

# **Ten years of health sector reform in the CEE and NIS: An overview**

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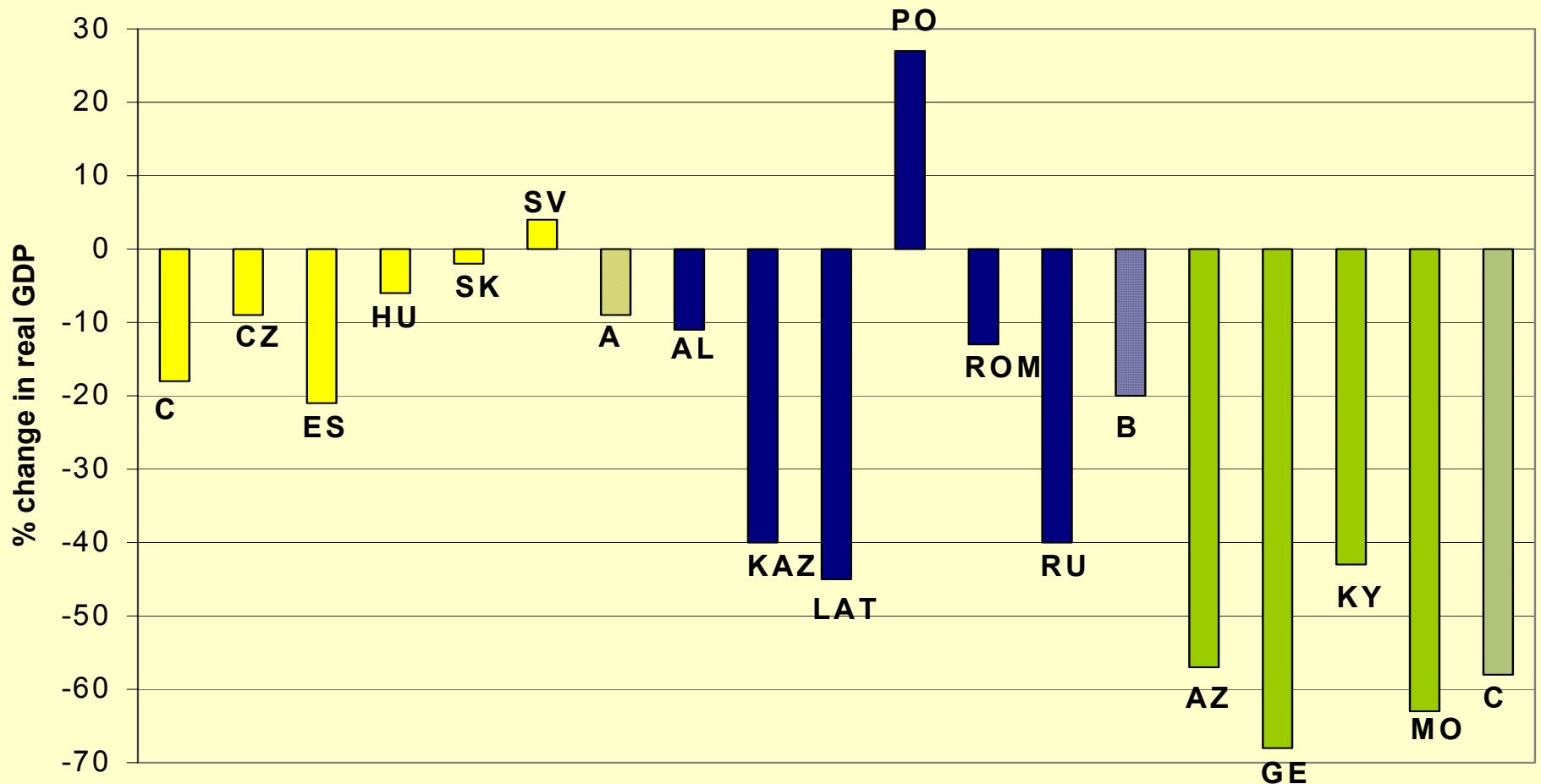
**Washington, DC 29 July 2002**

