

European **Observatory** on Health Systems and Policies Series

# **Purchasing to improve health systems performance**

Edited by  
**Josep Figueras**  
**Ray Robinson**  
**Elke Jakubowski**

# Purchasing To Improve Health Systems Performance

**Josep Figueras**



## **Purchasing To Improve Health Systems Performance:**

EBOOK: Purchasing to Improve Health Systems Performance Josep Figueras, Ray Robinson, Elke Jakubowski, 2005-03-16

Purchasing is championed as key to improving health systems performance. However, despite the central role the purchasing function plays in many health system reforms, there is very little evidence about its development or its real impact on societal objectives. This book addresses this gap and provides a comprehensive account of the theory and practice of purchasing for health services across Europe. An up-to-date analysis of the evidence on different approaches to purchasing. Support for policy makers and practitioners as they formulate purchasing strategies so that they can increase effectiveness and improve performance in their own national context. An assessment of the intersecting roles of citizens, the government and the providers. Written by leading health policy analysts, this book is essential reading for health policy makers, planners and managers as well as researchers and students in the field of health studies.

Contributors: Toni Ashton, Philip Berman, Michael Borowitz, Helmut Brand, Reinhard Busse, Andrea Donatini, Martin Dlouhy, Antonio Duran, Tamás Evetovits, András P. van den Exter, Josep Figueras, Nick Freemantle, Julian Forder, Peter Gal, Chris Ham, Brian Hardy, Petr Hava, David Hunter, Danguole Jankauskiene, Maris Jesse, Ninel Kadyrova, Joe Kutzin, John Langenbrunner, Donald W. Light, Hans Maarse, Nicholas Mays, Martin McKee, Eva Orosz, John Vretveit, Dominique Polton, Alexander S. Preker, Thomas A. Rathwell, Sabine Richard, Ray Robinson, Andrei Rys, Constantino Sakellarides, Sergey Shishkin, Peter C. Smith, Markus Schneider, Francesco Taroni, Marcial Velasco, Garrido Miriam Wiley.

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**Health Care Implications for Health System Performance and Accountability** OECD,World Health Organization,2014-10-06 This report examines recent activation policies in the United Kingdom aimed at moving people back into work It offers insight into how countries can improve the effectiveness of their employment services and also control spending on benefits **Paying for Performance in Healthcare: Implications for Health System Performance and Accountability**

Cheryl Cashin,Y-Ling Chi,Michael Borowitz,Sarah Thompson,2014-09-16 Health spending continues to grow faster than the economy in most OECD countries In 2010 the OECD published a study of strategies to increase value for money in health care in which pay for performance P4P was identified as an innovative tool to improve health system efficiency in several OECD countries However evidence that P4P increases value for money boosts quality of processes in health care or improves health outcomes is limited This book explores the many questions surrounding P4P such as whether the potential power of P4P has been over sold or whether the disappointing results to date are more likely rooted in problems of design and implementation or inadequate monitoring and evaluation The book also examines the supporting systems and process in addition to incentives that are necessary for P4P to improve provider performance and to drive and sustain improvement The book utilises a substantial set of case studies from 12 OECD countries to shed light on P4P programs in practice Featuring both high and middle income countries cases from primary and acute care settings and a range of both

national and pilot programmes each case study features Analysis of the design and implementation decisions including the role of stakeholders Critical assessment of objectives versus results Examination of the of net impacts including positive spillover effects and unintended consequences The detailed analysis of these 12 case studies together with the rest of this critical text highlight the realities of P4P programs and their potential impact on the performance of health systems in a diversity of settings As a result this book provides critical insights into the experience to date with P4P and how this tool may be better leveraged to improve health system performance and accountability This title is in the European Observatory on Health Systems and Policies Series **OECD Reviews of Health Systems: Mexico 2016** OECD, 2016-01-07 Ten years after the introduction of publically funded universal health insurance the Mexican health system finds itself at a critical juncture Health System Performance Comparison: an Agenda for Policy, Information and Research Irene Papanicolas, Peter Smith, 2013-06-16 International comparison of health system performance has become increasingly popular made possible by the rapidly expanding availability of health data It has become one of the most important levers for prompting health system reform Yet as the demand for transparency and accountability in healthcare increases so too does the need to compare data from different health systems both accurately and meaningfully This timely and authoritative book offers an important summary of the current developments in health system performance comparison It summarises the current state of efforts to compare systems and identifies and explores the practical and conceptual challenges that occur It discusses data and methodological challenges as well as broader issues such as the interface between evidence and practice The book draws out the priorities for future work on performance comparison in the development of data sources and measurement instruments analytic methodology and assessment of evidence on performance It concludes by presenting the key lessons and future priorities and in doing so offers a rich source of material for policy makers their analytic advisors international agencies academics and students of health systems *Improving Health Sector Performance* Hossein Jalilian, Vicheth Sen, 2011 There is growing international evidence that the effectiveness of health services stems primarily from the extent to which the incentives facing providers and consumers are aligned with better health objectives Efficiency in health service provision requires that providers and consumers have incentives to use healthcare resources in ways that generate the maximum health gains Equity in at least one sense requires that consumers requiring the same care are treated equally irrespective of their ability to pay Efficiency in the use of health services requires that consumers are knowledgeable about the services on offer and which are most appropriate to their needs The papers in this volume are selected from an international conference organised by the CDRI Cambodia that tried to deal with some of these issues With participation of international and local experts it aimed at collecting major experiences and innovative solutions from inside and outside the country to improve health sector performance with particular focus on institutions motivations and incentives **Manual de pago por desempeño** György Béla Fritsche, Robert Soeters, Bruno Meessen, 2015-07-21 Los enfoques de Pago por Desempe

