

30 January 2019

## **DRAFT HEALTH COMPACT**

We, the undersigned stakeholders in the health sector, Government, Civil Society, Labour, Business, Health Service Users, Health Professionals, Traditional and Allied Health Professionals, Health Academics and Health Public Entities, agreed at the Presidential Health Summit assembled on 19 - 20 October 2018 in Ekurhuleni, to work together to develop an action and accountability orientated health compact, to address the current challenges in the health sector by strengthening the health system to provide quality health services for all.

### **Principles**

We will be guided by the following principles to achieve this objective:

- Access to decent health care for all
- Accountability, efficiency, fairness and integrity in the implementation of our interventions
- Strengthening institutional capability to deliver healthcare
- Mutual respect in engagements
- Meaningful partnerships
- Consistent and transparent communication on progress in implementation.

The following operational principles will apply:

- Structured programme teams with committed participation on the basis of a structured accountability framework
- Transparent funding modalities and impact assessment
- Clear role allocation and responsibilities
- Inclusive communication and sharing of information

We have agreed to engage on the following pillars that will form the basis of the Compact:

1. Develop the Health Human Resources Operational Plan
2. Ensure improved management of supply chain for medical products and equipment
3. Execute the Infrastructure Plan to ensure health facilities are adequate and maintained
4. Engagement of the private sector in the improvement and the provision of health care
5. Improve the quality and quantity of Health Services provided including improved access to primary health care
6. Improve the efficiency and integrity in Public Sector Financial Management processes, including allocation mechanisms at provincial and national levels
7. Improve Leadership and Governance capability across the health system
8. Engage the Community in the improvement of health care delivery and tenure that there is adequate community-based care
9. Develop a unified, robust and effective health information platform across the health system

As stakeholders we have agreed to contribute collectively and individually towards implementation of the actions under each of the above pillars as summarised below based on

their respective capabilities. We commit to implement specific actions to support one or more of these pillars as set out in the action plans, which plans will be finalised within 3 months of signing of this Health Compact.

We recognise that there are a number of initiatives that are being undertaken by various stakeholders in the health sector and in order to avoid duplication of effort, members of the Health Compact Steering Committee will play a coordinating role in implementing agreed actions.

We agree to engage on any policy and legislation changes in Nedlac that may be required to support achievement of the objective of universal health coverage.

We have agreed to focus our efforts on addressing the current challenges in the health sector through this Health Compact by strengthening the current health system to provide decent health services for all.

To this end we have agreed to a range of practical interventions under each of the nine pillars to be implemented over the next five years.

In addition to the interventions under the nine pillars, we commit to the following key cross cutting measures:

- We will develop health sector specific anti-corruption interventions under the framework of the National Anti-Corruption Strategy.
- All interventions will be implemented within the current legislative framework with due recognition of the constitutional roles and accountabilities of the different spheres of Government, as well as regulators and related institutions.
- Eliminate political interference in resource allocation.

As stakeholders we commit to the following overarching actions depending on our different roles and responsibilities and as set out in the action plans.

### **Develop a Health Human Resources Operational Plan**

Stakeholders acknowledge the Human Resource policies, strategies and plans that already exist and commit to a review of the current needs and challenges with these instruments to develop an up to date practical human resource operational plan which will prioritise addressing the areas identified in the Presidential Health Summit as a start.

These areas include:

- Identification and filling of critical vacancies
- Systems and remuneration structures to manage work outside public service to ensure sufficient public healthcare service delivery
- Ensure that statutory requirements for internship and community service are met
- Address impediments to the employment of foreign medical practitioners to address shortages of skills
- Ensure that the policies on funding and staffing meet the needs of the health system within budgetary provisions
- A skills development plan and register of all healthcare professionals
- The role of the private sector in developing human resource capacity

- Validate and optimize the use of “Integrated Human Resource, Personnel and Salary System” (PERSAL) and HR management information system
- Ensure that the roles and responsibilities of each sphere of government are clear in relation to how health services are managed by the relevant sphere
- Public human resources must be deployed in a manner that is responsive to patient needs

#### **Ensure improved management of Supply Chain Medical Products and Equipment**

- Establish, enhance and regularise standard operating procedures for equipment purchase and maintenance
- Build human resource capacity on supply chain management
- Introduce inventory management systems for all medical consumables
- Establish health technology assessment committees comprising suitably qualified public and private individuals, that exercise good governance with transparency.
- Efficient procurement systems (with clear governance mechanisms to provide quality products at competitive prices to all parts of the country) at national and provincial level
- Introduce systems and put in place management interventions that ensure delays in supplier payment do not result in stock shortages of medical consumables, and that small businesses are paid within 30 days.