**Josep Figueras  
European Observatory on  
Health Care Systems**



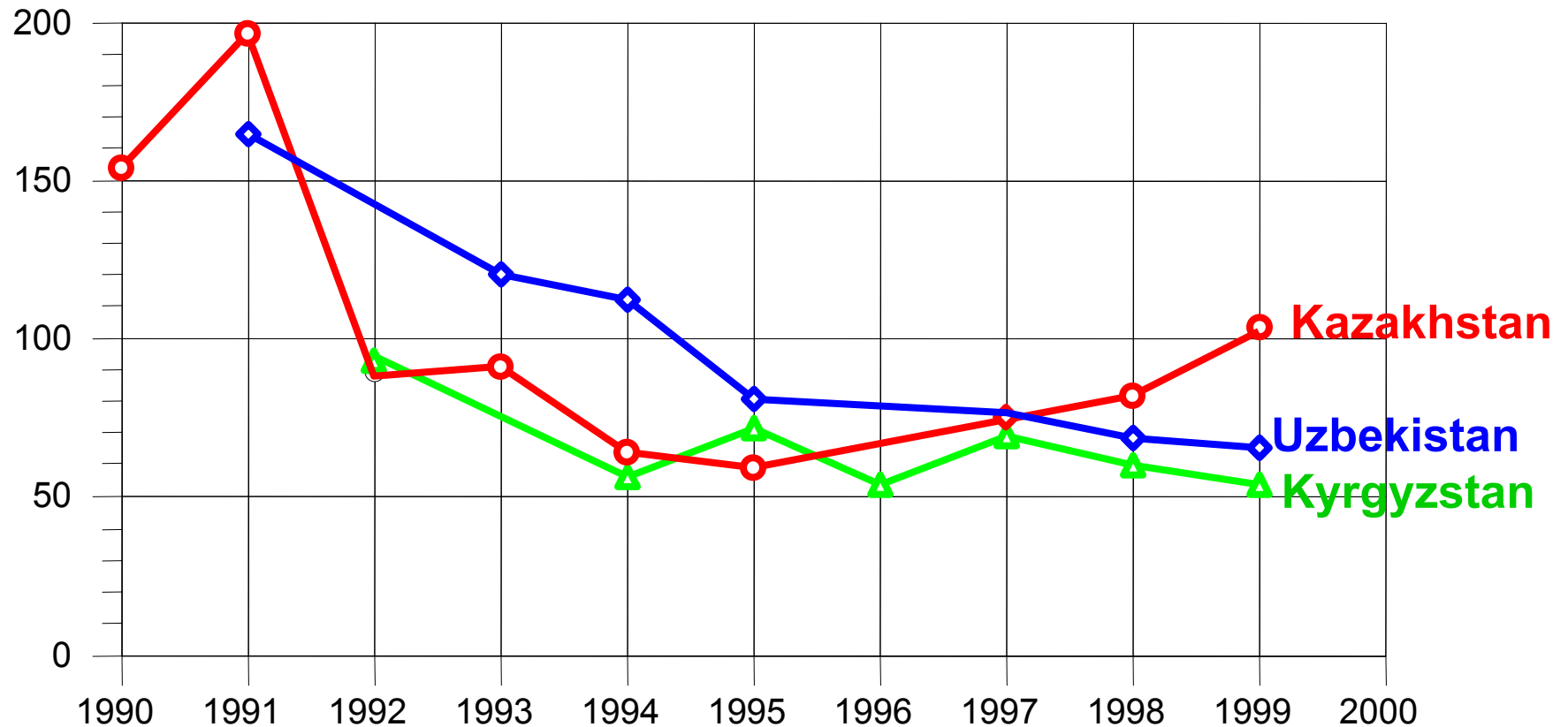
# Reform under economic constraints

## Percentage change in real GDP (1990 – 1997)



# Reform under economic constraints

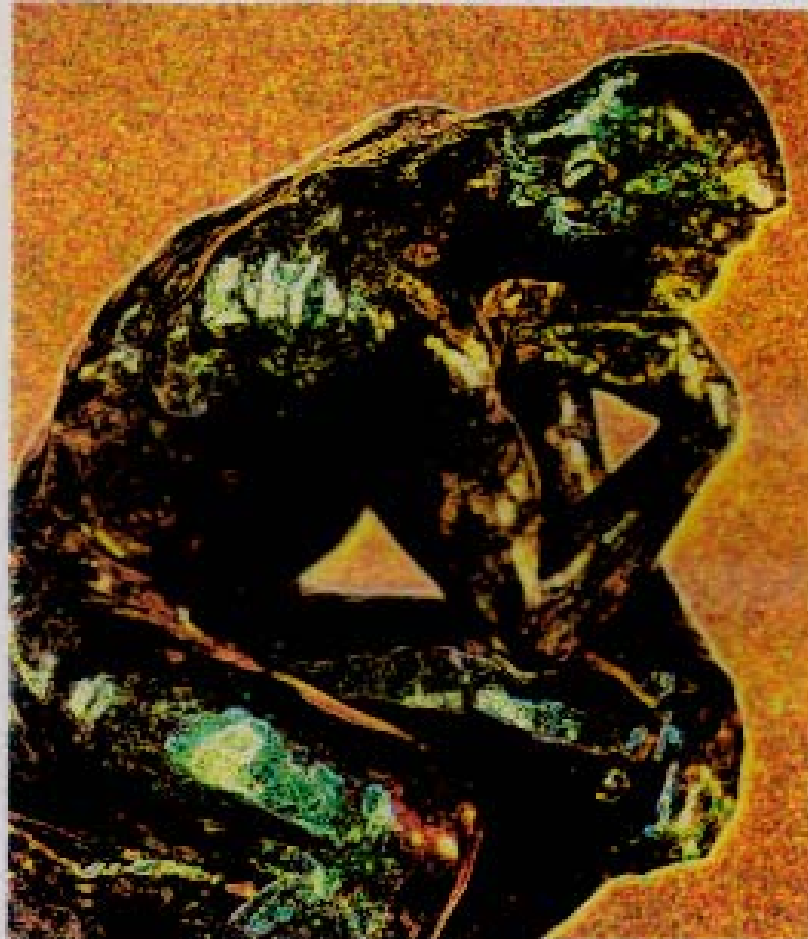
## Total health expenditure in PPP US\$ per capita



WHO, HFA



**Ladies and Gentlemen:  
We have no money.**



**Now we have to think!**

*[www.observatory](http://www.observatory)*

**atory**



on Health Care Systems