o PPD se han expandido con rapidez en los países de ingresos bajos y medios en todo el mundo El número de países ha crecido de 3 en 2006 a 32 en 2013 Los esquemas de PPD están floreciendo y crean una demanda considerable de asistencia técnica a fin de ejecutar estas reformas sanitarias en una forma racional y responsable Tres pioneros internacionales del PPD se han unido para dar una respuesta a esta demanda internacional Ellos son Gyrgy Fritzsche MD MSc Banco Mundial Washington Robert Soeters MD PhD SINA Health La Haya y Bruno Meessen MA PhD Instituto de Medicina Tropical Amberes Su trabajo vuelca sus 40 años de experiencia total en el diseño e implementación de esquemas de PPD en un manual de PPD de vanguardia dirigido a implementadores y hacedores de políticas Se unió al equipo Godelieve van Heteren MD Erasmus University Rotterdam Global Health Initiative RGHI quien realizó la coedición a fin de darle al manual consistencia contenido y formato Cedric Ndizeye MD MPH MSH Ruanda redactó las partes principales del capítulo sobre desarrollo de competencias y Caryn Bredenkamp PhD Banco Mundial Washington contribuyó con el capítulo 5 sobre equidad Actualmente existe poco conocimiento entre muchos de los que ejecutan reformas sanitarias sobre cómo implementar proyectos piloto de pago por desempeño y cómo ampliarlos a nivel nacional en forma inteligente En un contexto de gran demanda de un diseño sólido y experiencia en la implementación y dada la rápida expansión de los programas de Financiación Basada en Resultados existe una necesidad urgente de desarrollar competencias para el diseño e implementación de programas de FBR Hasta el momento ha habido poco interés en combinar las enseñanzas de esas experiencias en un solo volumen y más aún en un formato que sirva como guía a los implementadores Este manual es una respuesta a las preguntas más urgentes sobre programas de FBR del lado de la oferta del cual el PPD es parte Este manual estará disponible en una versión en línea que será actualizada en forma regular y una versión impresa en 3 idiomas inglés francés y español *Healthcare Management* Walshe, Kieran, Smith, Judith, 2011-09-01 This provides a comprehensive research based introduction to healthcare management The book takes an international perspective and draws links between the theory and practice of healthcare management and how best practice might be achieved within healthcare systems **OECD Reviews of Health Systems: Colombia 2016** OECD, 2015-12-10 Colombia has an impressive record in extending health insurance and health services to its population but still faces important challenges in health system performance This report looks at what Colombia can do to ensure accessibility quality efficiency and sustainability *Health Care Policy In East Asia: A World Scientific Reference (In 4 Volumes)* , 2019-11-25 During the past three decades health care systems in the East Asian regions of China Japan South Korea and Taiwan have undergone major changes Each system has its unique achievements and challenges Global health care policymakers are increasingly interested in understanding the changes that have taken place in these four systems This four volume reference set is designed to help health care professionals academics policymakers and general readers gain a good grasp of the background and latest developments in the health care systems of China Japan South Korea and Taiwan This reference set provides an in depth comparative health policy analysis and discussion of health care reform strategies in each of these

systems One unique feature of this set is that each volume has been edited by a leading scholar who has been deeply involved in the development of the health care system in that particular region Each of these editors also has invited both scholars and practitioners to provide a first hand description and analysis of key health care reform issues in that system The many examples provided in each volume demonstrate how findings of evidence based policy research can be implemented into policy practice Volume 1 describes and discusses China s ambitious and complex journey of health care reform since 2009 The Chinese government has achieved universal health insurance coverage and has embarked on reforms of the service delivery system and provider payment methods that are aimed at controlling health expenditure growth and improving efficiency This volume includes pilot and social experiments initiated by the government and researchers and their evaluations that have guided the formulation of health reform policies It provides information on how to make reforms work at the local and provincial levels The findings detailed in this volume will contribute to a global knowledge base in health care reforms Volume 2 provides a comprehensive review and evaluation of the Japanese health care system Japan has a long history of health care system development and provision of universal health coverage with a mature and well developed health care system among East Asian countries However due to increases in health care costs economic stagnation and the country s rapidly aging population Japan has undergone significant health care reform during the last two decades both in the delivery as well as financing of health services in its hospital sector medical technology sector and long term care insurance Despite these challenges and reforms health outcomes among the Japanese population have been progressively among the best in the world This volume shows how policy research can lead to policy analysis implementation and assessment It also provides valuable lessons learnt for mutual learning among other health care systems Volume 3 offers a comprehensive review of the developments in South Korea s national health insurance system since 1989 in terms of financing delivery systems and outcomes The volume analyzes the efficiency of cost and service delivery by public sectors versus private sectors It points out areas of challenge to future Korean health care reform Chapter authors in this volume are leading experts involved in Korean health care policy implementation Volume 4 reviews the development and achievements of Taiwan Health Insurance since 1995 Because of its continuous reform in payment services delivery and pharmaceutical technology Taiwan has been considered a model example of universal health insurance among global health systems This volume shows the processes used to translate policy research findings into policy changes While the health care reform in Taiwan is ongoing the Taiwan example provides a real world and practical understanding of health care system changes In summary this four volume set makes an outstanding contribution to health care system reform and policy research based on solid scholarly work It also introduces policy researchers and academic communities to current debates about health systems health financing and universal health coverage This reference volume is a must for anyone keen on East Asia s health care system reform dynamics and changing scene

