

Senior executive health managers' perspectives on PNG's Provincial Health Authority health system reform from 2009-2019: Achievements, challenges and potential ways forward



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1. What do you think about the PHA reform in PNG?

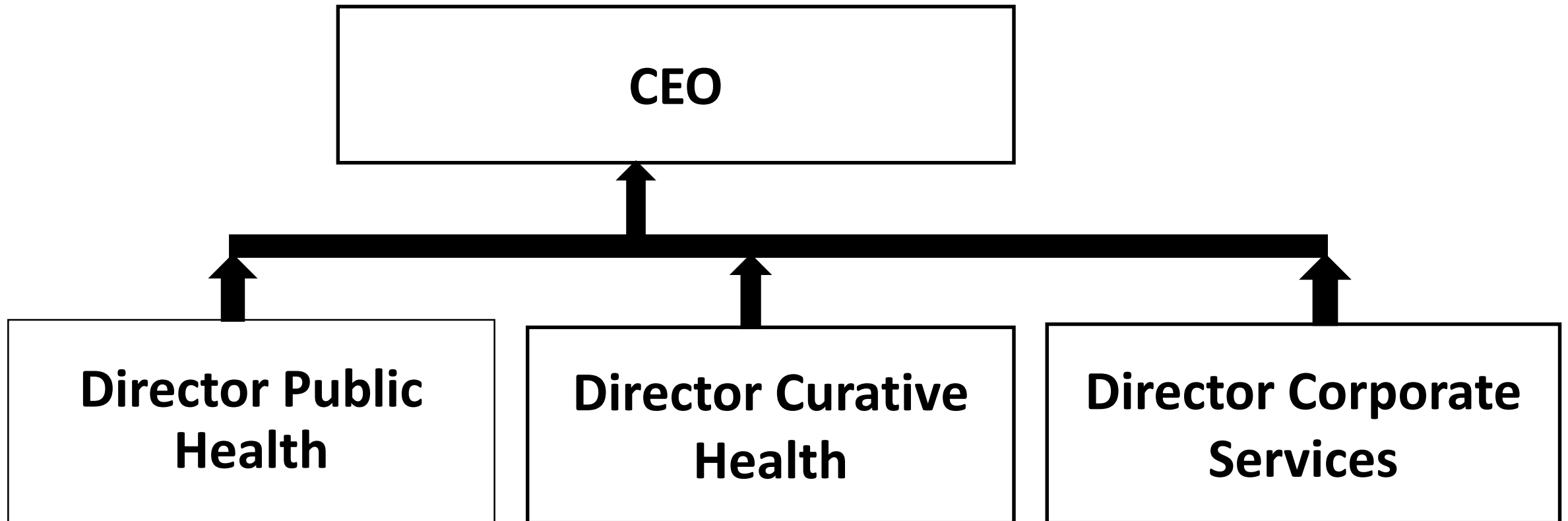
2. Why was it implemented?

3. Is it producing better health outcomes?

The genesis of PHA reform

- **Different health system, but all countries share WHO health system building blocks framework [WHO, 2007].**
- **PNG has recently decentralized health system [NDOH, 2019].**
- **Aims for world standard health system by 2030 [PNG DSP, 2010].**
- **21 PHAs implemented in the country since 2009 through 2019.**
- **Aim to reduced fragmentation and to create provincial health autonomy [PHAA, 2007].**