# Reform themes

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1. Facing the challenges of health care financing
  2. Improving the continuum of care
  3. Improving the quality of services
  4. Linking with the community
  5. Advancing public health
- Implementing reform



# Facing the challenges of health financing

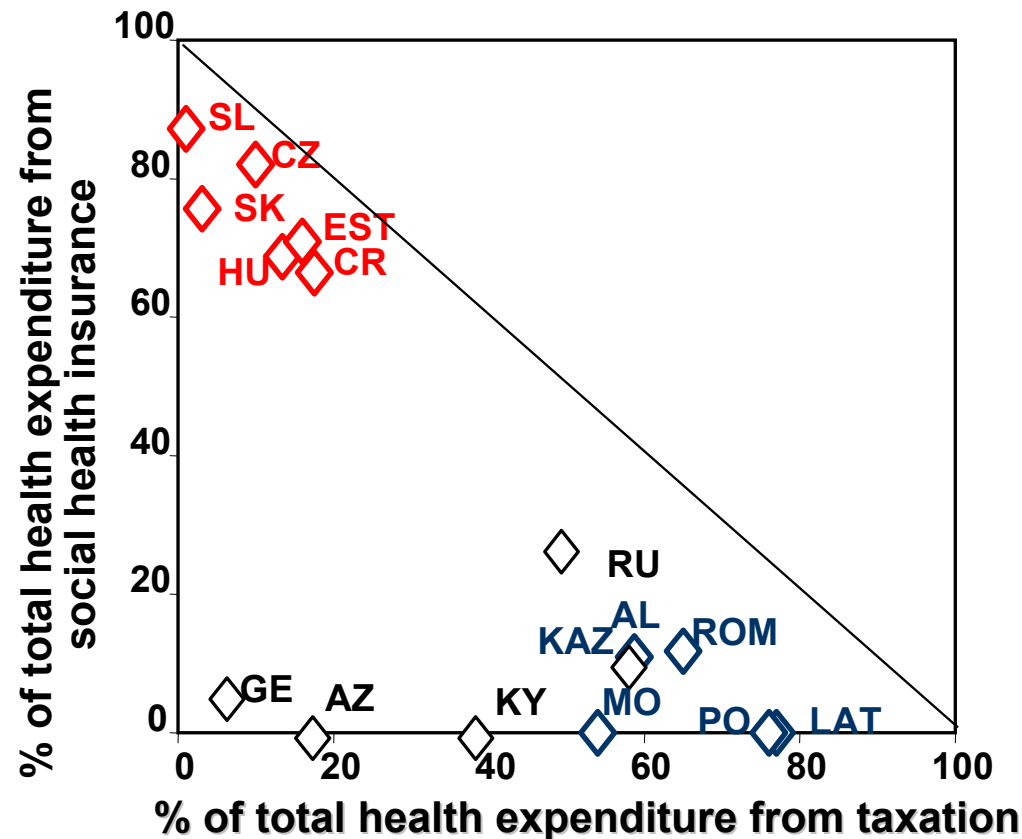
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- **Implementing effective health insurance**



