

Service Delivery for Primary Healthcare Transformation



Health systems & service delivery today



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Health, Nutrition & Population

There has been undeniable progress over the last decades in improving health and human development outcomes

1



The delivery of cost-effective, affordable health interventions and commodities has enabled the achievement of health and nutrition gains at much lower levels of wealth than was historically possible.

2



Many countries have advanced coverage indicators for UHC and some have also reduced financial hardship in accessing care.

3



More than ever before, innovations, including those propelled forward by technology, hold promise for addressing long-standing — and new — challenges alike in fundamentally more impactful ways.

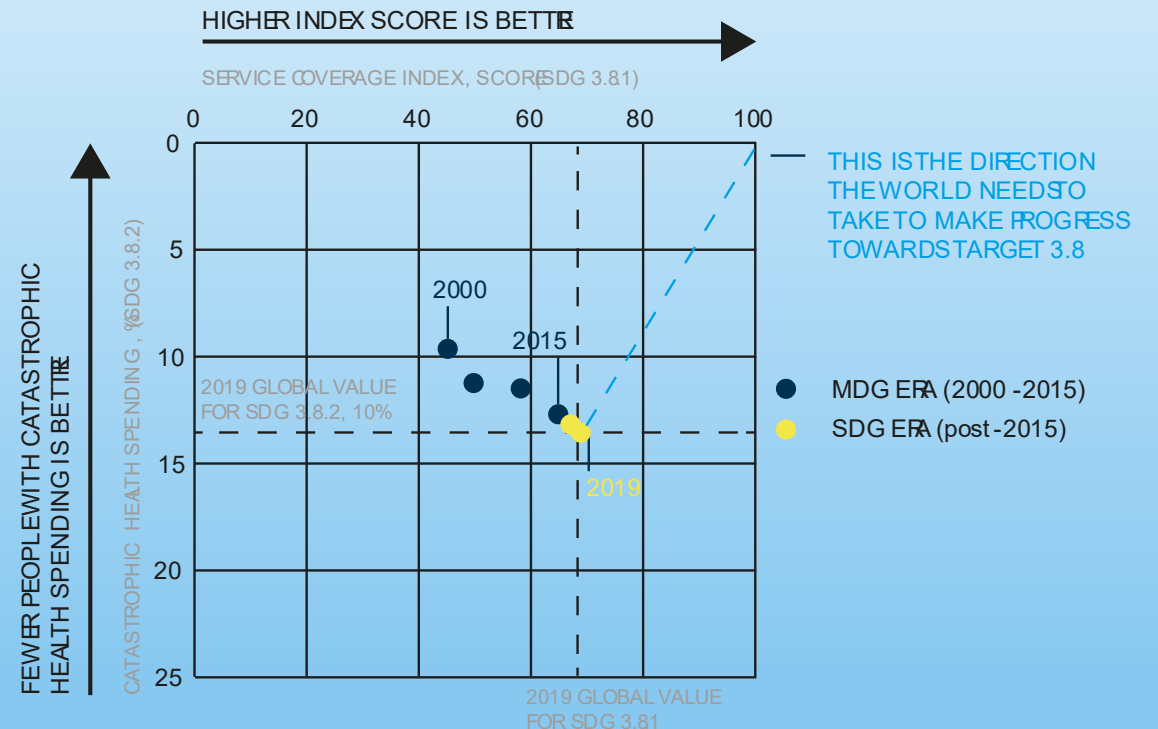
Despite this, health systems and service delivery remain fragile with progress that is not keeping pace with the world we live in today

The world is off track to make significant progress towards UHC – and to achieve the 2030 Universal Health Coverage goals.

Improvements to health services coverage have stagnated since 2015 with catastrophic out-of-pocket health spending, which has increased continuously.

In 2019, more than one billion people lived in households that spent more than 10% of their budget on out-of-pocket health spending.

Up to 1.3 billion people were pushed or further pushed into poverty by out-of-pocket health spending.



In the context of the polycrisis we face today and into the future...