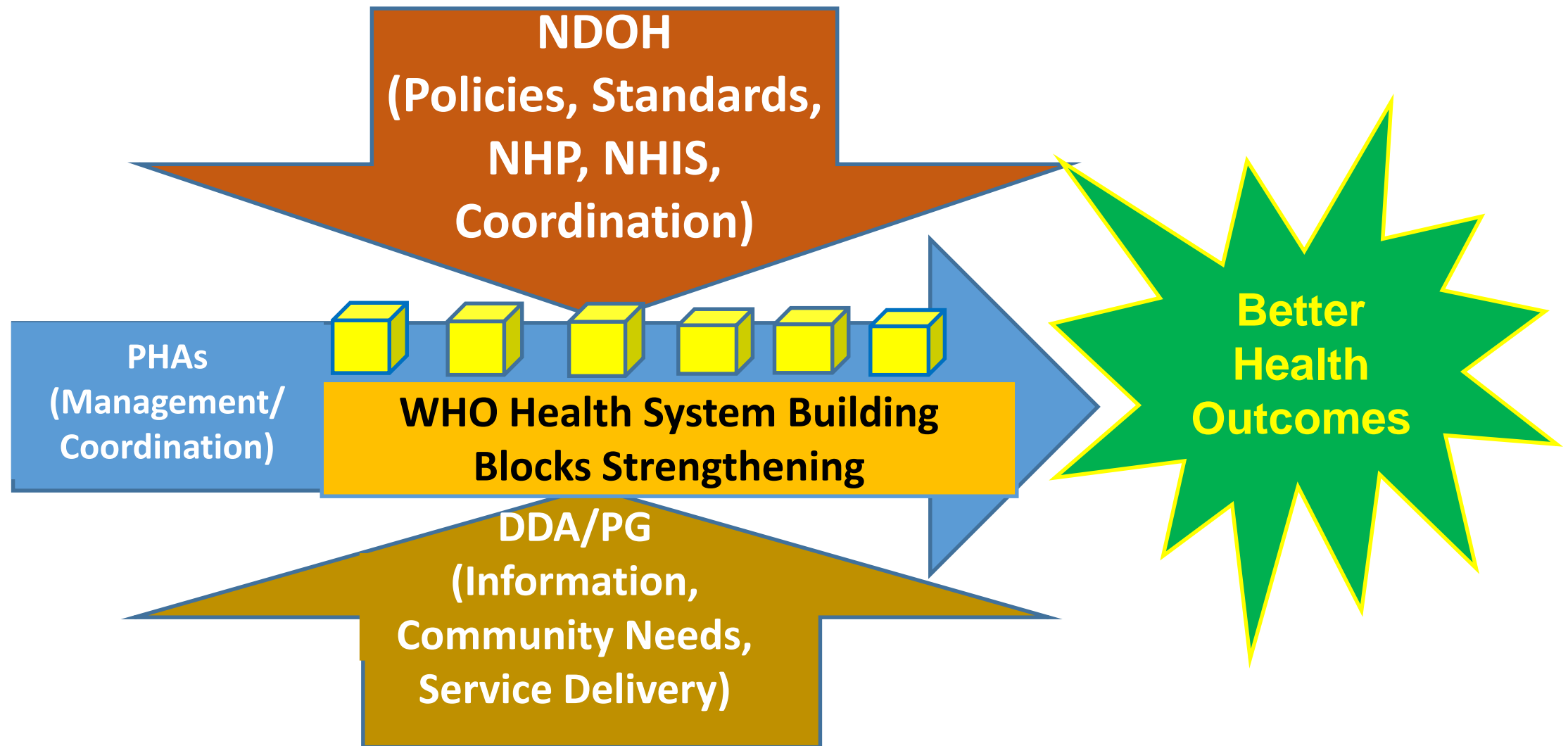
PHA organizational structure since 2009



Source: PHAA, 2007

Conceptual framework

Synergy of PNG's health system since 2009



So what was the PNG's health sector performance since 2009?

- **Several studies on PNG's health system status conducted since 2009. Gaps identified were not effectively addressed by all stakeholders of health in the entire country [(Hall 2011), (NDOH 2015), (World Bank 2017), (WHO/NDOH 2019)].**
- ***However, there were stagnant and negative results on all 29 health performance indicators since 2009 [PNG NDOH SPAR, 2010-2019].***

Successful experiences of health system reform decentralization in other countries

- ✓ Cuba prioritized primary health, education and agriculture. Built 13 medical school.
By 2014, Literacy Rate was 99.8%, IMR 4.3, longer life span and earned \$8.4 billion from exporting medical commodities alone [Blumenthal D, 2016, Pineo R, 2019].
- ✓ Ethiopia decentralized health system and allocated 44% of the resources to sub-national facilities and 27% to hospitals.
By 2019, it was hailed a success in Sub Sahara Africa on same score board [Croke K, 2020].

