

13. Governments need to promote community rating, a contribution-benefit package and portability of benefits among schemes, and to use public funds to pay for the inclusion of poor people into such schemes.

14. Insurance schemes designed to ensure membership among the poor are an attractive way to channel external assistance in health, alongside government provision. Alert stewardship is needed to prevent the capture of such schemes by lower-risk, better-off groups.

15. Mechanisms are needed in most low and middle-income countries to separate revenue collection from payment at the time of service utilisation, thus allowing the great majority of financing for health to come through prepayment.

16. More pooling of finance allows cross-subsidies from rich to poor and from healthy to sick. Risk pooling in each country needs to be designed to increase such cross-subsidies.

17. Payment to service providers of all types needs to be redesigned to encourage providers to focus on achieving health system goals through the provision of cost-effective interventions to people with common conditions amenable to prevention or cure.

18. On an international level, the largely private pharmaceutical and vaccine research and development industry must be encouraged to address global health problems, rather than concentrating on "lifestyle" products for more affluent populations.

19. Serious simultaneous imbalances exist in many countries in terms of human and physical resources, technology and pharmaceuticals. Many countries have too few qualified health personnel, others have too many.

20. Health system staff in many low-income nations is inadequately trained, poorly paid, and work in crumbling, obsolete facilities with chronic shortages of equipment. One result is a "brain drain" of talented but demoralized professionals who either go abroad or move into private practice.

21. Overall, governments have too little of the necessary information to draw up effective strategies. National Health Accounts (NHA) offer an unbiased and comprehensive framework from which overall situation analysis can be made, and trends monitored. They should be more widely created and used.

## 8. HOW TO IMPROVE HEALTH SYSTEM PERFORMANCE

8.1. **STEWARDSHIP**, oversight acting as the overall stewards of entrusted resources, powers and expectations, setting and enforcing the rules of the game and providing strategic direction for all the different actors involved.

22. Sound stewardship is needed to achieve better health system performance.

23. Stewardship of the health system is a government responsibility. To discharge it requires an inclusive, thoughtful policy vision that recognises all principal players and assigns them roles.

24. Stewardship uses realistic resource scarcity and focuses on key functions and goal achievement, broken down into important population categories, such as income level, age, sex and ethnicity.

25. Stewardship calls for the ability to identify the principal policy challenges at any time, and to assess the options for dealing with them.

26. Influence requires regulatory and advocacy strategies consistent with health system goals, and the capacity to implement them cost-effectively.

8.2. **SERVICE PROVISION**, delivering public, personal and private health services.

27. Private provision of health services tends to be larger where country income levels are lower. Poor countries need to develop clear lines of policy towards the private sector.

28. In order to move towards higher quality care, a further information base on existing provision is required. Local and national risk factors need to be understood. Information on numbers and types of providers is a basis – an often incompletely fulfilled – requirement.

29. An understanding of provider market structure and utilisation patterns is needed so that policy-makers know why this array of provision exists, as well as where it is growing. Information on the interventions offered and on major constraints on service implementation is also relevant to overall quality improvement.

30. An explicit, public process of priority setting should be undertaken.

# Reforming The Health Sector Results Of The International Research Carl Bertelsmannprice

**Jan Böcken, Martin Butzlaff, Andreas  
Esche**



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