# Facing the challenges of health financing

- **Implementing effective health insurance**



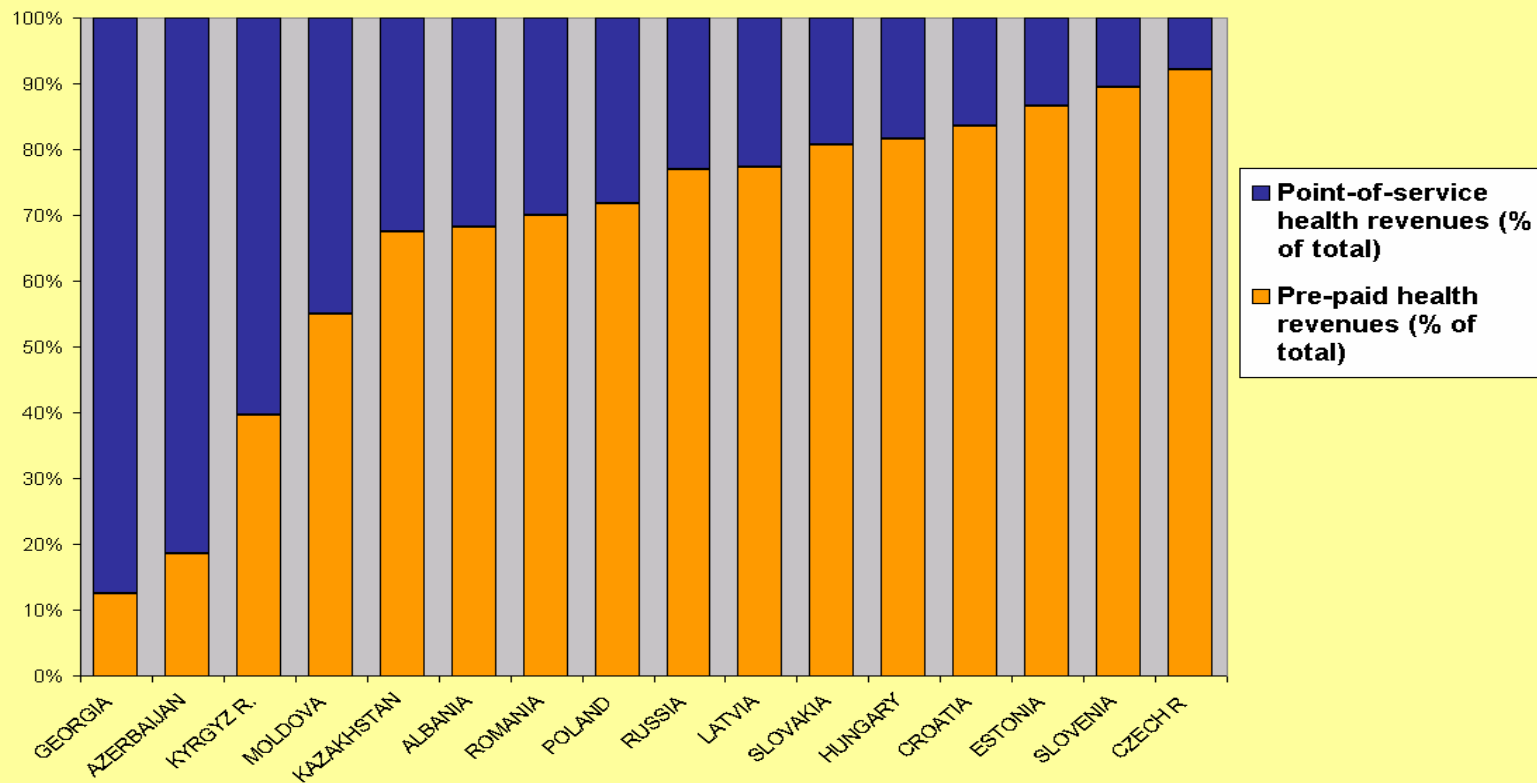
*Preker et al 2002*

- Limitations of insurance as a single source of funding
- Macro economic constraints
- Unemployment
- Informal economy
- Low compliance
- Insufficient gov transfers



