High Quality Health Systems are Accountable to People
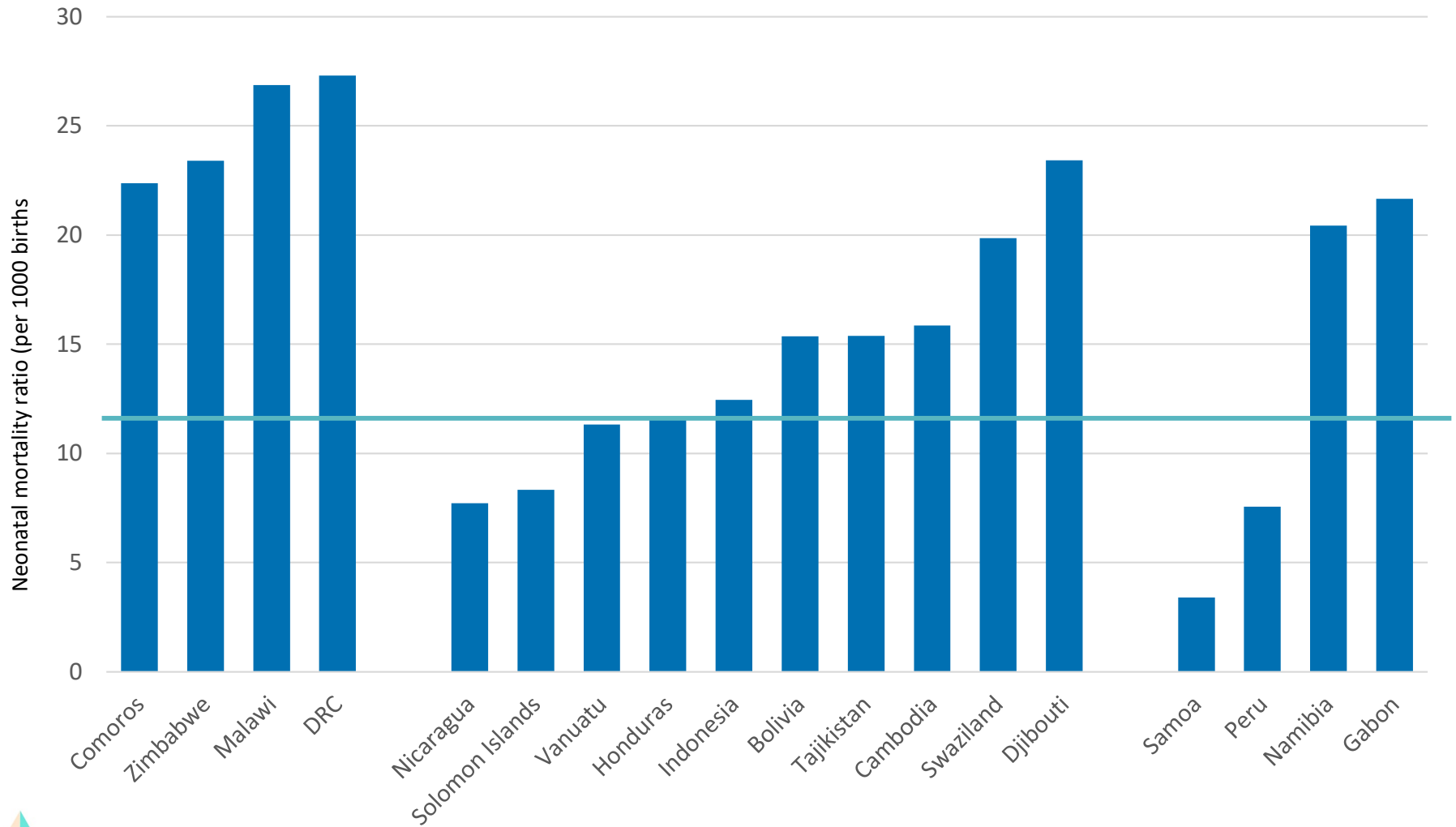
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QuEST

Quality Evidence for
Health System
Transformation

Access to care is not enough

Newborn mortality

What is a high quality health system?