#### **Execute the Infrastructure Plan to ensure health facilities are adequate and maintained**

- In conjunction with the Department of Public Works, review health infrastructure plan on the basis of a needs assessment and develop a revised resources infrastructure plan that prioritises repair and maintenance of existing infrastructure
- Ensure that all facilities have a resourced infrastructure plan and that capacity exists to implement the plans
- Implement that health infrastructure plan in a manner that works towards all public infrastructure meeting the requirements of the Office of Health Standards Compliance (OHSC)
- Explore alternative funding mechanisms for the fixed asset elements of the infrastructure plan

#### **Engagement of the private sector in the improvement and the provision of health care**

- Develop a framework agreement to support meaningful collaboration in improving the public health system, including areas where the need for private sector support have been identified, like capacity support in financial management, management of inventories
- Work towards infrastructure in both the public and private health sector meeting the requirements of the Office of Health Standards Compliance (OHSC), and ensure that quality results are regularly published in a transparent manner
- Explore mechanisms to support use of underutilised private sector capacity to meet current unmet needs
- Identify successful, innovative service delivery models and governance arrangements from which the public sector can learn
- Engage with the recommendations of the HMI report once it has been finalised.

- Explore mechanisms to provide capacity support for clinical management, financial management, revenue management, supply chain operating procedures, and inventory control.

### **Improve the quality and quantity of Health Services provided**

- Introduce integrated and streamlined referral systems throughout the health services
- Develop a policy that will stop political interference in service delivery and unfunded mandates within all departments and provincial administrations
- Introduce a budgeting system that prioritises promotive and preventive health care
- Ensure adequate capacity at OHSC to perform its mandate

### **Improve the efficiency of Public Sector Financial Management processes**

- Review the strategy for financial transfers from national to provincial and municipal spheres with a view to improving financing of public healthcare
- Improve mechanism to address unfunded mandates from national to provincial; and within provincial administrations to the health departments
- Monitor and manage budget allocations (action required at national, provincial, district and facility level):
  - Build capacity: people and systems in financial management
- Monitor and enforce the prohibition of redirection of medical budgets to non-medical expenditure
- Improved revenue management
- Investigate mechanisms to manage malpractice cases

### **Improve Leadership and Governance of the health system at all levels**

- Training, education of management in leadership and governance to be strengthened, and cascaded down
- Improve alignment and coordination within government for improved public health
- Professionalise the public service - employment based on ability and care, not political affiliation and include the youth at all levels as part of succession planning
- Professionalise the management of healthcare, including appropriate financial and human resource skills to ensure good management
- Enhance training of all health professionals with clinical governance, human rights and medical law
- Performance assessment to be based on patient outcomes e.g. waiting times, health outcomes
- Ethical leadership should be a key area of focus
- Enhance the role of Clinic Committees and Hospital Boards
- Set up a structured and transparent process and criteria to appoint staff
- Capacitate the staff and the structures according to standardized guidelines as part of the quality improvement plan
- Ensure inclusive structures that bring in all relevant voices

**Engage the Community in the improvement of health care delivery and tenure that there is adequate community-based care**

- Enhance community participation in Clinic Committees and Hospital Boards and provincial consultative forums to clarify roles and responsibilities
- Review funding of community health programmes
- Develop a progressive framework for training, remuneration and allocation of community health workers
- Explicit recognition of the social determinants impacting on health

**Develop a unified, robust and effective health information platform across the health system**

- Address shortage of IT skills in the healthcare sector
- Develop a unified health record, in compliance with interoperability standards and adequate data security and protection of personal information across health systems
- Improve systems for aligned performance management, monitoring and measurement

**MONITORING AND EVALUATION OF IMPLEMENTATION**

Stakeholders agree to establish a joint technical monitoring team once the Health Summit compact has been signed and the action plan agreed.

We will undertake the following actions to support establishment and operation of the Joint Technical Monitoring Team:

- Develop a monitoring and evaluation framework based on the health compact pillars to improve health care
- Ensure sustainable collaboration amongst stakeholders
- Meet regularly to consider progress reports from responsible accountable department/stakeholders
- Report to a Presidential high-level committee (made up of the President as well as the signatories of the health compact)
- Ensure that progress reports are made available on the Presidency website.