There is an urgent need for countries to accelerate the transformation to high-quality, equitable PHC-oriented health systems that can enable better and more sustainable health outcomes.



Primary Health Care: Enabling prevention, early detection, and continuity of care on the path to UHC.

PHC-oriented health systems:

Health systems and service delivery where primary healthcare serves as a key entry point into the health system, with strong, appropriate linkages to high quality care from the community level through to secondary and tertiary levels.



Primary care & public health:

Deliver full-spectrum care—from prevention to palliation—for individuals and populations.



Multisectoral action:

Tackle the broader determinants of health through coordinated, cross-sector policies.



Empowered people:

Engage individuals as advocates, co-creators, and caregivers in their health journey.



Linked hospitals:

Ensure strong two-way referral between PHC and hospitals for integrated, continuous care

Persistent challenges hinder the impact of PHC-oriented health systems in delivering high quality, equitable care across the life course.

1. **Reactive, disease specific care** focused on illness and curative care and less on health promotion and preventive measures across the life course.
2. **Systems-centric** where users are recipients of health/medical interventions as opposed to co-developers of their care.
3. **Inequitable** with the most vulnerable often facing the highest barriers to essential services, bearing the greatest financial burden, and experiencing the poorest health outcomes.
4. **Standalone digital interventions** that are not integrated or leveraged as a cross-cutting enabler.
5. **Individual physician and hospital-based** as opposed team-based care that extends to community platforms.
6. **Fragmented financing** driven by disease siloes that undermine continuous, primary healthcare aligned with peoples' needs and preferences.

Let's start by recognizing that health systems are complex adaptive systems with many parts

The **whole is greater** than the sum of its parts.

There is a **tendency** of addressing problems in **silos**.

We **risk falling prey** to what Lant Pritchett calls **Kinky Development** – **focusing on a relatively easy part of the system** with a low bar to achieve at the expense of building up the whole system.

Need to pay attention to **coherence across the system** when designing or introducing new interventions.



Investments in each health system enabler can help drive change in the system. Taken together, they can drive transformation.

LEADERSHIP/GOVERNANCE

FINANCING

HUMAN RESOURCE FOR HEALTH

INFRASTRUCTURE,
EQUIPMENT AND MEDICINES

HEALTH INFORMATION AND
DIGITAL TECHNOLOGIES FOR HEALTH

POPULATION

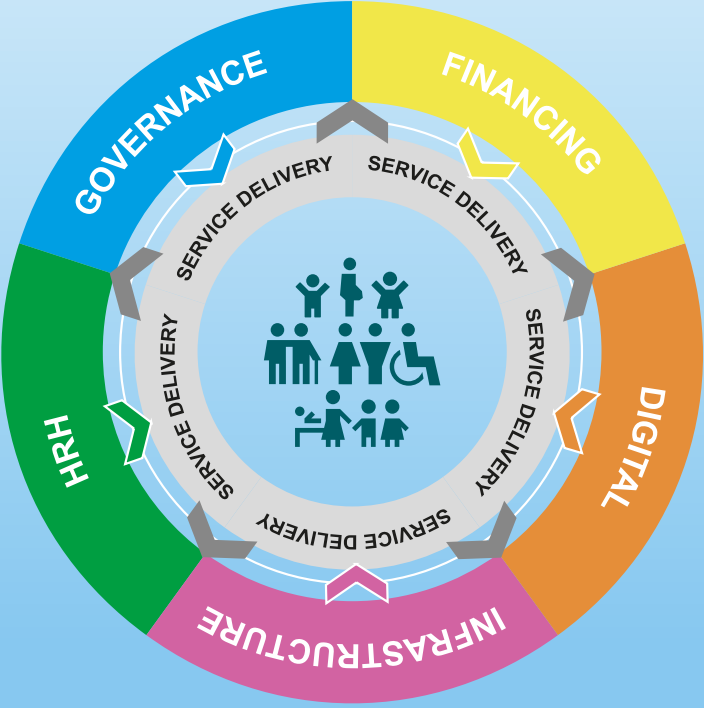


Therefore, a holistic approach is needed to accelerate PHC transformation toward integrated, people-centered care.