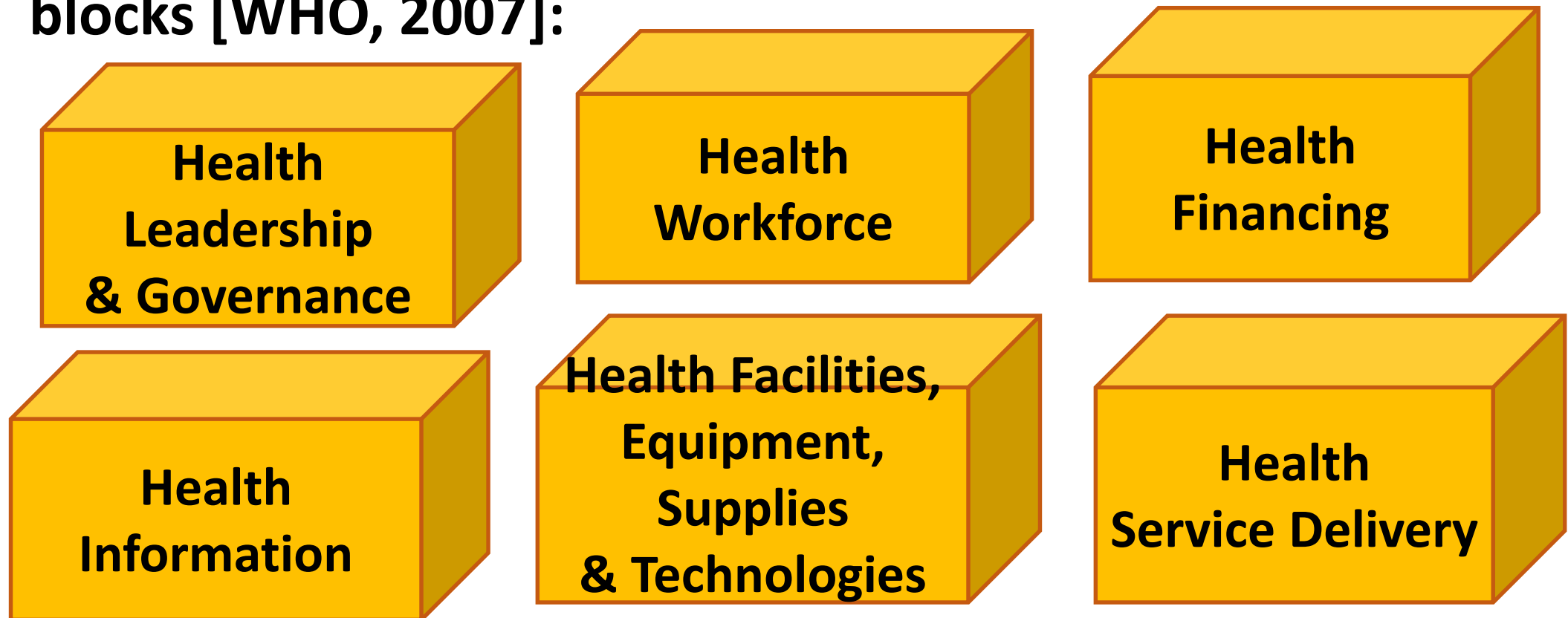
Aim



To obtain perspectives of senior executive health managers of PHA stakeholders' on the PHA implementation in PNG since 2009 through 2019.

How was this study done?

- **Cross-sectional study in PNG from 2020-2022, involving 30 Senior executive health managers of PHA stakeholders.**
- **Questionnaires designed using WHO Health System building blocks [WHO, 2007]:**



How was the data collected and analyzed?

- **Elicited 5 Achievements, 5 Challenges and 5 Strategies for each building block.**
- **Interview in person as well as email and telephone.**
- **Analysis using SPSS Statistics version 22 software.**
- **Relevant results from the SPAR (2010-2019) used for validation of their responses**

What was the response in this study?

Category of managers	Number invited of the total	Response (%)
NDOH	6/8	2/6 (33%)
PPPs	4/6	3/4 (75%)
CEOs of PHAs	15/21	12/15 (80%)
DHMs of PHAs	15/21	13/15 (87%)
Grand total	40/40	30/40 (75%)

