# High quality, resilient health systems build confidence

Margaret E. Kruk Professor of Health Systems Harvard T.H. Chan School of Public Health



Quality Evidence for Health System Transformation

## Utilization x Quality = Health



## Definition of a high quality health system

#### THE LANCET Global Health

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.

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#### HIGH QUALITY HEALTH SYSTEM FRAMEWORK



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





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

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



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.

# More and more complex health needs

#### deaths of newborns and children

malnutrition, stunting and wasting

noncommunicable diseases

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national and global health risks

illnesses from hazardous chemicals and pollution

vaccines and medicines

sexual and reproductive health

AIDS, tuberculosis, malaria, and neglected tropical diseases

injuries and accidents

hepatitis, waterborne diseases, and other communicable diseases

# Rising expectations

maternal mortality

mental health and well-being

substance and alcohol abuse

tobacco control

universal health coverage

health workforce

# Residual mortality harder to avert



## Move beyond micro-level fixes





### Micro (point-of-care)

Facility-level Behavior change Short term Local scale Project based

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### Macro (structural)

System-level Foundation change Long term Large scale Nationally led



## 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



# High quality health systems that are resilient

prepare for and effectively respond to crises

## maintain core functions when a crisis hits

reorganize if conditions require it



### 412,000 Missing Deaths: Tracking the True Toll of the Coronavirus Outbreak





https://www.nytimes.com/interactive/2020/12/13/us/deaths-covid-other-causes.html

### 2020 Was Especially Deadly. Covid Wasn't the Only Culprit.



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https://www.nytimes.com/interactive/2020/12/13/us/deaths-covid-other-causes.html

#### Deaths attributed to other causes above normal

Diabetes 15% above normal							
Alzheimer's disease and dementia 12%							
High blood pressure 11%							
Pneumonia and flu 11%							
Coronary heart disease 6%							
Stroke 5%	)						
Sepsis 4%							
	Kidney failure 1%						

Note: Data are from March 15 to Nov. 14. Not all causes are included. Deaths from external causes, such as suicides and drug overdoses, are not available because investigations are still underway in most cases.





Addresses range of health problems Provides quality services that meet population needs

National leadership and policy • Public health and health system infrastructure Committed workforce • Global coordination and support



**Aware**: geo-registry of assets/weaknesses, surveillance, civil registration, functioning alarm channels

**Diverse**: scope/quality of PHC, financial protection

**Self-regulating**: database of all providers, service delivery alternatives

Integrated: cross-sector strategy, trust index, public health integration

Adaptive: advance funding shifts, management capacity, evaluation capacity



# Users' endorsement of health system



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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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# Users need to be in informed and empowered: low expectations limit impact

[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.





# Resilience report card

#### Aware

- Information disorganized and misused
- County health teams lacked capacity to use information

#### Integrated

- Very poor coordination among partners, Ministries had difficulty getting information on activities and funding from partners
- Rampant duplication in some places; insufficient resources in others
- Confused messaging

#### Adaptive

- New service delivery models
- Communities changed cultural practices



# Resilience report card

#### Diverse

• County health teams lacked capacity to use information

#### Self-regulating

• Unable to isolate cases and maintain core operations at first; this improved