FROM A COMPONENTS APPROACH



TO A HOLISTIC APPROACH



And move towards comprehensive people-centered PHC across the life course – critical for accelerating impact on improving health and well-being and achieving UHC

FROM

Reactive

System-centric

Inequitable

Digital as point of care solution

Individual physicians / hospital-based care

Fragmented financing



TO

Proactive care across the life course

Comprehensive, continuous and person-centered care

Care that prioritizes the hardest-to-reach people and places with affordable, quality care

Digital as a cross-cutting enabler

Team and network-based care

Integrated financing that is flexible, adaptive, and responsive to help incentivize care at the right place and right time.

There are key approaches to help realize high-impact, systems-based service delivery reforms that enable right-place, continuous & people-centered care.

Let's take a closer look...



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1. The pathway to health system transformation starts with ensuring a foundational focus on connected, resilient, service-ready facilities.

- **Strengthen physical infrastructure:** electrification, clean water/sanitation, flood-proofing, inclusive access
- **Expand digital readiness:** internet connectivity, integrated digital tools for data-driven care and accountability.
- **Improve logistics and supply chains:** ensure diagnostics and medicines are available at the last mile.
- **Focus on resilience:** ensure facilities are consistently operational and responsive, especially in hard-to-reach areas.



2. Expand and redesign essential primary health care and nutrition benefit packages aligned to population health needs with a focus on cost-effective, preventive services.

- **Align health service packages to current and projected population health needs** prioritizing cost-effective interventions that emphasize prevention
- **Leverage health benefit packages as a key policy instrument** to ensure services are resourced, integrated, accessible at the appropriate levels of care, and delivered at high quality.
- **Prioritize the most vulnerable** through targeted subsidies and strengthened national health insurance schemes.



3. Expand the reach of services beyond brick-and-mortar facilities to bring care closer to communities.



Expanding reach means not only bringing care closer but also ensuring that **service delivery points are functional, resilient, and well-connected.**



- **Community- and home-based delivery**, enabled by expanded and formalized community health worker networks as part of integrated workforce



- **School-based programs**, delivering adolescent health, vaccination, and nutrition.



- **Telemedicine-enabled primary care**, particularly effective in urban, aging, or geographically dispersed populations.

These models can help promote more equitable service uptake – especially for vulnerable populations – and ensure more continuous engagement throughout the life course.

4. Prioritize integrated service delivery that aligns services across levels, providers, and conditions to provide right place, right time care - from pregnancy to childhood and adolescence to older age.



- **Multidisciplinary health workforce:** Enables team-based, people-centered care through training as well as task shifting and task sharing.



- **Financing aligned with integrated services:** Supports sustainable, equitable service delivery by pooling resources and incentivizing new ways of working across the health system.