62% of the PHAs and 75% of managers responded

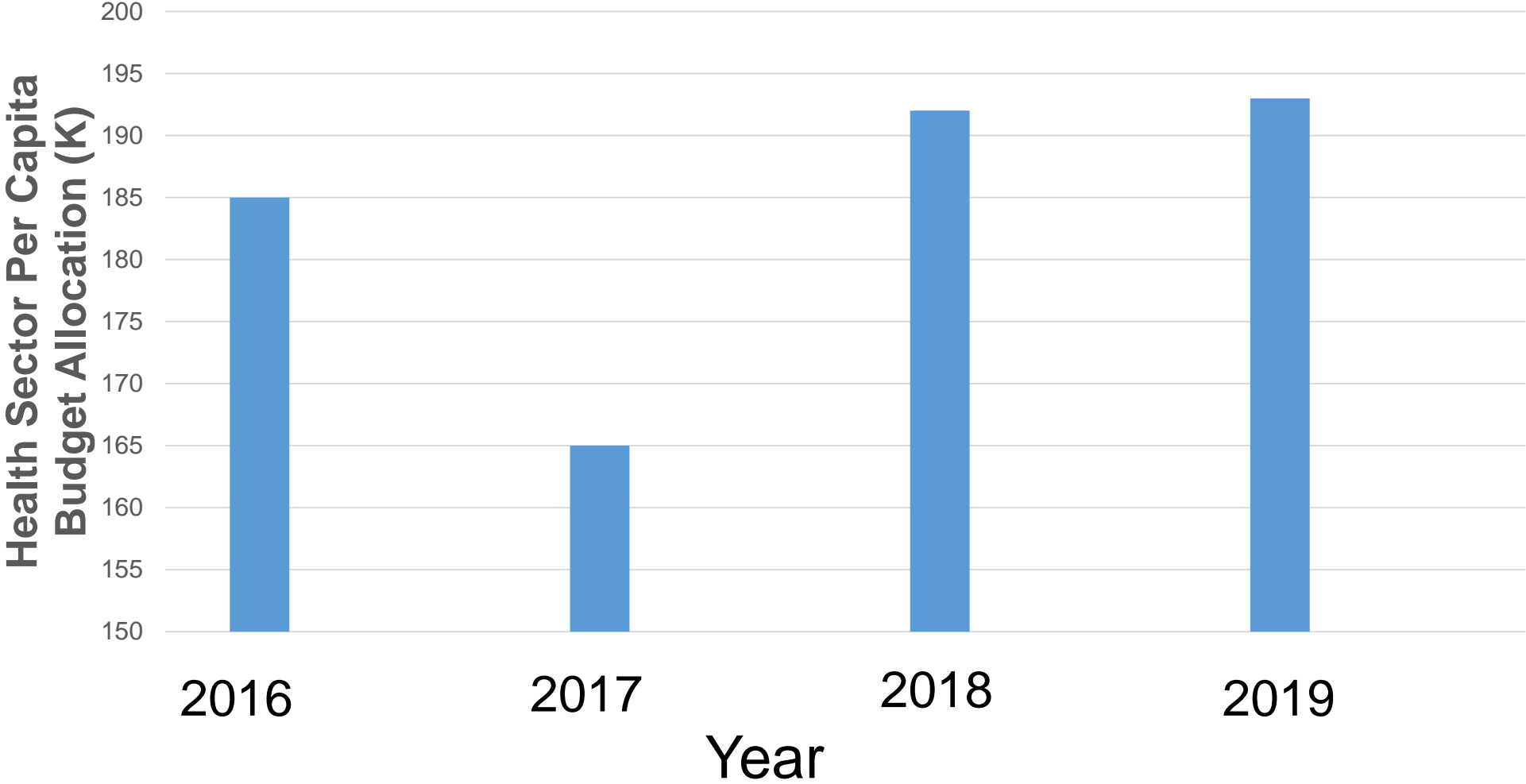
Top responses on Health Leadership & Governance

Category of responses	Percentage (%) of top responses	Responses
Achievements	67	More resources & Many PPP supports
	57	Executing autonomy powers by the PHAs
	53	Supervision by technical people
Challenges	100	Ineffective M & E, Ineffective coordination, Fewer resources given
	87	Inadequate capacities at all levels
	83	Challenging determinants for health
	63	Ineffective NHSS implementation
Strategies to improve	87	Improve Capacities at all levels
	83	Need effective political support at all levels
	67	Need effective coordination of PHAs by NDOH
	63	Need effective implementation of NHSS by all PHAs

Top responses on Health Financing

Category of responses	Percentage (%) of top responses	Responses
Achievements	80	More PPP supports
	73	Improved financial capacities for PHAs
	67	GoPNG's priority
	63	Financial autonomy in the province
Challenges	100	Inadequate funds, Irregular cash-flow, Late release, Ineffective PPPs and No power to Dists
	87	Ineffective PHA financial audit
	67	Ineffective PSIP/DSIP
	63	Inadequate financial capacities
	60	Not transferring of HFGs/IR from PHQs to PHAs
	50	Low Health Insurance in PNG
Strategies to improve	100	National Treasury to release funds early, regularly & in allocated amounts
	80	Transfer HFG/IR to PHAs, Need regular financial audit
	67	To roll-out IFMS
	60	Need effective PPPs support & Delegate financial powers to Dist