*Diagnosis-Related Groups In Europe: Moving Towards Transparency,*

*Efficiency And Quality In Hospitals* Busse, Reinhard, Geissler, Alexander, Quentin, Wilm, 2011-11-01 Summary The volumes in the European Observatory on Health Systems and Policies series focus on key issues for health policy making in Europe This book is a joint venture between the WHO EO and the EuroDRG which addresses the challenges of using Diagnosis Related Group systems in Europe

**EBOOK: Diagnosis-Related Groups in Europe: Moving towards transparency, efficiency and quality in hospitals** Reinhard Busse, Alexander Geissler, Wilm Quentin, Miriam Wiley, 2011-11-16 Diagnosis Related Group DRG systems were introduced in Europe to increase the transparency of services provided by hospitals and to incentivise greater efficiency in the use of resources invested in acute hospitals In many countries these systems were also designed to contribute to improving or at least protecting the quality of care After more than a decade of experience with using DRGs in Europe this book considers whether the extensive use of DRGs has contributed towards achieving these objectives Written by authors with extensive experience of these systems this book is a product of the EuroDRG project and constitutes an important resource for health policy makers and researchers from Europe and beyond The book is intended to contribute to the emergence of a common language that will facilitate communication between researchers and policy makers interested in improving the functioning and resourcing of the acute hospital sector The book includes A clearly structured introduction to the main building blocks of DRG systems An overview of key issues related to DRGs including their impact on efficiency quality unintended effects and technological innovation in health care 12 country chapters Austria England Estonia Finland France Germany Ireland the Netherlands Poland Portugal Spain and Sweden Clearly structured and detailed information about the most important DRG system characteristics in each of these countries Useful insights for countries and regions in Europe and beyond interested in introducing extending and or optimising DRG systems within the hospital sector

*Operations Research Applications in Health Care Management* Cengiz Kahraman, Y. Ilker Topcu, 2017-12-08 This book offers a comprehensive reference guide to operations research theory and applications in health care systems It provides readers with all the necessary tools for solving health care problems The respective chapters written by prominent researchers explain a wealth of both basic and advanced concepts of operations research for the management of operating rooms intensive care units supply chain emergency medical service human resources lean health care and procurement To foster a better understanding the chapters include relevant examples or case studies Taken together they form an excellent reference guide for researchers lecturers and postgraduate students pursuing research on health care management problems The book presents a dynamic snapshot on the field that is expected to stimulate new directions and stimulate new ideas and developments

**Crossing the Global Quality Chasm** National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Board on Health Care Services, Board on Global Health, Committee on Improving the Quality of Health Care Globally, 2019-01-27 In 2015 building on the advances of the Millennium Development Goals the United Nations adopted Sustainable Development Goals that include an explicit commitment to



achieve universal health coverage by 2030 However enormous gaps remain between what is achievable in human health and where global health stands today and progress has been both incomplete and unevenly distributed In order to meet this goal a deliberate and comprehensive effort is needed to improve the quality of health care services globally Crossing the Global Quality Chasm Improving Health Care Worldwide focuses on one particular shortfall in health care affecting global populations defects in the quality of care This study reviews the available evidence on the quality of care worldwide and makes recommendations to improve health care quality globally while expanding access to preventive and therapeutic services with a focus in low resource areas Crossing the Global Quality Chasm emphasizes the organization and delivery of safe and effective care at the patient provider interface This study explores issues of access to services and commodities effectiveness safety efficiency and equity Focusing on front line service delivery that can directly impact health outcomes for individuals and populations this book will be an essential guide for key stakeholders governments donors health systems and others involved in health care

**OECD Health Policy Studies Achieving Better Value for Money in Health Care**  
OECD,2009-11-02 This report report examines selected policies that may help countries better achieve the goal of improved health system efficiency and thus better value for money

**Innovations in Health Care Financing in Low and Middle Income Countries** Kara Hanson,Dov Chernichovsky,2009-06-26 Low and middle income countries face major challenges to their health systems These include a high burden of communicable disease and an emerging non communicable disease burden This work deals with the elements of health care financing focusing on middle and low income settings

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