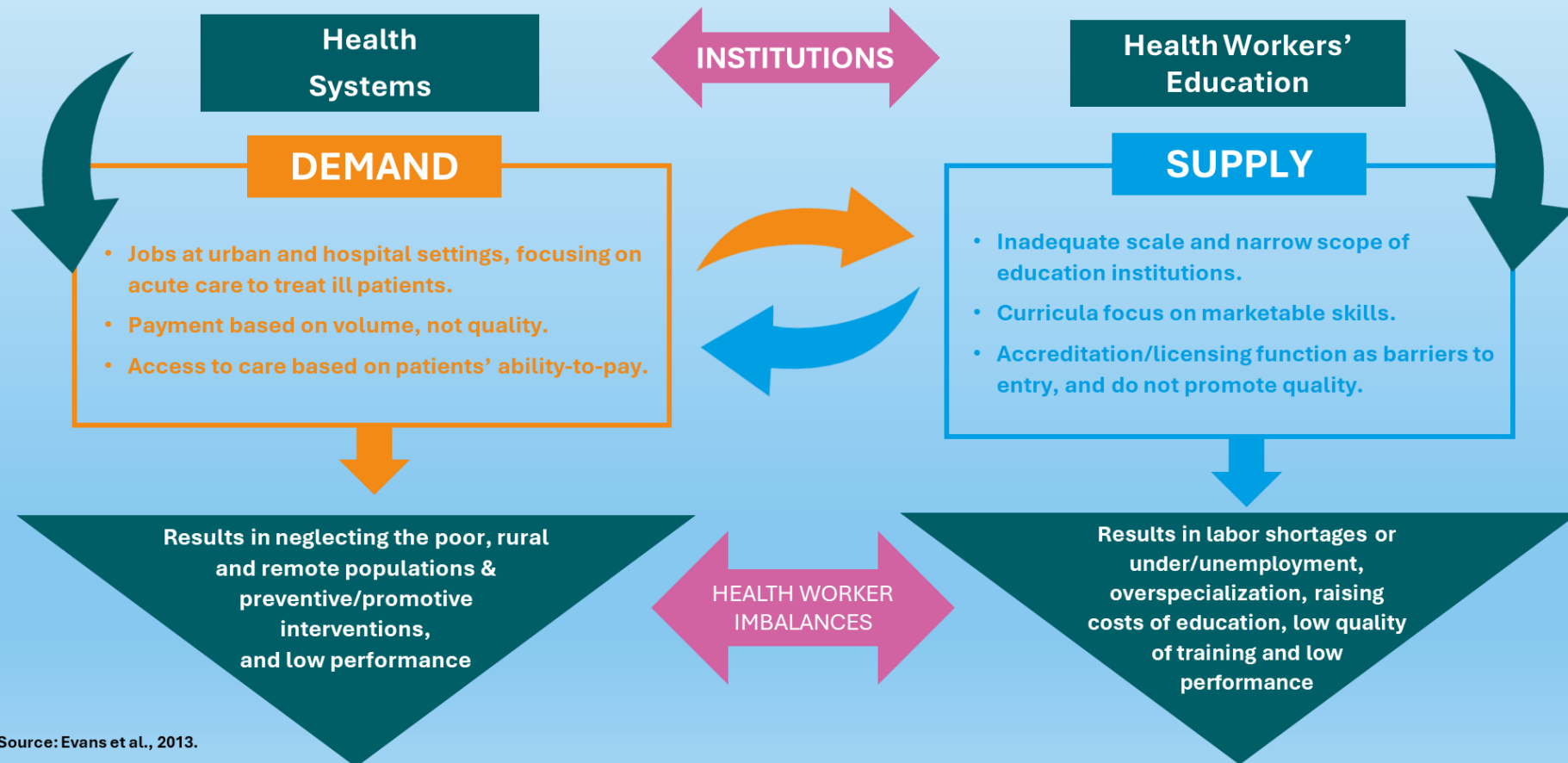


- **Robust health information systems:** Facilitates continuity of care, data-driven decision-making, and coordination across services.

Enabling integrated service delivery through...