Total health sector per capita budget allocation in nominal terms (HSIP & GoPNG), 2016-2019



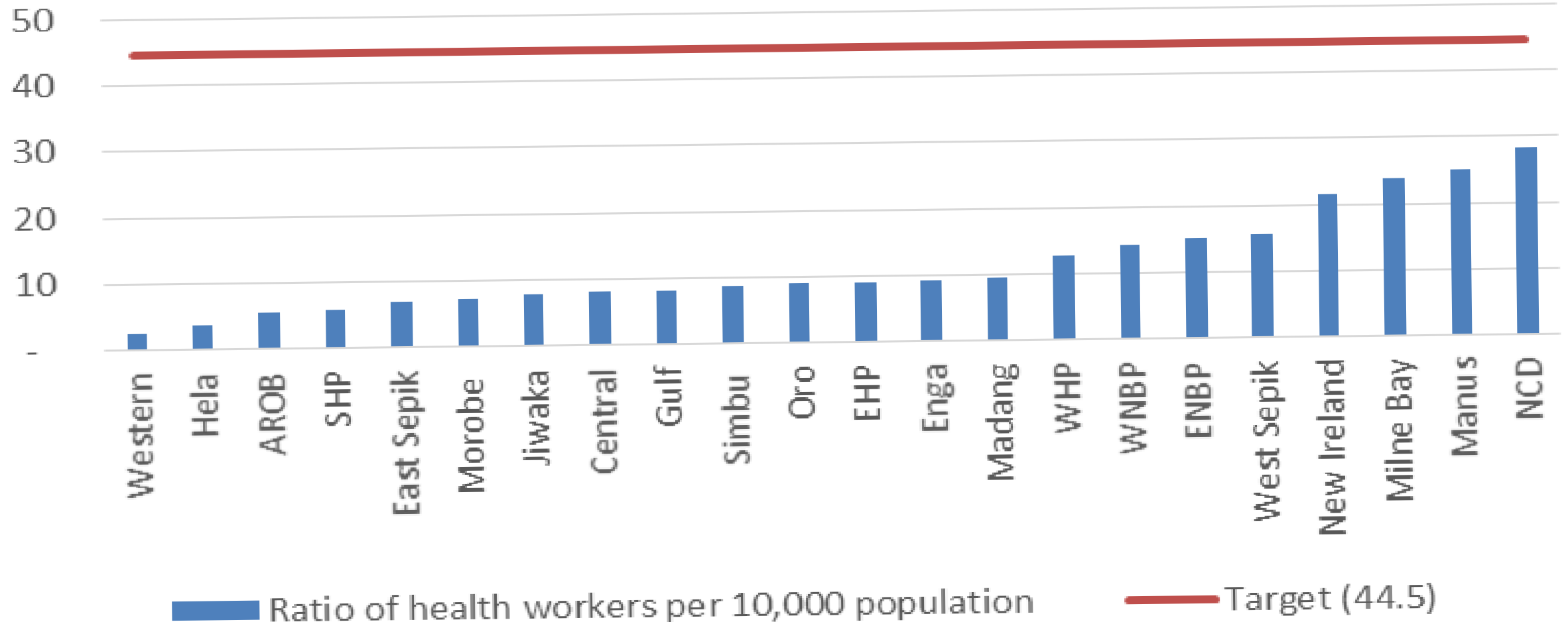
Indicator: # 24

Source: SPAR, 2019

Top responses on Health Workforce

Category of responses	Percentage (%) of top responses	Responses
Achievements	90	Receiving industrial awards
	80	Many PPPs supports
	67	Central Agencies implementing PHA reform
	50	Implementation of NHSS policy
Challenges	90	Inadequate graduates
	87	Inadequate capacities at all levels
	83	Aging workforce, Challenging determinants
	80	No HRM audit
	70	Inadequate funding
Strategies to improve	83	Need increase training capacities in the country
	77	Need increase funding, Need regular supervision at all levels
	70	Need effective NHSS exercise
	67	Increase HRM capacities at all levels
	63	Need regular HRM audit at all levels