# Facing the challenges of health financing

- Implementing effective health insurance
- **Addressing informal payments**





# Facing the challenges of health financing

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- Implementing effective health insurance
- **Addressing informal payments**
  - Formalising, from ‘under’ to ‘over’ the table



# Facing the challenges of health financing

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- Implementing effective health insurance
- Addressing informal payments
- **Enhancing cost effective purchasing**
  - Inadequacy of funding
  - Low provider autonomy
  - Sparse technical capacity and information



# Facing the challenges of health financing

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- Implementing effective health insurance
- Addressing informal payments
- Enhancing cost effective purchasing
- **Developing performance related payment**
  - Significant progress but challenges with design



# Improving the continuum of care

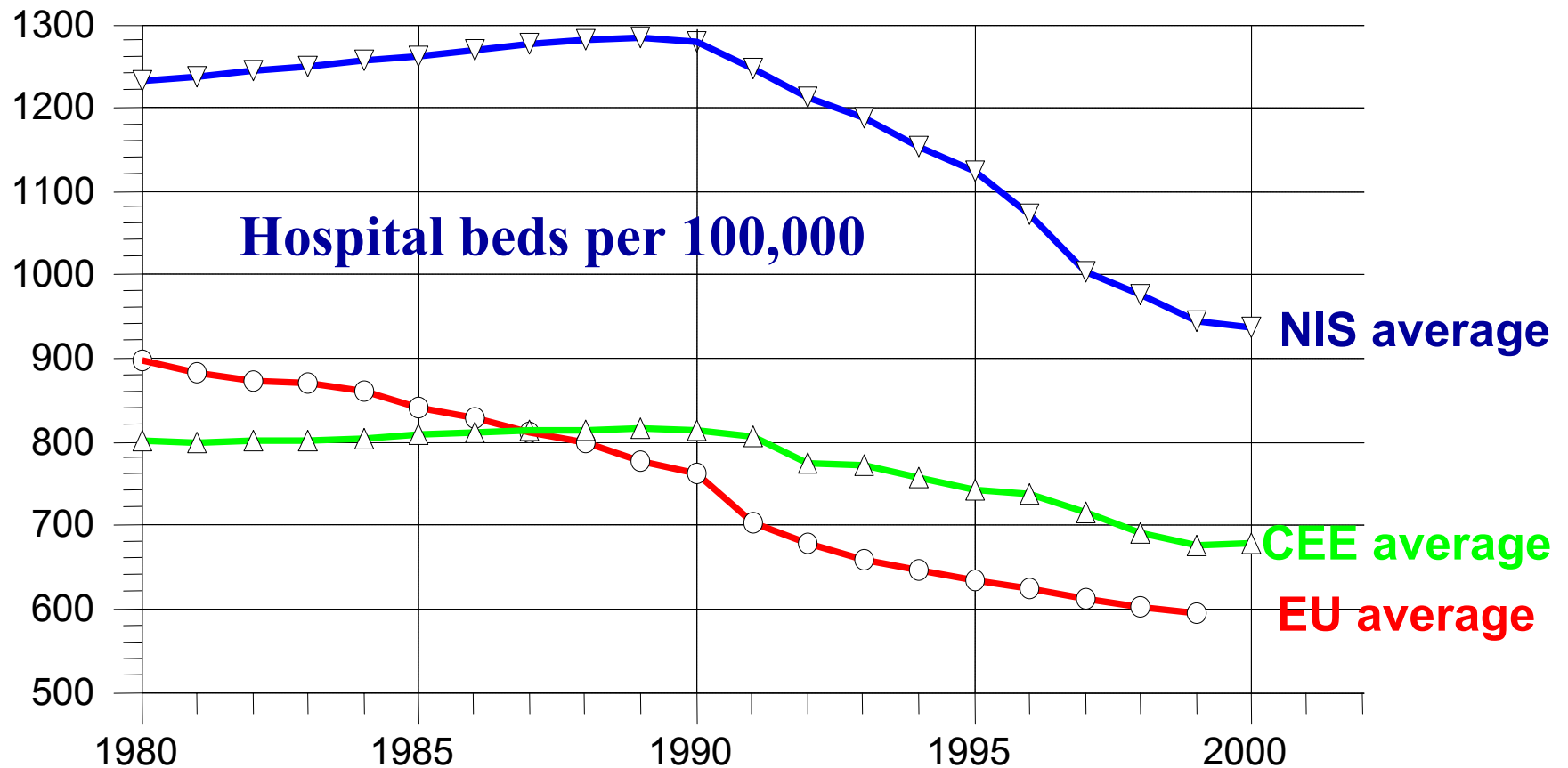
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- Restructuring hospitals