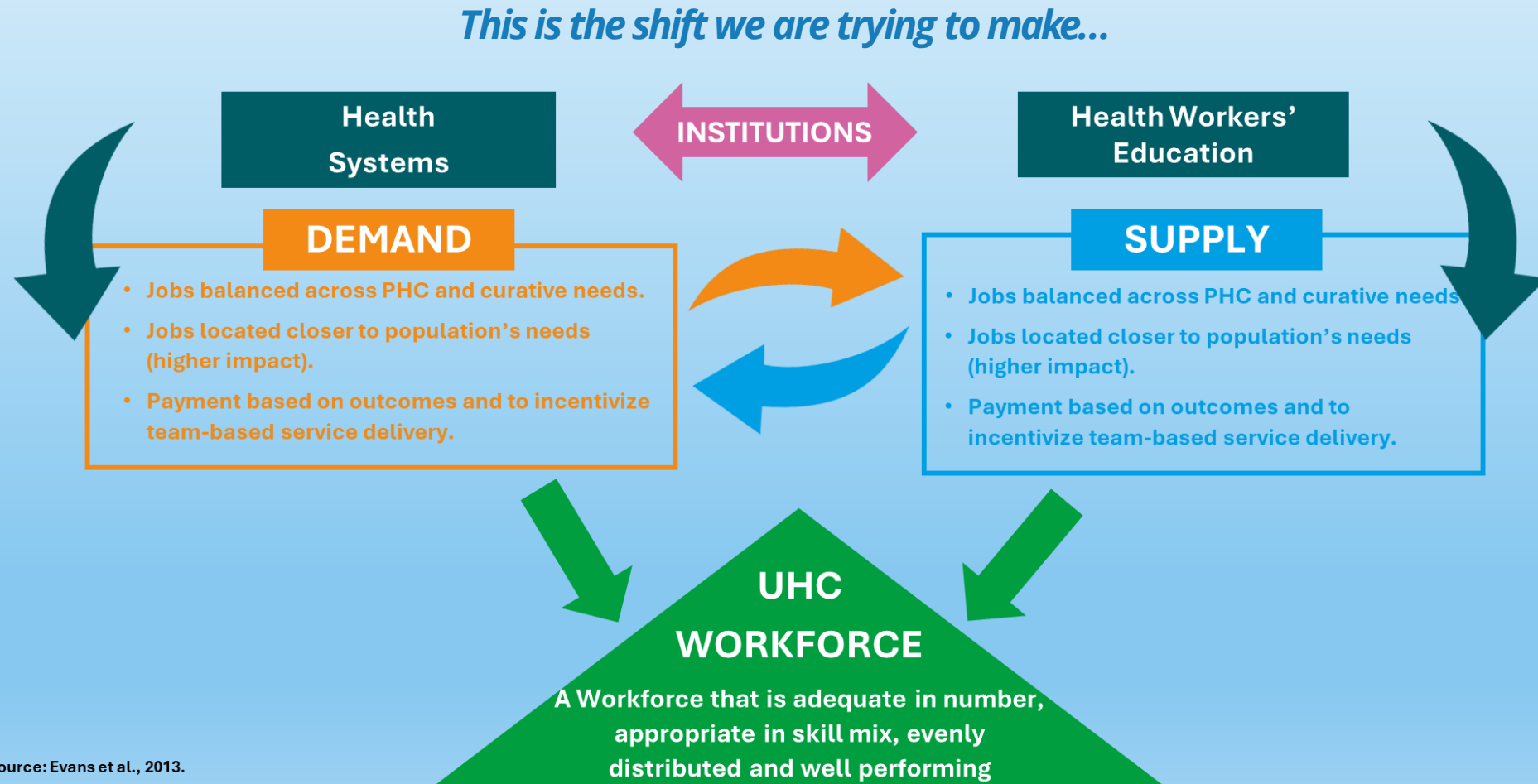
Strategic alignment and coordination of the health workforce can help deliver people-centered, continuous, and coordinated care across different levels and settings of the health system.

Yet, this is how we usually think about the health workforce...



Enabling integrated service delivery through...

Health care financing, health service delivery and the health workforce for UHC.



Enabling integrated service delivery through...

TEAM-BASED CARE AS AN APPROACH TO COMPREHENSIVE, COORDINATED CARE

What is team-based care?

- **Strategic redistribution of work among practice team members**
- **Diverse expertise and shared responsibilities for better care and outcomes**
- **All members play an integral role in patient care**

