



Management, Leadership Monitoring & Evaluation in Primary Healthcare



Khyber Pakhtunkhwa – Human Capital Investment Project

MODULE ONE

UNDERSTANDING MANAGEMENT, LEADERSHIP & GOVERNANCE IN PRIMARY HEALTHCARE SETTINGS



Definition and Core Concepts of Healthcare Governance

Authoritative Definitions

WHO (2010)

"Health governance refers to the organized actions and means taken by society to promote and protect the health of its population."

World Bank

"Health governance aims to ensure the existence of a strategic policy framework combined with effective oversight, alliance building, regulation, system design focus, and accountability."

Training Version

"Health governance refers to the way decisions are made, implemented, and monitored to ensure that health services are fair, transparent, responsible, and responsive to people's needs."

Core Components of Healthcare Governance

Decision-making

 Power allocation

Implementation

 Policy formulation

Accountability

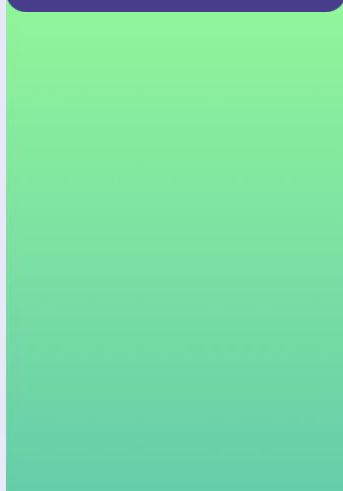
 Resource management

Monitoring

 Outcome monitoring

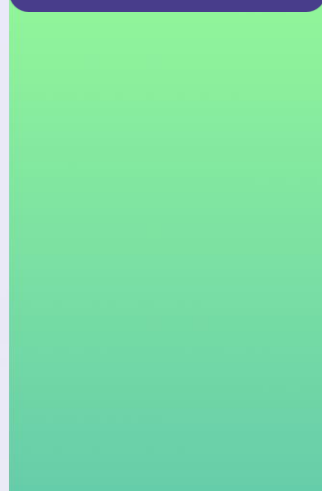
Importance of Healthcare Governance

Efficient Systems



Transparent Decision-Making

Responsive Care



Patient-Centered Approach

Healthcare Governance

Why Governance Matters



Pillar of Health Systems

Effective governance is the foundation of efficient and responsive health systems, ensuring proper functioning even with abundant resources.



Resource Inequality

Lack of governance can prevent quality care even in settings with ample resources, as demonstrated in Pakistan's PHC.



System Integration

Strong governance ensures alignment between health system components, financing mechanisms, and service delivery.

WHO Health System Building Blocks

According to WHO's framework (2007, 2010 strengthened), a health system consists of six building blocks, with governance as a fundamental component:



Service Delivery

Ensuring access to quality health services



Health Workforce

Developing and maintaining skilled health professionals



Health Information Systems

Collecting and using health data for decision-making



Medical Products

Ensuring access to essential medicines and technologies



Health Financing

Generating and using resources for health services



Leadership and Governance

Directing and managing the health system

Governance as a cornerstone

Effective governance ensures all building blocks work together to provide quality health services

WHO Governance Functions

According to WHO, governance in the health system involves six key functions that ensure effective and responsive health services.



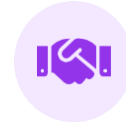
Policy Guidance

Developing clear health policies, priorities, and strategies to guide health system development.



Intelligence & Oversight

Collecting, analyzing, and using data to monitor performance and guide decision-making processes.



Collaboration

Attracting stakeholders, communities, and other sectors to improve health outcomes through coordinated efforts.



Regulation

Setting and enforcing rules, standards, and laws for health service providers and facilities to ensure quality and safety.



Accountability

Ensuring all participants are responsible for their actions and resource use, with clear mechanisms for oversight.



System Design

Building the health system to ensure fairness, efficiency, and responsiveness to meet population health needs.

Regulation



Integrated Governance

Policy



Key Principles of Healthcare Governance



Accountability

Health actors (government, providers, managers) must be responsible for their actions, decisions, and resource use.