# Improving the continuum of care

- Restructuring hospitals



# Improving the continuum of care

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- **Restructuring hospitals**
  - Savings have not always realized
  - Restructuring should go beyond bed closures
  - Failure to recognize the role of hospitals in the region



# Improving the continuum of care

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- Restructuring hospitals
- **Improving hospital performance**
- **Shifting the boundaries between levels of care**
  - More appropriate cost effective alternatives



# Improving the continuum of care

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- Restructuring hospitals
- Improving hospital performance
- Shifting the boundaries between levels of care
- **Strengthening primary care**
  - Reform progress on family medicine
  - Increasing control and range of services





# Improving the quality of services

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- **Strengthening quality improvement systems**
  - Substantial progress with accreditation systems
  - Increase role of professional associations
  - Evidence base medicine is still a challenge



# Improving the quality of services

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- Strengthening quality improvement systems
- **Improving the quality of health professionals**
  - Addressing over supply and skill mix imbalances  
e.g. public health, nursing, family practitioners
  - Strengthening professional standards, retraining



# Linking with the community

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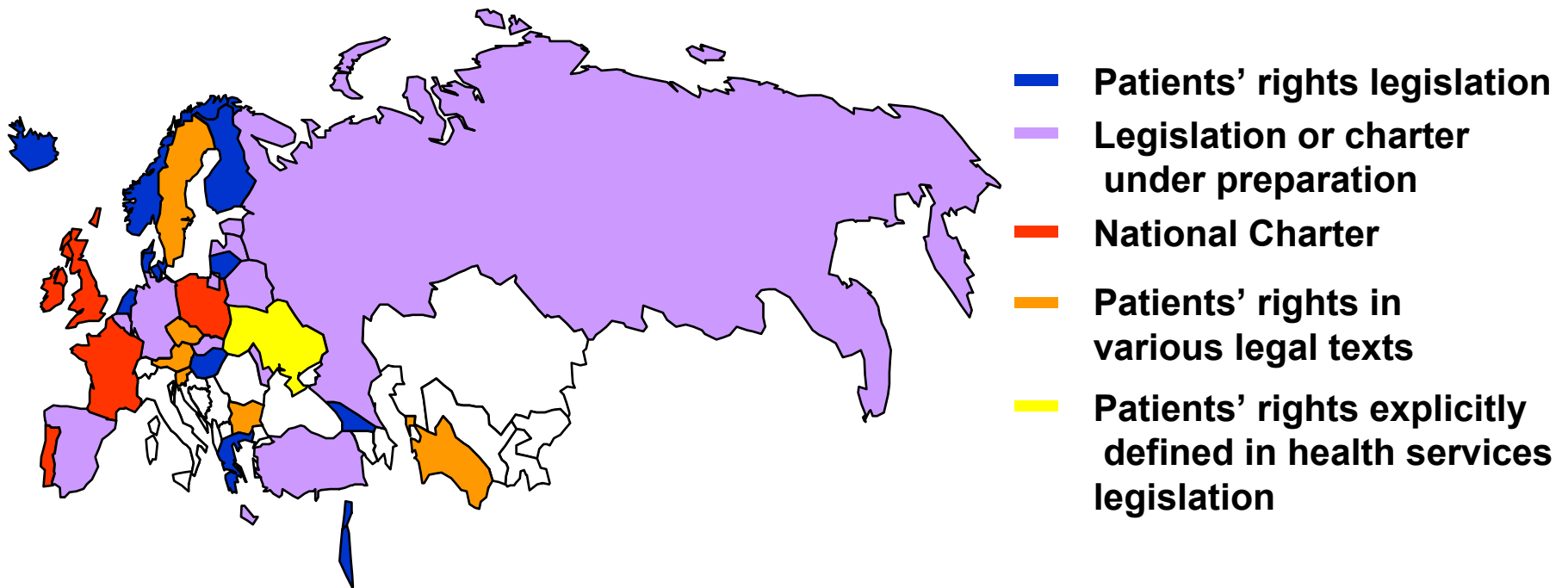
- Empowering the citizen