THE LANCET
Global Health

September, 2018   www.thelancet.com/lancetgh

High-quality health systems in the Sustainable Development Goals era: time for a revolution

"Providing health services without guaranteeing a minimum level of quality is ineffective, wasteful, and unethical"

A Commission by *The Lancet Global Health*

Health systems are for people. A high quality health system optimizes health in a given context by

- **consistently** delivering care that improves or maintains health,
- being **valued and trusted by all** people,
- **responding** to changing population needs.

More and
more complex
health needs

AIDS, tuberculosis, malaria, and
neglected tropical diseases

injuries and accidents

hepatitis,
waterborne
diseases, and other
communicable diseases

Rising
expectations

deaths of newborns and children

maternal mortality

3 GOOD HEALTH

malnutrition,
stunting
and wasting

mental health and well-being

substance and alcohol abuse

noncommunicable diseases

tobacco control

national and global health risks

universal health coverage

illnesses from hazardous chemicals and pollution

health workforce

vaccines and medicines

Residual mortality
harder to avert

sexual and reproductive health

8.6 million deaths from treatable conditions: 60% due to poor quality among people using care

137 LMICs; 61 health conditions

Preventable through public health
7.0 m

Amenable to health care
8.6 m

Poor quality
5.0 m

Non-utilization
3.6 m
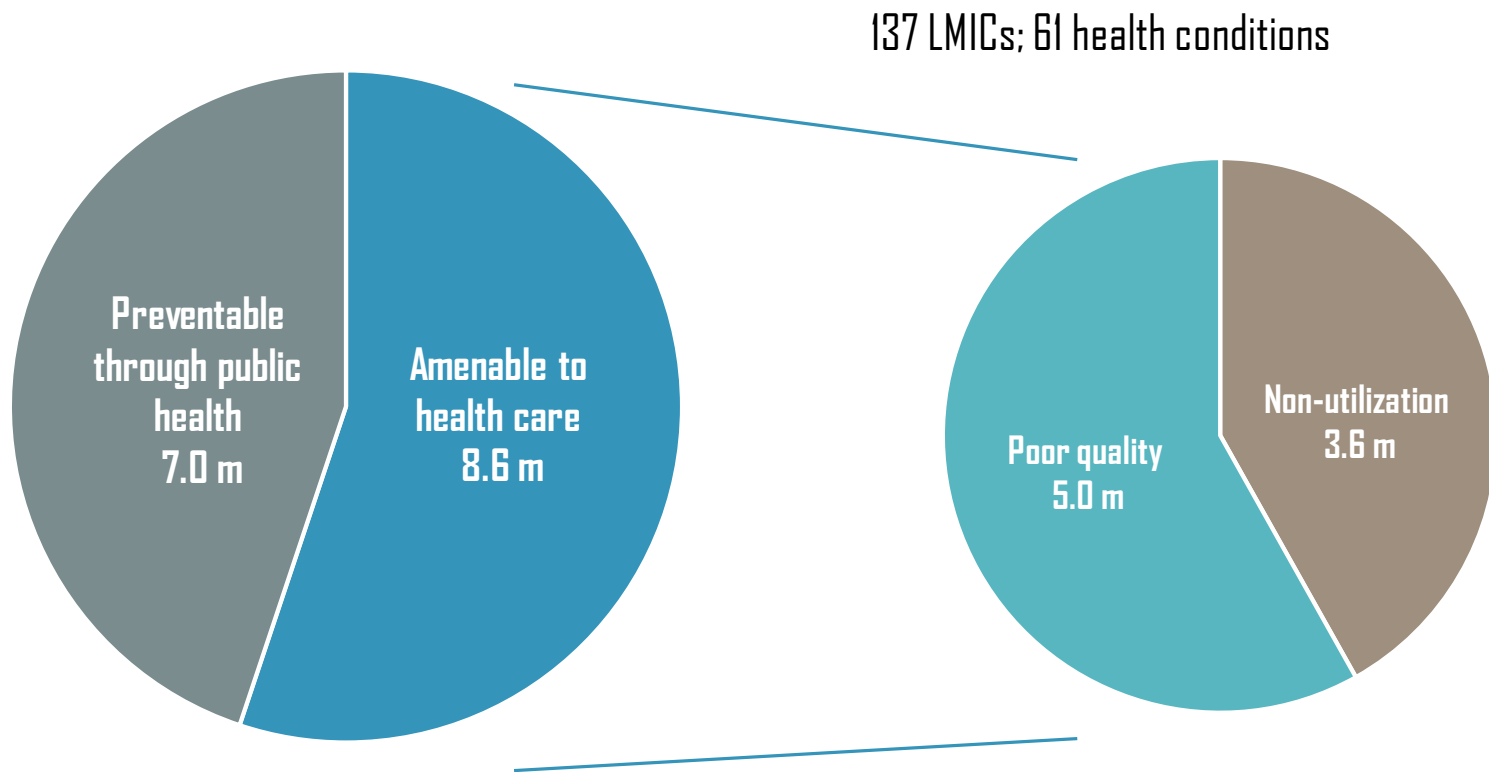
Kruk ME, Gage AD, Joseph NT, Danaei G, Garcia-Saiso S, Salomon JA.
Mortality due to low-quality health systems in the universal health coverage era:
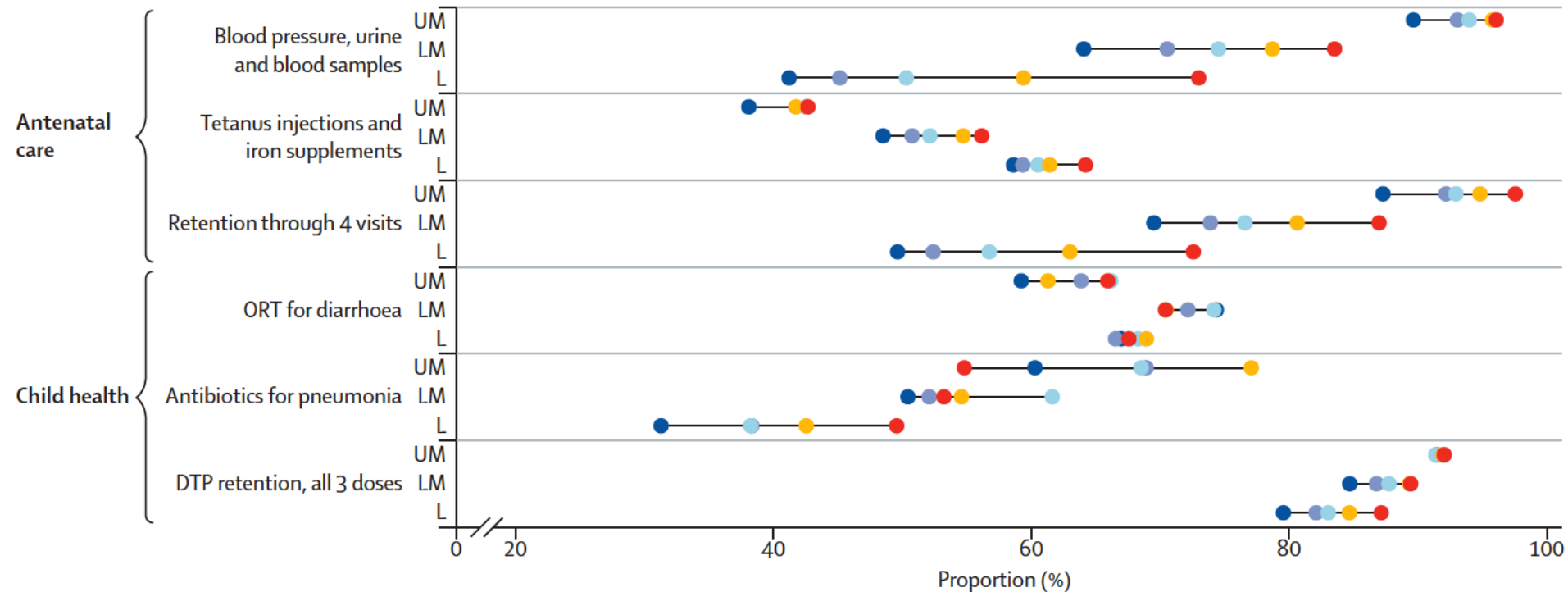a systematic analysis of amenable deaths in 137 countries. Lancet. 2018. Epub 2018/09/10