Transparency

Processes, decisions, and resource allocations must be open and accessible to all stakeholders.



Participation & Inclusiveness

Communities, patients, and frontline staff should participate in health planning, decisions, and evaluations.



Equity & Justice

Health services should be provided fairly without discrimination, ensuring access for vulnerable and marginalized groups.



Efficiency & Effectiveness

Health systems must fully utilize existing resources to achieve expected results.



Responsiveness to Needs

Health services should quickly respond to patient and community needs, complaints, and expectations.

Good vs. Poor Governance in Healthcare

Good Governance

Poor Governance

 Accountability	✓ Clear responsibilities, employees accountable for their actions	✗ Shirking responsibility; unclear roles/responsibilities
 Transparency	✓ Decisions, resource use, and health data are open and accessible	✗ Information hidden, budget and service delivery not transparent
 Fairness	✓ Services equally accessible regardless of gender, income, or location	✗ Services favor specific groups; neglects vulnerable populations
 Community Participation	✓ Patients and communities participate in planning and feedback	✗ No community participation; forced services, no feedback
 Nursing Quality	✓ Following standard protocols; continuously monitoring performance	✗ No standardization; inconsistent service quality
 Resource Utilization	✓ Efficient and reasonable use of drugs, materials, and personnel	✗ Resource abuse or waste; frequent stockouts

Case Study: PHC Governance in Pakistan

Pakistan has implemented governance measures in PHC to strengthen healthcare services and improve population health outcomes.



Immunization Accountability

Practice:LHWs maintain immunization registers and report coverage data.

Impact:EPI monitoring enables tracking of missed children.



Reporting System

Practice:Use of DHIS-2 for real-time reporting of health indicators.

Impact:Prevents data tampering and improves planning.



Community Engagement

Practice:Community support groups provide feedback on local services.

Impact:Religious leaders mobilized to eliminate polio rumors.



Equity & Accessibility

Practice:PHC centers serve as first point of care for poor families.

Impact:Ensures financial protection and supports UHC goals.



Responsive Care

Practice:Quick response systems during disease outbreaks.

Impact:Daily reporting and community mobilization for outbreaks.



Key Insight:Pakistan's PHC demonstrates how governance principles can be effectively implemented at the local level to improve healthcare delivery.

Community Participation and Equity in Pakistan's PHC



Community Participation

Community Support Groups

Under the LHW program, community support groups provide feedback on local health services and help improve outreach (e.g., maternal health awareness meetings).

Local Leadership Mobilization

During the polio eradication campaign, local religious/community leaders were mobilized to eliminate rumors and increase acceptance of health interventions.



Equity Measures

EHSAAS/Sehat Sahulat Program

Identifies PHC centers as the first point of care for poor families, referring them to health insurance programs for free treatment.

Financial Protection

Ensures financial protection for vulnerable populations by covering costs of essential health services through insurance subsidies.

UHC Support

Supports the Universal Health Coverage (UHC) goal by improving access to quality healthcare services for all population groups.

Key Benefits

- ✓ Improved service quality
- ✓ Increased community ownership
- ✓ Better health outcomes
- ✓ More responsive services

Healthcare Professionals' Role in Governance



Maintaining Ethical Standards

Healthcare professionals maintain system integrity through honest practices, confidentiality, respect for patients, and avoiding corruption or malpractice.

💡 **Example:** Ensuring medicines are not misappropriated or sold, but provided free as intended to patients.



Accurate Data Recording and Reporting

Reliable data is the pillar of governance. Doctors, nurses, and LHWs must carefully record patient visits, immunizations, maternal and child health indicators, and drug usage.

💡 **Example:** Timely reporting of maternal deaths in DHIS-2 and EPI registries ensures managers can monitor progress and take corrective measures.



Participating in Decision-Making

Healthcare workers are closest to the community and understand the real situation. They participate in staff meetings, supervision visits, and local health committees.

💡 **Example:** LHWs raising concerns about vaccine hesitancy in villages can guide targeted promotional activities.



"Healthcare workers are the frontline representatives of the health system and play a crucial role in strengthening governance at the PHC level."