Number of health workers per 10,000 population, 2019



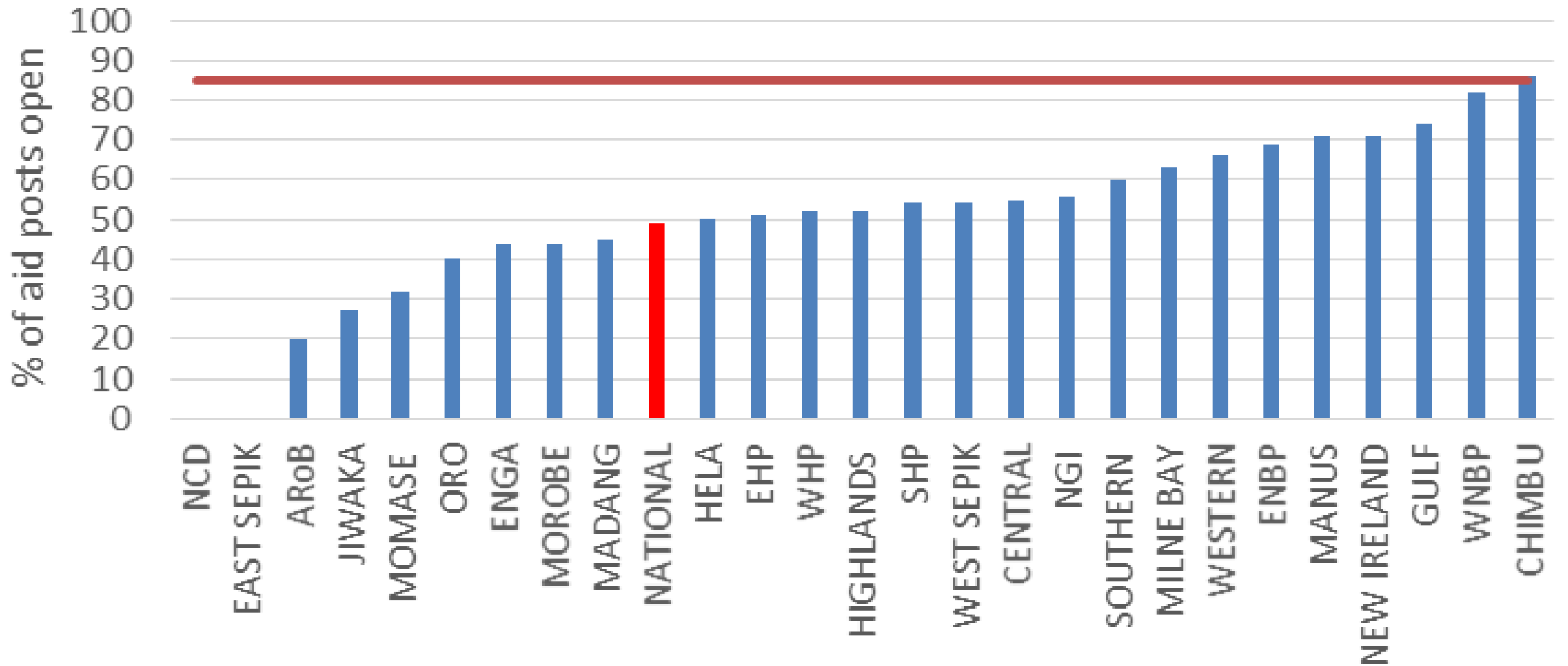
Top responses on Health Information

Category of responses	Percentage (%) of top responses	Responses
Achievements	83	Improved NHIS capacities in the PHAs
	77	Improved mobile phone connectivity in the country
	63	Rolled out ENHIS for 13 PHAs
Challenges	90	High cost to manage NHIS
	87	Inadequate capacities at all levels
	83	Security issues
	80	Irregular power supplies
	77	No maintenance work
	70	Poor ICT services in PNG
	50	Lack availability of hospital data in the country
Strategies to improve	77	Need maintenance work
	73	To improve capacities at all levels
	67	To improve on M & E framework by NDOH and PHA