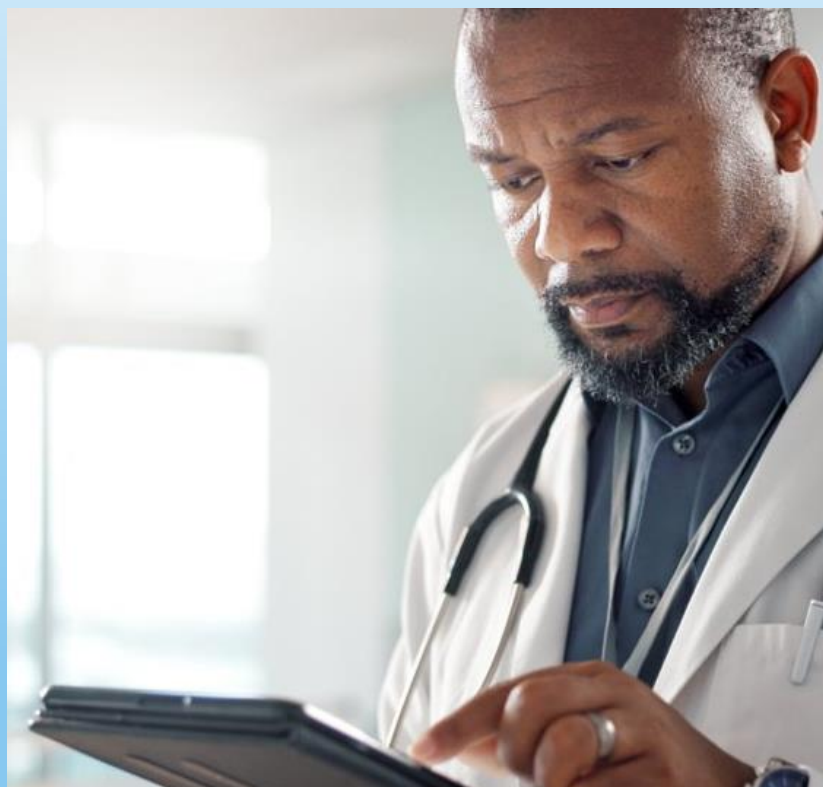
What does it help address?

1. **Improves care coordination and continuity** ensuring that patients receive the right care at the right time by facilitating communication and shared responsibility among multidisciplinary providers
2. **Enhances capacity and efficiency** by distributes tasks across the team to match skills with needs, enable better workload management, expand service coverage, and improve patient access

Opportunities

- ✓ Improved quality and continuity of care
- ✓ Expanded access and efficiency
- ✓ Better patient engagement and outcomes
- ✓ Stronger workforce resilience
- ✓ Integration of preventive and community-based services

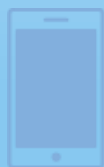
5. Leverage digital as a powerful cross-cutting enabler for more integrated and connected care



- **Tech-enabling community health workers, clinics, pharmacies, and patient interfaces** ensures individuals do not “fall through the cracks” by improving registration, referrals, and follow-up



- **Connected digital platforms** enable better decision-making across the entire health journey by making key information accessible at the point of care



- **Interoperable digital systems** allow seamless data sharing across health platforms, linking community- and facility-based services and empowering coordinated care
- **Digital tools** can strengthen existing interventions and enable new, integrated workflows that are not feasible with paper-based or siloed systems

6. Create aligned and enabling health financing mechanisms and strategies to help accelerate transformative approaches across the health system.



- Achieving universal access to essential services requires not just more financing, but **smarter financing**—with a strong emphasis on equity, continuity, and performance.
- Effective health financing strategies can help **remove financial barriers** for vulnerable populations while creating the right incentives for providers to deliver high-quality, people-centered care.
- **Financing strategies** such as RBF, capitation, and targeted public subsidies, can help incentivize care at the right place and right time