# Linking with the community

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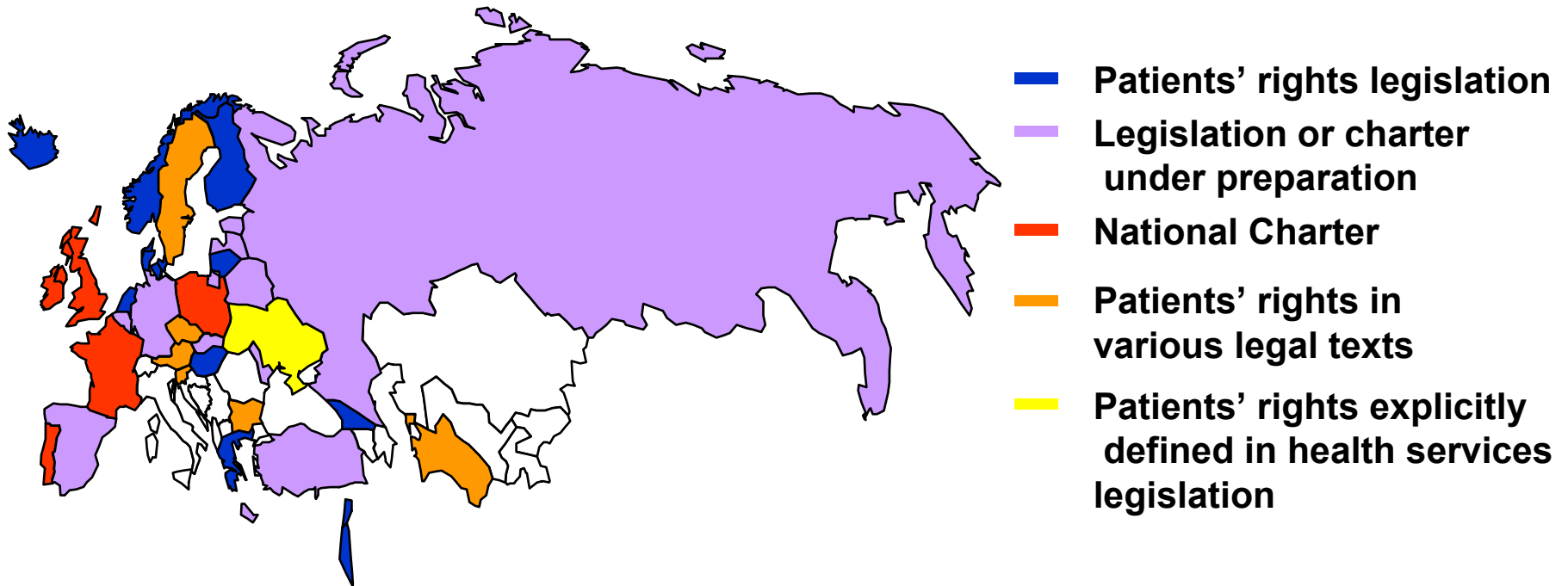
- **Empowering the citizen**
  - **Patient rights legislation and charters**



# Linking with the community

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- **Empowering the citizen**
  - **Patient rights legislation and charters**  
**but lack of financial and legal enforcement**



# Linking with the community

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- **Empowering the citizen**
  - Patient rights legislation and charters  
but lack of financial and legal enforcement
  - **Increased patient choice but access is limited**



# Linking with the community

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- **Empowering the citizen**
- **Strengthening community participation**
  - Limited development of civil society
  - Increase in number of NGOs
  - Small but growing community action



# Advancing public health

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# Advancing the health of the public