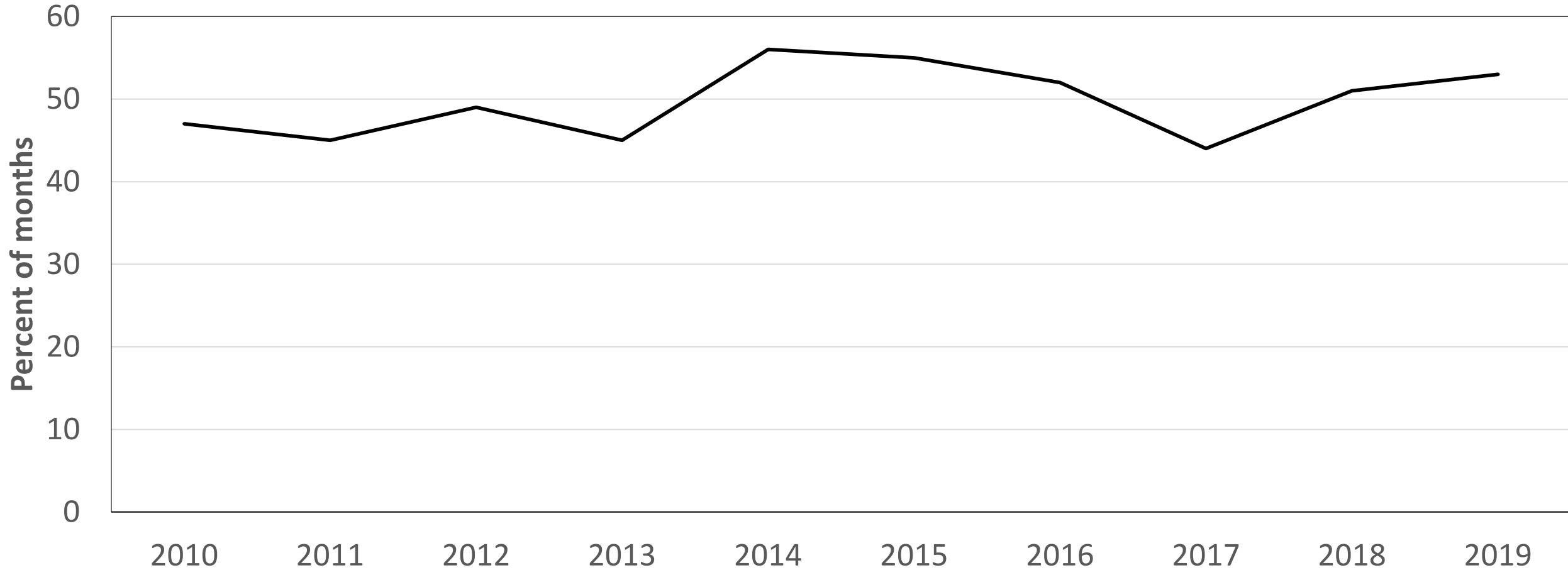
Top responses on Health Facilities, Equipment, Supplies & Technologies

Category of responses	Percentage (%) of top responses	Responses
Achievements	83	Witnessed infrastructure redevelopment work
	80	Procured medical equipment for PHAs
	67	Built Medical Transit Store for the PHAs
	60	Good PPP supports
	50	Captured in the National Budget through the PIP
Challenges	93	Deteriorate facilities & Equipment, Inadequate capacities
	90	Inadequate funding
	87	Challenging determinants
	80	Ineffective 'push' system
	67	Ineffective PSIP/DSIP
Strategies to improve	100	Overhaul, rehabilitate and restore facilities and equipment
	93	Need adequate funding
	67	Need to 'pull' system
	63	Need effective PSIP/DSIP supports, Need effective NHSS exercise

Proportion of Aid Posts open, 2019



Percentage of months in a year with nil stock of some essential medical supplies for the health facilities in PNG, 2010-2019