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Health providers perform 1/2 of basic clinical actions for common conditions

Country income level • Low income • Lower-middle income • Upper-middle income

Kruk ME, Gage AD, Arsenault C. et al. High quality health systems—time for a revolution. Report of the Lancet Global Health Commission on High Quality Health Systems. Lancet Global Health. 2018;6(11):e1196-e252.
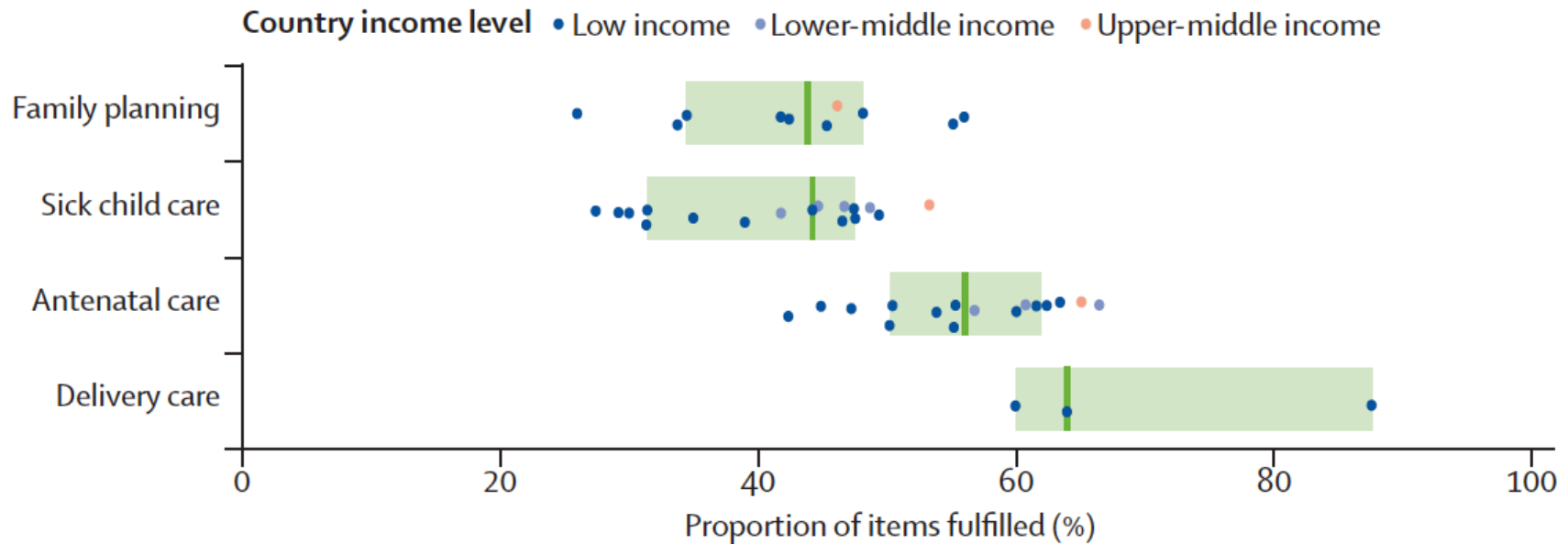
Poor quality for the poor

Kruk ME, Gage AD, Arsenault C. et al. High quality health systems—time for a revolution. Report of the Lancet Global Health Commission on High Quality Health Systems. Lancet Global Health. 2018;6(11):e1196-e252.