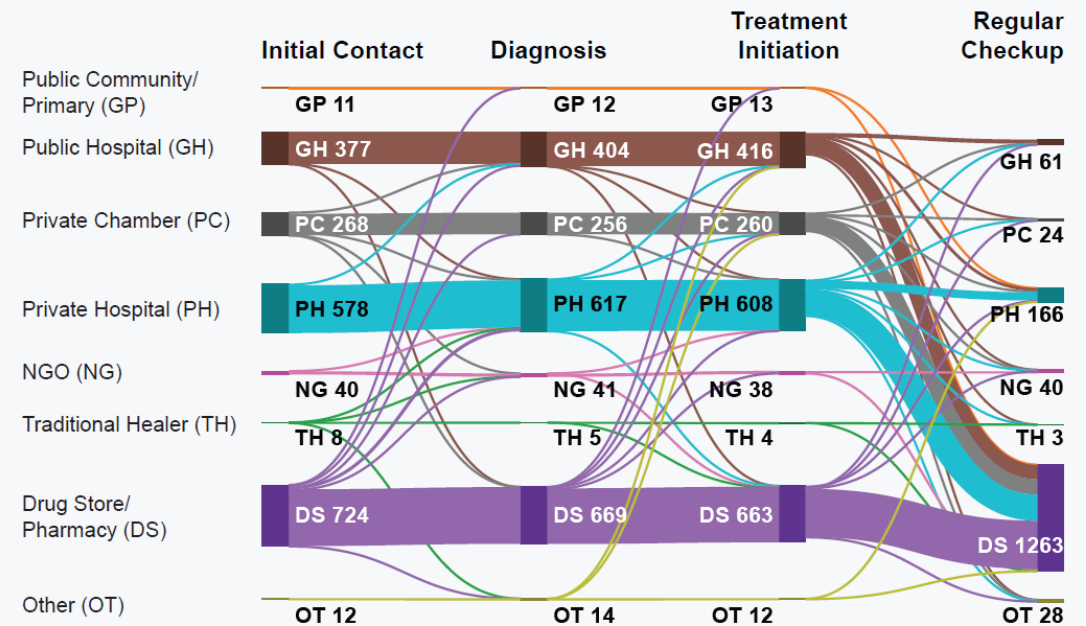
7. Understand how individuals and communities navigate PHC & health systems through human-centered diagnostics

Complementary to system-based assessments, user focused analytics such as **Patient Pathways** provides a more granular view of **health-seeking behavior**:

- Examines the journey of individuals through the healthcare system, including interactions with various healthcare providers, services, and resources.
- Provides a comprehensive view of peoples' experiences, including factors influencing access, quality of care, and health outcomes – from their perspective.
- Used to identify inefficiencies, bottlenecks, and barriers in healthcare delivery and to optimize how patients navigate their care.

Hypertension Care Pathway in Bangladesh

FIGURE 6. SANKEY DIAGRAM OF HYPERTENSION CARE PATHWAY FROM INITIAL VISIT TO CURRENT DISEASE MANAGEMENT



Source: Healthcare provider mapping and household survey datasets, Bangladesh PPA internal technical report.



Insights informed Bangladesh's redesign of health care for low-income and city populations with greatest needs.

Putting it all together!

The Pacific Healthy Islands
Transformation (PHIT) Project



Approaches supported by PHIT

1. Invest in Connected and Service-Ready Facilities	2. Diversify & Expand Service Delivery Platforms	3. Expand & Redesign Service Package Embedding Preventive Services	4. Invest in a Skilled, Digitally-Enabled & Team-Based Health Workforce
• Upgrading* of rural, urban and maritime PHC facilities in line with essential service packages and accounts for the unique service delivery and patient pathways in the Pacific – (digital infrastructure, climate and pandemic resilient facilities)	• Use digital innovations to strengthen a regional model of PHC care through digitized community outreach, regional networks of telemedicine and AI-enabled diagnostics • Scale up of health-promoting schools that offer preventative and screening services for early interventions • Scale up community-based wellness programs	• Implement revised essential service package to include early detection of NCDs and expanded nutrition services, as part of PHC-integrated prevention bundles that are progressively scaled across service levels.	• Enhancing and optimizing the quality and quantity of the regional healthcare workforce including expanded access to tertiary care, responsiveness to emergencies and specialist training within the region
5. Mobilize Private Sector Investments & Innovation			
• Engage private sector in supply chain logistics & telehealth. • Strengthen PPP and strategic purchasing of health services e.g., training of health workers and overseas medical referral			

Q&A