Source: SPAR 2010-2019

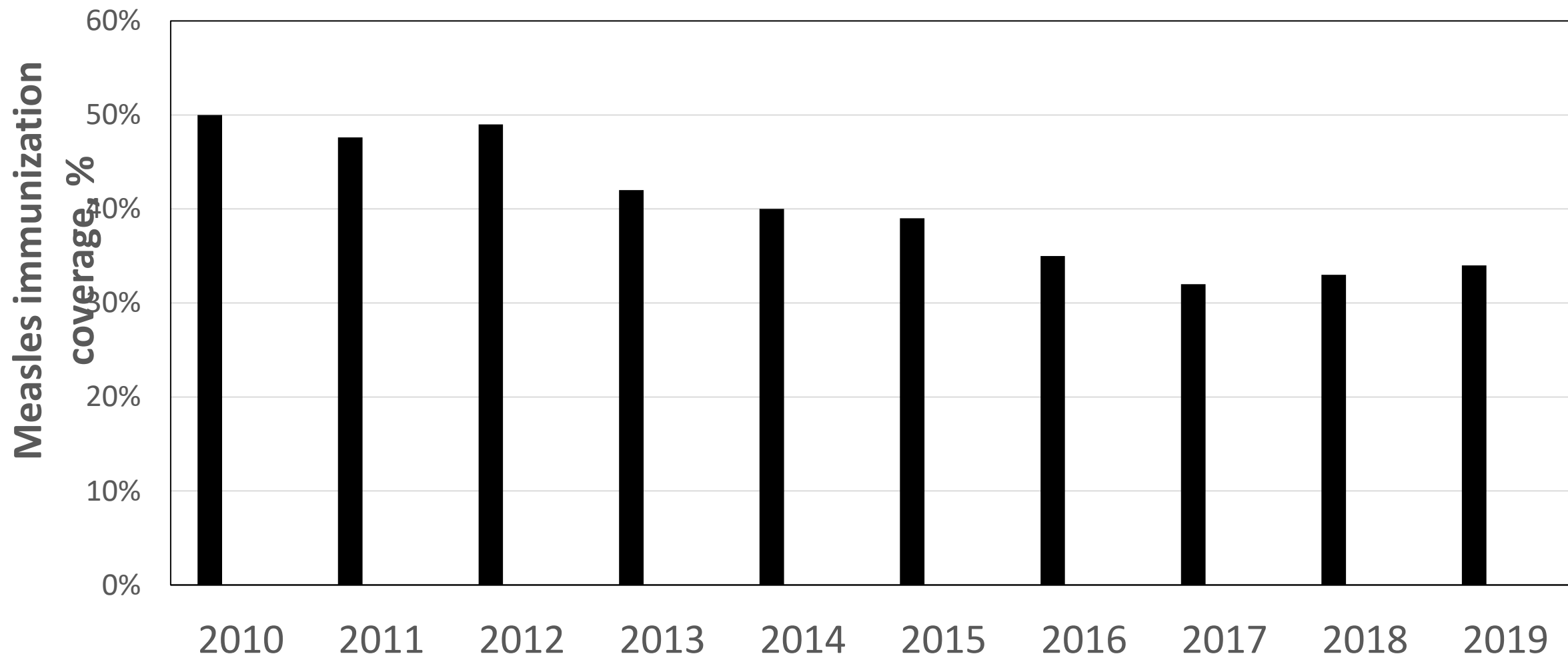
Year

Indicator: # 27

Top responses on Health Service Delivery

Category of responses	Percentage (%) of top responses	Responses
Achievements	90	Free Primary Health Care Policy
	76	Many PPPs supporting PHAs
	73	More SMOs and MOs available for all the PHAs
	63	Go PNG Supporting Church Health Services in the country
	60	Documentation and Implementation of NHSS
	53	100% Medical Kits
Challenges	93	Inadequate resources for PHAs
	90	Inadequate workforce
	87	Challenging determinants
	73	Inadequate capacities at all levels
	70	Ineffective 'push' system
	67	Ineffective implementation of NHSS exercise
	63	Ineffective support from other sectors
	60	Continuing poor SPAR report
Strategies to improve	87	To use better strategies to improve SPAR report
	83	Need adequate funding & Staff, Effective political support
	77	To priorities primary health care, Encourage effective PPP support
	67	Need effective NHSS exercise, To provide incentives for health workers
	63	Need to invest in advanced medical equipment

Measles immunization coverage for children under 1 year in PNG, 2010-2019



Target: > 85%

Indicator # : 9a

Year

Source: SPAR 2010-2019

Limitations

- **Only 2 out of 6 SEMs of NDOH responded to this study.**
- **13 out of 15 selected, from 89 districts in the country responded.**

Strengths

- **This study was conducted soon after all 21 PHAs were delivered in PNG.**
- **75% of managers selected from the temporal and regional localities in the country and when the PHA was implemented responded in this study.**

Conclusions

- **Managers felt PHA reform was positive in its intent and had some achievements.**
- **They also saw it needed much more effective implementation on all building blocks.**
- **They had numerous practical suggestions for achieving better outcomes.**

Four lessons learnt

- 1. Need effective leadership and good governance at all levels.**
- 2. To prioritize primary health care for more service delivery at community levels to achieve UHC and SDGs.**
- 3. Need effective partnership coordination mechanisms with NDOH, PHAs and other Partners.**
- 4. Encourage regular health system performance reviews to reveal and address health issues promptly.**

Acknowledgement

- ✓ **PNG Update organizing committees**
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Thank you

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Any questions?