1 in 3 patients experience disrespectful care, short consultations, poor communication or long wait times

Health workers yell at us like a slave … That is the reason why people do not want to go to the hospital although they have a letter of referral"
– Timor-Leste patient

"People always say that the nurses are shouting too much, and saying bad things to them, and maybe they don't want to treat them"
– Ghanaian patient

" The hospital is like a prison"
– Russian patient

"This woman! She acts as if this is her first pregnancy. Did you deliver previous pregnancies without labor pain?"
– Tanzanian nurse

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How can health systems be more accountable to people?

1. Measure what matters, when it matters

Functions not inputs

- Real time registries of health system assets, health needs
- Health system competence not buildings, provider competence not numbers

Performance in normal and crisis times

- Health system quality dashboards shared with people
- Service provision, quality, mortality for index AND routine needs during crisis

People's voice and values

- User experience, confidence, endorsement
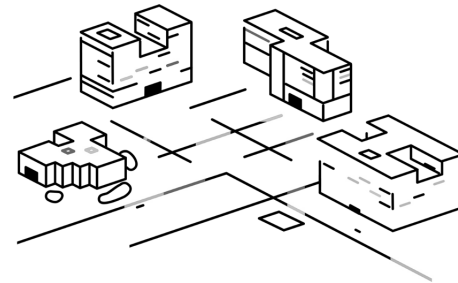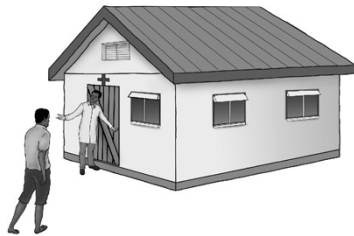- Function (not presence) of feedback channels

