system productivity
 - Doing more within available resources
 - Organization architecture that adapt.
- Transformatory resilience:**
 - Clear specification and shared goals
 - Evidence base for reforms
 - Organisational capacity to achieve/manage reform
 - System capacity to implement reform
- Collaborative Resilience**
 - Working across boundaries for a common goal
 - Mobilizing resources and synergies from communities, government and private sectors
 - System thinking and acting for complex public health actions



Build capacity for “inquiry” approach to decision making

	Advocacy	Inquiry
Concept of making decisions	A contest	Collaborative problem solving
Purpose of discussion	Persuasion and lobbying	Testing and evaluation
Participant's role	Spokespeople	Critical thinkers
Patterns of behavior	-Strive to persuade others -Defend your position -Downplay weaknesses	-Present balanced arguments -Remain open to alternatives -Accept constructive criticism
Minority views	Discouraged or dismissed	Cultivated and valued
Outcomes	Winners and losers	Collective ownership



SPEED PROJECT CONTRIBUTIONS



Demand Creation and Visibility

SPEED major areas of Achievement during the period March 2015 - February 2016

This section of the report provides highlights of SPEED key areas of performance.

1. The SPEED Launch

Wednesday 19th March 2015 was a special day in the history of this initiative; the EU Ambassador to Uganda, HE Kristian Schmidt launched the SPEED project at Davis Lecture Theatre, Makerere University College of Health Sciences.

The launch ceremony was also marked by the presence of *Director General of Health Services, Dr. Jane Ruth Aceng speaking at the launch ceremony*



Background



3 THE STRATEGIC AGENDA

3.1 HSDP Mission, Goal and Objectives

The overall thrust of the health sector during this HSDP period has been elaborated in the NHP II and the NDP II. The NHP II defines the sector vision and mission guiding the HSDP.

HEALTH SECTOR VISION	HEALTH SECTOR MISSION
<i>To have a healthy and productive population that contributes to economic growth and national development.</i>	<i>To facilitate the attainment of a good standard of health by all people of Uganda in order to promote a healthy and productive life.</i>

3.1.1 HSDP Goal

The HSDP goal is *'To accelerate movement towards Universal Health Coverage with essential health and related services needed for promotion of a healthy and productive life'.*

UHC makes it possible to ensure that *all people receive essential and good quality health services they need without suffering financial hardship.*

Creating awareness and reform implications for UHC

2. Agenda setting for Universal Health Coverage Research

SPEED, in partnership with MOH organised the national consultation workshop on the Health Sector Development Plan between 25 -26th May 2015. This offered a national platform for the first stakeholder consultation on the research agenda to support UHC in Uganda. The SPEED consultation meeting was integrated into the MoH workshop to strengthen collaboration between SPEED

Dr. Sam Otwara Director UNHRO and Dr. Edward Katongole-Mbidde confer during the multi-stakeholder meeting at Kabiriro Country Club




Policy dialogues and engagements



Participation at the research agenda validation meeting was high!



Capacity building in applied policy analysis and advocacy

3. Building Capacity for Health Policy Analysis

During the course of its first year, SPEED has undertaken several capacity building initiatives including among others: conducting institutional capacity assessment, trainings, and seminars.

Short study grants and How to do Policy Analysis Training:

The project offers short study grants to build the capacity of the members from beneficiary

Cross section of the participant that attended the Policy Analysis training




Capacity building – policy memoranda

from Uganda and elsewhere and 2) Social Health insurance.

Postdoctoral Fellows:
Two (2) post-doctoral fellows were recruited for a three-year contract commencing September 2015. The fellows are integrated into the University and SPEED activities such as teaching, research and engagements as a way to boost their capacity and that of SPEED team and MakSPH as a whole. Their fellowship projects proposals are



Phyllis Avor (1st right), the second fellow working with other writers during the



Cluster teams working on their respective chapters within each cluster at one of the book writing workshop at Serena Hotel, Kampala.

4. Book Preparations: UHC Situation Analysis

SPEED is undertaking a project to produce a book on the situational analysis of UHC in Uganda. Stakeholders in the Health and Development sectors have been invited to reflect and contribute to this book. Several activities have been conducted as preparatory phase for the eventual production of the book. A brain-storming meeting was organized at Serena Lake Victoria workshop in August 2015 to develop a common understanding of the structure and approach for the book. The first draft outline for the book chapters was agreed upon during this meeting. These suggestions were refined by the editorial team into the concept that is guiding subsequent processes. Subsequently, two book writing workshops were held; in October 2015 at Fairway hotel and November at Serena Lake Victoria. Detailed presentation of outlines was made and feedback was provided to each chapter writing team. All members from



Dr. Suzanne Kiwanuka facilitating one of the workshop sessions

5. Creating Spaces for Policy Dialogue and formation of coalitions for advocacy

National Symposium on Universal Health Coverage

SPEED organized a national symposium on UHC on 26th-29th August 2015 at Silver Springs Hotel, Bugolobi. This conference was attended by a total of 115 participants (both local and international) from various constituencies, including government ministries, departments and agencies, academia, civil society, multilateral and bilateral agencies among others. Several preconditions for advancing UHC were discussed among which was collaborative multi-sectoral approach to socio-economic determinants of health.

The symposium provided a situation analysis of universal health coverage in Uganda. It



A panel on social determinants of health providing expert input to the symposium

5. Creating Spaces for Policy Dialogue and formation of coalitions for advocacy

National Symposium on Universal Health Coverage



7. Requests for SPEED Support

A total of forty (40) requests and responses have been documented during the reporting period. Out of these, majority (31) have been in-country events/issues while 9 requests were at global level. The SPEED team members have participated in a number of ways; delivered keynote addresses, provided input into panel discussions and participated in plenary and side discussions with key stakeholders. Others are requests by stakeholders to share documents and reports from the SPEED work.

Selected ones are shared below, divided into national and global levels.

In country requests and responses.

- and WHO) to develop Operational Guidelines for Implementation of Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) program in Uganda. This work was presented to national level stakeholders at RMNCAH conference in December.
- As member of the Health Workforce Technical Working Group, SPEED was requested by the Permanent Secretary, MOH to analyze the policy implications of undertaking the planned phasing out- within the East African region- of enrolled (certificate) nurses and based financing in Uganda. This work was conducted between June and September 2015 and explored opportunities for using PBF to enhance health workforce performance.
- The Health Service Commission requested SPEED for Policy guidance on options for enhancing attraction and retention of medical officers at district and regional referral hospitals in Uganda. A policy dialogue on this matter was held on 10th February 2016 at Metropole Hotel. A report has been produced highlighting the main discussion points. The policy



SPEED
FOR UNIVERSAL HEALTH COVERAGE IN UGANDA

Web address: www.hppm.musph.ac.ug

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