Building Trust and Patient-Centered Care



Building Community Trust

Strategies

- ✓ **Maintain ethical standards:** Practice honesty, confidentiality, and respect for patients
- ✓ **Accurate data recording:** Proper documentation of patient visits and health indicators
- ✓ **Decision participation:** Actively participate in staff meetings and local health committees

Example from Pakistan

“ In Pakistan's PHC, community participation has been enhanced through the establishment of community support groups under the LHW program, providing feedback on local health services.



Patient-Centered Care

Approaches

- ♥ **Respectful behavior:** Maintain dignity and respect for all patients
- ♥ **Clear communication:** Use simple language and ensure understanding
- ♥ **Empathy:** Show understanding and care for patients' concerns

Expected Outcomes

Increased service utilization Better treatment adherence

Stronger community participation Improved health outcomes

Healthcare Workers as Guardians of Governance

Healthcare and auxiliary personnel are not just service providers but also guardians of governance at the PHC level, strengthening accountability, transparency, and care quality.



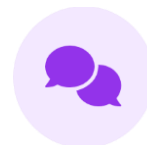
Maintaining Ethics

- ✓ Practicing honesty and confidentiality
- ✓ Respecting patients
- ✓ Preventing corruption and malpractice



Recording Accurate Data

- ✓ Recording patient visits
- ✓ Documenting immunizations
- ✓ Enabling effective monitoring



Participating in Decisions

- ✓ Joining employee meetings
- ✓ Providing feedback to management
- ✓ Influencing policy development



Building Community Trust

- ✓ Respecting patients' dignity
- ✓ Communicating clearly
- ✓ Responding to complaints

Challenges and Solutions in Healthcare Governance

⚠️ Key Challenges



Unclear Accountability

Roles and responsibilities not well defined; blame avoidance



Information Hiding

Budgets and service delivery not transparent; data tampering



Service Inequalities

Services favor groups; vulnerable populations excluded



Poor Community Engagement

No community participation; services imposed without feedback



💡 Practical Solutions



Clear Accountability Systems

Define roles; regular monitoring; feedback mechanisms



Transparent Reporting

Use DHIS-2; real-time data; community access to information



Community Engagement

Community support groups; local participation; feedback loops



Financial Protection

Insurance plans; free services; protection against costs

★ Success Example: Pakistan's PHC

EHSAAS/Sehat Sahulat program identified PHC centers as first point of care for poor families, with referrals to free treatment under health insurance plans, successfully supporting UHC goals.

Measuring Governance Effectiveness

Healthcare governance effectiveness measurement requires frameworks that evaluate how well governance structures function across different system levels.



National Level

Policies, regulations, and funding



Regional Level

Planning, resource allocation



District Level

Implementation, supervision



PHC Level

Service delivery, accountability



Key Framework Considerations

- Alignment with WHO governance functions
- Relevance to different health system levels
- Balance between quantitative and qualitative measures
- Context-specific adaptations



Common Measurement Themes



Accountability



Transparency



Participation



Targeting



Efficiency



Health outcomes

Effective measurement frameworks should be adapted to local contexts and health system priorities.

Future Directions in Healthcare Governance

As healthcare systems evolve, governance frameworks must adapt to new challenges and opportunities. The future of healthcare governance lies in innovation, collaboration, and technology-enabled solutions.



Emerging Trends



Digital Governance

and citizen participation. Leveraging technology for transparent health information



Community-Led Initiatives

Empowering communities in health decision-making and service delivery.



Person-Centered Care

Responsive systems that adapt to individual patient needs.



Innovative Approaches



Multi-stakeholder Partnerships

Collaboration between government, private sector, and civil society.



Data-Driven Governance

Using health information for evidence-based decision-making.



Adaptive Regulatory Frameworks

Flexible regulations that respond to changing healthcare landscapes.



Recommendations



Strengthen Health Literacy

Improve population understanding of health governance mechanisms.



Optimize Resource Allocation

Ensure efficient use of healthcare resources through governance.



Regular System Reviews

Continuous evaluation of governance structures and processes.

“The future of healthcare governance lies in balancing accountability, transparency, and responsiveness to evolving healthcare needs.”