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"If you or your child is very sick tomorrow, can you get the health care you need?"
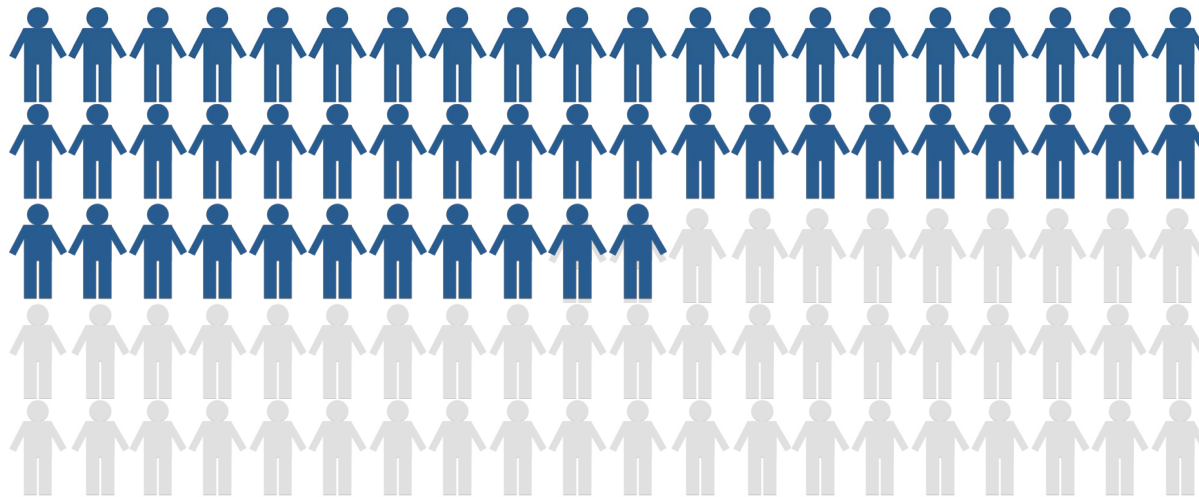
Svoronos T, Macauley RJ, Kruk ME. Can the health system deliver?
Determinants of rural Liberians' confidence in health care. *Health Policy Plan.* Jul 27 2014.
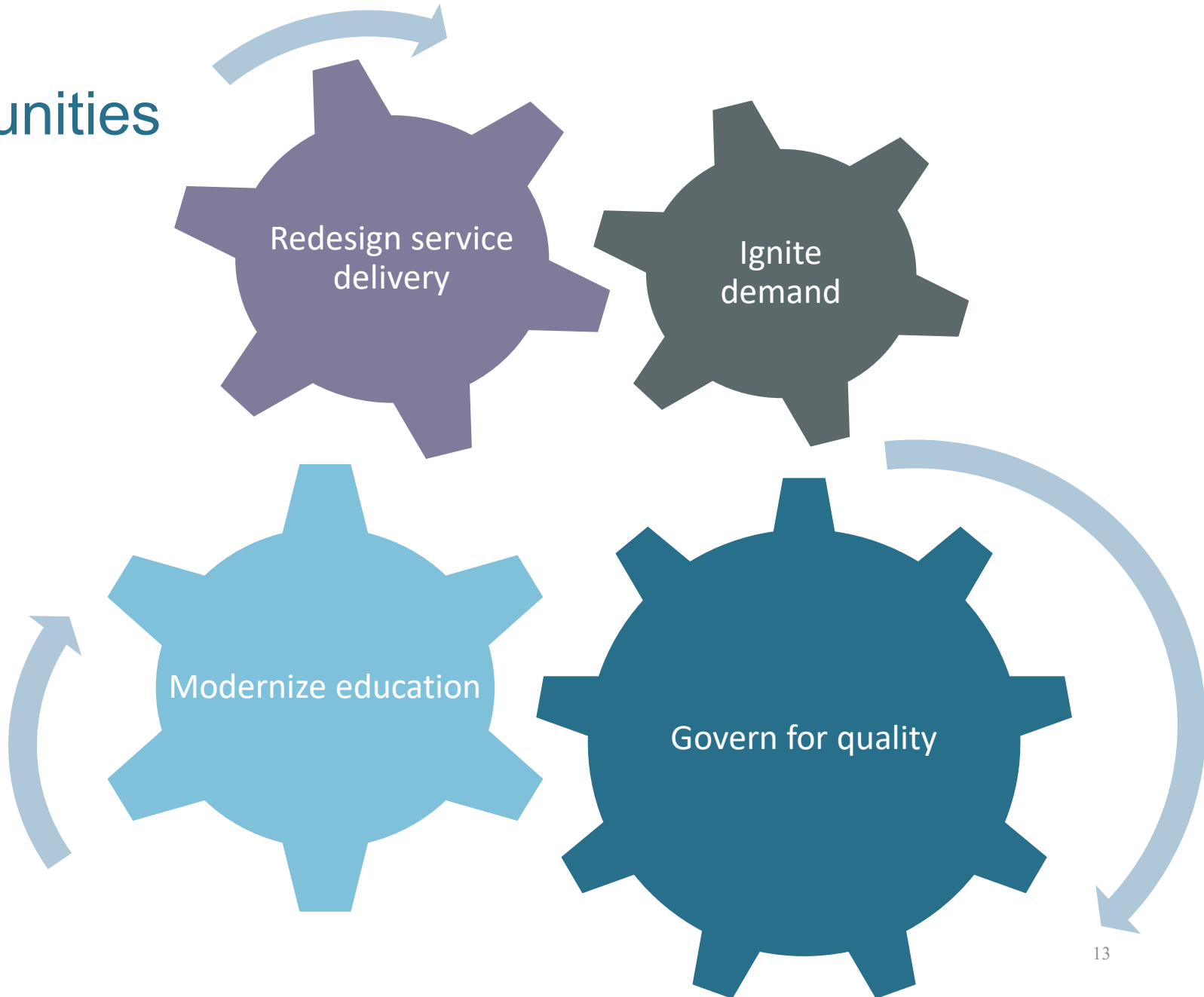
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2. Move beyond micro-level fixes

Micro (point-of-care)

Facility-level
Behavior change
Short term
Local scale
Project based

Macro (structural)

System-level
Foundation change
Long term
Large scale
Nationally led

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Four opportunities

Redesign service delivery

Ignite demand

Modernize education

Govern for quality

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3. Ignite demand for quality

[Anthony] is a 45-year old man with high blood pressure who needs a regular check up. At the health facility the nurse does greet him and introduce herself and change his medication. She does not ask about his symptoms or check his blood pressure.

High ratings for poor quality care

Percent rating good, very good or excellent