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- The ultimate goal of reform is health gain
- From reforming the supply to addressing the demand through population based interventions
- From *health care reform* to *health reform*



# Advancing the health of the public

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- **Restructuring public health (San-Epid) services**
  - Fragmentation and under investment



# Advancing the health of the public

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- Restructuring public health (San-Epid) services
  - Fragmentation and under investment
- **Strengthening health promotion**
  - Blocks to intersectoral action: medicalization, lack of collaboration, obstacles enforcing health legislation
  - But increasing networks of intersectoral activity



# Reform themes

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1. Facing the challenges of health care financing
2. Improving the continuum of care
3. Improving the quality of services
4. Linking with the community
5. Advancing public health



# Reform themes

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1. Advancing public health
2. Linking with the community
3. Improving the quality of services
4. Improving the continuum of care
5. Facing the challenges of health care financing



# Minding the implementation process

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- **Understanding the role of context**
  - Political, economic and social context
  - Political transformation as ‘windows of opportunity’
  - Dealing with external influences: transference of ideas
  - Importance of legal, fiscal and public sector contexts



# Minding the implementation process

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- Understanding the role of context
- **Dealing with stakeholders**
  - Ensuring political will to support change
  - Setting strategic alliances and public support



# Minding the implementation process

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- Understanding the role of context
- Dealing with stakeholders
- **Steering the process**
  - Timing and pacing change





# Minding the implementation process

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- Understanding the role of context
- Dealing with stakeholders
- Steering the process
- **Building institutional and human capacity**



# Minding the implementation process

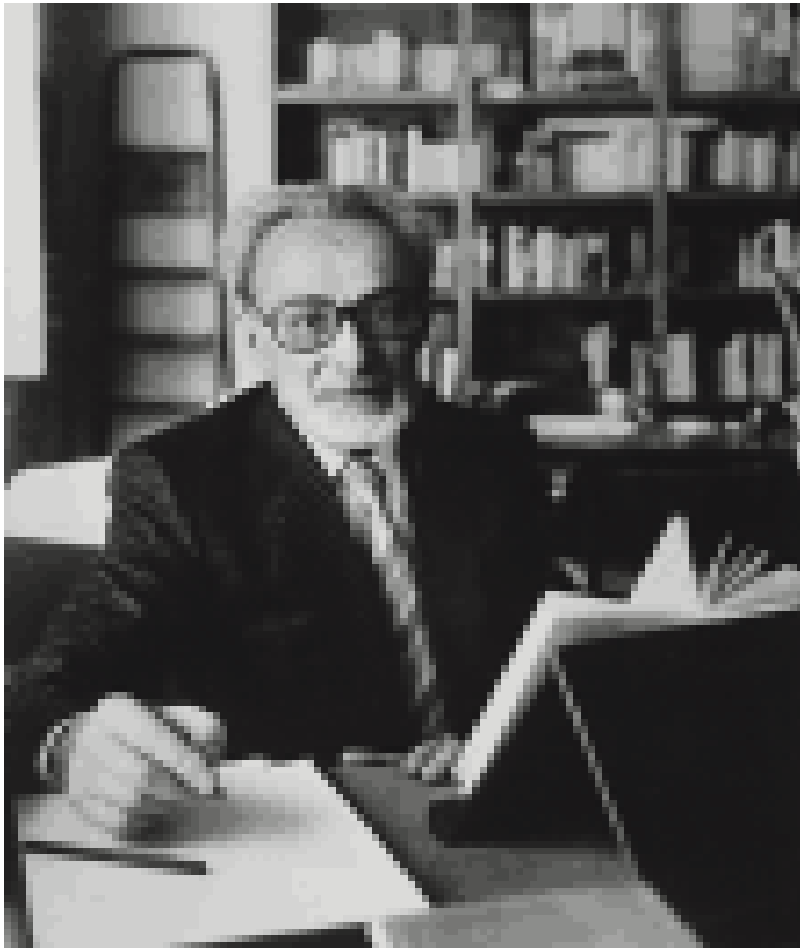
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- Understanding the role of context
- Dealing with stakeholders
- Steering the process
- Building institutional and human capacity
- **Ensuring effective government stewardship**
  - Health policy formulation
  - Regulation – fair rules and level playing field
  - Intelligenece – assessing performance & information



# Reforming the health sector

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*Primo Levi*

**“If not us, who?  
If not now  
when?”**

